# GRAND JUNCTION
## IMPLEMENTATION PLAN
## 2013

an Addendum to the
Westfield-Washington Township Comprehensive Plan

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# Executive Summary

This Grand Junction Implementation Plan 2013 (the "Implementation Plan") is an addendum to the Westfield-Washington Township Comprehensive Plan. The Implementation Plan: (1) provides a summary of past planning activities related to what is now known as The Grand Junction, Westfield's historic downtown area; (2) organizes and clarifies the various objectives identified in these planning exercises; (3) identifies the geographic area of the Grand Junction District; and (4) sets forth and prioritizes specific action items or projects necessary to accomplish the Grand Junction vision.

After reviewing and analyzing the twelve +/- planning documents (authored from 1993 to present) related to the Grand Junction and the meeting summaries from the Implementation Plan Charrettes, fifty-two (52) distinct planning objectives were identified. The Implementation Plan process included prioritizing these planning objectives. The top ten of the fifty-two objectives are set forth below (not in any particular order). This list comes forward as a recommended work strategy for 2013.

1. **BRANDING.** Create a brand for the Grand Junction area.
2. **GATEWAY SUB-DISTRICT STANDARDS.** Develop zoning standards (and possibly other standards) for the Gateway Sub-district of Grand Junction (the area immediately surrounding the interchange to be constructed at State Highway 32 and U.S. Highway 31).
3. **JUNCTION SUB-DISTRICT STANDARDS.** Develop zoning standards (and possibly other standards) for the Junction Sub-district of Grand Junction (the area constituting the Westfield downtown mixed-use urban core).
4. **TRANSIT.** Develop a transit circulation plan to accommodate movement of residents, employees and visitors among destinations in the Westfield community (e.g., Grand Park and Grand Junction), which may ultimately connect to a larger transit system between the Westfield community and Indianapolis.
5. **REGIONAL DETENTION.** Develop the Grand Junction regional detention facilities designed to enhance the amount of useable land in Grand Junction as publicly accessible amenities and greenways.
6. **STREETSCAPE.** Develop plans for and install streetscape amenities within Grand Junction (e.g., benches, trash cans, planters, hanging baskets, bike racks and ornamental street lights).
7. **THE PLAZA.** Develop and construct the public park facility that has come to be known as Grand Junction Plaza.
8. **HOUSEHOLD ATTRACTION.** Develop plans to attract as many households within walking distance of Grand Junction as possible, as soon as possible. This plan would likely involve taking an inventory of developable property within Grand Junction and crafting policies to encourage or at least accommodate the building of new households in this area.
9. **LAND ASSEMBLY.** Develop strategies and policies to assemble land for development or redevelopment within the Grand Junction District. The development community has identified the uncertainties and expenses associated with land assembly as the biggest obstacles to development/redevelopment within Grand Junction.
10. **PARKING.** Develop strategies and policies to ensure adequate parking within the Grand Junction area. This plan would likely involve taking an inventory of parking spaces within Grand Junction and developing policies for providing or enhancing parking facilities in this area.

The Implementation Plan recommends that this planning process be revisited every year toward the end of the year: (1) to measure progress toward accomplishing the top ten planning objectives included in the plan; (2) to determine if some items have been completed so that others may be added to the list; (3) to determine whether the items that have not been completed are still top priorities; and (4) to aid in work planning for the following year which should assist in annual budgeting processes.

# Chapter 1: Overview

This document, the Grand Junction Implementation Plan 2013 (the "Implementation Plan"), is intended to update, supplement and refine the work completed in preparing the February 2008 Grand Junction Master Plan (the "Grand Junction Master Plan") to the Westfield-Washington Township Comprehensive Plan (the "Comprehensive Plan"). This Implementation Plan is intended to be reviewed and adopted as an addendum to the Comprehensive Plan under the IC 36-7-4-500 Series. The intent of the Implementation Plan is to facilitate and encourage coordination and cooperation among the various groups and organizations working diligently to achieve the Grand Junction vision.

The Implementation Plan: (1) highlights and recapitulates the major objectives recommended in the Grand Junction Master Plan; (2) inventories the numerous planning activities, initiatives, development projects and other notable events that have occurred since adoption of the Grand Junction Master Plan Addendum; (3) takes note of the progress that has been made toward the Grand Junction Master Plan objectives; (4) identifies the geographic boundaries of the area to which the recommendations contained in the Implementation Plan apply; (5) identifies additional objectives and refines and/or re-emphasizes other previously-identified Grand Junction Master Plan objectives necessary to accomplish the community's vision for Grand Junction; (6) sets forth recommended action items to accomplish those objectives; and (7) prioritizes the recommended action items.

The process of preparing this Implementation Plan involved a series of planning charrettes hosted by the Westfield City Council's Committee on Ordinance Revision ("CCOR") and the Downtown Westfield Association ("DWA"), which now includes the Grand Junction Task Group within its organization. Charrette participants include:

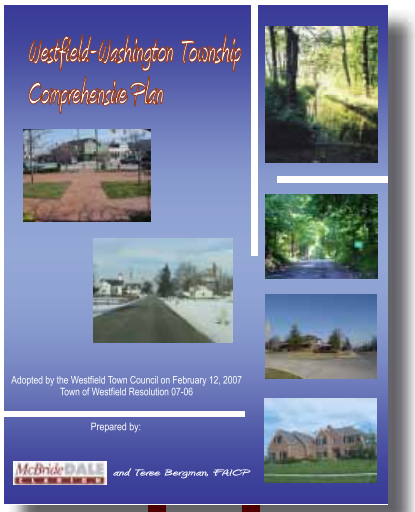
- Jim Ake — CCOR (City Council)
- Steve Hoover — CCOR (City Council), DWA (Member)
- Mic Mead — CCOR (Citizen Member), DWA (Member)
- Ken Kingshill — CCOR (Citizen Member), DWA (President)
- Chuck Watson — DWA (Member)
- Anne Poynter — DWA (Executive Director)
- Cindy Spoljaric — CCOR (City Council)
- Matthew Skelton — Economic & Community Development (Director)
- Kevin Todd — Economic & Community Development (Senior Planner)

The work product of the planning charrettes is included in this Implementation Plan. Each of the planning charrettes is described in much more detail within the appendices to this Implementation Plan. Copies of materials discussed in the planning charrettes are also included or at least described within the appendices.

*"The intent of the Implementation Plan is to facilitate and encourage coordination and cooperation among the various groups and organizations working diligently to achieve the Grand Junction vision"*

# Chapter 2: Comprehensive Plan Summary

This Chapter summarizes the planning objectives most directly related to what is now known as "Grand Junction" contained in the 2007 Westfield-Washington Township Comprehensive Plan, the 2008-2009 Grand Junction Master Plan and Addendum and the 2009 Grand Junction Conceptual Design Charrette.




## The Westfield-Washington Township Comprehensive Plan

The Westfield-Washington Township Comprehensive Plan was adopted in February of 2007. The Comprehensive Plan includes several recommendations related to Westfield's historic downtown area (now referred to as "The Grand Junction") summarized here:

1. Appropriately plan for and provide adequate parking in the downtown area (for customers, clients and employees).
2. Encourage new development to be constructed in a way that resembles and complements the building aesthetics existing in the downtown area (e.g., require buildings to be constructed close to the street).
3. Promote downtown as a growth center and a destination place.
4. Develop a unique image for the downtown area.
5. Encourage landscaped open spaces in the downtown area.
6. Encourage the development of pedestrian trails within and connecting to the downtown area.
7. Encourage the following general types of land uses: commercial, offices, retail, residential (especially new homes that resemble existing older home styles), high density residential, cottage industries, institutional, entertainment, parks, plazas and other open spaces.
8. Prepare and adopt detailed plans for downtown development and redevelopment. Plans should include an urban design component, market study and Implementation Plan.
9. Implement appropriate regulatory changes to address: parking, building setbacks, landscaping, lighting, building scale and mass, design standards, signage, reuse of existing structures, traffic management, pedestrian trails, branding of the downtown, storm water detention, land use, infrastructure improvements, streetscape improvements (e.g., trees, street furniture, flowers and lighting) and maintenance standards.
10. Develop partnerships and encourage formation/enhancement of appropriate organizations to support the downtown development and redevelopment initiative.
11. Develop a capital improvement program for the downtown area.

## The Grand Junction Master Plan and Addendum

The Grand Junction Master Plan work was completed in February 2008. An addendum to the Westfield-Washington Township Comprehensive Plan, The Grand Junction Master Plan Addendum, was later adopted by the City Council in February of 2009, which summarizes and highlights the work completed during the Grand Junction Master Plan process. The plan describes the Westfield community's vision for the future of its historic downtown area, identifies policy objectives to guide public decisions related to the historic downtown area, and identifies opportunities for investment (mostly public projects) that provide the greatest opportunity for reaching those objectives.

The plan describes the community's vision for Grand Junction as an integrated combination of uses and outdoor public spaces…where many kinds of connections are made: connections with family and friends, the larger community, nature, great places to dine, distinctive places to shop, important regional trails and roadways, and Westfield's historic legacy.

*"an integrated combination of uses and outdoor public spaces… where many kinds of connections are made."*

**OBJECTIVES:** The broader policy objectives identified in the plan include:

1. Establishing a "Grand Junction" brand;
2. Showcasing the natural environment within Grand Junction;
3. Creating a comfortable downtown for people;
4. Creating a unique mix of destinations for people;
5. Multi-modal accessibility; and
6. Financial stability.

**OPPORTUNITIES:** The public investment opportunities identified in the plan include:

1. Grand Junction Plaza: The Grand Junction Plaza is designed to be public gathering place in the heart of downtown Westfield. Key features of the Grand Junction Plaza include: new connections to the Monon Trail and Midland Trace Trail; a signature water element as a focal point; a Great Lawn gathering space; highly visible gateway areas; a family-friendly playground; and a realigned, specially paved Jersey Street.
2. City Hall/Library Project: A new City Hall and a new Westfield Washington Library would strengthen downtown's image and identity as the community centerplace.
3. Extended Trail System: Extending the downtown trail system would create exceptional connectivity between the Monon Trail, Midland Trace Trail, other local trails, businesses, civic institutions and residential neighborhoods.
4. Extended Street Network: Key features of the extended street network would include: a Poplar Street extension south to the proposed Lantern Commons project (to be located on the northeast corner of U.S. Highway 31 and 161st Street); a realigned and extended Jersey Street between Union Street and Cherry Street; and an extension of Mill Street that connects Main Street and Union Street.
5. Regional Storm Water Detention: Regional storm water facilities would help enable desired patterns of development, serve as attractive water features and provide convenient recreational space for nearby residents.
6. Gateway Development: A signature downtown development including a hotel, conference center and premium office buildings would create a high quality downtown gateway at the U.S. Highway 31 interchange to be constructed at State Highway 32 (Main Street).

## Grand Junction Conceptual Design Charrette

In the last half of 2009, the City and the Grand Junction Task Group engaged in the Grand Junction Conceptual Design Charrette exercise in order to help inform its decisions about how and where to invest its available resources to advance the community's vision for the Grand Junction. Specifically, the group identified the following priorities: (1) enhance the South Union Street streetscape; (2) complete a portion of the Grand Junction Plaza; (3) improve and enhance Jersey Street between Mill Street and South Union Street; and (4) provide trail head and parking lot improvements for Asa Bales Park. As part of this exercise, members of the development community participated in planning sessions where they were asked to identify the City's greatest challenges to reaching the Grand Junction vision. Although never formally memorialized in a comprehensive plan amendment, the following three challenges have been important in shaping the City's investment strategies since the exercise and they continue to influence the community's thought processes today:

1. Rooftops: In order for the downtown area to become the destination place envisioned in the Grand Junction Master Plan, the City should work to attract as many new households within walking distance of the downtown area as possible, as soon as possible.
2. Land Assembly: The risks and uncertainties associated with land assembly represents a significant obstacle for developers desiring to develop or redevelop land in Grand Junction. Anything the City is able to do to facilitate or simplify this activity would likely expedite redevelopment.
3. Access to Capital: It is difficult for developers to obtain capital for redevelopment projects like the ones desired within Grand Junction. Part of this has to do with the current lending environment and part of this has to do with the many additional contingencies associated with redevelopment projects (contingencies that are not as prevalent in greenfield development projects).

## Grand Junction Plaza Map

### LEGEND

1. Great Lawn
2. Play Lawn
3. Thompson Canal
4. Performance Venue
5. Bocce/Vendor Area
6. Nature Play Area
7. Loading/Service Area
8. Water Play
9. Arts Garden
10. Grand Junction Plaza
11. Wetlands
12. Thompson Plaza
13. Boulder Wall
14. Sled Hill
15. Anna Kendall Trail
16. Anna Kendall Creek
17. Midland Trace Trail
18. Asa Bales Trail
19. Parcel East Redevelopment
20. Parcel West Redevelopment
21. Existing Homes/Adaptive Reuse
22. Union Street Bridge & Overlook
23. Existing Railroad Embankment

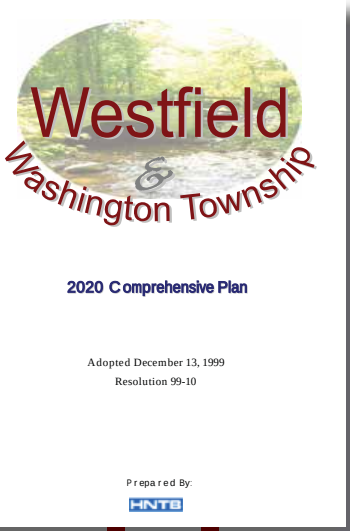
# Chapter 3: Summary of Accomplishments

## 1993 - Ball State University Study

- Document – Westfield and Washington Township Planning and Design Studies
- Developed in conjunction with Ball State University's Community Based Projects Program, this study covers a wide range of topics for the Westfield community. It is one of the first documents to identify the town unification with the township and subsequent conversion to a city as a means of managing growth, maintaining Westfield's small town identity and enhancing economic development and public services. As specifically related to the downtown area of Westfield, the plan identifies a need to create a park-like community gathering space and a new government center. Concerns were also raised in the plan related to traffic, overhead power lines as well as a need for enhanced design guidelines and a historic preservation plan.

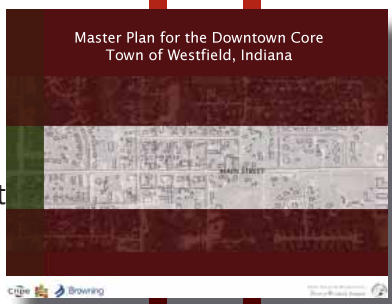
## 1999 - Comprehensive Plan

- Document – Westfield and Washington Township 2020 Comprehensive Plan (the "1999 Comprehensive Plan"). This document represents the first comprehensive plan completed for Westfield as contemplated in IC 36-7-4.
- This plan was assembled to provide a strategy for the management of growth and represented the community's interest in how Westfield would develop. The plan addresses five key issues: 1) preservation of community character; 2) desire for more parks and other recreational facilities; 3) developing strategies for growth management; 4) revitalization of downtown; and 5) creating solutions for east-west traffic flow within the community. This plan notes a need for a special study of the downtown area that would focus on economic development, residential development, historic preservation and parking needs.



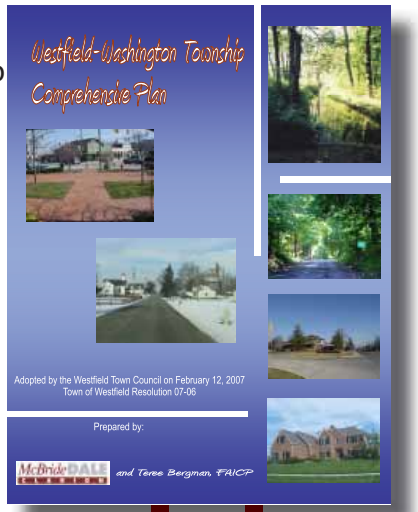

## 2006 - Cripe Plan

- Document – Master Plan for the Downtown Core
- The purpose of this initiative was use to provide policy direction regarding development in downtown Westfield. The boundaries identifying downtown Westfield were borrowed from the not-yet-completed 2007 Westfield-Washington Township Comprehensive Plan. Ultimately three future land use maps were proposed as well as architectural objectives and economic analyses. The plan recommends using development incentives and marketing downtown amenities in an effort to encourage more development in the area.



