

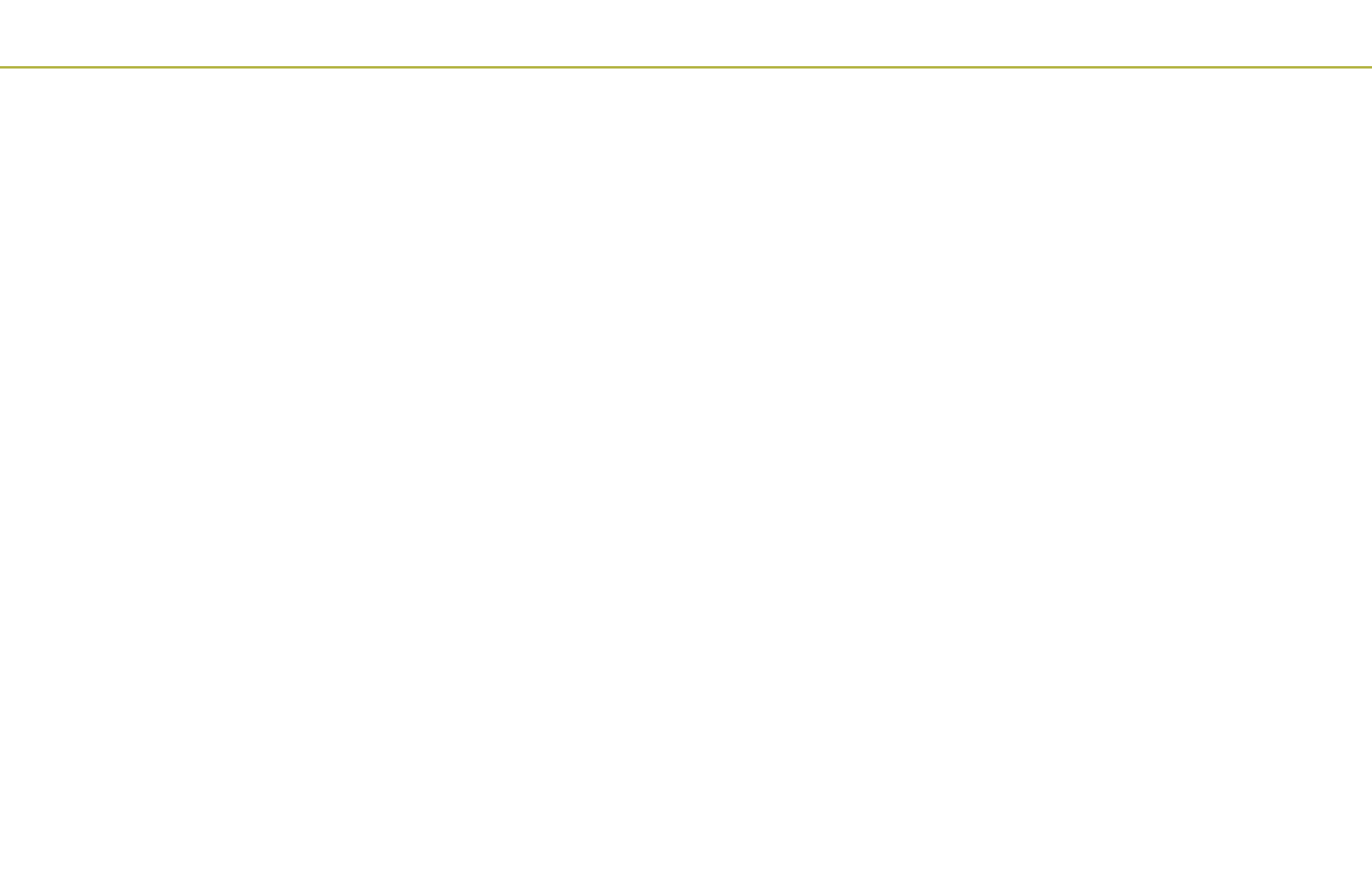
City of Auburn Downtown Revitalization Plan

NOVEMBER 2011

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City of Auburn
Auburn Downtown
Advisory Committee (ADAC)







Need for Downtown Revitalization Plan

- Strategic planning that **focuses on downtown revitalization** by building on the strengths/assets and leveraging the community's "Home of the Classics" niche related opportunities
- Assess the current physical and economic conditions that are having an impact on the Downtown Business District's ability to remain a **viable retail, business and government center**
- Establish the plan to improve the Downtown status within the City of Auburn and DeKalb County as a destination point by creating a **new focus or purpose** for attracting visitors, while protecting the framework of the existing downtown culture
- Enhancing the tourism base by **leveraging** existing **events and festivals** such as the Auburn-Cord-Duesenberg Festival, Auctions America by RM (Auburn Auction Park) and Downtown events
- Creation of a stronger urban core and **strengthening** community center identity
- Identification of and **removal of impediments** to development
- Downtown **connectivity and linkages** to adjacent neighborhoods



Existing Conditions



Downtown Character

Traditional historic quality
Many amenities including restaurants, gift shops, salons, professional offices

Public Space

Well-maintained and landscaped Courthouse Square
Parks and Green Spaces

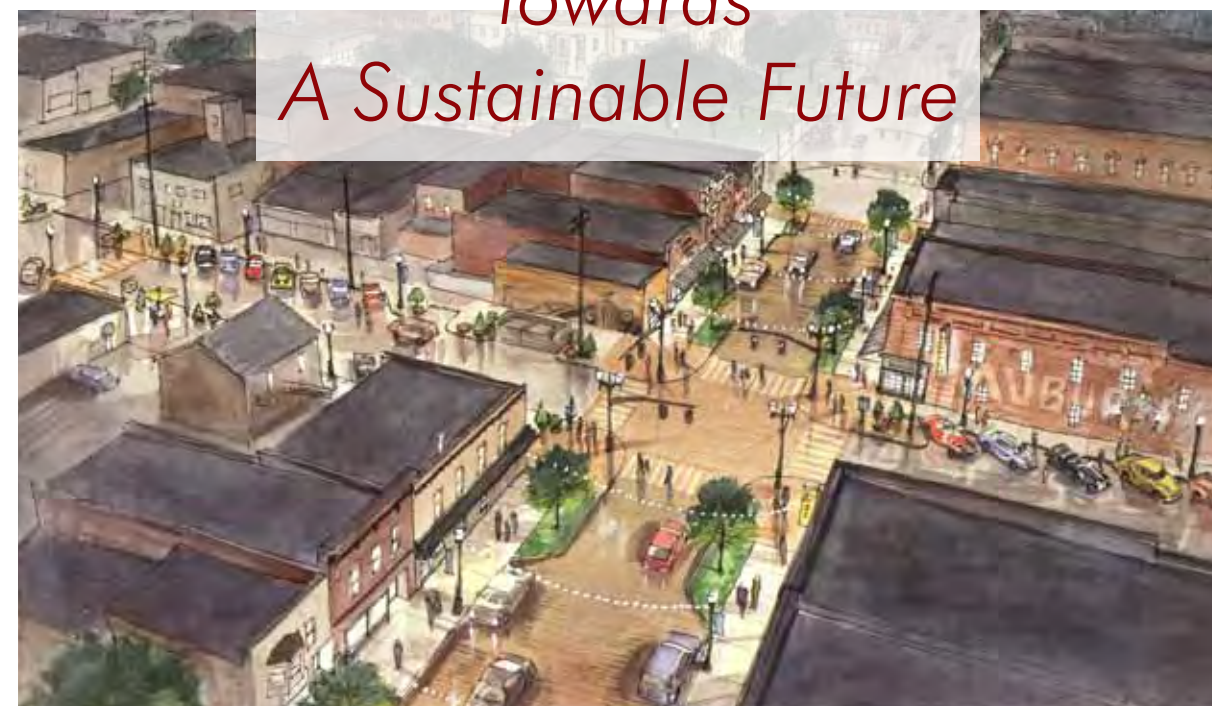
Gateways and Identity

Lack of Gateway character leading to Downtown excepting from North Main Street Historic District

Streetscape Character

Traditional small-town urban core feel
New sidewalks and streetscape elements installed within part of Downtown

Revitalization Plan



Recommendations

Organizational Recommendations

Objective: O-1
Champion the Revitalization Plan

Objective: O-2
Continue revitalization efforts using the Main Street program principles

Objective: O-3
Create a Special Improvement District as downtown revitalization momentum grows

**Objective: O-4
Create a Community Reinvestment Limited Liability Corporation**

Objective: O-5
The City should take proactive planning/zoning measures and collaborate with State, County departments & agencies

Design Recommendations

**Objective: D-1
Update regulatory framework and documentation**

**Objective: D-2
Establish Design & Development Guidelines**

Objective: D-3
Utilize specific historic redevelopment tools

**Objective: D-4
Enhance streetscape and public realm spaces within downtown areas**

Objective: D-5
Promote infrastructure improvements within downtown areas

Economic Restructuring Recommendations

Objective: E-1
Build trust in investment community through retention and recruitment program

**Objective: E-2
Add appropriate new retail and other downtown uses**

Promotional Recommendations

**Objective: P-1
Elevate the "Home of the Classics" identity in the Northern Indiana Region**

Objective: P-2
Develop a brand to cater to the unique antique car niche

Objective: P-3
Promote downtown with upper floor housing and professional office spaces

Objective: P-4
Increase local market collaborative activities with expanded offerings

Objective: P-5
Develop marketing information for promotional campaign

Objective: P-6
Employ websites and social media

Objective: P-7
Broaden the market segment - Events

Objective: P-8
Broaden the market segment - Promotions

Objective: P-9
DABA to focus on the promotion of downtown

Table of Contents



SECTION ONE

Background

SECTION TWO

Market Understanding

SECTION THREE

Existing Conditions | Issues and Opportunities

SECTION FOUR

Revitalization Plan

SECTION FIVE

Implementation

SECTION SIX

Appendix

Acknowledgements

Auburn Downtown Advisory Committee (ADAC)

Merv Delagrang	Busy Brush Gallery & Gifts
Pat Delagrang	Busy Brush Gallery & Gifts (Alternate Member)
Mary Hohler	Citizen
Mike Littlejohn	Carbaugh Jewelers
Jonathan Moss	Moss Construction Cost Mgmt., Inc
Megan Moss	Moss Construction Cost Mgmt., Inc (Alternate Member)
Bill Schaab	W.J. Schaab & Co
Patti McGill	Serendipity Bed & Breakfast
Terry Partee	Partee Investment
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Brian Thomas	Big Red Sports (Alternate Member)
Mike Watson	J's On Main
Blaine Stuckey	Mad Anthony Tap Room
David Benson	Mad Anthony Tap Room (Alternate Member)
Laura Brinkman	ACD Automobile Museum
Mark Schlatter	Schlatter Development Partnership
Kirk M. Ray	Dekalb Memorial Hospital
Kelly Knox	Chamber of Commerce
Dick Martin	DeKalb County Visitors Bureau
Ken McCrory	DeKalb County Economic Development Partnership, Inc
Sharon Zonker	Garden Club
Tim McEntee	Resident
Brent Handshoe	Wells Fargo Bank
John Bry	Noble County Convention & Visitors Bureau
Nina Bennett	Expressions Gallery
Thompson Smith	Thompson Smith, PC
Brad McDaniel	Civic Group

ADAC AD-HOC Members

Bill Spohn	City of Auburn
Norm Yoder	Mayor, City of Auburn
Clint Knauer	DeKalb County Planning Department
Erik Weber	Mefford Weber & Blythe

Special thanks...

...to all citizens, area property owners and business owners, who have provided their thoughts and time during the planning and design process.

Website

<http://www.ci.auburn.in.us/>
<http://www.auburdac.org/>

Facebook

<http://www.facebook.com/pages/ADAC-Auburn-Downtown-Advisory-Group/143359155712793>

SECTION ONE

Background



Introduction

The City of Auburn with assistance of Auburn Downtown Advisory Committee (ADAC) recently received a State of Indiana Office of Community and Rural Affairs (OCRA) planning grant to prepare this Downtown Revitalization Plan. This plan will help to develop a cohesive and collaborative vision for the Downtown area consistent with Auburn’s development goals.

OCRA Planning Grant

The State of Indiana Office of Community and Rural Affairs (OCRA) division provides the Planning Grants to aid communities to shape their vision for economic development and encourage them to plan for long-term community development. Planning Grants are funded with Federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD).

Need for Downtown Revitalization Plan

- Strategic planning that focuses on downtown revitalization by building on the strengths/assets and leveraging the community’s “Home of the Classics” niche related opportunities
- Assess the current physical and economic conditions that are having an impact on the Downtown Business District’s ability to remain a viable retail, business and government center
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Events Leading to the Planning Process

2003

Brief study of Downtown Area that included an inventory of the downtown businesses and a downtown business survey

2009

Auburn Downtown Advisory Committee (ADAC) was formed to look into revitalization efforts; City of Auburn conducted an updated business inventory

2010

The City of Auburn held 3 ADAC meetings and 3 business and building owners meeting; the result of the public feedback meetings led to the City of Auburn committing to the Downtown Revitalization Plan

City of Auburn receives State of Indiana OCRA Planning Grant for the Downtown Revitalization Plan

The Auburn Downtown Business Association received an Indiana Main Street Downtown Enhancement Grant to perform facade renovations

Planning Process

Existing Conditions Evaluation

Analysis of Existing Documentations, Base Mapping, Community Audit & Stakeholder Input, Survey



Market Analysis

Demographics, Housing, Office, Retail Demand & Supply, Tourism Market Understanding, ADAC Review



Revitalization Plan

Master Plan, Land Use Plan, Guiding Strategies, Revitalization Initiatives, ADAC Review



Implementation Framework

Priorities, Timeline, ADAC Review, City Council Presentation

SECTION TWO

Market Understanding



Overview

The City of Auburn is located in northeast Indiana just north of Fort Wayne. It is adjacent to a heavily travel interstate corridor - I-69.

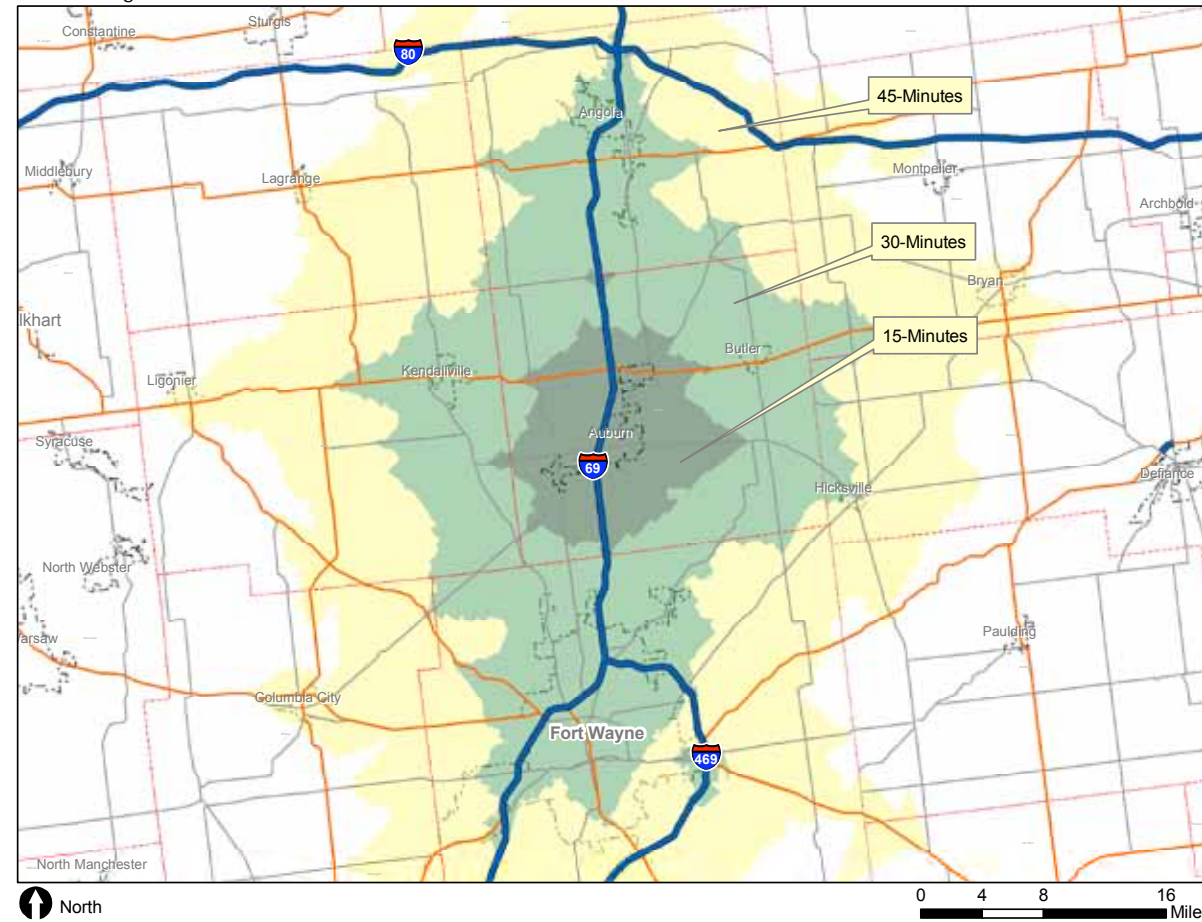
Auburn has a rich history in automobile manufacturing and is the home to one of the Nation's most popular antique automobile auction facilities.

Classic car collectors and enthusiasts from around the world converge on Auburn on Labor Day weekend for the annual auction.

Throughout the year, Auburn hosts hundreds of thousands of tourists and transient visitors to the community and its many museums, shops and other attractions.

Residential household growth expected on the north side of Fort Wayne will also influence the future of Auburn. New homeowners will continue to seek out alternatives to suburban living by living in a more traditional community with easy access to employment.

Auburn Regional Influence



Regional Influences

Within 15-Minutes:

- Over 10,000 Households
- Over One Third with Children
- \$34 M Entertainment Spending
- \$17 M Apparel Spending
- \$33 M Restaurant Spending

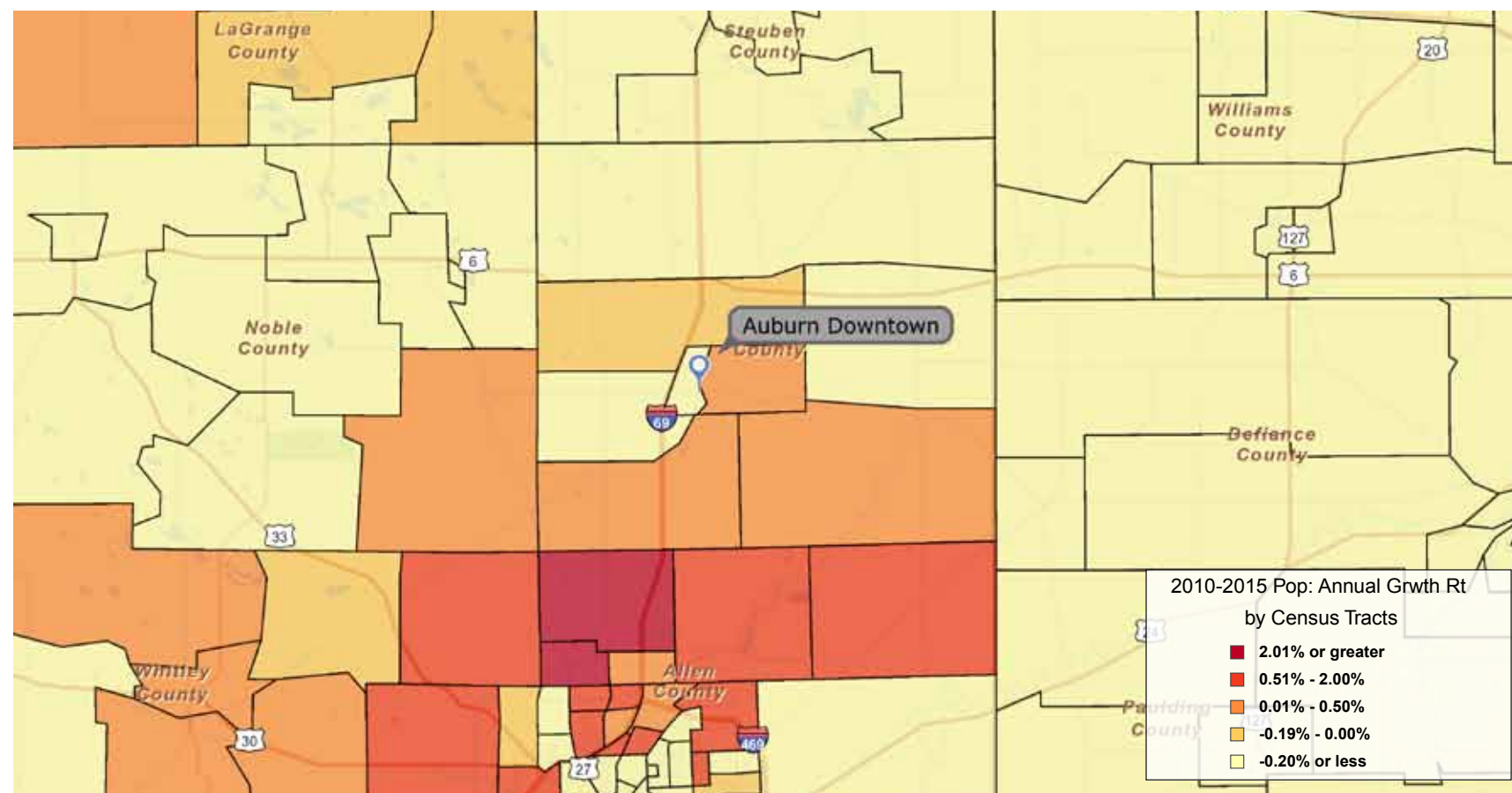
Within 30-Minutes:

- Over 116,000 Households
- Over One Third with Children
- \$388 M Entertainment Spending
- \$198 M Apparel Spending
- \$385 M Restaurant Spending

Within 45-Minutes:

- Nearly 190,000 Households
- Over One Third with Children
- \$628 M Entertainment Spending
- \$318 M Apparel Spending
- \$620 M Restaurant Spending