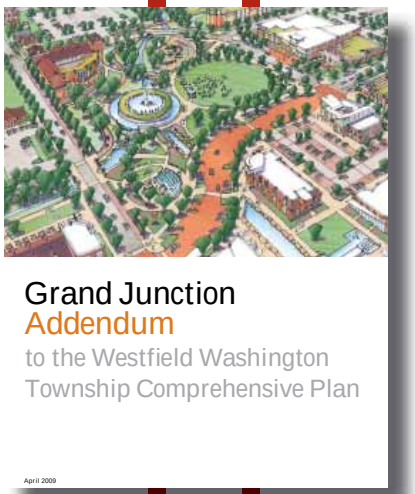
## 2007 - Comprehensive Plan

- Document – Westfield-Washington Township Comprehensive Plan created to update and replace the 1999 Comprehensive Plan.
- In ten years' time, the City of Westfield saw its population double and with it a need to revise its Comprehensive Plan. With extensive community input, the City prepared and adopted the Westfield-Washington Township Comprehensive Plan in early 2007. This plan identified the downtown area as a special study area. It noted many assets within the downtown area, including: Midland Trace Trail, Natalie Wheeler Trail, Asa Bales Park and a collection of historic buildings. The plan also identified challenges for the downtown area: truck traffic on State Highway 32, perceived lack of parking, aging infrastructure and an unattractive streetscape. Recommendations of the plan include improving the appearance of downtown, traffic flow, parking, and way-finding; as well as promoting pedestrian friendliness and activity.



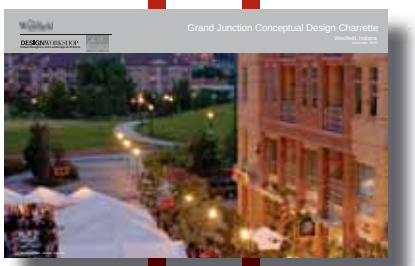

## April 2009 – Grand Junction Master Plan and Addendum

- Document – Grand Junction Master Plan and Addendum
- A special study of downtown Westfield was conducted in 2008 after the formation of the Grand Junction Task Group. The plan identifies a long term vision as well as land use and financial investment goals for the intermediate and short terms. The centerpiece of the plan includes creating a public gathering space in the form of Grand Junction Plaza, west of Union Street between Mill Street, Park Street and Jersey Street (*see Grand Junction Plaza Map on Page 9*). Key public investment opportunities are also identified including: Grand Junction Plaza, new civic facilities, extended trail system and street network, enhanced stormwater management, and signature gateway developments. A summary of this plan was adopted in the form of an addendum to the City's 2007 Westfield-Washington Township Comprehensive Plan in April of 2009.




## December 2009 – Grand Junction Conceptual Design Charrette

- Document – Browning Day Mullins Dierdorf/Design Workshop Grand Junction Conceptual Design Charrette Report
- The Grand Junction Conceptual Design Charrette Report (the "Charrette Report") was undertaken to refine the recommendations for the Grand Junction Plaza design as well as the adjacent city streets and development areas. City consultants Design Workshop and Brown Day Mullins Dierdorf hosted a three-day charrette, inviting stakeholders from the community to provide input. Once completed, the City consultants validated the designs with local developers and assembled the Charrette Report to document the completed work.



## June 2010 – Grand Junction Master Plan Review

- Document – Grand Junction Master Plan Review
- The Grand Junction Master Plan Review (the "Review") was an audit of the City's progress since the Grand Junction Master Plan was created. Interviews were completed with various stakeholders, including Mayor Andy Cook, Deputy Mayor Bruce Hauk, City Councilor Ken Kingshill, Executive Director of the Downtown Westfield Association Anne Poynter, and members of the Grand Junction Task Group. The Review examined physical improvements and land development, finances, as well as public policy and outreach. Overall, the Review was complimentary of the City's progress and included some minor recommendations for moving forward.

## Summer 2010 – Westfield Thoroughfare Plan Addendum

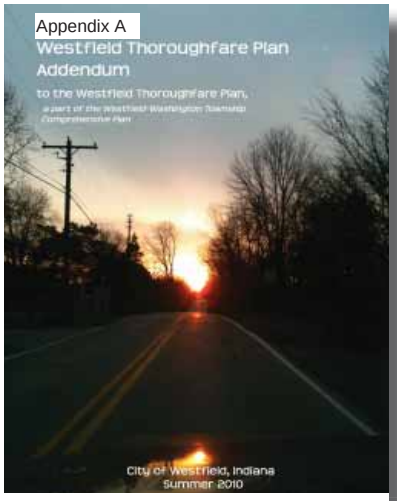
- Document – Westfield Thoroughfare Plan Addendum – Appendix A
- There are three goals identified in the Westfield Thoroughfare Plan Addendum (the "Thoroughfare Addendum"): improve connectivity in Grand Junction; provide solutions for navigating around the U.S. Highway 31 improvements; and to enhance the City's alternative transportation network. These goals are identified to improve the pedestrian and road networks in downtown Westfield. In the downtown area, the plan recommends that T-intersections be removed and dead end streets be connected to the greater road network. The Alternative Transportation Plan map is updated to include trail crossings of U.S. Highway 31, State Highway 32 and identifies new trails, including Little Eagle Creek Trail, Cool Creek Trail and the Anna Kendall Trail.

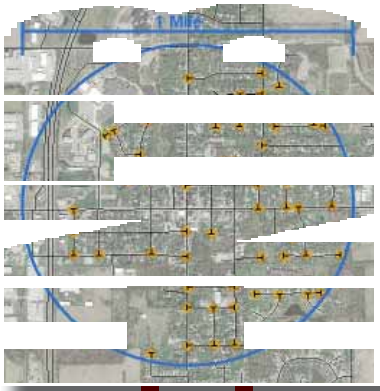
## Summer/Fall 2010 – South Union Street & Grand Junction Trail Project

Per the newly adopted addendum to the Thoroughfare Addendum, funds were allocated for the construction of the trail connection between the Natalie Wheeler Trail and the planned Grand Junction Plaza. The project includes trails, benches and rain gardens as a means of also improving the southern gateway to downtown Westfield. This streetscape enhancement work was completed in the fall of 2010.

## October 2010 – Main Street Corridor Study

- Document – State Road 32 Corridor Study: From Oak Ridge Road to Moontown Road
- Completed by American Structurepoint, the State Road 32 Corridor Study examined Main Street (State Highway 32) from Oak Ridge Road to Moontown/Gray Road. Rapid growth and U. S. Highway 31 improvements have created a considerable strain on the State Highway 32 corridor. The purpose of this plan is to identify and evaluate State Highway 32 transportation improvement alternatives while keeping in mind downtown Westfield redevelopment opportunities. A recommendation for a four lane divided roadway is made based on an evaluation of traffic operations, safety, community impact, right-of-way acquisition and construction costs. This proposal also includes roundabouts at Shamrock Drive/Poplar Street and East Street.



**February 2011 – Façade Improvement Program**

The Façade Improvement Program was established by the City Council in February of 2011. Ordinance 10-22 created the program which offers downtown business owners and residents a matching reimbursement grant of up to $5000 on projects that improve the facades of buildings. The City Council allocated $50,000 to initially fund the grant program. Two years into the program, six grants were awarded totaling a $25,000 investment from the City which generated over $58,000 in new private investment in aesthetic improvements downtown.

**Spring 2011 – Midland Trace Trail paved between Union Street and Carey Road**

This section of the Midland Trace Trail connects downtown Westfield to the Westfield Marketplace retail center, Simon Moon Park and the Westfield City Services Building. In order to make the crossing at Cool Creek, the Bridgewater Club donated a damaged golf cart bridge that was restored, installed and painted according to the colors of the Midland Trace.

**April 2011 – Old Friends Cemetery Park rededicated**

Formally known as the Martha Doan Memorial Garden, the rededication of Old Friends Cemetery Park followed an extensive renovation of the historic cemetery grounds. Serving as the final resting place for many founders of the City, Old Friends Cemetery Park was in the care of the Westfield Woman's Club (the "Woman's Club") during it's time as the Martha Doan Memorial Garden. Plans from the 1965 Woman's Club renovation inspired City Consultants Browning Day Mullins Dierdorf to design a park setting that honored the rich history of the City and to create a trail head for the Midland Trace Trail.

**June 2011 – Grand Junction Plaza Schematic Design**

- Document – Grand Junction Plaza Schematic Design
- A draft set of plans was developed for the Grand Junction Plaza. Areas within the Plaza are designed to accommodate a variety of activities including a farmer's market, community festivals, amphitheater, ice skating/water fountain, and play ground as well as open areas for more passive park uses. Plans include integrating Grand Junction Plaza with Asa Bales Park by way of a pedestrian crossing along the Thompson Canal under State Highway 32. Five residential structures along South Union Street are identified for preservation.

**July 2011 – Westfield Blossoms**

In early 2010 downtown business owners Dave and Becky Weiss advised the City of Westfield that they were interested in installing a mural on their building at 101 South Union Street. Knowing the impact it would have on the downtown landscape, they engaged the City in discussions regarding a public art piece that would highlight the history of the community. Both parties agreed to install a removable sculptural mural so that the pieces can be removed when State Highway 32 is expanded. Blice Edwards of Indianapolis was contracted to complete the unique project after being selected through a design competition judged by the Grand Junction Task Group. The mural was unveiled during Westfield Rocks the 4th in July of 2011.

**Spring 2012 – Property acquisition begins for Grand Junction Plaza**

- Document – Grand Junction Plaza Affected Parcels Map
- Property acquisition began in the spring of 2012. By the close of the year five properties had been purchased and two others had closings scheduled in 2013. The City continues to reach out to property owners interested in selling their homes in the area identified for Grand Junction Plaza development.

**March 2012 – The Towers at U.S. Highway 31/State Highway 32**

- Document – US 31/SR 32 bridge design plans
- Recognizing the importance of the State Highway 32 and U.S. Highway 31 interchange to the community, the Grand Junction Task Group met with representatives from RQAW to assist in the design of a signature bridge structure. The interchange itself will serve as a gateway to the Westfield community and downtown Westfield, specifically. Since the bridge will span State Highway 32 it is important that bridge enhancements be visible from U.S. Highway 31. It is contemplated that large towers, resembling torches, will anchor at least two of the corners of the bridge (*see below and the Grand Junction District Map on Page 24 for Tower Locations*). It is contemplated that each tower will be lit internally and externally to give the design depth at night. Construction on the interchange is expected to begin in 2014 with completion in 2015. The towers will each be completed as funds allow.

## Summer 2012 – Grand Junction Properties

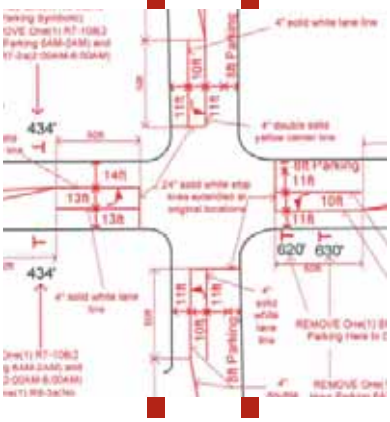
Grand Junction Properties was created as a real estate resource for businesses looking to relocate to Grand Junction. With a strong focus on downtown Westfield, the organization provides free marketing for those interested in selling or leasing their properties. Market data and demographic information are available through this organization. Grand Junction Properties also serves as an information resource for downtown developments including the Grand Junction Plaza.

## July 2012 – Asa Bales Park East Entrance Enhancements

Becoming something of a tradition, the 2012 Westfield Rocks the 4th festival brought about another unveiling of public art. Working with the Herron School of Art and Design, and artist Katey Bonar, "Passaggio" (pictured right) was presented to the City of Westfield and a special "Meet the Artist" event was held later in the month. Three thirteen-foot columns comprise the main sculpture with a set of concentric steel rings suspended inside the columns at the top. The sculpture is completed with two other sets of rings grouped in the adjacent sidewalk. The name "Passaggio" means passageway or turning point in a journey. While Passaggio functions much like an entry way into Asa Bales Park, the artist hopes people see the symbolic meaning. "I feel like opening an art piece like this in Westfield gives an opportunity for residents to reflect on the past, as well as to examine where they are now and where they want to be in the future, both collectively and personally." –Katey Bonar

## October 2012 – Main Street & Union Street Reconfiguation

In an effort to improve traffic flow in downtown Westfield, the City worked with INDOT to restripe the Main Street and Union Street intersection. The project included the removal of twenty (20) on-street parking spaces which allowed for the addition of dedicated left turn lanes on both Main Street and Union Street.



## Regional Detention Design and Planning

- Document – Regional Detention PowerPoint
- A significant amount of land in the downtown area of Westfield falls within the floodplain of the Anna Kendall and Thompson waterways. Additionally, storm water detention requirements make development challenging on small parcels of land like many of those located in Grand Junction. In an effort to free up more land for development in the downtown area, the City has started work on a regional detention system.

# Chapter 4: Recent Events Affecting Grand Junction Initiatives

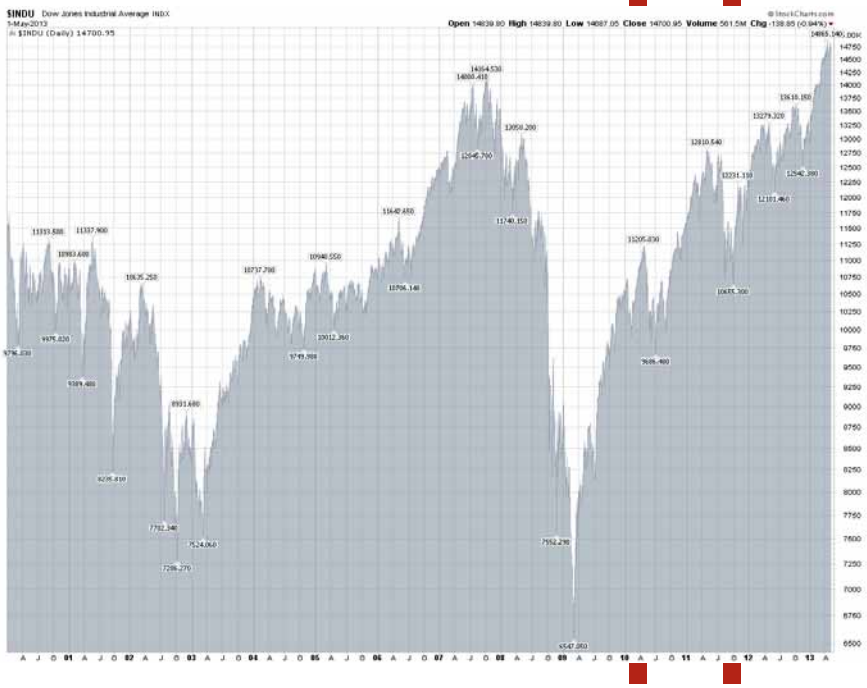
## The Economy

The recession of the mid-2000's is attributable to a sharp increase in sub-prime mortgages, a decline of securities backed by said mortgages and the collapse of several major financial institutions which led to a disruption of the flow of credit to businesses and consumers on a global level. Between 2004 and 2006, the use of sub-prime mortgages increased from approximately 8 percent of the market to 20 percent (and higher in some parts of the U.S.), most of which were adjustable rate mortgages. Additionally, American households saw significant increases in the debt to disposable income ratio: 77 percent in 1990 to 127 percent in 2007. The increase is attributed to higher mortgage levels. As homeowners saw sharp declines in home prices, refinancing became difficult. Global investors cut back on purchases of mortgage-backed debt and other securities.

As a result of the recession, the U.S. lost nearly 9 million jobs (6 percent of the workforce), and housing prices fell 30 percent on average. The U.S. stock market fell approximately 50 percent by 2009. While the stock market has recovered, housing prices are still recovering and unemployment is still high.

There were two federal acts that were aimed at improving the economy. In 2008 President Bush signed into law a $168 Billion stimulus package that took the form of income tax rebate checks mailed to tax payers. In 2009, President Obama signed the American Resource and Recovery Act ($ 787 Billion) another stimulus package this time taking the form of both spending programs and tax cuts. Approximately $75 Billion was specifically set aside to assist struggling homeowners and is referred to as the Homeowner Affordability and Stability Plan. Post crisis, the national debt has risen from approximately $10 Trillion in 2008 to over $16 Trillion in 2012.