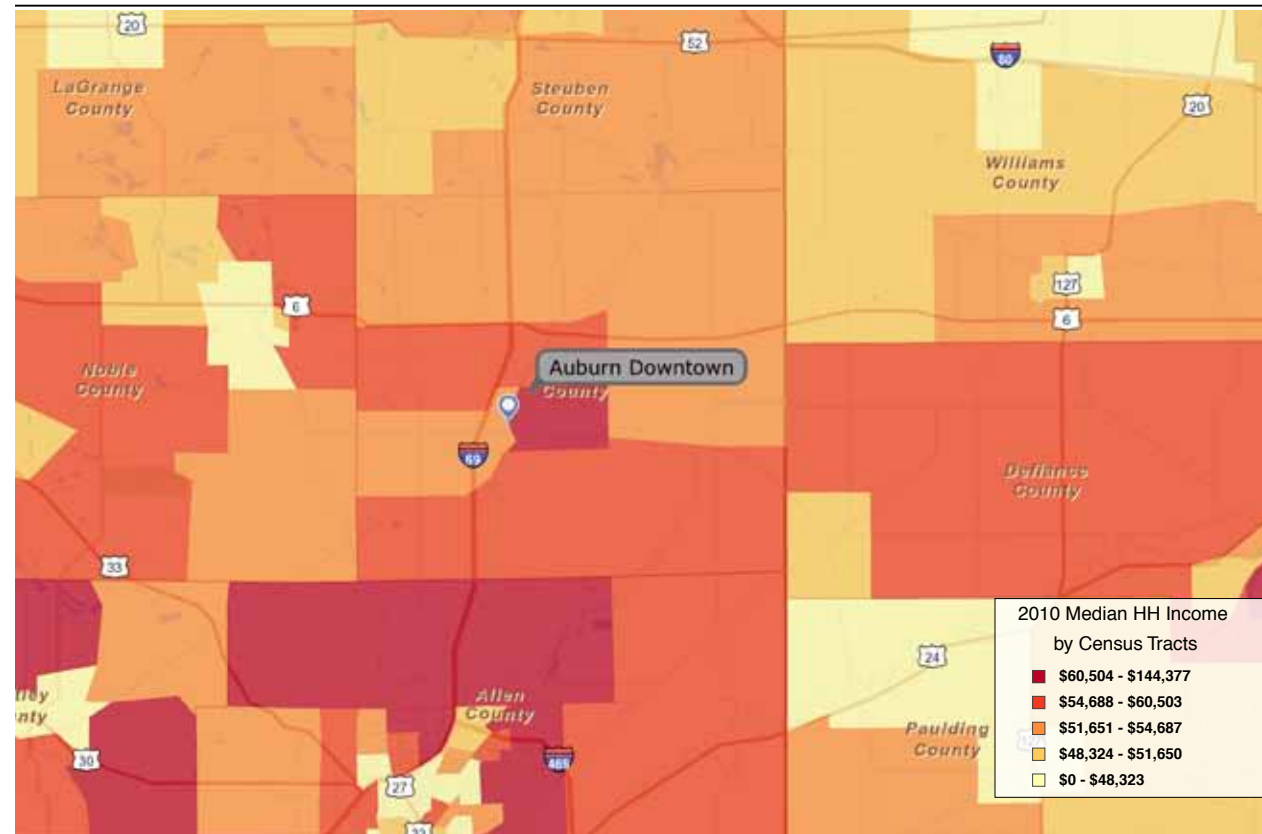
Households by Type						
	City of Auburn	5-Minutes	10-Minutes	15-Minutes	Ft Wayne	Indiana
Family Households	65%	66%	69%	70%	61%	69%
Married-couple Family	51%	53%	55%	57%	42%	54%
With Related Children	25%	26%	27%	28%	20%	25%
Other Family (No Spouse)	14%	13%	14%	14%	19%	15%
With Related Children	10%	10%	10%	10%	14%	10%
Nonfamily Households	35%	34%	32%	30%	39%	31%
Householder Living Alone	30%	29%	27%	25%	33%	26%
Householder Not Living Alone	5%	5%	5%	5%	7%	6%
Households with Related Children	35%	35%	37%	37%	34%	35%
Households with Persons 65+	23%	24%	22%	22%	22%	23%



Regional Growth

- Growth from the south will influence Auburn's future.
- Residential demand will follow office, medical and other developments on Fort Wayne's north end.
- Retail, restaurant and service demand in Auburn will increase as these new residents seek to make Auburn their home.

Population and Household Growth						
	City of Auburn	5-Minutes	10-Minutes	15-Minutes	Ft Wayne	Indiana
2000 Total Population	12,074	11,745	19,886	27,998	205,727	6,080,485
2010 Total Population	12,740	12,373	21,127	29,827	205,395	6,479,832
2015 Total Population	12,946	12,561	21,509	30,370	206,685	6,634,107
2010 - 2015 Annual Rate	0.32%	0.30%	0.36%	0.36%	0.13%	0.47%
2000 Households	4,927	4,805	7,791	10,787	83,333	2,336,306
2010 Households	5,350	5,211	8,485	11,774	84,959	2,521,706
2015 Households	5,481	5,334	8,699	12,067	86,002	2,591,132
2010 - 2015 Annual Rate	0%	0%	1%	0.49%	0.24%	0.54%
2010 Average Family Size	2.91	2.91	3.00	3.03	3.09	3.05



Income & Affluence

- Auburn is a relatively affluent community with median household income of nearly \$60,000 (based on Census 2009 estimates). This is over 10% higher than the overall average for the State of Indiana.
- Income grew at a very healthy rate in the last decade - nearly 40% over the past 9 years. This pace is much higher than Indiana overall.
- Geographically, the census tracts to the south of Auburn report higher median income than those to the north of town. The more dense residential development to the north of Fort Wayne provides this support.

Median Household Income - 2009 Estimates

	City of Auburn	5-Minutes	10-Minutes	15-Minutes	Ft Wayne	Indiana
Household Income Base	5,351	5,214	8,486	11,773	84,959	2,521,656
< \$15,000	7%	7%	7%	7%	12%	10%
\$15,000 - \$24,999	10%	10%	9%	9%	11%	10%
\$25,000 - \$34,999	8%	8%	9%	9%	12%	10%
\$35,000 - \$49,999	17%	17%	17%	17%	16%	16%
\$50,000 - \$74,999	24%	25%	27%	27%	25%	23%
\$75,000 - \$99,999	18%	18%	17%	17%	15%	15%
\$100,000 - \$149,999	12%	12%	11%	10%	7%	11%
\$150,000 - \$199,999	2%	2%	2%	1%	1%	2%
\$200,000 +	2%	2%	1%	1%	1%	2%
Average Household Income	66,173	66,200	64,315	63,743	54,868	64,526
Median Household Income						
2000 Census	42,593	44,252	44,136	44,896	36,545	41,671
2009 Estimate	59,255	59,383	57,013	56,998	47,958	53,650
Growth 2000-2009	39%	34%	29%	27%	31%	29%
2014 Projection	65,031	65,077	62,486	62,420	54,501	60,720
Growth 2009-2014	10%	10%	10%	10%	14%	13%

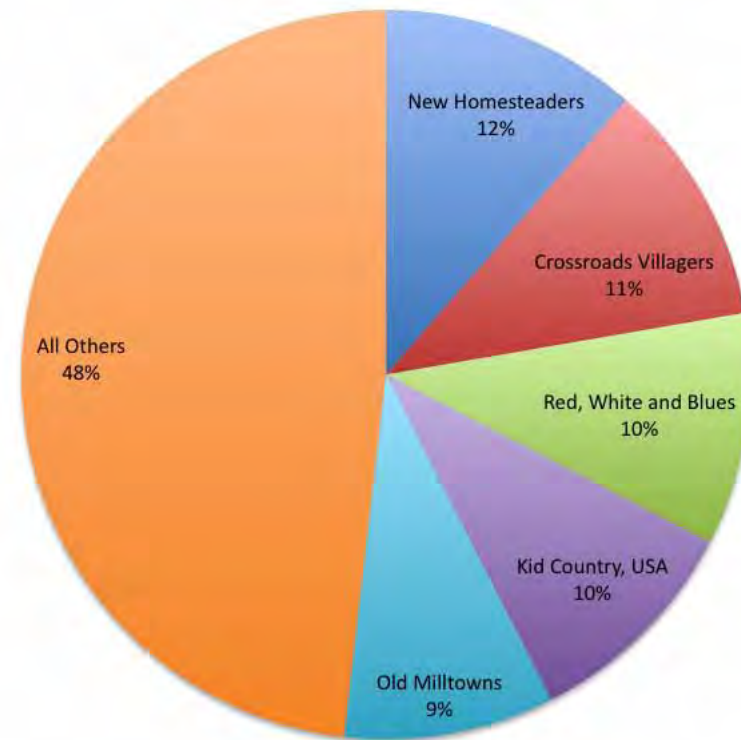
Educational Attainment - 2009 Estimates						
	City of Auburn	5-Minutes	10-Minutes	15-Minutes	Ft Wayne	Indiana
Total	8,300	8,066	13,641	19,386	130,862	4,247,128
Less than 9th Grade	3%	3%	3%	3%	5%	4%
9th - 12th Grade, No Diploma	8%	8%	8%	8%	9%	9%
High School Graduate	37%	37%	41%	43%	33%	36%
Some College, No Degree	23%	23%	22%	22%	22%	20%
Associate Degree	10%	10%	9%	9%	9%	8%
Bachelor's Degree	14%	14%	12%	11%	15%	15%
Graduate/Professional Degree	6%	6%	5%	5%	7%	8%
High School or Less	47%	47%	52%	53%	47%	49%
More than High School	53%	53%	48%	47%	53%	51%

Education & Ethnicity

- Auburn is a relatively educated population - over half have attained some sort of higher education.
- The population does lack ethnic diversity - fewer than one in twenty persons report race or ethnicity other than White.

Race and Ethnicity - 2009 Estimates						
	City of Auburn	5-Minutes	10-Minutes	15-Minutes	Ft Wayne	Indiana
Total	12,739	12,374	21,127	29,827	205,394	6,479,832
White Alone	97%	97%	97%	97%	71%	85%
Black Alone	0%	0%	0%	0%	19%	9%
American Indian Alone	0%	0%	0%	0%	1%	0%
Asian or Pacific Islander Alone	1%	1%	1%	1%	2%	1%
Some Other Race Alone	1%	1%	1%	1%	5%	3%
Two or More Races	1%	1%	1%	1%	3%	2%
Hispanic Origin	2%	2%	2%	2%	10%	6%

Auburn Consumer Segments Claritas PRISM Psychographics



Local Consumer Market Characteristics

Describing consumers based only on tabular demographic data obscures the rich diversity of attitude and behaviour in the marketplace. Analyzing the character of behavior using consumer segmentation systems helps paint a more rich picture of the consumer and their motivations.

What is a Consumer Segment?

Consumers can be profiled by more descriptive means beyond the description available from analysis of demographics such as age and income. Characteristics on consumer attitudes, spending behaviours and other secondary research are layered on top of demographic profiles to create a more rich set of grouping with understandable descriptions.

The descriptions and behaviours listed on the following pages are indeed generalizations based on national brands. The affinity suggested by brand preference should be taken in context with the national nature of the underlying survey data.

This data is derived from a statistical clustering of Census demographic data, consumer behaviours from Simmons, from credit scoring databases (Experian), media usage from Mediamark Research and brand preference from national consumer survey research. Claritas, the source of the following segmentation, groups consumers based not only on demographics but behaviours and attitudes from analysis of these many sources.

New Homesteaders

Upper-Middle Affluence Households – Younger Families w/ Kids

Young, upper-middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships filled with new ranches and Cape Cods. With decent-paying jobs in white and blue-collar industries, these dual-income couples have fashioned comfortable, child-centered lifestyles; their driveways are filled with campers and powerboats, their family rooms with PlayStations and Game Boys.



Behaviors / Motivations:

Family – Thrift – Active Recreation – Convenience – Making Memories –
Extra-educational Engagement

Crossroads Villagers

Middle to Lower Affluence Households – Older Couples

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



Behaviors / Motivations:

Thrift – Active Recreation – County – Culture – Friends and Family –
Being Close to a Community

Red White and Blues

Middle to Lower Affluence Households – Middle Age Couples – Empty Nests

The residents of Red, White & Blues typically live in exurban towns rapidly morphing into bedroom suburbs. Their streets feature new fast-food restaurants, and locals have recently celebrated the arrival of chains like Wal-Mart, Radio Shack, and Payless Shoes. Middle-aged, high school educated, and lower-middle class, these folks are transitioning from blue-collar jobs to the service industry.



Behaviors / Motivations:

Thrift – Travel & Outdoor Recreation – County – Culture – Nature –
Connections to Family

Kid Country USA

Middle to Lower Affluence Households – Younger Families with Children

Widely scattered throughout the nation's heartland, Kid Country, USA is a segment dominated by large families living in small towns. Predominantly white, with an above-average concentration of Hispanics, these young, working-class households include homeowners, renters, and military personnel living in base housing.



Behaviors / Motivations:

Value – Active Youth Recreation – Education – Convenience

Old Milltowns

Middle to Lower Affluence Households – Older Families – Mostly without Children

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



Behaviors / Motivations:

Value / Thrift – Community – Country – Outdoors - Grandchildren

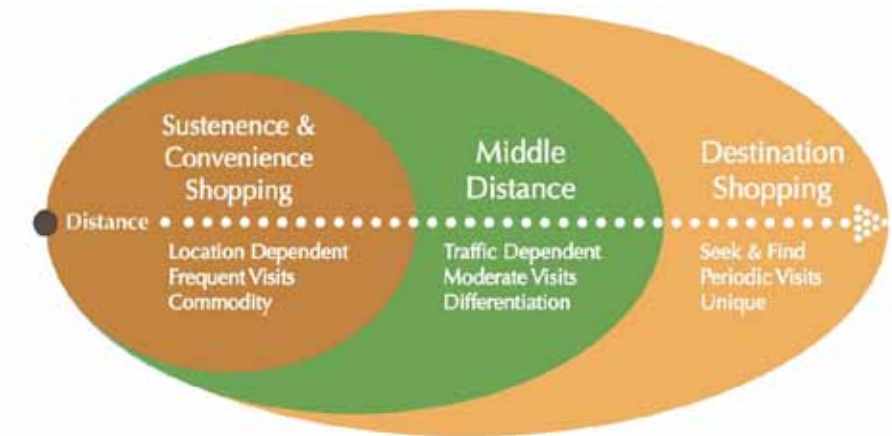
Retail Strategy Observations and Directions

Developing strategy to enhance Main Street Retail Districts follows the same patterns of decision making that mall managers must follow. The customer experience drives retail success.

Components of Downtown Retail Success

- **Announce the entry** to the Downtown Business District and welcome visitors. Successful places are coordinated with subtle design elements that provide a sense of identity. The elements include obvious things such as sign and wayfinding but also colors, textures and more quiet queues that give visitors a sense of familiarity and connection to the "places" - when you are there, you intuitively know it.
- Provide obvious, safe and **clearly convenient** parking. The transition from the automobile to the sidewalk shopping area must be carefully managed to demonstrate convenience, safety and visual interest.
- Create **engaging pedestrian circulation spaces**. The quality of the shopping environment is critical. Make certain that shoppers are allowed easy and safe circulation on public spaces that encourage walking and shopping.
- Provide an **explorative shopping experience**. The shopping experience in America's malls and suburban strip centers has become extremely generic. Big Box retail - by its very design - is the same in Portland and Poughkeepsie. Auburn's Downtown Retail offers a variety of shops located throughout the district which encourages an "explorative" shopping experience.
- Provide **attractively merchandised** goods and services. Encourage shop keepers to creatively design and light store windows. Display goods with attention to detail to create a high quality consumer shopping experience.
- **High-touch customer service** sets downtown retail apart.
- **Coordinate efforts** on advertising and hours. Work together to speak with one marketing voice and when possible keep hours consistent. The success of individual merchants is influenced by the success of their shopkeeper neighbors.
- **Competition Matters** - do not try to compete with big box retail but rather pick up where they leave off. Increased product assortment, high quality goods and services and a personalized shopping experience are what will keep customer coming back downtown.

The Geography of Retail Choice



Beyond antiques - small specialty food, wine and cigar shop in an urban retail district.



Main Street meets Michigan Avenue - Women's Apparel in "Downtown" Dresden, Ohio - population 1,400!



Where am I? Where's what I want? Wayfinding in Franklin, TN.

Retail Supply & Demand Analysis

Where appropriate, strategically infill vacant or underutilized retail space with categories which have local and regional unmet demand and those that are categorically adjacent to other niche products / demand groups in the market.

For example, specialty retail is much more appropriate for downtown shopping districts. When seeking new retail tenancy, look to categories of goods and services that have unmet demand locally as well as regionally.

Consumers have different geographic sensitivities to certain types of purchase. Milk and dry cleaning tend to be sought close to home and work but furniture, big ticket items and fashion goods are shopped for from a greater distance.

Downtown Auburn appears to have unmet demand for Home Furnishings, Specialty Foods, Shoes and Restaurants.

Shoes are an interesting demand item since shoe store merchants tend to co-locate in malls or operate larger junior box locations in suburban shopping center. However, shoes as a sub-product group have been found to be a successful part of a merchandising mix in downtown specialty apparel retailers. Here again, these merchants focus on high quality, unique product assortments in a personalized retail environment not found in the mall.

How to Use this Data?

Retail supply and demand is a directional quantitative analysis measuring consumer demand against the profile of retail business (based on the NAICS classification from InfoUSA). This data is helpful in confirming perceived shortcomings in the retail environment.

Auburn - Retail Supply and Demand Analysis				
	5-Minutes (Local Auburn Area)		15-Minutes (Nearly to Ft Wayne)	
	Supply	Demand	Supply	Demand
Automobile Dealers	\$32,699,537	\$23,498,142	\$35,906,734	\$52,657,245
Other Motor Vehicle Dealers	\$276,992	\$1,906,082	\$337,795	\$4,536,205
Auto Parts, Accessories, and Tire Stores	\$2,322,288	\$1,262,938	\$3,329,925	\$2,807,930
Furniture Stores	\$800,346	\$1,795,894	\$2,050,890	\$3,995,540
Home Furnishings Stores	\$463,062	\$335,545	\$716,013	\$759,092
Electronics & Appliance Stores	\$3,048,271	\$3,000,450	\$3,506,074	\$6,688,579
Building Material and Supplies Dealers	\$1,551,899	\$4,067,886	\$12,007,960	\$9,149,634
Lawn and Garden Equipment and Supplies Stores	\$375,007	\$196,812	\$981,923	\$461,782
Grocery Stores	\$9,315,738	\$11,847,156	\$21,275,320	\$26,400,631
Specialty Food Stores	\$0	\$64,715	\$4,748	\$160,327
Beer, Wine, and Liquor Stores	\$1,140,360	\$979,412	\$2,050,345	\$2,159,011
Health & Personal Care Stores	\$13,494,214	\$1,744,785	\$13,506,036	\$4,008,066
Gasoline Stations	\$13,293,868	\$19,027,612	\$25,617,306	\$43,511,573
Clothing Stores	\$1,099,696	\$1,319,034	\$1,275,785	\$2,998,814
Shoe Stores	\$129,418	\$264,300	\$129,418	\$591,636
Jewelry, Luggage, and Leather Goods Stores	\$367,687	\$381,213	\$446,483	\$856,902
Sporting Goods/Hobby/Musical Instrument Stores	\$759,163	\$190,259	\$1,036,681	\$441,879
Book, Periodical, and Music Stores	\$391,474	\$378,751	\$391,474	\$834,194
General Merchandise Stores	\$38,460,176	\$34,534,617	\$45,355,003	\$76,594,472
Department Stores Excluding Leased Depts.	\$19,996,665	\$12,304,538	\$19,996,665	\$27,479,677
Other General Merchandise Stores	\$18,463,511	\$22,230,079	\$25,358,338	\$49,114,795
Florists	\$49,426	\$128,054	\$172,992	\$308,042
Office Supplies, Stationery, and Gift Stores	\$1,877,471	\$977,392	\$1,879,464	\$2,183,071
Used Merchandise Stores	\$198,688	\$96,071	\$248,681	\$212,023
Other Miscellaneous Store Retailers	\$800,437	\$2,947,187	\$5,053,126	\$6,619,574
Full-Service Restaurants	\$9,539,684	\$12,913,164	\$16,829,931	\$28,486,407
Limited-Service Eating Places	\$14,107,245	\$5,285,856	\$17,896,878	\$11,830,143
Special Food Services	\$1,310,882	\$626,433	\$1,785,609	\$1,419,959
Drinking Places - Alcoholic Beverages	\$269,267	\$347,766	\$879,737	\$772,968

Source: InfoUSA, ESRI, Survey of Consumer Spending, KKG.

Key:

- Over Supply - Supply significantly exceeds demand.
- Equilibrium - Demand and supply relatively equal.
- Under Supply - Demand significantly greater than supply.

Unmet demand should be further analyzed for concept appropriateness in an urban environment. For instance, some types of retail demand are typically addressed by retailing concepts that generally locate in larger footprints, malls or automobile oriented corridors.

Methodology:

Supply (retail sales) estimates reported as consumer sales by establishments based on InfoUSA business data for retail NAICS (North American Industry Classification System)

categories. Sales to businesses are excluded. Demand (retail potential) estimates based on US Census Survey of Consumer Spending for current dollars spent by consumers at retail establishments.



Tourism

A recent study on the economic impact of tourism in DeKalb county reported that over \$75 million and over 1,000 jobs are supported directly or indirectly by people visiting area attractions.

Over 1.5 million people are reported to travel through DeKalb county each year. The automobile auctions, museums and attractions are world renowned. Beyond classic cars, the area has fostered a rich set of attractions and other tourism opportunities to leverage the spending power of this audience toward local growth.

Recent research points to the following characteristics of traveller to the area:

- Contrary to common perception, not all tourists are men. Over one-third are women and most travellers are family or friend groups.
- Most all come for pleasure - not for work related visits.
- About two in three stay overnight when visiting.
- They are middle aged, affluent, educated consumers coming from within Indiana and nearby states by automobile.

Strategic Implications

- Extend the stay of visitors by providing other opportunities for exploration, interaction and relaxation.
- Coordinate information on tourist opportunities - particularly when special events are organized.
- Focus on women's interests as well as automobile enthusiast.
- Expand the retail / entertainment offering in adjacent categories to classic automobiles. Educated, affluent, middle aged men interested in classic cars may also be interested in history/memorabilia, sports, cigars, men's apparel, golf, racing, boating, motorcycles, Audio / Visual / computing / communication technology, "man-cave" furnishings, science, toys, etc.

Summary Segments of Focus

Current Residents remain the primary audience for Auburn’s Downtown. These residents, however, do not all live in Auburn proper. People living from other areas in DeKalb County as well as beyond visit Auburn for daily / weekly retail needs, restaurants, arts and entertainment. Care should be taken to continue to consider the needs of this important audience.

Tourists and the economic engine that their spending creates is a vital component of Auburn’s future. The array of entertainment, restaurant and retail offerings in Auburn should continue to be expanded to strengthen the draw into Downtown. A number of specialty retail categories appear to offer some opportunity for expansion if the right combination of personal service, merchandising quality and value can be introduced.

Future Residents will continue to provide a refreshed look and indeed additional consumer demand for retail, restaurants and services in Auburn’s downtown. They will first visit and experience Auburn with new eyes as they first consider moving to the area. Then later, they will explore and become connected to their community and its heart - Auburn’s Downtown.