In looking at the condition of the economy in 2013, unemployment is down and locally we see increases in the number of building permits and the value of the real estate. According to the Bureau of Labor Statistics, the National Unemployment Rate was 7.6 percent in March of 2013. The State of Indiana was over 8.7 percent in the same month, a .5 percent increase over March of 2012. However, Hamilton County has experienced a much lower unemployment rate at 6.4 percent (March of 2013) according to Stats Indiana. The City of Westfield saw even lower unemployment rates of 5.7 percent in March of 2013, up from 5.1 percent in March of 2012.

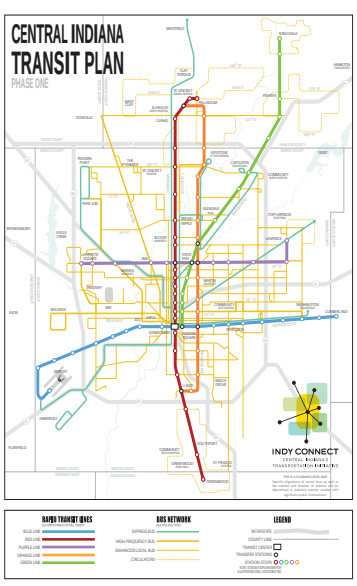


The first quarter of 2013 showed an 88 percent increase in overall building permits over the same quarter in 2012. Single-family housing starts were up 85 percent over 2012 numbers for this same period. Most notable is the $31 Million in overall improvements (land values not included) receiving permits in the first quarter of 2013 which is one-third of the total of all improvements from 2012. Directly impacting Grand Junction, Union Street Flats was issued six permits in the first quarter of 2013 with an estimated $6.9 Million in improvements. The total value of this project is expected to be between $18 million and $23 million.

## Grand Park (http://www.grandpark.org/)

Located in the northwest quadrant of U.S. Highway 31 and State Highway 32, Grand Park is the economic development area surrounding the Grand Park Sports Campus. With a development focus on tourism, hospitality, life science, research and development, and distribution, there is expected to be a significant amount of growth in this area over the next five years. It is anticipated that the majority of the tourism and hospitality businesses will be national or regional chains, easily recognizable for the estimated 1.5 million visitors per year at the Grand Park Sports Campus.

With such a significant number of visitors expected at the Grand Park Sports Campus, plans include developing the Grand Junction area and Grand Junction Plaza of downtown Westfield in a way that provides non-sports themed entertainment; thus, giving guests to the City an opportunity to escape the sports environment to Hoosier hospitality. Grand Park Sports Campus visitors, City residents, and the City's business community will be able to enjoy outdoor concerts, farmer's markets, and other unique opportunities to meet and gather. Guests will be able to enjoy local restaurants and boutique shopping in the heart of downtown Westfield.




## Mass Transit

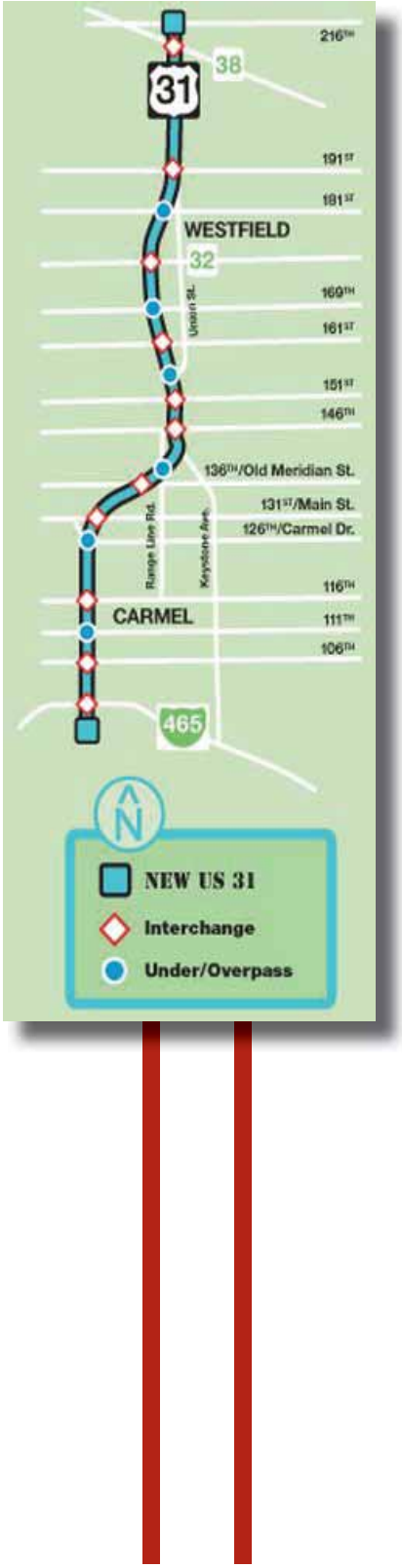
Mass transit has been an increasingly discussed topic in the Central Indiana Region. House Bill 1011 (the "Bill"), which sought legislation allowing a public referendum to permit local governments to decide how to fund mass transit in Central Indiana, was hotly debated during the 2013 legislative session. The Bill was passed by the House, but sent to summer study committee in the Senate. The next legislative session should give rise to additional discussion.

As proposed by Indy Connect (http://www.indyconnect.org), a bus rapid transit system would serve from Carmel, extending south to Greenwood through Indianapolis. Preliminary maps indicate the route would terminate at the Palladium in Carmel's City Center. Representatives from Westfield have indicated a desire to work with Indy Connect to revise the initial plan and extend the bus rout to downtown Westfield or Grand Park.

## US 31 Major Moves (http://us31hamiltoncounty.in.gov/)

The U.S. Highway 31 Major Moves project will upgrade U.S. Highway 31 through Hamilton County to freeway standards from I-465 to State Highway 38. Once complete, access to the new highway within Westfield will be via interchanges located at 146th/151st Streets, 161st Street, State Highway 32, 191st Street and at State Highway 38. The intent of the project is to reduce congestion, improve safety and provide continuity for commerce and travels on U.S. Highway 31 which extends from Michigan to Alabama.

Construction of the project began in 2011 and immediately impacted downtown Westfield. To provide immediate safety improvements, cross access at Park Street south of U.S. Highway 31 was eliminated, a traffic signal was added at 169th Street, and turning options were limited on State Highway 32 immediately west of U.S. Highway 31. In late 2012, offline construction started for the State Highway 32 interchange leading to the relocation of several businesses and demolition of several structures has occurred in 2013.




## Utility Transfer

A combination of property tax caps, high growth projections and the possibility of increased debt associated with the City's water and sanitary sewer utilities led to the decision to leverage these assets. The City examined two options: 1) liquidation, and 2) an outright sale. Ultimately deciding on an outright sale, eight (8) firms considered this opportunity, but ultimately, three (3) submitted bids in May of 2012.

Once all the bids were reviewed, the winning bid by Citizens Energy was accepted. A public information campaign began in October of 2012 and in the following November an application was made to the Indiana Utility Regulatory Commission (the "IURC") to permit this transaction. The City and Citizens Energy entered the discovery and testimony phase of the transfer in January of 2013. This will be followed by hearings with the IURC in June, 2013.

Upon completion of the utility transfer, the City would be able to retire approximately $45 Million in utility debt. This will cut the City's overall debt in half and provide funds for other public projects focused on economic growth and development.

## Grand Junction EDA

The Grand Junction Economic Development Area (the "TIF District") was established in August of 2009. In 2011 the TIF District was expanded to include the Grand Park area. In February of 2013, the TIF District was amended to remove parcels that were included in the U.S. Highway 31 Major Moves project.

The TIF District has been targeted for economic development. Presently two major projects are underway: Wellbrooke (a.k.a., Mainstreet Property Group, LLC, a 24-hour skilled nursing facility) and Union Street Flats (a high-end 237-unit apartment community being constructed by J. C. Hart Company, Inc.). These two projects are expected to start generating significant tax increment by 2014.

# Chapter 5: Grand Junction District

## Grand Junction District Boundaries

The Grand Junction District (the "District") is generally bound by Hoover Street to the north, East Street to the east, and U.S. Highway 31 to the west (the exception being that the immediate parcels on the west side of the U.S. Highway 31 and State Highway 32 interchange are also included in the District). The southern boundary varies on each side of Union Street. On the west side of Union Street, the District's boundary follows 169th Street (David Brown Drive); on the east side of Union Street, the District is generally bound by the edges of the Coverdale, Emerald Place, and Pheasant Run subdivisions (*see Grand Junction District Map on Page 24, the "District Map"*). This geographic area represents the land area to which the recommendations of this Implementation Plan apply.

The District is divided in to five (5) Sub-districts: the Junction Sub-district (indicated in orange on the District Map); the Gateway Sub-district (indicated in green on the District Map); the Union Sub-district (indicated in yellow on the District Map); the Kendall Sub-district (indicated in blue on the District Map); and the Neighborhood Sub-district (indicated in pink on the Grand Junction District Map). Each of these Sub-districts is discussed in more detail in the paragraphs that follow.

## Junction Sub-district (orange)

The Junction Sub-district includes the core of Westfield's downtown area. It is the central business district of Westfield. The Junction Sub-district centers on Union Street and Main Street. It extends to properties just north of Penn Street, to the north; properties just east of East Street, to the east; properties just south of the future Mill Street/East Street extension, to the south; and Poplar Street, to the west.

The area included in the Junction Sub-district contains the basic grid street network that is part of a typical, traditional downtown. The street network is planned to be extended in strategic locations to enhance circulation. This Sub-district is anticipated to redevelop in a form that is compatible with traditional downtown development.

Preserving Westfield's heritage is important, and a list of downtown buildings that need to be preserved should be developed and maintained. As the rest of the Sub-district redevelops, it is anticipated that buildings will be positioned near the street and they will be designed using timeless and eclectic architecture. Quality materials and design should be used. Faux façade treatment is not desirable in this area. The Sub-district should maintain a distinct character that is unique to Westfield, and it should be welcoming and safe for pedestrians and first-time visitors. Public art should be integrated into the area, and public/semi-public spaces should be incorporated into the Sub-district's design and enhanced as the area develops and redevelops. Uses and events that create activity and interest in the downtown should be encouraged.

## Gateway Sub-district (green)

The Gateway Sub-district is the area immediately surrounding the interchange to be constructed at U.S. Highway 31 and State Highway 32. It is bound by Sun Park Drive on the west; Poplar Street on the east; the former Central Indiana railroad right-of-way to the south, the north side of the school's existing football stadium to the north.

This area is an important gateway area for the City of Westfield's economic development strategy. Visitors traveling on U.S. Highway 31 will be able to access both Grand Junction and Grand Park by using the State Highway 32 interchange (*see the Grand Junction District Map on Page 24 for Tower Locations)*. High-quality architecture on all sides of the structures at this location is critical to the success of this area. Business signage should not be identical in appearance, but should consist of a common pallet of materials. Buildings should be designed so that the tops of roofs cannot be seen from the elevated U.S. Highway 31. Hotels, hotel/conference centers, apartments, and office buildings are uses that should be encouraged within the Gateway Sub-district.

## Union Sub-district (yellow)

The Union Sub-district includes portions of the Union Street corridor within Grand Junction located outside of the Junction Sub-district. The Sub-district extends approximately 300 feet on either side of Union Street.

The Union Sub-district possesses distinctive characteristics that are desired to be preserved and enhanced. The Sub-district contains: mature trees; residential character; older homes with distinctive, historical architecture; and an "old town feel." The policy objectives of the Union Sub-district are to preserve the residential character; limit commercial uses and signage; preserve the existing density along the street; preserve the existing structures (when appropriate); preserve the existing mature trees; and encourage the enhancement of existing structures and properties.

As areas along Union Street redevelop, special attention should be given to the architectural, landscaping, lighting, fencing, and building setback standards so that the existing character of the street is preserved. Also, policies should be developed for addressing the renovation, alteration, addition, reconstruction, demolition, or redevelopment of existing structures.

## Kendall Sub-district (blue)

The Kendall Sub-district is largely undeveloped property. Its boundaries are the former Midland Trace railroad right-of-way to the north; U.S. Highway 31 to the west; Union Street to the east; and 169th Street (David Brown Drive) to the south. The Sub-district is named for the Anna Kendall Legal Drain, which bisects the Sub-district. Property near the Anna Kendall Drain has been identified as a potential location for a regional detention basin that will serve much of the Grand Junction District. When developing the detention system, designing the area as a park-like amenity should be encouraged.

The Sub-district has U.S. Highway 31 frontage and is expected to attract prominent buildings in the Westfield skyline. Taller buildings and attractive landscaping between the buildings and U.S. Highway 31 should be encouraged. Medical/office uses with ancillary retail should be encouraged. Single-family housing and independent retail uses should be discouraged.

## Neighborhood Sub-district (pink)

The Neighborhood Sub-district includes several existing neighborhoods and residential subdivisions that are near to the downtown core (e.g., Newby's Westfield Heights; North Union Heights; Sleepy Hollow; Pine Hollow; John Kerr Subdivision; Kenyon Subdivision; Southridge Subdivision; and Cherry Wood Estates Subdivision). The Sub-district also includes the Westfield Intermediate School campus; the Westfield Middle School campus; the Christ United Methodist campus; and the Union Bible College campus.

These areas are included in the Neighborhood Sub-district because they are the residential and institutional properties which populate and serve the Grand Junction area. It is unlikely that these areas will redevelop in the near future; however, the potential for future redevelopment does exist, and for this reason, a clear vision for the redevelopment of the downtown neighborhoods should be developed.

# Grand Junction District

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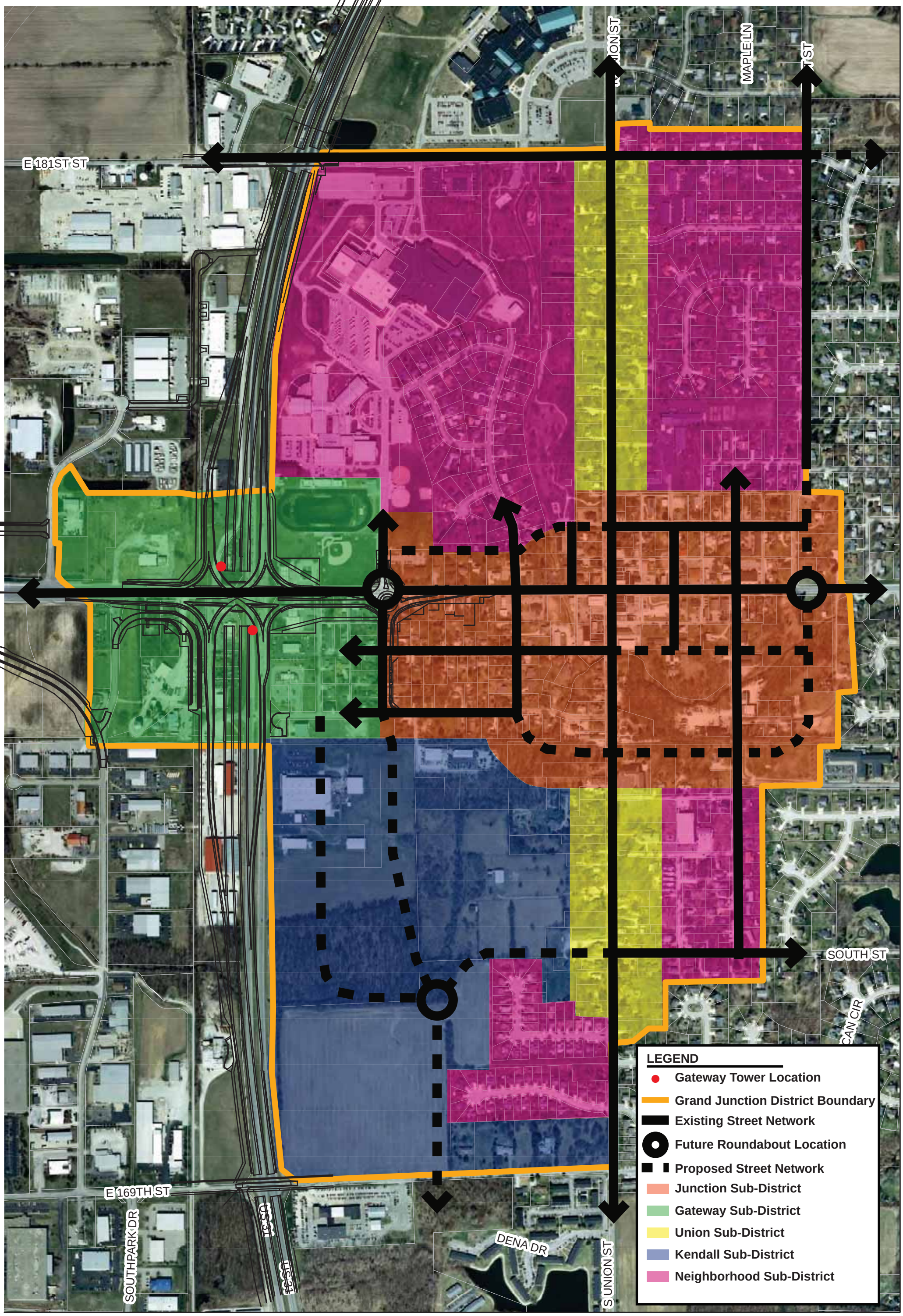

# Chapter 6: Implementation Plan Objectives and Action Items - Full List

Since 1993, there have been at least twelve planning exercises completed which are somehow related to the Grand Junction District. After reviewing and analyzing the products of these exercises, fifty-two (52) distinct planning objectives were identified. The Implementation Plan process included an evaluation and discussion of these planning objectives or "action items" (which were then prioritized as discussed in Chapter 7 of the Implementation Plan). The action items were organized into seven (7) basic categories to facilitate discussion: History & Branding; Decorations; Special Events; Zoning; Infrastructure; Public Spaces; and Economic Development. The full list of action items is included in this document on the pages that follow in order to provide context and background for future prioritization activities as the list of Top 10 Action Items in this Implementation Plan is reviewed and revised over time.