Auburn Market Segments Focus

	Current Residents from Region	Transients Visitors / Travelers	Future Residents Moving In
Size	>125,000 households within 15-minutes	1.5 Million	Growth Projected at 10% in Next 5-Years Particularly South Side
Needs	Community / Culture Retail / Restaurant Arts / Entertainment Other Services	Hospitality Restaurant Entertainment Retail	Community / Culture Retail / Restaurant Arts / Entertainment Other Services
Directions	Community / Culture Retail / Restaurant Arts / Entertainment Health / Fitness Other Services	Hospitality Restaurant Entertainment Expanded Retail (Women & Men)	Housing Options Convenience & Value Arts / Entertainment Health / Fitness

Marketing Material Review

A review of Web sites and affiliated marketing materials and social media included, but was not limited to, the following:

- City of Auburn
- ACD Automobile Museum
- ACD Festival
- Hoosier Air Museum
- DeKalb CVB
- ADAC
- DABA
- Auburn Arts Commission
- DeKalb County Indiana Chamber of Commerce
- Visit Indiana (State of Indiana tourism Web site)

These Web sites and their affiliated social media were reviewed for their marketing value to a prospective tourist or business traveler. Some consideration was also given to the perspective of a business interested in locating downtown. The general observations about the Web sites and social media presence include the following:

- A visitor must navigate a myriad of Web sites to piece together enough information to plan a trip to the community.
- Some important Web sites focus more on the organization, its purpose, and its membership, rather than information designed to entice a visitor or prospective business.
 - The ACD Festival's Web site focuses more on the organization and its members than on the information a visitor needs.
 - Similarly, at least half of the home page for DABA's Web site focuses on the organization, its purpose, and membership. However, DABA has some great visitor information, but one must dig deeper into the Web site to find it.
- Generally, there is no consistent branding for downtown Auburn or its surrounding community. The ACD Automobile Museum has the strongest branding, with a theme representative of the prime era (1920s and 1930s) of car manufacturing in Auburn. Several Web sites mirror some of the colors and characteristics of the ACD Automobile Museum branding, most notably the DeKalb CVB.
- Multiple slogans are used for the community:
 - Home of the Classics
 - The Hub of Transportation Heritage
 - Drive the Experience
 - Automotive Heritage
 - Let's Motor!
- Hyperlinks on many Web sites redirect a user to a completely different Web site, while closing the original Web site.
- Several Web sites used video to highlight area attractions and/or the community.
 - A hyperlink on the City of Auburn's Web site redirects a user to a separate Web site that includes four nice videos: welcome, tourism and things to do, quality of life, and business and industry.
 - The DeKalb CVB's Web site and YouTube page include several quality videos on area attractions, mainly museums.
- Photo and video images of tourists and residents tend to picture older, white people. Visual images represent little diversity in age or race.
- Coupons and special promotions are often buried in various Web sites and are very plain in design.
- The DeKalb CVB brochure, Web site, and social media (Facebook, YouTube, Twitter, Flickr, and blog) offer the most comprehensive clearinghouse of information that a visitor needs.
- None of the Web sites contain a good map that includes a directory of businesses and attractions.
- In general, the Web sites and affiliated social media tend to be colloquial and do not have a strong focus on drawing prospective visitors and businesses to the area. Critical information is not easy to find and the marketing materials lack a consistent brand.



SECTION THREE

Existing Conditions

Issues and Opportunities

In order to provide strategic guidance towards revitalization of Downtown Auburn, it is important to understand the existing urban fabric and the community assets which will form the basis for the recommendations and implementation framework of this planning initiative.

The existing conditions section has been subdivided into the following categories:

- Regional Connectivity
- Access
- Character Areas
- Downtown Framework: Figure-Ground, Connectivity, Green Spaces and Parking, Landmarks, First Floor Uses
- Existing Land Use
- Existing Zoning
- Transportation and Infrastructure
- Issues and Opportunities
- Physical Assessment: Downtown Character, Public Spaces, Gateways and Identity, Streetscape Character
- Existing Planning Studies and Related Implementation Initiatives

Regional Connectivity

Location

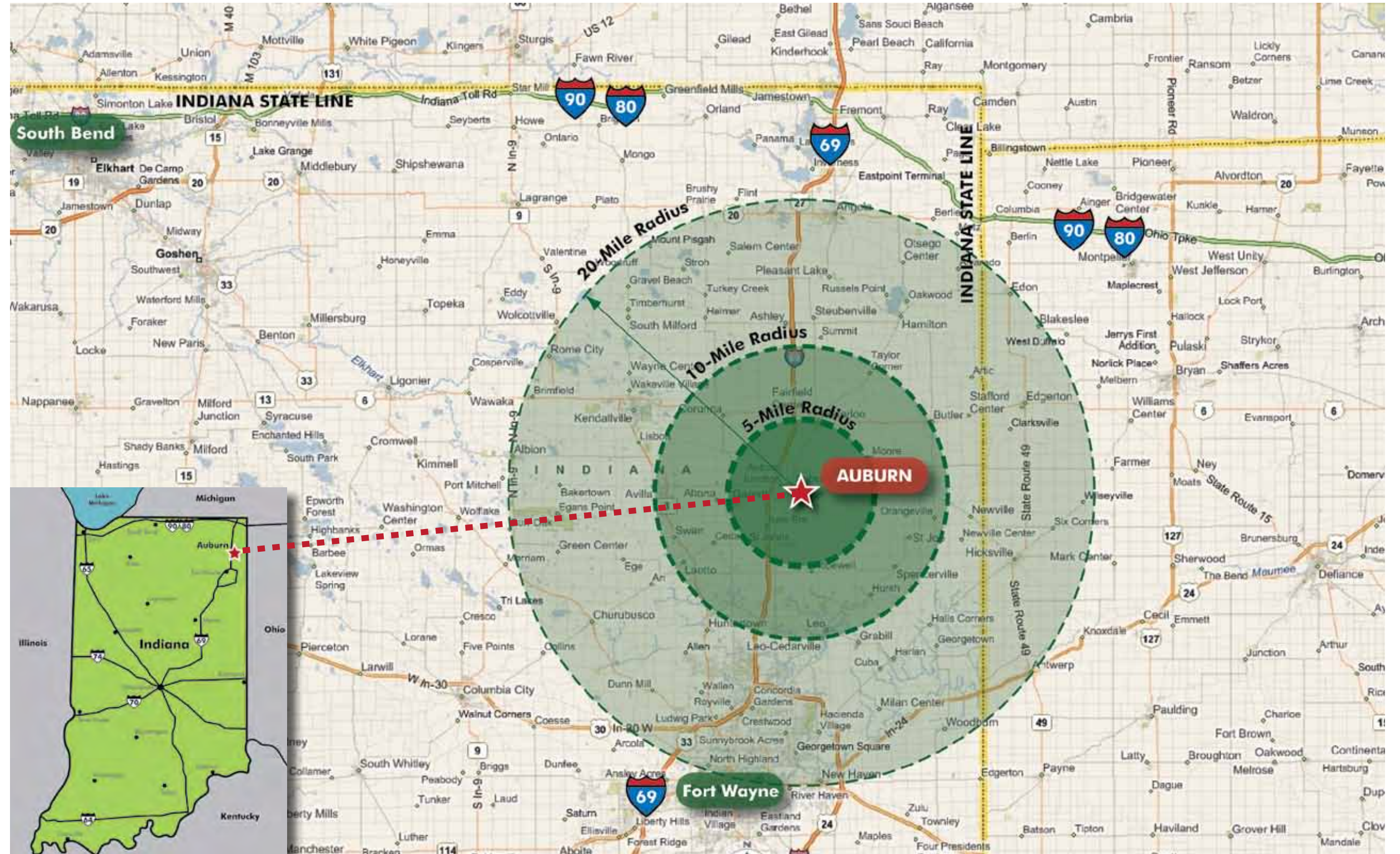
- 22 miles (apprx.) north of Fort Wayne
- 27 miles (apprx.) south of I-80/90 toll road/Michigan state line

County

- Auburn is the county seat of DeKalb County in north-eastern Indiana

Primary Access

- Interstate 69, that crosses through the west side of the city limits

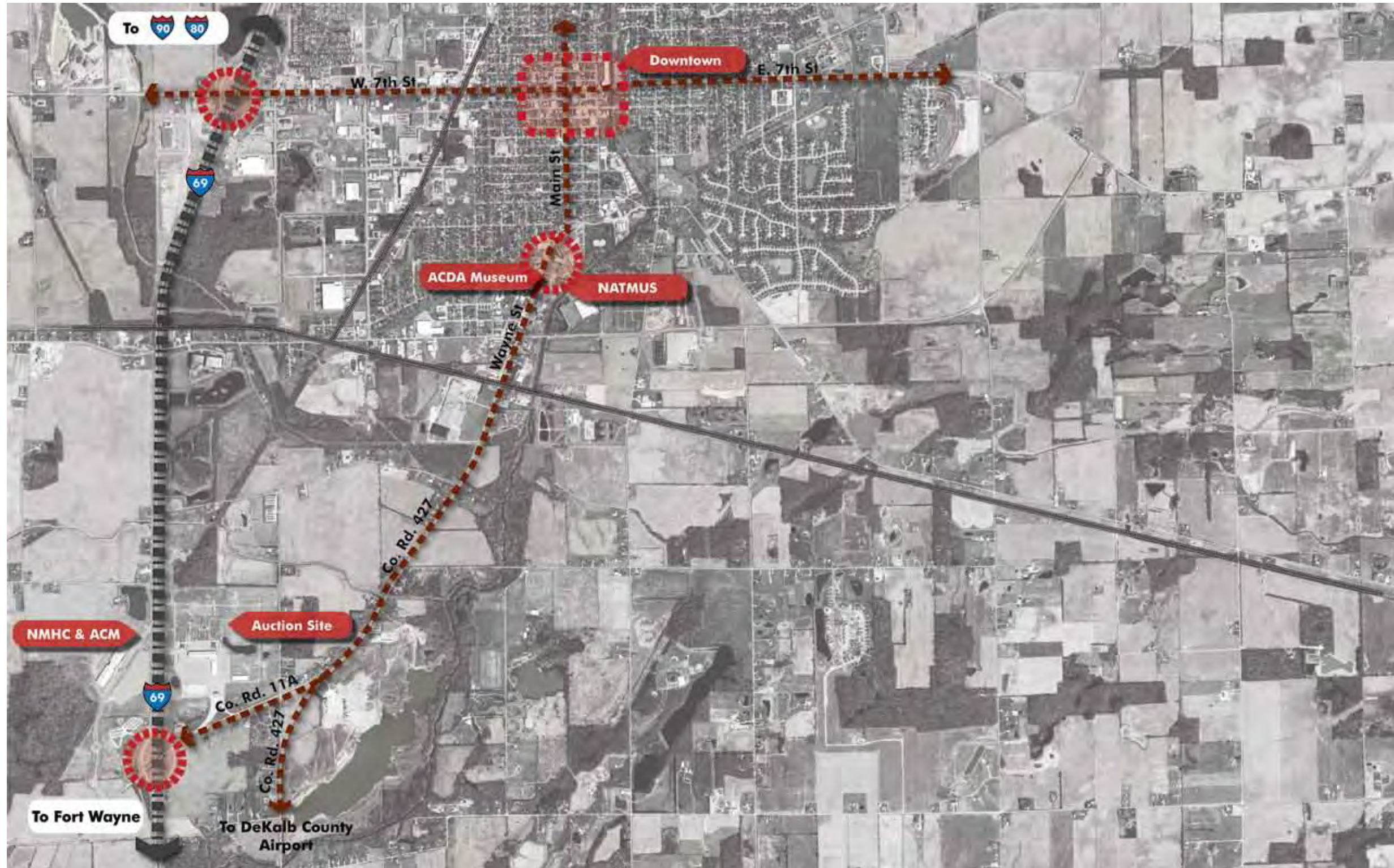


NOT TO SCALE

Data Source: Bing Aerial



Access



Primary access

- W. 7th Street (approximately 1.3 miles from I-69 ramp-exit 129)
- County Road 11A to County Road 427 to Wayne Street/Main Street (I-69 exit 126)

DeKalb County Airport

- I-69 exit 126

Car auction site and ACDA Museum

- Located along County Road 11A and Wayne Street respectively.

ACD Automobile Museum: Auburn Cord Duesenberg Automobile Museum

NATMUS: National Automotive & Truck Museum

NMHC & ACM: National Military History Center and Automotive & Carriage Museum

 Gateways

NOT TO SCALE
 Data Source: Bing Aerial



Character Areas

Commercial Character

- Fragmented commercial and high traffic corridor
- Primary uses are gas stations, fast food chain restaurants, strip commercial centers and several out lot developments
- Overabundance of curb cuts
- Inadequate landscape buffers along the road
- Varying depths of lots contributing to the absence of gateway feel to Downtown

Residential Character

- Tree-lined older residential corridor
- Provides an unique sense of arrival to Auburn

Downtown

- Well-maintained historic courthouse square
- Neighborhood oriented and specialty retail; professional office spaces

⊕ Gateways



NOT TO SCALE

Data Source: Bing Aerial



Downtown Framework








Figure Ground Plan



Connectivity






LEGEND

-  Downtown Study Boundary
-  Built-Form
-  Stream
-  Roads
-  Planned Trail (Trail Map 2009, updated 2/18/2010)
-  Proposed Trail (Trail Map 2009, updated 2/18/2010)
-  5-Minute Walk Radius (1,320 Feet) (Courthouse as focal point)

Built Form

-  Historic building stock around Dekalb County Courthouse

Connectivity

-  Grid system of roadways
-  Sidewalk and trail connectivity
-  Areas within the study boundary are within 5-minute walk-time (5 min walk = 1/4 mile radius or 1,320 feet)



Downtown Framework

Green Spaces and Off-Street Parking

(For complete inventory of parking, refer page 70)

LEGEND

Downtown Study Boundary

Built-Form

Stream

Roads

Green Spaces

Parking

Landmarks

1 Courthouse

2 City of Auburn Offices

3 USPS

4 Public Library

5 Auburn Chamber of Commerce

6 YMCA

7 Dekalb County Fairgrounds

8 Genealogy Center



Landmarks



Data Source: Auburn GIS



Downtown Framework

Business Uses - First Floor



LEGEND

- Specialty Retail
- Service Retail
- Restaurant
- Office
- Institutional
- Civic
- Residential
- Industrial
- N/A
- N/A

Uses

- Focuses on general uses
- Helps to understand both lack of any specific variety or over-abundance of any specific use.
- Predominant uses:
 - Service and specialty retail
 - Professional office



0 125 250 500 Feet

Data Source: Auburn GIS

Downtown Framework








Land Use

Existing Zoning

LEGEND

-  Downtown Study Boundary
-  Built-Form
-  Stream
-  Roads
- Existing Land Use
-  Residential
-  Commercial
-  Industrial
-  Open Space
- Existing Zoning
-  R-1: Low Density Single Family
-  R-2: Single Family
-  R-3: Multi-Family
-  C-1: Neighborhood Retail & Service Facilities
-  C-2: General Commercial Facilities
-  I-1: Light Industrial & Heavy Commercial
-  OS: Open-Space & Recreation Facilities

Zoning

-  Study area within C-2
-  Regulations (C-2)
 -  Height: 40 Feet
 -  Front Yard: 100 Feet
 -  Side Yard: 10 Feet
 -  Rear Yard: 30 Feet
 -  No regulations for lot size and lot coverage

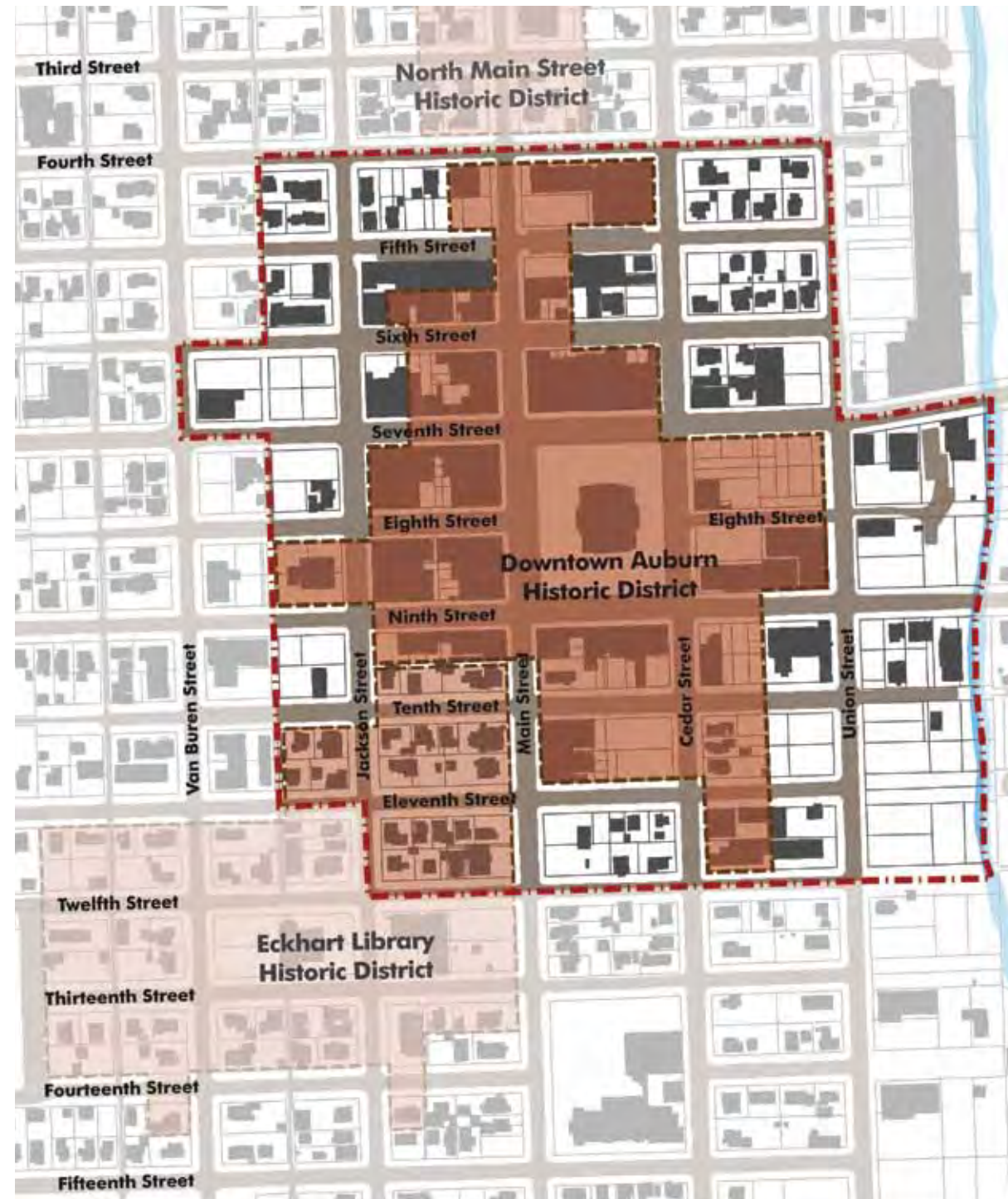


Data Source: Auburn GIS



Downtown Framework

Historic District



Environmental Considerations



LEGEND

- Downtown Study Boundary
- Built-Form
- Stream
- Roads
- Historic Districts
 - Downtown Auburn
 - North Main Street & Eckhart Library
- Environmental
 - Contours
 - Floodplain

Historic District







- Downtown Auburn Historic District listed in National Register of Historic Places in 1986
- 49 contributing structures



Downtown Framework

Thoroughfare Plan

LEGEND

-  Downtown Study Boundary
-  Built-Form
-  Stream
- Thoroughfares
 -  Major
 -  Collector
 -  Local



Data Source: Auburn GIS



Downtown Framework

Roadways & Transportation

- Main Street is a minor arterial route that serves as the major North-South route
- Seventh Street (SR8) is a principal arterial route that serves as the major East-West route. The condition of the streets for the most part is good.
- In 2010, Main Street was resurfaced within the study limits from North Street to Seventh Street and from Seventh Street to Ensley Avenue as part of the American Recovery and Reinvestment Act federal funds program.
- In 1997, a traffic impact analysis was prepared to review the current roadway system - no specific recommendations were provided for the study area.
- Van Buren Street/Jackson Street Trail (under design), which is an eight foot wide multi-use path, will connect several downtown destinations and is funded with Transportation Enhancement Program funds and administered through INDOT. The project is scheduled for receiving construction bids during Summer or Fall of 2012.

Infrastructure











- Majority of the sewers within the study area are combined carrying both stormwater and sanitary sewer. Storm sewers in the study area include a large trunk line on Tenth Street and a short stretch of storm sewer on Eighth Street. The City of Auburn has an approved Indiana Department of Environmental Management (IDEM) Long Term Control Plan (LTCP) that includes implementation plan to reduce the combined sewer overflow (CSO) frequency and volume of the overflow events. Improvements within the study area include sewer separation projects that include major pipelines along Main Street and Tenth Street. There are no stormwater or sanitary sewer capacity issues in the study limits.
- The water mains within the study area are several years old and as such experience occasional water main breaks. There were several water improvements recommended in a 1998 water master plan that would provide improved fire fighting capabilities and water distribution. Those improvements within the study area include:
 - New interconnecting water main between the Fulton tower and the Duesenberg tower along Ninth Street within the entire limits of the study area, and
 - Larger diameter mains on Main Street, Union Street, Fourth Street, and Van Buren Street.
- There is adequate water supply for future development and fire fighting.
- The City of Auburn also owns and operates the Auburn Essential Services that provides the community with a municipal fiber optic communication system to provide businesses and residences

with high speed internet, telephone communications and in the near future cable television.





- The Auburn Electric Department provides electric service to the community. The area within the study limits has an upgraded electric distribution system that provides dependable electric power. The municipal power and communication infrastructure in the study limits is state of the art and ready for future redevelopment.
- In addition to the public utilities there are also dependable private utilities within the study limits that include:
 - Northern Indiana Public Service Company (NIPSCO) for natural gas
 - AT&T for telephone
 - Mediacom for cable television