## Over-arching Objectives

- ❑ Provide places for people to live within, or within walking distance of, downtown.
- ❑ Assemble land for redevelopment opportunities.
- ❑ Access the capital needed to fund projects downtown.

## History & Branding

- ❑ Create/Clearly Establish the Grand Junction Brand/Design a Grand Junction logo/bug/mark/Develop a slogan for Grand Junction.

## Decorations

- ❑ Create opportunities for over-street banners to promote Grand Junction events.
- ❑ Improve/enhance/expand use of hanging basket planters and the cross-arms used to hang them within Grand Junction.
- ❑ Purchase and install new and enhanced landscaping planters in Grand Junction (provide more of them and provide for public seating).
- ❑ Install new decorative light poles.
- ❑ Install attractive street furniture.
- ❑ Provide more and improved seasonal decorations within Grand Junction.

## Special Events

- ❑ Recruit more involvement/volunteering from residents within Grand Junction and throughout the community.
- ❑ Recruit more organizations than just DWA and the City to host community events in Grand Junction.
- ❑ Develop better coordination with other community organizations (schools, local sports groups, etc.) regarding event scheduling/timing conflicts.
- ❑ Host at least one special event in Grand Junction every month of the year.
- ❑ Focus on improving the public events that are already hosted in Grand Junction.
- ❑ Develop a stronger partnership with the schools in hosting/promoting public events.

## Zoning

- ❑ GATEWAY SUBDISTRICT (Green)
  - ❑ Develop architectural and development standards for the Gateway Subdistrict.
  - ❑ Develop strategy for attracting/encouraging the following land uses within the Gateway Subdistrict: hotel; hotel/conference center; apartments; and offices.
  - ❑ Develop DWA review process for the Gateway Subdistrict.
  - ❑ Develop commercial sign standards for the Gateway Subdistrict.
  - ❑ JUNCTION SUBDISTRICT (Orange)
  - ❑ Develop architectural and development standards for the Junction Subdistrict.
  - ❑ Formalize a position with INDOT regarding State Highway 32 expansion through Grand Junction
  - ❑ Develop standards to address modifications to existing structures.
  - ❑ Develop DWA review process for the Junction Subdistrict.
  - ❑ Develop strategy for attracting/encouraging the following land uses within the Junction Subdistrict: trail-oriented businesses (i.e., bike shop, coffee shop); dry cleaner; market; coffee shop; specialty shops; night-time gathering places; restaurants; offices (not at street level).
- ❑ UNION SUBDISTRICT (Yellow)
  - ❑ Develop standards to address modifications to existing structures.
  - ❑ Develop standards for new development (setbacks, architecture, etc.) in the Union Subdistrict.
  - ❑ Develop standards/strategy to encourage property enhancements on Union Street.
  - ❑ Develop standards for mature tree preservation on Union Street parcels.
  - ❑ Develop fence standards applicable to Union Street parcels.
  - ❑ Develop enhanced lighting standards for Union Street parcels.
  - ❑ Develop grass lawn/vegetation requirements for Union Street parcels.
  - ❑ Develop right-of-way access control standards along Union Street.
- ❑ NEIGHBORHOOD SUBDISTRICT (Pink)
  - ❑ Develop vision and standards for future redevelopment of the Neighborhood Subdistrict.
  - ❑ Develop standards for existing structures in the Neighborhood Subdistrict.
- ❑ KENDALL SUBDISTRICT (Blue)
  - ❑ Develop strategy for attracting/encouraging medical/office commercial uses in the Kendall Subdistrict.
  - ❑ Implement standards that would prevent/discourage stand-alone retail within the Kendall Subdistrict.
  - ❑ Implement standards that would prevent/discourage single-family residential uses in the Kendall Subdistrict.
  - ❑ Develop standards/policies that would encourage vertical buildings in the Kendall Subdistrict.
  - ❑ Develop architectural standards for the Kendall Subdistrict.
  - ❑ Develop landscaping standards for the area between future buildings and U.S. Highway 31.
  - ❑ Determine the extent to which the U.S. Highway 31 Overlay Zone is appropriate to apply to the Kendall Subdistrict.

## Infrastructure

- ❑ Bury power lines.
- ❑ Develop policy for disposition/repurposing of existing alley property (where appropriate).
- ❑ Develop transit circulation plan as related to Grand Junction and how it connects to the system beyond.
- ❑ Develop standards to encourage transit-oriented development.
- ❑ Continue to expand/enhance the trail network within the Grand Junction.
- ❑ Create pedestrian connections between the Gateway Subdistrict and the Grand Junction Plaza.
- ❑ Install same South Union streetscape treatment in future sidewalk/curb/roadside trail projects on North Union Street and other strategic places within Grand Junction.
- ❑ Design drainage/floodplain areas as amenities and natural areas. Develop the regional detention area south of the Midland Trace Trail corridor as a downtown amenity.
- ❑ Develop plan and install new streetscape amenities including but not limited to benches, trash cans, planters, hanging baskets, bike racks, street lights (including irrigation and speakers where appropriate).
- ❑ Develop plan and install unique public signage/design theme for Grand Junction (as opposed to the rest of the City).
- ❑ Install planned new roads within the Junction and Kendall Subdistricts *(see Grand Junction District Map on Page 24*).

## Public Spaces

- ❑ Review/revise trail names within Grand Junction to help with marketing/wayfinding (needs to be visitor-friendly).
- ❑ Develop strategy for reuse/repurposing of Hadley Park.
- ❑ Connect Grand Junction Trail to Asa Bales Park by installing a tunnel under State Highway 32.
- ❑ Develop and implement a plan for a dedicated trial connection between Grand Junction and Grand Park for motorized (non-car) vehicles.
- ❑ Develop centralized municipal building near Grand Junction Plaza.
- ❑ Develop redevelopment plan for existing City Hall property and other adjacent City-owned property.
- ❑ Establish a staggered (staggered in age/maturity) tree growth/planting program within Grand Junction public places.
- ❑ Build Grand Junction Plaza.
- ❑ Develop a plan for the function (seasonal uses) of the Grand Junction Plaza.
- ❑ Formalize strategy, plan and organization to provide for public art improvements throughout Grand Junction.
- ❑ Develop and implement a plan to convert certain public infrastructure (manhole covers, sewer grates, fire hydrants, bridges, sidewalks, intersections, etc.) into pieces of public art.

## Economic Development

- ❑ Develop strategy and policies to attract as many households to locate within walking distance of downtown.
- ❑ Continue City land assembly activities to facilitate development and redevelopment in Grand Junction.
- ❑ Develop/refine strategy for business retention, expansion and development in Grand Junction.
- ❑ Develop Grand Junction parking plan.
- ❑ Amend/Revise Grand Junction Economic Development Area (TIF District) to include some missing properties and remove land acquired by State.
- ❑ Invite developer proposals for the redevelopment of parcels north of Grand Junction Plaza.
- ❑ Develop and implement a plan for promotion/marketing of Grand Junction.
- ❑ Continue (and consider expanding) the City's Façade Improvement Program.
- ❑ Consider/explore concept of creating an Economic Improvement District.

# Chapter 7: Identifying Priorities - Top Ten Action Items

After reviewing and analyzing the products of the various planning exercises related to Grand Junction, fifty-two (52) distinct planning objectives were identified. The Implementation Plan process included an evaluation and discussion of these planning objectives or "action items." After identifying these action items, they were then prioritized in order to develop a coherent and targeted strategy for accomplishing the Grand Junction vision.

The priorities identified by the Implementation Plan participants have been assembled into a recommendation to the City leadership (in the form of a comprehensive plan addendum, the "Grand Junction Implementation Plan, 2013") for its consideration and approval. Specifically, the Top 10 Action Items list included on the following pages of this Chapter recommend the top 10 priorities identified by the group of participants as being necessary to accomplish the Grand Junction vision. The product of this work is intended to provide guidance to the various decision-makers and stakeholder organizations in their respective and combined efforts to accomplish the Grand Junction vision.

History & Branding

- ❑ Create/Clearly Establish the Grand Junction Brand/Design a Grand Junction logo/bug/mark/ Develop a slogan for Grand Junction.

Zoning

- ❑ GATEWAY SUBDISTRICT (green)
  - Develop architectural and development standards for the Gateway Subdistrict.
  - Develop strategy for attracting/encouraging the following land uses within the Gateway Subdistrict: hotel; hotel/conference center; apartments; and offices.
  - Develop DWA review process for the Gateway Subdistrict.
  - Develop commercial sign standards for the Gateway Subdistrict.
- ❑ JUNCTION SUBDISTRICT (orange)
  - Develop architectural and development standards for the Junction Subdistrict.
  - Formalize a position with INDOT regarding State Highway 32 expansion through Grand Junction
  - Develop standards to address modifications to existing structures.
  - Develop DWA review process for the Junction Subdistrict.
  - Develop strategy for attracting/encouraging the following land uses within the Junction Subdistrict: trail-oriented businesses (i.e., bike shop, coffee shop); dry cleaner; market; coffee shop; specialty shops; night-time gathering places; restaurants; offices (not at street level).

Infrastructure

- ❑ Develop transit circulation plan as related to Grand Junction and how it connects to the system beyond. Continue to expand/enhance the trail network within the Grand Junction. Create pedestrian connections between the Gateway Subdistrict and the Grand Junction Plaza. Develop and implement a plan for a dedicated trial connection between Grand Junction and Grand Park for motorized (non-car) vehicles.
- ❑ Design drainage/floodplain areas as amenities and natural areas. Develop the regional detention area south of the Midland Trace Trail corridor as a downtown amenity.
- ❑ Develop plan and install new streetscape amenities including but not limited to benches, trash cans, planters, hanging baskets, bike racks, street lights (including irrigation and speakers where appropriate).

Public Spaces

- ❑ Build Grand Junction Plaza.

Economic Development

- ❑ Develop strategy and policies to attract as many households to locate within walking distance of downtown.
- ❑ Continue City land assembly activities to facilitate development and redevelopment in Grand Junction.
- ❑ Develop Grand Junction parking plan.

# Chapter 8: Going Forward

The Grand Junction Implementation Plan recommends that the implementation planning process be revisited annually. Ideally this activity would occur sometime in the last quarter of each year. This annual activity is recommended to include the following:

MEASURING PROGRESS: An action-item-by action-item accounting of the progress made toward completing such action items.

IMPORTANT FACTORS: A description of events or factors which have inhibited or facilitated progress or completion of each action item.

VALIDATION OF EXISTING ITEMS: An analysis of each uninitiated or uncompleted action item to determine if such action item (a) is still a top ten priority, and (b) should remain on the top ten list.

IDENTIFYING NEW ITEMS: Identification of any new action items which were not previously identified in the Grand Junction Implementation Plan.

REVISING THE LIST: To the extent that any of the previously identified action items are completed or eliminated from the top ten list, additional action items from the previous year's list or newly identified action items should be inserted in the top ten list.

PREPARE ADDENDUM: A summary document, a Grand Junction Implementation Plan Addendum (the "Addendum"), should be prepared which explains the details outlined in paragraphs 1-4 above. The Addendum should be adopted in accordance with the normal process for a comprehensive plan amendment as contemplated in the 500 Series of Ind. Code 36-7-4.

If completed in a timely manner, this document is easily useable for the purpose of annual work planning and budgeting for City departments and the various stakeholder organizations working to accomplish the Grand Junction vision.

The Grand Junction Implementation Plan, as amended, is designed and intended to act as living, breathing document which chronicles the Westfield community's Grand Junction accomplishments, charts a course through the often complicated process of placemaking, and acknowledges and coordinates the efforts and energies of the stakeholders actively working to make the Grand Junction vision a reality. By engaging in this implementation planning dialogue on a regular, recurring basis, the Westfield community will be well-positioned to reach its goal of creating a vibrant and attractive downtown village destination.

# Appendices

Appendix A – Charrette 1: Orientation
Appendix B – Charrette 2: Overview and Grand Junction District
Appendix C – Charrette 3: History, Branding, Decorations & Special Events
Appendix D – Charrette 4: Zoning
Appendix E – Charrette 5: Infrastructure
Appendix F – Charrette 6: Public Spaces and Economic Development
Appendix G – Charrette 7: Review and Top Ten Priorities

## Appendix A – Charrette 1: Orientation (October 9, 2012)

### Meeting Summary:

Before the meeting, the participants were asked to identify the top five things related to Grand Junction they like the most and the top five things they like the least. The participants began by reviewing and discussing the lists.

The group then reviewed the basic planning objectives identified in the 2009 Grand Junction Master Plan and some of the obstacles and opportunities identified during that planning process.

The group then discussed the geographic area which should be the subject of the Grand Junction Master Implementation Plan. A preliminary version of a map identifying the proposed planning area was distributed to participants for discussion and consideration.

Participants reviewed a proposed outline of discussion topics to be covered during the Grand Junction Implementation Plan process.

## Grand Junction Discussion Outline/Items:

1. Top 5 Lists
2. Recap Master Plan
    a. Initiatives
        i. Grand Junction Plaza
        ii. City Hall/Library
        iii. Trail Network
        iv. Street Network
        v. Regional Storm Water
        vi. U.S. Highway 31/State Highway 32 Interchange
    b. Objectives
        i. GJ Brand (Wayfinding?)
        ii. Natural Environment
        iii. Comfortable Downtown
        iv. Mix of Destinations
        v. Hospitality (Wayfinding?)
        vi. Financial Stability
3. Review Events Since Master Plan
    a. Review List
    b. Other Items?
4. Obstacles/Priorities (from charrette)
    a. Rooftops
    b. Land Assembly
    c. Access to Capital
5. Outline of Discussion Items (Consensus on Outline)
    a. GJ Boundary
        i. Review Map
        ii. Modifications?
    b. Land Uses
        i. Encourage
        ii. Discourage
        iii. Priorities
    c. Urban Form
        i. Public Space Development Standards
            (a) Streetscape
            (b) Parking
            (c) Connectivity
            (d) Vehicular Access
            (e) Complete Streets
            (f) Signage
            (g) Lighting
            (h) Landscaping
            (i) Public Spaces
            (j) Public Art
            (k) Other
        ii. Private Space Development Standards
            (a) Architecture/Style
            (b) Development Standards

(c) Lighting
(d) Signage
(e) Sales Displays
(f) Colors
(g) Landscaping
(h) Existing Buildings
    (1) Reconstruction
    (2) Renovation
    (3) Alterations
    (4) Additions
    (5) Demolition
    (6) Other?