Existing Conditions and Issues

LEGEND

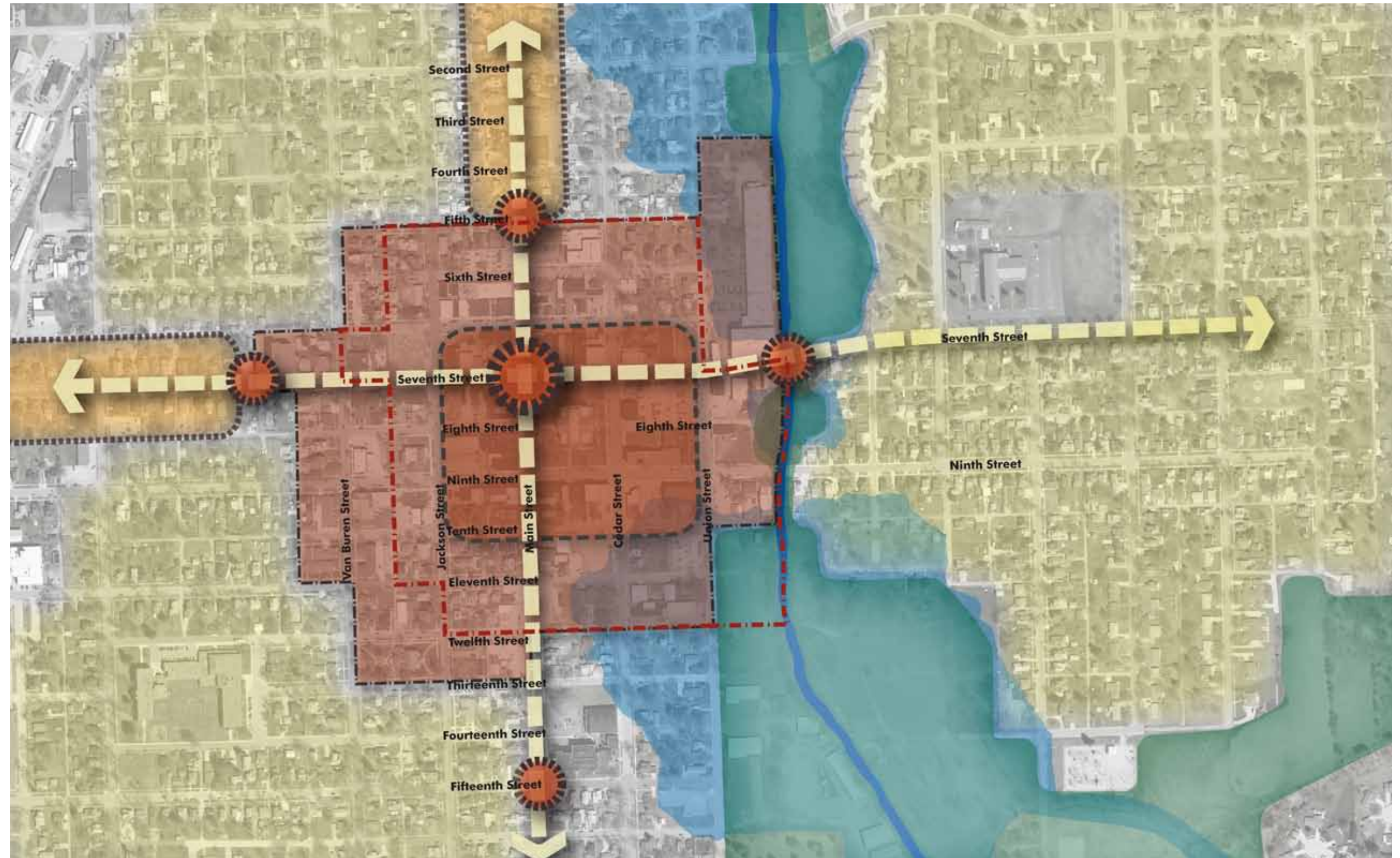
-  Downtown Study Boundary
-  Downtown Core Commercial
-  Downtown Edge Commercial
-  Gateway Residential
-  Residential Areas
-  Green Spaces
-  Floodplain
-  Stream
-  Major Corridors
-  Gateways into Downtown

Existing Conditions & Issues

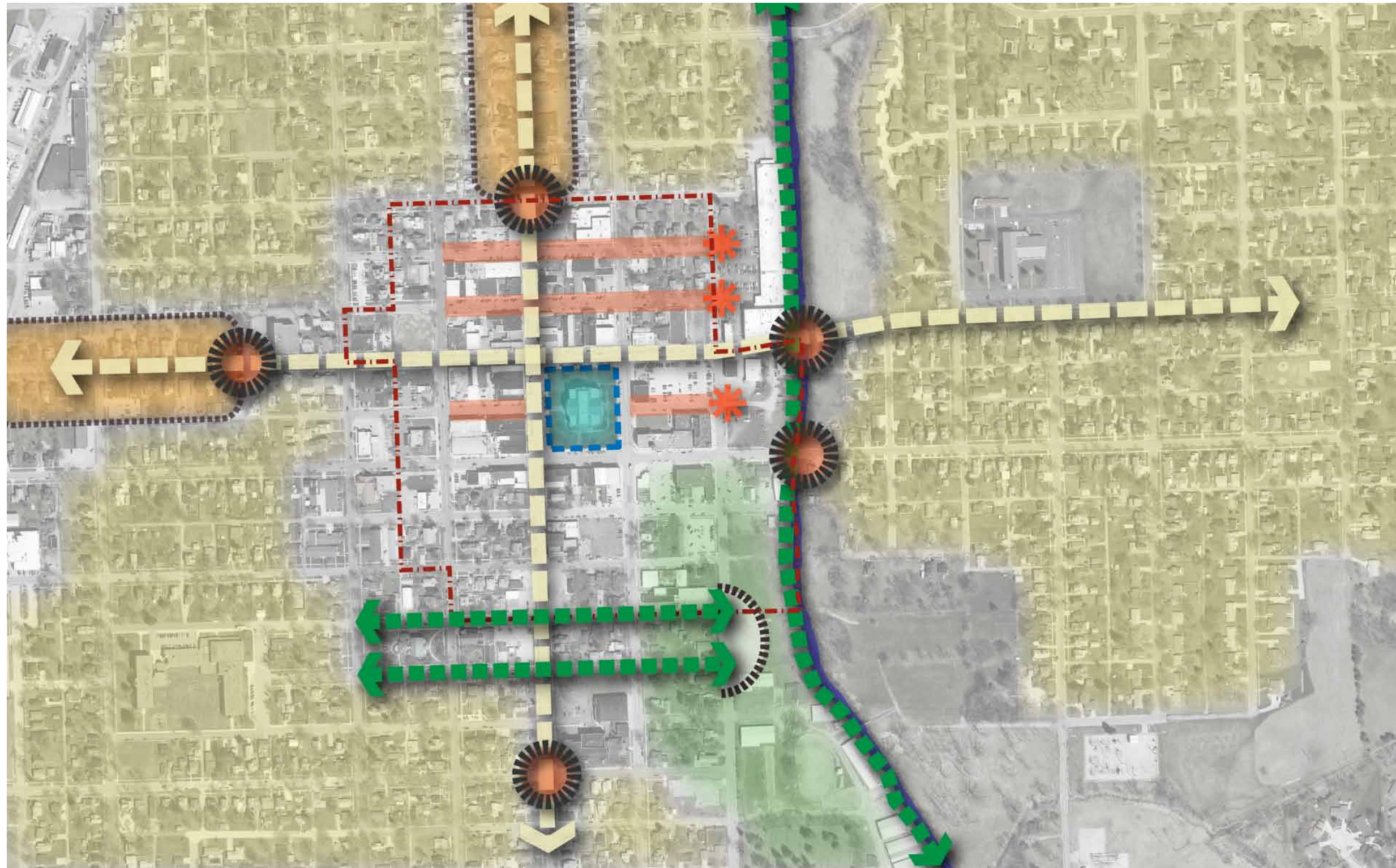
-  Need enhancement of public spaces around Courthouse Square
-  Lack of "Gateway Feel" into downtown
-  Need for Facade Enhancements and upkeep for select buildings
-  Greenway and trail connections along Cedar Creek and connect to potential Jackson Street trail

0 125 250 500 Feet

Data Source: Auburn GIS



Opportunities



LEGEND

- Downtown Study Boundary
- Civic Area
- Enhanced Staging Area
- Stream
- Green/Public Space
- Green Connections
- Gateway Enhancements
- Main Thoroughfare

Opportunities

- "Green" connections
- Enhancement of staging areas for downtown events
- Connect greenway/blueway
- Enhance gateways
- Connect destinations
- Infill and adaptive reuse of vacant/under-utilized parcels/buildings

0 125 250 500 Feet
Data Source: Auburn GIS



Physical Assessment

Downtown Character

Existing Conditions

Traditional historic quality

Many amenities including restaurants, gift shops salons, professional offices

Opportunities

Facade renovation

Complement character and context-sensitive infill



Public Space

Existing Conditions

Well-maintained and landscaped Courthouse Square

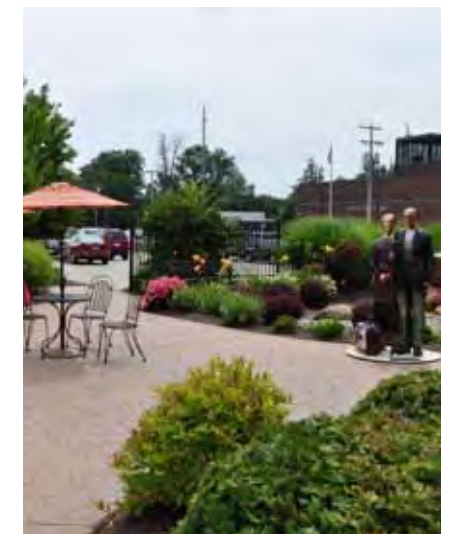
Parks and Green Spaces

- Courtyard Park across from Courthouse (NE corner)
- County Fairgrounds (SE of Downtown)

Opportunities

Connect public realm and green spaces with sidewalks, trails, bikeways

Enhance greenways and blueways



Physical Assessment

Gateways and Identity

Existing Conditions

Lack of Gateway character leading to Downtown excepting from North Main Street Historic District

Opportunities

Create gateway feel with streetscape improvements, land use adjustments, facade enhancements

Preserve the residential character leading to Downtown from west



Streetscape Character

Existing Conditions

Traditional small-town urban core feel

New sidewalks and streetscape elements installed within part of Downtown

Opportunities

Continue sidewalk enhancement

Incorporate public art

Add appropriate signage and wayfinding elements



Existing Studies and Recommendations

STUDIES/DOCUMENTS	DATE	RELEVANT RECOMMENDATIONS	IMPLEMENTATION
COMPREHENSIVE MASTER PLAN	1987 amended 2005 and 2009	<p>Physical Character Enhancement</p> <ul style="list-style-type: none"> + Maintain exterior facades of buildings + Improve commercial properties with the help of tax benefits within the historic district + Maintain historic buildings along with residential area along West 7th Street <p>Diversity</p> <ul style="list-style-type: none"> + Provide “dining” facilities and variety of retail stores + Use upper story buildings mostly for professional office spaces + Rental housing discouraged <p>Retail Competition</p> <ul style="list-style-type: none"> + Drugstores, hardware stores and jewelry stores are the top retail categories + Lower prices in downtown offerings + Advertising and annual events to bring people to downtown <p>Traffic and Parking</p> <ul style="list-style-type: none"> + 1-hr limit around the courthouse square and encouragement of ride-shares by employees + Downtown traffic study - vehicle and pedestrian movement, parking, delivery and pick-up patterns <p>Local Commitment and Involvement</p> <ul style="list-style-type: none"> + Organized efforts for revitalization + Hire a Main Street Coordinator <p>Additional Recommendations</p> <ul style="list-style-type: none"> + Revitalization program stressing mixed uses + Direct unique commercial and service investments into CBD + Existing downtown program should be encouraged and publicized through Main Street Program + Study parking facilities + Make public spaces attractive + Reopen Auburn Hotel 	<ul style="list-style-type: none"> + Maintain facades of buildings - Downtown Auburn Business Association (DABA) and the City of Auburn partnered to obtain a Indiana Main Street Program Enhancement Grant of \$5,000 with a \$5,000 matching funds by the City to create a Façade Improvement Program for the Historic Downtown District businesses to improve their building facades. The Business owners are to match dollar for dollar of their request with a maximum of \$2,500. + The downtown district has now three casual dining facilities, a small full menu dining café, and a full menu restaurant with a family area and bar area. + Advertising and annual events - DABA has taken on the role of advertising and marketing annual events since
CITY OF AUBURN PARKS AND RECREATION MASTER PLAN 2006 - 2010	2006	<ul style="list-style-type: none"> + According to citizen survey, Eckhart Park and Swimming Pool (adjacent to Eckhart Park) were the most popular followed by Courtyard Park (located within study area) + Majority of future investments was suggested on improvements to existing parks, and facilities followed by development of trails and new recreation programs + Different financial resources - Cumulative Capital Funds, the funding that can be dedicated from existing programs for park capital projects, general obligation bonds, park foundation or partnering + According to IDNR’s target of 20 acres per 1,000 population, the City has a 68.11 acre shortfall. Acquisition of additional 116 acres of recreational open space should be considered as time, funding and opportunity permit 	-
AUBURN PEDESTRIAN WALKWAYS AND RECREATIONAL TRAILWAYS PLAN	2009	<ul style="list-style-type: none"> + Spring of 2010 to implement the planned new walkways and trailways + Begin construction of at least one walkway or trailway project by Summer 2010 + Review progress of the five-year priority plan 	-