## Grand Junction Top 5 Lists:

Participants were asked to list their Top 5 FAVORITE aspects, elements, places, and/or characteristics of the existing downtown area. Below is a compilation of the lists:

- 401 and 415 Union Street brick homes are quaint and interesting
- Insurance office facade improvement- 104 Union Street and it looks great
- Brick and stone sidewalks on west side of S. Union are most attractive
- Old Bank Building
- Carnegie Library and Hadley Park
- White Brick turn of the Century Gas Station must be re-purposed
- The Farmers Market Grass and Tree area which are reminiscent of a New England Town Green on N. Union. Post Card scene was created at last year's Christmas In Lights area glowed with warm, welcoming fires.
- Old Friends Cemetery and interpretive signage
- Water filtrating beds with benches on west side of S. Union are attractive now that they have matured
- GJ Park plan.
- Trails
- Connectivity yet separation from U.S. Highway 31/State Highway 32.
- Hometown atmosphere.
- Historic buildings
- Small town feel
- Old Friends Cemetery Park
- New and renovated homes and businesses
- Downtown events (Rocks the 4th, GJ Function, Farmers Market, etc)
- Midland Trace Trail wooded section east of Union
- Asa Bales Park – middle section away from playgrounds
- Old stand of historic buildings at Main & Union
- Variety of architecture and feel of North Union Street
- Streetscape improvements along South Union
- Events give me reason to go
- A few buildings have decent architecture or historical value
- Farmers market
- On the midland(but can't get to midland)
- Location has potential
- Downtown parks (Asa, Hadley)
- Banners/Flowers
- Downtown Events (WR4, Westfield in Lights, Grand Junction Derby, etc)
- North Union Street houses/buildings
- Bank building (architecture, style)
- Red Man sculpture
- N. Union St both sides; (Main to Hoover Streets, some not-so-good within)
- S. Union St; (Park to 161st Streets, particularly west side)
- North side of Main St. (East St. east to west end of CVS strip center)
- Wall mural on Flower/Drug Store (@ Main and Union)

- Old Friends Cemetery Park
- Potential
- Trees
- Diversity of architectural style/not homogenous
- Simplicity
- Trails & waterways
- unique character & history
- quaint, small, intimate
- local biz owners
- neighborhood
- north union/Asa Bales – pretty
- creek
- trails
- parks

Participants were asked to list their Top 5 LEAST FAVORITE aspects, elements, places, and/or characteristics of the existing downtown area. Below is a compilation of the lists:

- There is a disparity between east and west side of S.Union Street regarding landscaping. The west side with the water filtering plantings is very attractive. The east side is not.
- Above ground utilities on east side of S. Union are ugly
- State Highway 32 through downtown, Streetscape is cluttered at intervals specifically Legacy windows, store next to Marlow's Café, and the new business across from Krohn's.
- Abandoned and empty structures like The Cottage or the Dentist's office on N. Union that is for sale.
- Very minimal landscaping in front of Westfield Friends Church parking lot on S. Union Street does not provide an attractive entrance into our downtown.
- There is no nice place in downtown that serves dinner with alcohol now that Keltie's is closed.
- Low rent business that demands parking.
- Noise in Hadley park
- Lack of a real plan incl zoning to give developers.
- Lack of Westfield's Meridian Corridor overlay.
- Poorly maintained buildings
- Used car lots
- Too many rental homes, rather than owner occupied
- Businesses struggle to stay open
- No "plan" to preserve historic buildings
- Overhead power lines
- Lots of junky looking poorly maintained homes
- Unmaintained ditches/creeks running through downtown
- Lack of a nice watering hole downtown
- No streetscape improvements along State Highway 32 (Main Street) through downtown
- Need more buildings that resemble the old town look/feel/charm
- Used car lots, other business types that don't seem to fit in or look like the belong

- Utility poles
- No real reason to go(business types)
- Not very big(goes back to offerings)
- No unique or defining element or upscale options really-no reason to take family/friends there
- Overhead power lines
- Lack of traditional downtown building stock (multi-story, multi-use)
- No grocery/convenience store
- No night life
- Many single-tenant buildings
- South side of Main St. (between Cherry and Timberbrook)
- Penn St. (Union to East Sts. except new house constructed and City Hall)
- East St, both sides (Main St to Hickory Alley)
- North side of Main St. ()1st lot east of WWS admin bldg. to Camilla St)
- Area within Grand Junction plan (bordered by Main/Park/Union/Mill Streets)
- Mufflers and More
- Overhead power lines
- Small/minimal/not much there
- Apathetic business base
- •No “wow” factor yet
- At least one bad looking strip mall building (one-level brick buildings east of Walnut)
- curbs/sidewalks broken
- horrible signage
- street lights ugly
- power lines
- underutilized creek
- run down homes - Fish House
- lack of biz
- too much City owned property
- Red Man Park needs to be developed
- too many empty lots State Highway 32 = Dangerous

## Appendix B – Charrette 2: Overview and Grand Junction District (October 17, 2012)

**Meeting Summary:**

The meeting began with a review of the comprehensive planning process and the purpose of the Grand Junction Implementation Plan process specifically. The product of this process will result in an amendment to the City's comprehensive plan. The amendment will not be limited to just land use issues. Instead, it will likely include several other policy recommendations in addition to the normal land use items traditionally included in comprehensive plans (most of which were identified through the "top five" exercise from Charrette #1. Those items are summarized below. It is anticipated that a similar Implementation Plan update exercise will be conducted every year as the community moves toward accomplishing the Grand Junction vision.

The group reviewed a revised Grand Junction study area map distributed to participants. Revisions were made based on input received and analysis conducted since Charrette #1. The group agreed to move forward in the Implementation Plan exercise with the revised map. The revised map also includes the downtown thoroughfare plan illustrated on the exhibit.

The group then reviewed a detailed outline including the planning objectives established in previous planning exercises (the 2007 Comprehensive Plan, the 2009 Grand Junction Master Plan, and the 2009 Grand Junction Design Charrette) and the categories of items identified by participants in the "top five" exercise in Charrette #1. Participants agreed that these items fall into the following basic categories for discussion: History and Branding, Zoning, Infrastructure, Public Spaces, Decorations, Special Events and Economic Development. The group agreed that the following three over-arching principles are important throughout the Grand Junction Implementation Plan process: financial sustainability; supporting and promoting new and existing organizations involved in Grand Junction; and public involvement.

## Grand Junction Discussion Outline/Items:

1. Overview (refresher)
    a. Comp Plan Check-up (a monitoring function)
        i. What did we set out to accomplish?
        ii. What have we accomplished?
        iii. How far have we come?
        iv. How far do we have to go?

    b. Refinements – Are we still headed to the same place?
        i. Confirm existing objectives
        ii. Broader Approach
            (a) Geography
            (b) Subject Matter

2. Grand Junction District
    a. Comp Plan Boundary (see Color Aerial Handouts)
    b. Sub-districts
3. Discussion Outline
    a. Introduction
        i. Top 5 Lists Outline – (see Top 5 Lists – SUMMARY, Page X)
        ii. Previous Comp Plan Objectives (see Summary of Comprehensive Plan Recommendations, Page 4)
            (a) Comp Plan 2007
            (b) GJ Master Plan 2009
            (c) GJ Conceptual Design Charrette 2009
    b. Over-arching Principles
        i. Be Financially Smart
        ii. Support/Promote Organizations
        iii. Public Involvement
    c. Discussion Subject Areas (see Detailed Discussion Outline, Page X)
        i. History/Branding
        ii. Zoning
        iii. Infrastructure
        iv. Public Spaces
        v. Decorations
        vi. Special Events
        vii. Economic Development

Grand Junction Top 5 Lists Summary:

1. Favorites
    a. Private Space
        i. Architectural Design – Homes, Commercial Uses
        ii. Historic Feel/Old Town Charm/Neighborhood Feel
        iii. New and Renovated Homes
        iv. Variety in Architecture
        v. Simplicity in Design

b. Public Space
    i. Public Open Space and Parks
    ii. Sidewalks – Newer, Enhanced
    iii. Signage
    iv. Plantings
    v. Masonry – Construction Elements, Sidewalks
    vi. Trails
    vii. Natural Areas
    viii. Street Banners and Flowers
    ix. Waterways
    x. Public Art
c. Other
    i. Special Events/Festivals
    ii. Good Location
    iii. Mature Trees
    iv. iExisting Local Businesses (Businesses, not Structures)

2. Least Favorites
    a. Private Space
        i. Aesthetically Unpleasing Outdoor Sales Displays
        ii. Vacant Commercial Structures
        iii. Poor Parking Lot Landscaping
        iv. No Watering Hole/Night Life
        v. Poorly Maintained Structures
        vi. Not Enough Old Historic (-Looking) Buildings
        vii. Not Enough Destinations
        viii. Not Enough Multi-Story Mixed-Use Buildings
        ix. No Grocery/Convenience Store
        x. Aesthetically Unpleasing Signage
        xi. Incompatible Land Uses
    b. Public Space
        i. Above Ground Utility Lines and Poles
        ii. Traffic Noise
        iii. Unmaintained Ditches and Creeks
        iv. Poor State Highway 32 Corridor Streetscape
        v. Older Curbs and Sidewalks
        vi. Aesthetically Unpleasing Signage
        vii. Aesthetically Unpleasing Street Lights
        viii. Vacant Lots
    c. Other
        i. Not Enough Consumers
        ii. Business Community Not Enough Engaged
        iii. No “Wow” Factor – Need to Build Destination
        iv. Aesthetically Unpleasing Strip Center on State Highway 32 (Donut Shop)

## Summary of Comprehensive Plan Recommendations:

### Comprehensive Plan (February 2007)

1. Parking Plan
2. Architectural Standards
3. Promote Downtown as Destination
4. Create Image/Branding
5. Develop Open Spaces
6. Trails/Connections
7. Land Use Plan
8. Development Standards
9. Traffic Management
10. Storm Water Plan
11. Infrastructure Plan

### Grand Junction Master Plan (February 2008)

1. Branding
2. Natural Environment
3. Create Comfortable Downtown
4. Create Mix of Destinations
5. Multi-modal Accessibility
6. Financial Stability
7. Grand Junction Plaza
8. City Hall/Library
9. Extended Trail System
10. Extended Street Network
11. Regional Storm Water Detention
12. Gateway Development

### Grand Junction Conceptual Design Charrette (December 2009)

1. Schematic Design of Plaza
2. Design Standards (Architecture, Development Standards)
3. Approval Processes
4. Marketing Campaign
5. Management/Maintenance Plan
6. Financial Plan
7. Land Use Plan
8. Public Involvement

# Appendix C – Charrette 3: History, Branding, Decorations & Special Events (October 24, 2012)

**Meeting Summary:**

The first three subject areas to be discussed by the group include: History and Branding, Decorations and Special Events. A summary of these discussions and associated recommendations are included below:

1. History and Branding:
    a. General Comments:
        i. It is important to the participants that a coherent brand be developed Grand Junction.
        ii. The group supports the incorporation of Westfield history into the development of a brand for Grand Junction.
        iii. The group was very supportive of DWA (with the Grand Junction Task Group now fully incorporated into the organization) taking the lead on selecting the brand for Grand Junction.
    b. The Brand: The participants had the following suggestions/comments for DWA as it engages in the development of the Grand Junction brand:
        i. The brand should create an image of Grand Junction as a central gathering place.
        ii. The group suggests that a slogan be developed (e.g., Downtown should be everybody's backyard).
        iii. The group suggests that DWA develop a bug/mark/logo for Grand Junction.
        iv. The group suggests that the brand should project an organic, natural image. This may be accomplished by using earthy, subtle colors, natural colors, natural shapes. The group suggests using the seven Quaker colors (see Old Friends cemetery Park sign). The Quaker colors incorporate Westfield history. The colors are associated with words used to communicate Quaker beliefs.
        v. The group suggests that the Quaker color palette may be appropriate for dressing up important street intersections within Grand Junction. Maybe a different color scheme for each intersection.
        vi. The group recommends that the Grand Junction brand not create a "Disney-like" image. The projected image should not be "flashy."
        vii. Recommended key words for consideration in Grand Junction brand development: connections, central gathering place, fun, destination.
        viii. The convergence of many pedestrian trails is very important to the Grand Junction image.
        ix. The brand should project an atmosphere of unique local flavor, local feel, local businesses (but not exclusively), local customers, hopefully attracting Grand Park visitor traffic.
    c. Grand Junction Image: Descriptions of the Grand Junction image for use in the branding exercise:
        i. A place with a sense of community, a sense of place;
        ii. A concentration of privately owned restaurants;
        iii. An emphasis on hospitality, welcoming visitors, promoting community identity;
        iv. An eclectic blend of old and new (downtown Bloomington, Indiana was offered as an example);
        v. Use strategic, organized approach to Grand Junction business recruitment and attraction;
        vi. A mix of uses/businesses;
        vii. The old bank building image is important to the Grand Junction image;
        viii. An emphasis on economic sustainability (the group wishes to avoid the bad press Carmel has been receiving in relation to its downtown redevelopment efforts);

ix. The “ideal customer” of Grand Junction is the trail user demographic, the young at heart;
x. A hangout spot with fun restaurants and meeting places; and
xi. A place with unique public signage.

d. Not the Grand Junction Image: The following are images that do not accurately represent the Grand Junction image:
   i. Where only visitors/outsiders congregate to the exclusion of local residents;
   ii. A place where national/regional franchises dominate (although the group agreed that such franchises could be incorporated at a certain level and with a “local” feel so as to avoid the national chain appearance and proliferation in Grand Junction);
   iii. “Big box” stores; and
   iv. A tourist trap (Nashville, Indiana was offered as an example).

2. Decorations
   a. Likes: The participants identified the types of decorations that they like as identified below.
      i. Over-Street Banners: The group was supportive of the use of over-street banners, if done well, if maintained well, if installed well so as not to allow tearing and sagging. The group expressed that it believes such signs are a very effective means of communicating to a wide audience about Grand Junction events.
      ii. Hanging Baskets: The group likes the efforts the City has made at decorating the utility poles nearest to the old downtown core with hanging baskets. However, the group recommends expanding and enhancing the use of such baskets. The group also suggests that the City consider installing some form of more ornamental cross-arms on the utility poles from which to hang the baskets.
      iii. Planters: The group suggests that enhanced street planters be used to replace the existing planters. The existing planters were characterized as being “tired.” The group suggests installing street planters near public seating areas or that include ledges that can be used for public seating.
      iv. Light Poles/Utility Poles: The group suggests replacing or improving the appearance of existing light and utility poles. New poles, if designed properly, would allow additional opportunities for decorations in Grand Junction. The group prefers a consistent treatment for these poles throughout Grand Junction to provide a sense of branding for the area.
      v. Street Furniture: The group prefers a uniform approach for providing street furniture (e.g., benches, trash receptacles, etc.) throughout Grand Junction at appropriate locations. The group acknowledged that it likes the green metal benches that have been installed in some of the City’s parks.
      vi. Seasonal Decorations: The group is very supportive of using seasonal street decorations within Grand Junction to brand the area and to create visual excitement and interest. The group recommends extensive use of Fourth of July flags and red-white-and-blue decorations during appropriate times of the year. The group is interested in “going all out” with Christmas/Holiday decorations to create a significant visual impact in Grand Junction. The group suggests making enhancements to the annual tree lighting presentation/event. The group recommends frequent seasonal and holiday changes to maintain a vibrant, changing and exciting visual effect in Grand Junction. The group recommended that the Downtown Westfield Association play a much greater role in choosing seasonal decorations installed in Grand Junction.
   b. Recommended Locations for Decorations:
      i. The group recommends that the community focus on doing what it does in the way of providing street decorations very well. The group suggests focusing on quality first, then

quantity. The group suggests that the community keep doing what it is doing now, but enhance it and expand it.

ii. Initially, the group prefers to see street decorations prominently displayed at least two blocks on each side of the streets radiating out from the intersection of Main Street (State Highway 32) and Union Street. It is recommended that this enhanced "treatment" include all of the types of "decorations" listed above.

iii. The group also recommends that Grand Junction Plaza incorporate this same decoration treatment.

c. Possible Community Projects: During the discussion of street decorations, group members also identified a couple possible community projects that might create some visual interest in Grand Junction without requiring the use of significant resources.

i. Paint Bridge: The group suggested allowing the Downtown Westfield Association or other members of the community to paint the South Union Street Bridge in vibrant colors.

ii. Paint Concrete Blocks: The group also suggested allowing the Downtown Westfield Association or other members of the community to paint the large concrete blocks and pieces strewn along the Kendall Creek with vibrant colors.

iii. The group suggested that Quaker words could be written on these items and the associated Quaker colors could be used.

3. Special Events:

a. The group began its discussion of this item by identifying the most noteworthy community events occurring in or near Grand Junction.

i. Westfield in Bloom - (City)
ii. Westfield Rocks the Fourth - (City/DWA)
iii. Grand Junction Funktion - (DWA)
iv. Westfield Farmers Market - (City/DWA)
v. Westfield Tree Lighting - (DWA)
vi. Underground Railroad Run
vii. Old Fashioned Days
viii. Voices of the Past - (City)
ix. Lions Club Fish Fry - (Lions Club)
x. Homecoming - (WWS)

b. The group identified what the community does well:

i. Westfield Rocks the Fourth is probably the City's strongest event.

(a) The proximity to Grand Junction and the location of the event are good.
(b) This is a free event – no entrance fee.
(c) Access to adequate parking is good.
(d) The event caters to a diverse audience.
(e) The fireworks are good.
(f) The quality of the musical acts could be better.

ii. The holiday Tree Lighting event is family friendly. We do family-friendly events well.

iii. The level of community participation from certain organizations in hosting these events is strong (e.g., boy scouts, girl scouts).

c. The group identified what the community could improve upon:

i. The community could benefit greatly by fostering additional volunteerism from other groups and financial support from non-public sources.

ii. It has been a challenge to engage individual residents living within Grand Junction.

iii. The Grand Junction business community continues to get more and more involved.

iv. Grand Junction special events would likely be significantly enhanced by fostering better coordination and cooperation with the schools.
v. None of the Grand Junction events are what the group would characterize as “stellar.” The group agreed that all current events are “good,” but getting better.
vi. The group suggested that the community to greatly benefit by attracting more organizations (besides just the City and the Downtown Westfield Association) to host events.
vii. The group suggested that the community should do a better job at coordinating events with other community organizations (e.g., Westfield Washington Schools, local sports organizations. Often these organizations host events that draw families away from other community events.
viii. The group suggested that at least one event per month should be hosted in the Grand Junction area. This is a recommended goal.

4. The group agreed to discuss the Grand Junction Sub-district map at the next meeting.

## Grand Junction Discussion Outline/Items:

1. History & Branding
    a. Confirm that group agrees a brand needs to be developed/established.
    b. What does having a brand mean to GJ (i.e., how will the brand be used)?
        i. logo? (trademark)
        ii. architectural theme/shape?
        iii. color(s)? (good/bad)
        iv. signs?
        v. infrastructure?
        vi. website?
        vii. landscaping treatment?
        viii. decorations?
        ix. lights?
        x. other?
    c. Basic brand-related questions:
        i. What is GJ? (connections, destination, history, etc.)
        ii. What isn't GJ? (fast food, strip centers, etc.)
        iii. Why is GJ different from other places?
        iv. What is the competition?
        v. How do we want GJ to be perceived?
        vi. Who are ideal customers? (what kind of visitors, businesses, residents)
        vii. What do they want? Why would they come to GJ?
        viii. Is there a unique story to tell?
        ix. Are there any inspiring visuals that tell the GJ story?
        x. How can brand display the goals/initiatives of the GJ Plan?
    d. Recommendation that DWA be deeply involved in determining the brand.
    e. Recommendation that the GJ "logo" found on page 27 of the GJ Master Plan be considered as a starting point for a logo/mark
2. Decorations
    a. Confirm: Use the brand/colors in decorations?
    b. Existing Program:
        i. Likes?
        ii. Dislikes?
        iii. Quantity? Adequate?
        iv. Quality? Adequate?
        v. Locations? What kind and where?
    c. What are the opportunities for decorative elements:
        i. Hanging baskets
        ii. Light poles banners
        iii. Street furniture (benches, trash cans, bike racks, other?)
        iv. Christmas/Festival/Seasonal lighting
        v. Planters
        vi. Art?
    d. Who participates in decoration decisions? Parks, WPWD, DWA?
    e. Who should be participating?
3. Special Events
    a. Confirm: Use the brand/colors in special events?
    b. Existing Program:

i. Likes? What do we do well?
ii. Dislikes? What could we do better? What should we stop doing?
iii. Quantity? Adequate?
iv. Quality? Adequate?
v. Locations/timing (what kind, when, where?)

c. Anything missing?
d. Support organizations (and creation of organizations)

4. Grand Junction District – Sub-district Discussion (if time allows)

## Appendix D – Charrette 4: Zoning (November 1, 2012 and November 15, 2012)

**Meeting Summary:**

1. Grand Junction Sub-district Map: The group began by reviewing and discussing the details of the proposed Grand Junction Sub-district Map. The discussion associated with each Sub-district is summarized below:
    a. GATEWAY Sub-district:
        i. McClure Oil Site: The group discussed the current status of the property owned by McClure Oil (the old truck stop located on the northwest corner of the State Highway 32 & U.S. Highway 31 intersection).
            (a) The old oil tanks have been removed and it is believed any contamination has been remediated.
            (b) The group expressed concern about the site being redeveloped as a gas station. It was suggested that a gas station would not possess the desired mass and scale of the types of structures envisioned at this intersection. Some of these massing and scale issues are addressed in the State Highway 32 Overlay Zone.
            (c) The group suggested that convenient stores encourage people get off of interstates. This effect was acknowledged as a good thing.
            (d) The group acknowledged that the primary focus within this Sub-district should be on urban form, not so much on land use. However, some requirement pertaining to urban form may have the effect of excluding certain land uses (e.g., it is difficult to imagine a 5-story gas station).
        ii. General Zoning/Architectural Considerations: The group then expanded its discussion to zoning consideration more broadly associated with all four corners of the intersection of State Highway 32 & U.S. Highway 31:
            (a) Ideally this interchange would include high quality and quantity of landscaping, trail connections, possibly water fountains, and "magnificent" buildings.
            (b) The group agreed that all building in this area should include four-sided architecture.
            (c) Buildings in this Sub-district (especially those in closest proximity to and most visible from the new interchange being constructed at State Highway 32 & U.S. Highway 31 should have massing that appropriately addresses the new freeway.
            (d) The group expressed an interest in not wanting to see the roofs of buildings from the newly elevated highway.
            (e) The group wants to see high quality building architecture. The architectural standards developed for this Sub-district should be of an even higher quality than those contained in the State Highway 32 Overlay Zone.
        iii. Land Uses: The group was interested in encouraging the following land uses within this Sub-district:
            (a) Hotels
            (b) Hotel/Conference Center(s):
                (1) The group would prefer that this use be located on east side of U.S. Highway 31, but would not rule out the idea of one being constructed on the west side of U.S. Highway 31.
                (2) (In a perfect world, this facility (or at least the first of such facilities) would be constructed on the southeast corner of the new interchange.
            (c) Apartments: Apartments would be welcome in this Sub-district as well.
                (1) Part of the mixed use objectives of Grand Junction.
                (2) Also acts to attract households (consumers) to support downtown businesses.
                (3) Needs to include high-quality architecture and massing of buildings.
            (d) Offices: Office uses were identified as being desirable within this Sub-district; however, the group acknowledged that there is already a large amount of available

office space within the U.S. Highway 31 corridor located between Westfield and the north side of Indianapolis and that general real estate trends in our local economy may not support the construction of an office building in this area for many years.

iv. Zoning Approval Process:
   (a) The group recommended that the Downtown Westfield Association (most likely represented by the Grand Junction Task Group) should ultimately function as the land use committee of the Association (organized much like the Land use Committee of the Broad Ripple neighborhood Association).
   (b) The Association could serve as an architectural review committee and provide recommendations on zoning and development petitions to the Advisory Plan Commission and the City Council.

v. Branding/Signage (commercial/business signage):
   (a) The group expressed an interest in requiring some level of "uniformity" and "consistency" for commercial signage through the use of materials and architectural elements.
   (b) The use of electronic message boards should be considered:
      (1) If used in appropriate locations;
      (2) In an appropriate manner; and
      (3) For appropriate purposes (e.g., to functionally weave downtown activities and events into the activities and events at Grand Park).
      (4) Such message boards, if used, should be pedestrian oriented, not automobile oriented.

vi. Monument Signs:
   (a) The group suggested that when developing standards for monument signs in this Sub-district that the City study other communities to see what they have implemented. This work might provide a workable example for monument sign standards.
   (b) The group suggested avoiding the phenomenon where the community ends up with lots of very similar monument signs, just differentiated by different words appearing on the signs.
   (c) The group expressed a preference for having buildings include wall signs, not individual monument signs or tower signs.
   (d) The group suggested that the current zoning restrictions on monument sign height do not appear to work too well. Shrubs planted in front of and around monument signs tend to grow up and obscure the sign faces.

b. JUNCTION Sub-district:

i. State Highway 32 (Main Street) Expansion: The group began this discussion item talking about INDOT's eventual expansion (widening and reconfiguration) of State Highway 32 (Main Street) through Grand Junction.
   (a) The group suggested that the City (working in cooperation with other stakeholders) should to take a more formal position with INDOT to implement the preferences on the Westfield community.
   (b) The group explained that the Grand Junction Task Group has discussed this matter at length and has, for the most part, identified its Main Street design preferences.
      (1) The group supports the idea of formalizing the community's design preferences through a Council resolution.
      (2) The group identified that if State Highway 32 is narrowed, the corridor may not be able to easily accommodate the inclusion of the community's Complete Streets program (designed to appropriately accommodate all modes of transportation, including cycle tracks and transit vehicles).

(3) The group suggested that refining the community's design preferences may be something that the Metropolitan Planning Organization may be able to help fund, to the extent there are any drawings or engineering needed.

ii. Existing Buildings:
   (a) The group suggested that a list of specific buildings or building façades be developed for saving or preservation. The group was open to the idea of simply saving façades instead of entire building and noted that some of the most attractive older structures in Grand Junction are probably not internally designed in a manner that allows them to be easily used for modern commercial activities.
   (b) The group explained that although important to the community, history is not the only important thing in Grand Junction.

iii. Downtown Vision: The group was asked to respond to the following question: When you walk through Grand Junction, what do you want to see?
   (a) A homey feeling.
   (b) Building and streets with character. This is an important item that requires additional discussion. This concept came up several times during the group's discussion.
   (c) Structures that are unique, modern, eclectic, lots of variety in architecture.
   (d) Not all brick, but brick is certainly an acceptable building material to use, among other things. The group desires to preserve history while encouraging modern architecture.
   (e) A pedestrian friendly environment.
   (f) A safe, welcoming environment, easy to get around for a first-time visitor; no (or minimal) one-way streets.
   (g) Timeless architecture.
   (h) Buildings constructed with quality materials and quality design. This is an important item that requires additional discussion. This concept came up several times during the group's discussion.
   (i) Good wayfinding signs (to accommodate visitors and trail users).
   (j) The group expressed a preference for construction of real storefronts (as distinguished from the faux storefront look of Pebble Brook Village, the in-line commercial building located near the northwest corner of State Highway 32 and Little Chicago Road).
   (k) The group agreed that the recently completed façade replacement on the Hobson Insurance Building (104 N. Union Street) in Grand Junction was a good example of the high quality of architecture and materials the groups would like to encourage.
   (l) A place that includes visually stimulating public art.
   (m) A place where people can and do stop, sit, talk, people watch. A place where there is a "buzz" like you feel at Bub's, located in Carmel, Indiana at 210 West Main Street).
   (n) A place containing land uses that create the appearance of activity downtown ("stuff going on").
   (o) Buildings that touch each other or located very close to each other. Where buildings are pulled up close to the street, like a traditional downtown street.

iv. Land Uses: The following list of land uses are those identified by the group as desirable for downtown. They are uses that are either not yet present that the group desires to attract or uses that exist but should be expanded or increased.
   (a) Trail-oriented businesses (e.g., bike shops, coffee shops)
   (b) Dry cleaners
   (c) Market
   (d) Coffee shop

(e) Specialty shops
(f) "Watering holes"/gathering places
(g) Restaurants
(h) Office Uses (encouraged to be on upper stories)

c. UNION Sub-district:
   i. Residential Character:
      (a) The group expressed an interest in preserving the residential character in this Sub-district.
      (b) The group was open to the idea of permitting limited commercial or business uses in this area, as long as such uses would not have a detrimental impact on the residential character the group desires to preserve.
      (c) The group was not interested in seeing significant redevelopment for commercial purposes in this Sub-district.
   ii. Special Characteristics of Union Street:
      (a) Older homes (19th century/early 20th century)
      (b) Mature trees, tree-lined street
      (c) Consistent variety in architecture
      (d) Quality, timeless architecture
      (e) Historic, old-town feel
      (f) Residential character
      (g) Use of brick and fieldstone
   iii. Policy Objectives:
      (a) Preserve Residential Character:
         (1) Preserve residential character, especially on North Union Street, north of Penn Street.
         (2) Allow limited commercial and business uses, if done in a manner so as not to detract from residential character.
            (i) The group recommends that standards be developed to provide guidance.
            (ii) Limited or no signage should be permitted for such commercial or business uses. Those signs that are permitted should be non-uniform in nature.
      (b) Preservation & Enhancement of Existing Conditions:
         (1) Encourage preservation when and where appropriate.
            (i) More discussion is needed on this item when developing a more detailed preservation and enhancement plan/strategy.
            (ii) These standards would apply to existing structures. Different standards would likely apply to the following activities:
               1. Reconstruction
               2. Renovation
               3. Alteration
               4. Addition
               5. Demolition
               6. Redevelopment
            (iii) Need to determine standards, when they should apply, where they should apply and to what extent they should apply.
         (2) The group suggests that enhancement of existing structures should be encouraged when appropriate.
         (3) Preserve mature trees when and where appropriate.

(4) Encourage preservation of existing setbacks when and where appropriate.
(5) Develop architectural standards for this Sub-district.
(6) Develop standards for fences within Grand Junction, generally, and especially within this Sub-district.
(i) The group suggests that the use of fences to delineate property lines and to create outdoor spaces should be permitted.
(ii) Standards for such fences to require ornamental fences to be used.
(iii) Chain link and wire fencing should be discouraged or prohibited.

iv. Lighting Standards:
(a) The group suggested that this Sub-district include special lighting standards?
(b) The lantern concept was suggested as an option or example for lighting fixture type. This would be consistent with some of the early lighting design discussions of the Grand Junction Task Group.

v. Front Yards: The group suggests that parcels fronting Union Street should be required to maintain grass lawns or some other form(s) of vegetation. There was a desire to avoid the use of concrete or stone as a permitted ground cover in these areas.

vi. Other Discussion Topics:
(a) Access Control: The group expressed a desire to control additional direct access points along Union Street. This item will be discussed under the "Infrastructure" discussion session.
(b) Economic Improvement District: The group suggested that some research be completed to determine the propriety of using and Economic Development District (see IC 36-7-22). As discussed by the group, this statute permits the establishment of, for lack of a better description, an after-the-fact property owners association of already existing areas and neighborhoods.
(c) Demographic Trends in Our Economy: A significant number of people who are members of the "creative class" (the youngest and the brightest, and the oldest and the wisest) are renters by choice. They tend to have a preference for lifestyle and mobility over ownership and investment. They demand high services and quality of life amenities. These groups are contributing to the expected significant decline in the proportion of buyers emerging in the marketplace. By creating a vibrant downtown district, Westfield will be well positioned to attract the creative class which should bolster the local economy and help protect property values against the decrease in demand for owner-occupied housing. The group recommended creating more opportunities for multi-family rental communities within Grand Junction to provide living opportunities for the creative class.

d. NEIGHBORHOOD Sub-district:

i. General Characteristics: The group identified the following general characteristics of this Sub-district:
(a) Newer buildings constructed in the late 20th century.
(b) Several existing platted residential subdivisions.

ii. Policy Objectives: The group identified the following policy objectives for this Sub-district:
(a) Existing developments within this Sub-district should be permitted to remain.
(b) If the areas within this Sub-district are ever redeveloped, the City should have in place standards that would apply to such redevelopment that would be consistent with the Grand Junction vision.
(c) If redeveloped, such areas should be encouraged for higher density housing?
(1) Multi-family uses should be encouraged where appropriate.
(2) Multi-family should be consistent with the quality and contextual sensitivity used

in J.C. Hart's Union Street Flats project located at 441 S. Union Street, Westfield, Indiana.

(d) There was some discussion about whether access to the Neighborhood Sub-district should be permitted from Union Street. The group explained that such access does not seem desirable in the abstract, but that there may be situation where this makes sense. This item may require additional discussion going forward.

iii. Existing Structures: The group suggested that standards be developed pertaining to the following items.

(a) Reconstruction: When can/should structures in this Sub-district be permitted to be reconstructed.

(b) Additions: When can/should additions to structures in this Sub-district be permitted to be constructed. The group identified the example of a significant addition made to the home located at 120 Mill Street, Westfield, Indiana. Although this home is located in a different Sub-district, the group expressed an interest in making sure the City takes appropriate measures to avoid increasing land assembly costs for areas where it wishes to encourage redevelopment.

(c) Redevelopment: When can/should areas in this Sub-district be permitted to or encouraged to redevelop.

e. KENDALL Sub-district:

i. General Characteristics:

(a) This area will ultimately include a significant portion of the City's regional storm water detention system (designed to more efficiently detain storm water in a manner that will reduce the amount of land areas in Grand Junction consumed by numerous individual on-site storm water detention facilities).

(b) This Sub-district is largely undeveloped.

(c) Much of the developable area within this Sub-district possesses U.S. Highway 31 frontage.

(d) Portions of this Sub-district are located with the City's East Side TIF district. This TIF district is currently generating a significant amount of increment.

ii. Policy Objectives:

(a) The group acknowledged that there is a general expectation that with Sub-district will develop with commercial uses.

(1) The group would like to see medical/office uses, including ancillary retail uses.

(2) The group would like to discourage stand-alone retail uses.

(b) The group suggests that this is not an appropriate location for single-family housing, but there be some limited exceptions.

(c) The group expects that this Sub-district will contain more vertical buildings, with massing that addresses the U.S. Highway 31 corridor.

(d) The recommends high quality architecture and development standards be enacted for this area.

(e) The group desires to see the regional detention area developed as a publicly accessible amenity.

(f) The group recommend the installation of attractive landscaping between future buildings and the U.S. Highway 31 right-of-way.

(g) The group discussed whether this Sub-district should be governed by the U.S. Highway 31 Overlay Zone. The group recommended that this issue be thoroughly vetted at the time zoning regulations for this area are generated.

**Grand Junction Discussion Outline/Items:**

1. Quick review of Grand Junction Sub-district Map (*see Grand Junction District Map on Page 24*)
2. Sub-district Policy Objectives
    a. GATEWAY SUBDISTRICT (GREEN)
        i. U.S. Highway 31/Timing update
        ii. Interchange Design --> most-recent info re: tower at U.S. Highway 31/State Highway 32
        iii. McClure Oil update
        iv. School property update
        v. Hotel/Conference (update?) --> which corner(s)?
        vi. Uses (types, examples) --> encouraged/discouraged?
        vii. Massing (stories, size)
        viii. Architecture
        ix. Mass transit
        x. Visitor Center
        xi. Branding/Signage --> compliment to intersection design? infrastructure?
        xii. Approval processes?
    b. JUNCTION SUBDISTRICT (ORANGE)
        i. Existing structures (reconstruction/renovation/alterations/additions/demolition/redevelopment)
        ii. Preservation?
        iii. Architecture
        iv. Land Use/Mix
        v. T-fare planned roads
        vi. Trails?
        vii. Downtown expansion
        viii. Flood plain
        ix. Development Standard
            (a) Height
            (b) Setbacks
        x. Parking?
        xi. State Highway 32 expansion
        xii. Approval process?
        xiii. Branding/signage
        xiv. New build/re-build to bury power lines
    c. UNION SUBDISTRICT (YELLOW)
        i. Existing structures --> (reconstruction / renovation / alterations / additions / demolition / redevelopment)
        ii. Preservation?
        iii. Land Use
        iv. Downtown expansion
        v. Architecture

vi. Development Standards
    (a) Height
    (b) Setbacks
vii. Branding/Signage
viii. History/Visceral appeal
ix. Preserve mature trees
x. New build/re-build to bury power lines
xi. Distinct from Junction District?

d. KENDALL SUBDISTRICT (BLUE)
    i. Some existing development
    ii. Commercial opportunity? Employment Area?
    iii. How to deal with existing development?
    iv. How does this area relate to GJ?
    v. Are architectural standards and development standards important here?
    vi. Existing Zoning
    vii. U.S. Highway 31 Overlay Zone

e. NEIGHBORHOOD SUBDISTRICT (PINK)
    i. Existing Development
    ii. Cause redevelopment?
    iii. Or just provide a backup in case redevelopment occurs?
    iv. Are existing land uses OK?
        (a) Schools
        (b) Churches
        (c) Single-family
        (d) Multi-family??
        (e) Library
    v. Are architectural standards and development standards important here?
    vi. Existing Zoning
    vii. U.S. Highway 31 Overlay Zone

# Appendix E – Charrette 5: Infrastructure (November 20, 2012)

**Meeting Summary:**

1. General Comment: The group agreed that the design elements of the South Union Street streetscape project was supposed to set the tone for all of the infrastructure improvements within Grand Junction.
2. Power Lines:
    a. The group suggests that all existing overhead power lines within Grand Junction need to be buried or go away somehow.
    b. The group agreed that all new installations should be required to be buried.
    c. The group suggests that this matter be studied carefully:
        i. What would be the cost of such a venture?
        ii. How much time will it take to make this happen?
        iii. Who has the power to force this/make this happen?
    d. The group believes that there is a lot of existing old junk/dead lines in the air on existing poles that should be removed.
    e. The group identified the Sub-districts, in order of priority, in which power lines should be buried:
        i. Junction Sub-district (orange);
        ii. Union Sub-district (yellow);
        iii. Gateway Sub-district (green, likely inevitable with redevelopment);
        iv. Neighborhood Sub-district (pink); and
        v. Kendall Sub-district (blue, likely inevitable with new development).
3. Streets:
    a. Alleys:
        i. The group suggests maintaining existing alleys until there is a good reason to vacate them for redevelopment (public or private) or other appropriate purpose, as long as they are not needed for access or traffic circulation.
        ii. The group suggests that these areas could also be converted to public spaces for pedestrians or gathering places.
    b. Transit: Transit in the City of Westfield will likely serve to basic purposes.
        i. Local Circulation:
            (a) The group suggests locating a bus stop (or stops) in Grand Junction (or maybe a transit hub facility in the future).
            (b) Such a system would provide transportation opportunities for employers and employees.
            (c) This could help the community greatly from an economic development standpoint.
        ii. Inter-community Circulation:
            (a) The group agreed that it may make more sense to locate the transit hub outside of Grand Junction where there is more developable land area, like in the Grand Park area or near the Indianapolis Executive Airport (near the western boundary of the City of Westfield on State Highway 32).
            (b) This item should be studied in much greater detail:
                (1) What effects would result from a transit hub being constructed near the Grand Park economic development area?
                (2) What is the best strategy for stops and routes?
                (3) There may be opportunities for transit oriented development.
                (4) The community should plan for a transit hub. Adequate parking will be needed. This could be a land intensive venture.

4. Trails, Sidewalks and Amenities:
    a. The group agreed that the City has a pretty good trail plan. The group just desires this effort to continue full speed ahead.
    b. Grand Junction trail priorities should include:
        i. Make improvements consistent with the South Union streetscape project within the Junction Sub-district (orange) and the Union Sub-district (yellow).
        ii. Make improvements consistent with the South Union streetscape project to connect the Gateway Sub-district (green) to the Grand Junction Plaza.
    c. Sidewalks and curbs within the Grand Junction District should be replaced to eliminate cracked and crumbling sections.
    d. A systematic plan should be implemented to re-design all of the streetscapes in Grand Junction to be consistent with the improvements made with the South Union streetscape project.
    e. The group agreed that it would like to see the same treatment along North Union Street that was used on the South Union Street project.
    f. The group would like to see nicer planters and seating areas installed within the Grand Junction District where appropriate.
5. Main Street (State Highway 32): The group agreed that resolution needs to be obtained regarding the ultimate design and timeline of construction for the State Highway 32 widening through Grand Junction. This matter will require further discussion with INDOT and City leadership.
6. Regional Detention Facilities: The group desires to preserve, to the extent possible, the vegetation in these areas and encourages them to be designed as natural publicly-accessible amenity areas.
7. Speakers/Music: The group encourages the City to spend the extra money within the Junction Sub-district (where appropriate) and possibly the Gateway Sub-district (where appropriate) to provide speakers for music on the light poles it purchases for future street projects in the area. The group suggests the same ornamental light poles in the Union Sub-district, but without the speakers (this area is more residential in nature).
8. Landscaping:
    a. The group explained that the South Union Street streetscape improvements are intended to serve as a guide for making additional streetscape improvements throughout Grand Junction.
    b. The group explained that it has already provided the City with recommendations regarding landscaping within medians on Main Street and landscaping within Grand Junction Plaza.
9. Streetscape: The group explained that it has already provided the City with recommendations regarding the types of benches, trash cans, planters and bike racks (can also double as art, can be unique, not necessarily a uniform bike rack throughout all of Grand Junction) to be used within Grand Junction.
10. Public Art:
    a. The group sees public art as another form of public infrastructure.
    b. The group indicated that it envisions non-governmental organization heading up the public art initiative within Grand Junction. The group's preference is for the Downtown Westfield Association to play the lead role in this initiative (e.g., by forming an arts committee) with the support of the City.
11. Signage:
    a. The group envisions some form of gateway feature, arch, or some other structure being constructed over Jersey Street at the entrance to Grand Junction Plaza.

b. The group also desires to see gateway features or monuments installed at the entrances to the Grand Junction District on North Union Street, South Union Street, east State Highway 32 and west State Highway 32.
c. The group would also like to see repeated elements or monuments (a common branded theme) installed throughout Grand Junction. The group desires a unique design theme for Grand Junction (as opposed to the rest of the City), but prefers a consistent design theme and elements throughout Grand Junction (the South Union Street streetscape improvements should be used as the model for these improvements).
d. The group suggested the possibility of mimicking the architectural lines of the Grand Junction Plaza stage somehow in the architectural themes, monuments and branding elements used in the Grand Junction District.

12. Traffic Management:
    a. The group agreed that traffic management within Grand Junction is worthy of further study and research.
    b. The group prioritized certain new road construction/reconstruction projects within Grand Junction:
        i. Mill Street along Grand Junction Plaza;
        ii. Poplar Street extension, south of Park Street;
        iii. Jersey Street, adjacent to Grand Junction Plaza; and
        iv. Mill Street connection to East Street, east of South Union Street.

Grand Junction Discussion Outline/Items:

1. INFRASTRUCTURE
    a. Power Lines
    b. Streets
        i. Alleys?
        ii. Complete Streets?
        iii. Transit
    c. Trails
    d. Water Detention/Drainage
    e. Sidewalks
    f. Speakers (music)
    g. Lighting
    h. Irrigation
    i. Landscaping
    j. Art
        i. Intersections
        ii. Hydrants
        iii. Drains
        iv. Other?
    k. Streetscape
        i. Benches
        ii. Trash Cans
        iii. Planters
        iv. Other?
    l. Signs
        i. Street Signs
        ii. Thematic Monuments
        iii. Wayfinding
        iv. Other?
    m. Traffic Management
    n. Fiber-optics
2. PUBLIC SAPCES
    a. Parks/Park Facilities
        i. Amount
        ii. Proximity
        iii. Facilities/Improvements
        iv. Encourage/Discourage
    b. Trails/Streets
    c. Other Public Facilities (Schools, City Hall, Library)
    d. Trees
        i. Preserve

ii. Plant New

e. Flood Plain/Regional Detention
f. Grand Junction Plaza
g. Natural areas
h. Public Art

## Appendix F – Charrette 6: Public Spaces and Economic Development (November 27, 2012)

**Meeting Summary:**

1. PUBLIC SPACES:
    a. Parks/Public Facilities: The group began by briefly identifying and discussing the various public spaces located within Grand Junction for orientation purposes.
        i. Old Friends Cemetery;
        ii. Asa Bales Park;
        iii. Natalie Wheeler/Grand Junction Trail (part of the "Midland-Monon Loop");
        iv. Freedom Trail Park;
        v. Midland Trace Trail (Noblesville is starting to pave from Gray eastward);
        vi. School Properties (several school facilities);
        vii. Grand Junction Plaza (not yet developed);
        viii. Hadley Park; and
        ix. Simon Moon Park/Sledding Hill (in close proximity to Grand Junction).
    b. Policy Objectives:
        i. Some members of the group suggested that the City consider promoting and/or re-naming trails to "Monon Loop" or similar. There is a perception among some of the group members that there are too many trail names, which might be confusing to visitors.
        ii. The group recommends using the planned regional detention basin (natural areas that aren't developable) as public park space. It is recommended that the City acquire title to as much of the detention facility land as possible for this use.
        iii. The group is supportive of moving Hadley Park to another location so that the land can be creatively re-purposed for some productive development purpose.
        iv. The group re-confirmed its interest in connecting the south and north sides of the Grand Junction Trail via a tunnel under State Highway 32.
        v. The group believes that the amount of parks and public spaces we have/we have planned within the Grand Junction District is enough.
        vi. The group believes that the location and proximity of parks and public spaces within the Grand Junction District are good.
    c. Function
        i. Grand Junction Plaza function: There has already been a bit of work done by the Downtown Westfield Association in cooperation with the City to outline potential seasonal uses in the Plaza.
        ii. The group recommends that the floodplain within the regional detention facility area be preserved or maintained as natural publicly accessible open space.
    d. Trails/Streets: The group recommends an additional dedicated trail connection from Grand Junction to Grand Park (for motorized vehicles, but not cars, desire some kind of transit connecting Grand Junction to Grand Park).
    e. Other Public Facilities:
        i. The group expressed a desire to eventually construct a signature Municipal Building (City Hall/Library/Post Office/School Offices/Other?) near Grand Junction Plaza.
        ii. The group identified that the existing City Hall property would be a valuable option to attract new development to downtown.
    f. Trees:
        i. The group expressed that it believes the City's existing tree planting and preservation efforts are good.

ii. The group supports a policy of staggered tree growth/planting so that public trees are not all planted at the same time.

g. Public Art:
   i. The group suggests that public art is important in Grand Junction. It creates visual interest, which is good for economic development and placemaking.
   ii. The group recommends that an arts committee (ideally within the Downtown Westfield Association) be established to guide the City's public art initiatives. It is recommended that this committee include a broad spectrum of people, including artists, historians and others).
   iii. The group suggests that public art should be funded by both public and private sources of capital.
   iv. The group suggests that public art should:
      (a) Reflect Westfield history (but maybe not always);
      (b) Support local artists;
      (c) Show that Grand Junction is "alive;" and
      (d) Be ever-changing.
   v. The group briefly identified examples of existing art located in Grand Junction at the time of this plan:
      (a) Red Man (paid for by DWA);
      (b) Asa Bales entrance sculpture (paid for by City);
      (c) Pharmacy mural (paid for by City); and
      (d) Anderson Corporation sculpture (paid for by the Anderson Corporation).

2. ECONOMIC DEVELOPMENT:
   a. Overarching Priorities: The group identified the three overarching priorities/obstacles related to Grand Junction as identified in a previous developer input charrette:
      i. Attract as many new households within walking distance of downtown as soon as possible.
      ii. Land assembly represents a significant obstacle, unknown, risk for developers desiring to develop or redevelop land in Grand Junction.
      iii. It is difficult to developers to obtain capital for redevelopment project like the ones desired within Grand Junction. Part of this has to do with the current lending environment and part of it has to do with the many additional contingencies associated with redevelopment project that are often not as pronounce in greenfield development projects.
   b. Economic Development Functions: The group briefly reviewed the primary economic development functions for orientation purposes.
      i. Business Retention:
         (a) As related to Grand Junction, this would involve efforts to retain existing commercial enterprises in Grand Junction.
         (b) This would also likely involve working with existing building owners and business owners to make sure Grand Junction remains an attractive destination for downtown businesses to thrive.
         (c) For instance, the adequate availability of parking was identified by the group as an issue that should be studied in more detail to ensure that downtown customers have good parking opportunities (especially in the northeast quadrant of State Highway 32 and Union Street). There is at least a perception that there is not adequate parking available. The group suggested that a parking study should be completed.

ii. New Development Attraction: As related Grand Junction, new development attraction would likely take the form of developing strategies and implementing plans for attraction of:
   (a) New single-family residential developments/lots;
   (b) New multi-family developments/units; and
   (c) New commercial/office/business/retail uses/structures.
iii. Business Expansion: This concept involves working with existing local businesses to determine ways to encourage or incentivize business development and expansion. Generally speaking, most new jobs are generated from these efforts in a growing local economy. This activity is sometime referred to as economic gardening.

c. Incentives:
   i. TIF District: Much of the Grand Junction district is located within the Grand Junction TIF District. The City is in the process of re-evaluating its TIF districts to ensure that they appropriately include parcels that will ultimately be developed for non-residential or multi-family purposes. There are numerous downtown public infrastructure projects and land acquisitions needed for which TIF revenues can be used. As more development occurs within the Grand Junction TIF District, there will be greater opportunities for public improvements.
   ii. Tax Abatements: Abatements should be used sparingly within TIF districts, because every dollar abated is a dollar that will not be captured as increment. This undermines the purpose of establishing a TIF district. However, in certain instances, it may sense to provide abatements within a TIF district, especially if by doing do, an element of the Grand Junction vision is substantially advanced.
   iii. Impact Fees: The group discussed the possibility of reducing impact fees within the Grand Junction District as an incentive to encourage development and redevelopment in downtown. As discussed this could include road impact fees, park impact fees, water and sanitary sewer connection and availability fees (technically, these water and sewer fees are not impact fees, but they are similar and for that reason they were included for the purpose of this discussion).
      (a) Water & Sewer Fees: The group noted that, provided the City's water and sewer utilities are successfully transferred to Citizens Energy Group (in process at the time of this plan preparation), water and sewer development fees will likely be greatly reduced or eliminated by the end of 2013.
      (b) Road and Park Impact Fees: The group suggested that additional impact fees might not be needed as much in the Grand Junction area because most of the parks in the area have already been developed and so has most of the road infrastructure. However, the group noted that in response to the growth the Grand Junction initiative is designed to create, it is expected that additional park and road improvements will be needed. These fees are an essential component of how the City of Westfield financially responds to the impact of new development and the increased demands created by such new development.

d. Economic Development Strategy Going Forward: The group suggestes that the following items should be the top economic development priorities in Grand Junction:
   i. Attract New Households: Identify development/redevelopment opportunities that will provide additional households within walking distance of downtown. This was identified as one of the top priorities in an earlier planning exercise and continues to be very important and desirable for the success of the Grand Junction vision.
   ii. Build Grand Junction Plaza. The group feels that this is essential for the success of the Grand Junction District. The group believes that downtown Westfield needs a central public gathering/hosting space to attract economic development in downtown

Westfield. This will be especially important for attracting visitors to Grand Junction, many of whom are expected with the opening of the Grand Park sports tournament/ tourism venue.

e. Redevelopment of Southwest Corner of State Highway 32 & Union Street:
   i. This area has been heavily discussed over the last three or four years as the Grand Junction Task Group (now incorporated within the Downtown Westfield Association) developed schematic plans with the City's support for the Grand Junction Plaza (the "Plaza"), including certain improvements/buildings to be located along the south side of State Highway 32 and west of South Union Street (the "Plaza Buildings").
   ii. The group believes that the businesses in the Plaza Buildings will thrive because of their proximity to the Plaza. The group also suggests that the Plaza with thrive because if its proximity to the Plaza Buildings and the businesses therein.
   iii. Members of the group have independently explored the concept of attracting a "master developer" to construct the Plaza Buildings and possibly participate in or facilitate the construction of the Plaza.

f. Promotion/Marketing of Grand Junction:
   i. To date, the promotion and marketing of the Grand Junction area has been a collaborative effort between the City, the Downtown Westfield Association (and its individual members) and the Chamber of Commerce.
   ii. The group recommends that Grand Junction branding needs to be completed and such themes/elements should be included in promotion and marketing of downtown Westfield.
   iii. The group feels strongly that the community needs to get the word out that Grand Junction is open for business. The group noted a good example of this type of activity with the formation of Grand Junction Properties, a real estate group formed by Curt Whitesell with a focus on Grand Junction real estate and business real estate needs.

g. Facade Improvement: The group identified the Façade Improvement Program, created by the Westfield City Council in 2010, as a useful tool to incentivize aesthetic improvement of the Grand Junction area. Essentially, the program is a 50/50 matching grant for external building and property improvement within the Grand Junction area. The maximum allowable match per year is $5000.
   i. The group acknowledged that this tool has been a very effective one at improving the appearance of downtown.
   ii. The group suggested that the program be reviewed to determine whether the award criteria provide enough opportunities to incentivize improvement and to ensure that the program is adequately funded to maximize meaningful aesthetic improvements downtown.
   iii. The group also suggested that the boundaries establishing geographic eligibility for the façade program be reviewed to determine if it makes sense for it to relate more to the Sub-district boundaries contemplated in this plan.
   iv. The group suggested that more can be done to promote the façade grant program.

## Grand Junction Discussion Outline/Items:

1. PUBLIC SPACES
    a. Parks/Park Facilities
        i. Existing and Planned
            (a) Old Friends Cemetery Park
            (b) Asa Bales Park
            (c) Natalie Wheeler/Grand Junction Trail
            (d) Freedom Trail Park
            (e) Midland Trace Trail
            (f) School Properties
            (g) Grand Junction Plaza
            (h) Fish Property?
        ii. Amount
        iii. Proximity
        iv. Function
        v. Facilities/Improvements
        vi. Encourage/Discourage
    b. Trails/Streets
    c. Other Public Facilities (Schools, City Hall, Library)
    d. Trees
        i. Preserve
        ii. Plant New
    e. Flood Plain/Regional Detention
    f. Grand Junction Plaza
    g. Natural areas
    h. Public Art

2. ECONOMIC DEVELOPMENT
    a. Previously Identified Priorities (Developer Charrette)
        i. New households within walking distance
        ii. Land assembly
        iii. Access to capital
    b. Economic Development Functions
        i. New Development
            (a) Residential SF (no comps)
            (b) Residential MF
            (c) Commercial
        ii. Business Retention
        iii. Business Expansion (Economic Gardening)
    c. Discussion Topics
        i. DWA/City Roles
        ii. Incentives
        iii. Strategy
        iv. RFP
        v. Promotion/Marketing
        vi. Façade Improvement Program
        vii. Leased City-Owned Properties

# Appendix G – Charrette 7: Review and Top Ten Priorities (December 18, 2012)

## Meeting Summary:

In preparation for this charrette the Economic and Community Development Department prepared a consolidated list of all planning objectives identified in previous planning works related to Grand Junction and throughout the six preceding Grand Junction Implementation Plan Charrettes. The primary purpose of Charrette #7 is to review the various Grand Junction planning objectives and to prioritize them in order to develop a coherent and targeted strategy for accomplishing the Grand Junction vision.

The priorities identified by the group will be assembled into a recommendation to the City leadership (in the form of a comprehensive plan amendment, the "Grand Junction Implementation Plan, 2013") for its consideration and approval. The product of this work is intended to provide guidance to the various decision-makers and stakeholder organizations in their efforts to accomplish the Grand Junction vision.

As contemplated by the group, this planning exercise would be initiated again in the fourth quarter of 2013. During this process, this plan is intended to be reviewed, accomplishments should be measured, remaining goals/objectives should be evaluated and new goals/objectives may be identified for 2014. It is anticipated that the product of future planning activities related to updating this Implementation Plan would also take the form of comprehensive plan amendments.

## Grand Junction Discussion Outline/Items:

### History & Branding

- ❑ Create/Clearly Establish the Grand Junction Brand.
- ❑ Design a Grand Junction logo/bug/mark.
- ❑ Develop a slogan for Grand Junction.

### Decorations

- ❑ Create opportunities for over-street banners to promote Grand Junction events.
- ❑ Improve/enhance/expand use of hanging basket planters and the cross-arms used to hang them within Grand Junction.
- ❑ Purchase and install new and enhanced landscaping planters in Grand Junction (provide more of them and provide for public seating).
- ❑ Install new decorative light poles.
- ❑ Install attractive street furniture.
- ❑ Provide more and improved seasonal decorations within Grand Junction.

### Special Events

- ❑ Recruit more involvement/volunteering from residents within Grand Junction and throughout the community.
- ❑ Recruit more organizations than just DWA and the City to host community events in Grand Junction.
- ❑ Develop better coordination with other community organizations (Schools, local sports groups, etc.) regarding event scheduling/timing conflicts.
- ❑ Host at least one special event in Grand Junction every month of the year.
- ❑ Focus on improving the public events that are already hosted in Grand Junction.
- ❑ Develop a stronger partnership with the schools in hosting/promoting public events.

## Zoning

- ❑ GATEWAY SUBDISTRICT (Green)
  - ❑ Develop architectural and development standards for the Gateway Subdistrict.
  - ❑ Develop strategy for attracting/encouraging the following land uses within the Gateway Subdistrict: hotel; hotel/conference center; apartments; and offices.
  - ❑ Develop DWA review process for the Gateway Subdistrict.
  - ❑ Develop commercial sign standards for the Gateway Subdistrict.
- ❑ JUNCTION SUBDISTRICT (Orange)
  - ❑ Develop architectural and development standards for the Junction Subdistrict.
  - ❑ Formalize a position with INDOT regarding State Highway 32 expansion through Grand Junction
  - ❑ Develop standards to address modifications to existing structures.
  - ❑ Develop DWA review process for the Junction Subdistrict.
  - ❑ Develop strategy for attracting/encouraging the following land uses within the Junction Subdistrict: trail-oriented businesses (i.e., bike shop, coffee shop); dry cleaner; market; coffee shop; specialty shops; night-time gathering places; restaurants; offices (not at street level).
- ❑ UNION SUBDISTRICT (Yellow)
  - ❑ Develop standards to address modifications to existing structures.
  - ❑ Develop standards for new development (setbacks, architecture, etc.) in the Union Subdistrict.
  - ❑ Develop standards/strategy to encourage property enhancements on Union Street.
  - ❑ Develop standards for mature tree preservation on Union Street parcels.
  - ❑ Develop fence standards applicable to Union Street parcels.
  - ❑ Develop enhanced lighting standards for Union Street parcels.
  - ❑ Develop grass lawn/vegetation requirements for Union Street parcels.
  - ❑ Develop right-of-way access control standards along Union Street.
- ❑ NEIGHBORHOOD SUBDISTRICT (Pink)
  - ❑ Develop vision and standards for future redevelopment of the Neighborhood Subdistrict.
  - ❑ Develop standards for existing structures in the Neighborhood Subdistrict.
- ❑ KENDALL SUBDISTRICT (Blue)
  - ❑ Develop strategy for attracting/encouraging medical/office commercial uses in the Kendall Subdistrict.
  - ❑ Implement standards that would prevent/discourage stand-alone retail within the Kendall Subdistrict.
  - ❑ Implement standards that would prevent/discourage single-family residential uses in the Kendall Subdistrict.
  - ❑ Develop standards/policies that would encourage vertical buildings in the Kendall Subdistrict.
  - ❑ Develop architectural standards for the Kendall Subdistrict.
  - ❑ Develop landscaping standards for the area between future buildings and U.S. Highway 31.
  - ❑ Determine the extent to which the U.S. Highway 31 Overlay Zone is appropriate to apply to the Kendall Subdistrict.

## Infrastructure

- ❑ Bury power lines.
- ❑ Develop policy for disposition/repurposing of existing alley property (where appropriate).
- ❑ Develop transit circulation plan as related to Grand Junction and how it connects to the system beyond.
- ❑ Develop standards to encourage transit-oriented development.
- ❑ Continue to expand/enhance the trail network within the Grand Junction.
- ❑ Create pedestrian connections between the Gateway Subdistrict and the Grand Junction Plaza.
- ❑ Install same South Union streetscape treatment in future sidewalk/curb/roadside trail projects on North Union Street and other strategic places within Grand Junction.
- ❑ Design drainage/floodplain areas as amenities and natural areas. Develop the regional detention area south of the Midland Trace Trail corridor as a downtown amenity.
- ❑ Develop plan and install new streetscape amenities including but not limited to benches, trash cans, planters, hanging baskets, bike racks, street lights (including irrigation and speakers where appropriate).
- ❑ Develop plan and install unique public signage/design theme for Grand Junction (as opposed to the rest of the City).
- ❑ Install planned new roads within the Junction and Kendall Subdistricts (*see Grand Junction District Map on Page 24*).

## Public Spaces

- ❑ Review/revise trail names within Grand Junction to help with marketing/wayfinding (needs to be visitor-friendly).
- ❑ Develop strategy for reuse/repurposing of Hadley Park.
- ❑ Connect Grand Junction Trail to Asa Bales Park by installing a tunnel under State Highway 32.
- ❑ Develop and implement a plan for a dedicated trial connection between Grand Junction and Grand Park for motorized (non-car) vehicles.
- ❑ Develop centralized municipal building near Grand Junction Plaza.
- ❑ Develop redevelopment plan for existing City Hall property and other adjacent City-owned property.
- ❑ Establish a staggered (staggered in age/maturity) tree growth/planting program within Grand Junction public places.
- ❑ Build Grand Junction Plaza.
- ❑ Develop a plan for the function (seasonal uses) of the Grand Junction Plaza.
- ❑ Formalize strategy, plan and organization to provide for public art improvements throughout Grand Junction.
- ❑ Develop and implement a plan to convert certain public infrastructure (manhole covers, sewer grates, fire hydrants, bridges, sidewalks, intersections, etc.) into pieces of public art.

## Economic Development

- ❑ Develop strategy and policies to attract as many households to locate within walking distance of downtown.
- ❑ Continue City land assembly activities to facilitate development and redevelopment in Grand Junction.
- ❑ Develop/refine strategy for business retention, expansion and development in Grand Junction.
- ❑ Develop Grand Junction parking plan.
- ❑ Amend/Revise Grand Junction Economic Development Area (TIF District) to include some missing properties and remove land acquired by State.
- ❑ Invite developer proposals for the redevelopment of parcels north of Grand Junction Plaza.
- ❑ Develop and implement a plan for promotion/marketing of Grand Junction.
- ❑ Continue (and consider expanding) the City's Façade Improvement Program.
- ❑ Consider/explore concept of creating an Economic Improvement District.

## Grand Junction Implementation Plan - Top 10 Priorities:

### History & Branding

1. Create/Clearly Establish the Grand Junction Brand. Design a Grand Junction logo/bug/mark. Develop a slogan for Grand Junction.

### Zoning

2. Gateway Sub-district (green)
   - ❑ Develop architectural and development standards for the Gateway Subdistrict.
   - ❑ Develop strategy for attracting/encouraging the following land uses within the Gateway Subdistrict: hotel; hotel/conference center; apartments; and offices.
   - ❑ Develop DWA review process for the Gateway Subdistrict.
   - ❑ Develop commercial sign standards for the Gateway Subdistrict.
3. Junction Sub-district (orange)
   - ❑ Develop architectural and development standards for the Junction Subdistrict.
   - ❑ Formalize a position with INDOT regarding State Highway 32 expansion through Grand Junction
   - ❑ Develop standards to address modifications to existing structures.
   - ❑ Develop DWA review process for the Junction Subdistrict.
   - ❑ Develop strategy for attracting/encouraging the following land uses within the Junction Subdistrict: trail-oriented businesses (i.e., bike shop, coffee shop); dry cleaner; market; coffee shop; specialty shops; night-time gathering places; restaurants; offices (not at street level).

### Infrastructure

4. Develop transit circulation plan as related to Grand Junction and how it connects to the system beyond. Continue to expand/enhance the trail network within the Grand Junction. Create pedestrian connections between the Gateway Subdistrict and the Grand Junction Plaza. Develop and implement a plan for a dedicated trial connection between Grand Junction and Grand Park for motorized (non-car) vehicles.
5. Design drainage/floodplain areas as amenities and natural areas. Develop the regional detention area south of the Midland Trace Trail corridor as a downtown amenity.
6. Develop plan and install new streetscape amenities including but not limited to benches, trash cans, planters, hanging baskets, bike racks, street lights (including irrigation and speakers where appropriate).

### Public Spaces

7. Build Grand Junction Plaza.

### Economic Development

8. Develop strategy and policies to attract as many households to locate within walking distance of downtown.
9. Continue City land assembly activities to facilitate development and redevelopment in Grand Junction.
10. Develop Grand Junction parking plan.