Existing Studies and Recommendations

STUDIES/DOCUMENTS	DATE	RELEVANT RECOMMENDATIONS	IMPLEMENTATION																																												
<p>DOWNTOWN BUSINESS INVENTORY STUDY WITH BUSINESS SURVEYS</p>	<p>2003</p>	<ul style="list-style-type: none"> + Conducted to identify the current business mix, conditions, attitudes, issues, and strengths of downtown + Distributed to 125 businesses with 38% return rate (47 returned) <p>Relevant Findings</p> <table border="1" data-bbox="708 606 1846 1044"> <thead> <tr> <th>Issue</th> <th>Excellent</th> <th>Good</th> <th>Poor</th> </tr> </thead> <tbody> <tr> <td>Selection of goods and services</td> <td>3%</td> <td>50%</td> <td>47%</td> </tr> <tr> <td>Store Hours</td> <td>-</td> <td>75%</td> <td>25%</td> </tr> <tr> <td>Parking spaces available</td> <td>3%</td> <td>29%</td> <td>68%</td> </tr> <tr> <td>Surroundings of downtown</td> <td>12%</td> <td>82%</td> <td>6%</td> </tr> <tr> <td>Ease of getting downtown</td> <td>33%</td> <td>67%</td> <td>-</td> </tr> <tr> <td>Appearance of buildings</td> <td>9%</td> <td>72%</td> <td>19%</td> </tr> <tr> <td>Advertising</td> <td>-</td> <td>68%</td> <td>32%</td> </tr> <tr> <td>Selection of places to eat</td> <td>11%</td> <td>83%</td> <td>6%</td> </tr> <tr> <td>Variety of entertainment</td> <td>-</td> <td>18%</td> <td>82%</td> </tr> <tr> <td>Prices of goods</td> <td>6%</td> <td>91%</td> <td>3%</td> </tr> </tbody> </table>	Issue	Excellent	Good	Poor	Selection of goods and services	3%	50%	47%	Store Hours	-	75%	25%	Parking spaces available	3%	29%	68%	Surroundings of downtown	12%	82%	6%	Ease of getting downtown	33%	67%	-	Appearance of buildings	9%	72%	19%	Advertising	-	68%	32%	Selection of places to eat	11%	83%	6%	Variety of entertainment	-	18%	82%	Prices of goods	6%	91%	3%	<p>Not Applicable</p>
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<p>DOWNTOWN BUILDING AND BUSINESS OWNERS' MEETING</p>	<p>2009</p>	<ul style="list-style-type: none"> + Facade renovation and updated guidelines for more upscale look + Potential for tax credits for improvements + Tie with the ACD museum at the south end + Streetscape improvements including sidewalks + Mechanism for an organization to seek incentives for businesses to make improvements - tax structure + Parking problems + Extending hours of operation + Fill vacant spaces + Additional events in downtown and leveraging existing Kruse auction + Expansion of Farmer's Market around Courthouse Square + Need for appropriate signage 	<p>-</p>																																												
<p>DOWNTOWN RETAIL INCUBATOR DISCUSSION</p>	<p>2010</p>	<ul style="list-style-type: none"> + Identification of business market and shortfalls in 1, 3 and 5-mile radius + Identification of appropriate building locations with list of improvements for leasing + Development of guidelines for operations and services + Incubator structure - Board of Directors Staff Private-Public or combined partnership + Funding sources for operating expenses + Marketing the program 	<p>-</p>																																												

Review of Previous Marketing Studies

The DeKalb County Visitors Bureau (CVB) invested in several studies over the past 10 years to help it understand visitor demographics and the economic impact of tourism to the community. The CVB intended to use the study results to define future marketing efforts.

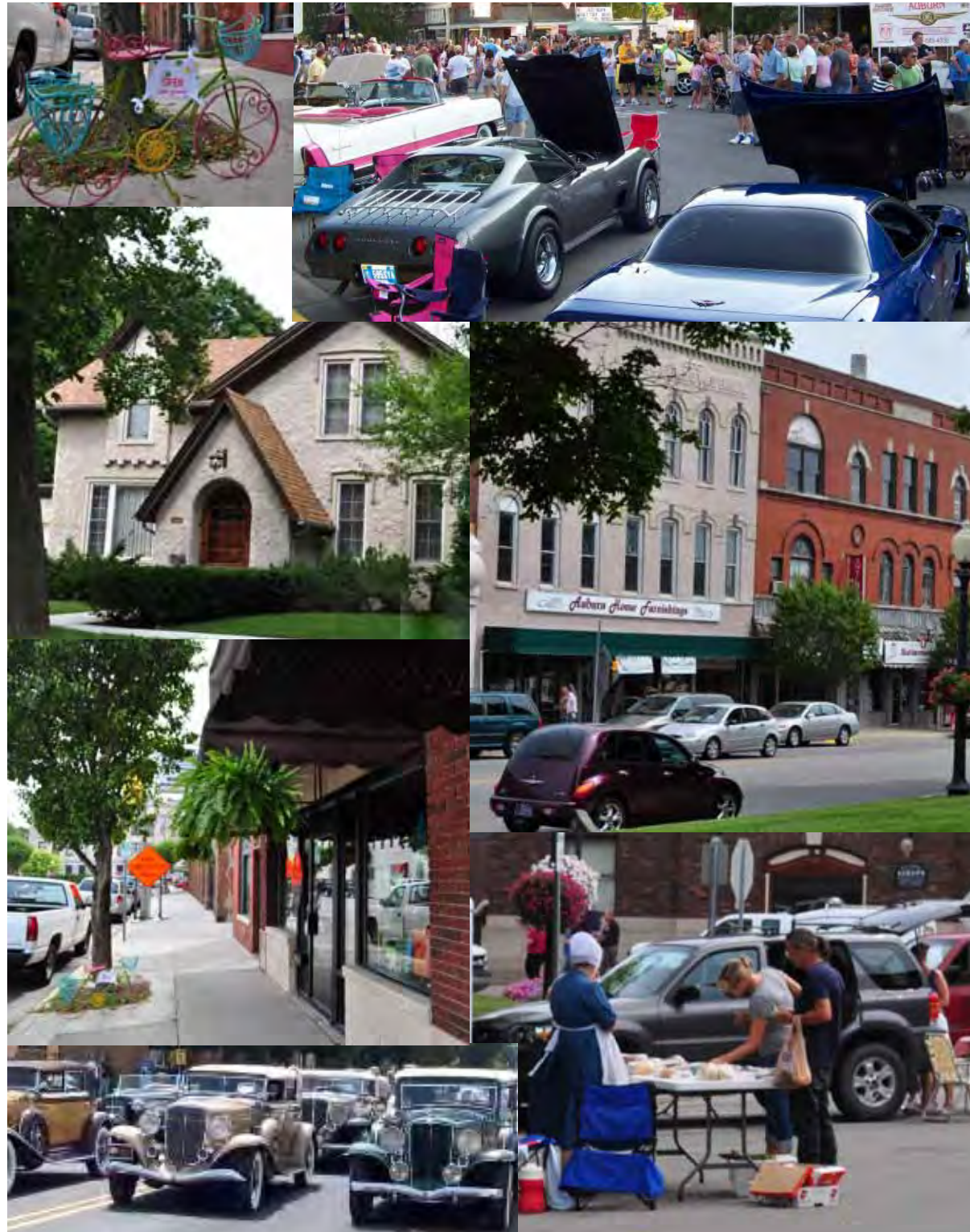
In 2004, Purdue University presented the findings of a year-long study that involved 959 interviews with visitors to the community. The DeKalb County Visitor Profile Study 2003 report provides, “a detailed profile of visitors to DeKalb County.”

The CVB also contracted with Certec Inc. to prepare the Economic Impact of the DeKalb County Tourism and Travel Industry—2001 and 2005. This study examined, “the expenditure, employment, and tax impacts generated by the DeKalb County tourism and travel industry, as well as the industry structure.”

Collectively, these studies uncover some interesting facts about tourism to the community:

- Visitors tended to be older (45+) and/or retired (23%).
- The visitors had moderate to high income levels (77% more than \$45,000).
- A majority had higher education and 23.79% worked in professional fields.
- The Purdue study said 65% of the visitors were men.
- Children are the least common visitors (5.97%).
- Most visitors travel with family members (56.27%).
- The average travel group size is about 2 – 3 people.
- About 70% of visitors are repeat visitors.
- Of other places a visitor to DeKalb County would visit, most were other attractions in Indiana.
- Most people travel to DeKalb County by personal car (86%) and get there via Interstate 69.
- One-day trips represented 41.32% of visits, while 58.68% of visitors stayed overnight. The average overnight stay lasts 1 – 3 nights.
- Business travelers represented 16% of visitors, and 77% of them stayed overnight.
- A quarter to a third of all visitors to DeKalb County come from within Indiana, and about another third come from Ohio or Michigan.

SECTION FOUR Master Plan



Leveraging
Valuable Assets

towards

A Sustainable
Future

Major Section Components

- Sustainable Guiding Principles
- Conceptual Urban Design Plan and Project Specific Concepts
- Design Precedents

A more sustainable and economically feasible future

Planning and design provides the implementation path towards sustainability. Other factors including public policy, maintenance, use, development, organized efforts are intricately related to achieve this goal.

Sustainable Guiding Principles



Building Character

- Adaptive re-use of existing buildings
- Promote context-sensitive infill buildings
- Maintain building lines and setbacks
- Encourage creative use of massing for passive solar heating and natural cooling
- Promote the use of reflective roofs and roof gardens
- Promote the use of natural light



Water Quality

- Minimize irrigation within urban areas
- Promote planting of native landscaping
- Promote water quality enhancement features: rain gardens, bio-swales, porous pavements
- Encourage blueways and greenways program



Air Quality

- Improve air quality by promoting green space and landscaping
- Promote the reduction of vehicle emission to EPA standards
- Promote the use of clean fuel
- Reduce building emissions



Open Space

- Create interconnected network of parks and green spaces
- Connect with trail systems
- Promote development of parks within walking distance (1/4 mile radius)
- Create conservation land to protect environmentally sensitive areas
- Encourage community gardening



Energy Efficiency

- Promote efficient usage of existing infrastructure
- Utilization of available capacity of utility infrastructure
- Encourage waste recycling practices
- Explore renewable and alternative energy generation systems: solar, wind, geothermal, biomass
- Promote the use of LEED standards and energy star appliances



Alternative Transportation

- Promote walking and biking
- Provide sidewalk accessibility
- Promote street connectivity
- Encourage road-diet and accommodate all forms of transportation
- Promote Safe Routes To School (SRTS) Program



Sustainable Site

- Development density contextual to City character
- Higher density development and mix of land use within core
- Preserve agricultural land and natural areas on the edges and fringe areas
- Promote low impact development
- Provide appropriate buffer and minimize curb-cuts
- Promote shared parking behind commercial buildings
- Promote brownfield remediation and reuse



Housing Mix

- Opportunities for different income ranges and market niches
- Higher density within core/downtown with lower density in fringe areas
- Life cycle housing to meet needs for all ages
- Universal design to provide accessibility options



Culture & Diversity

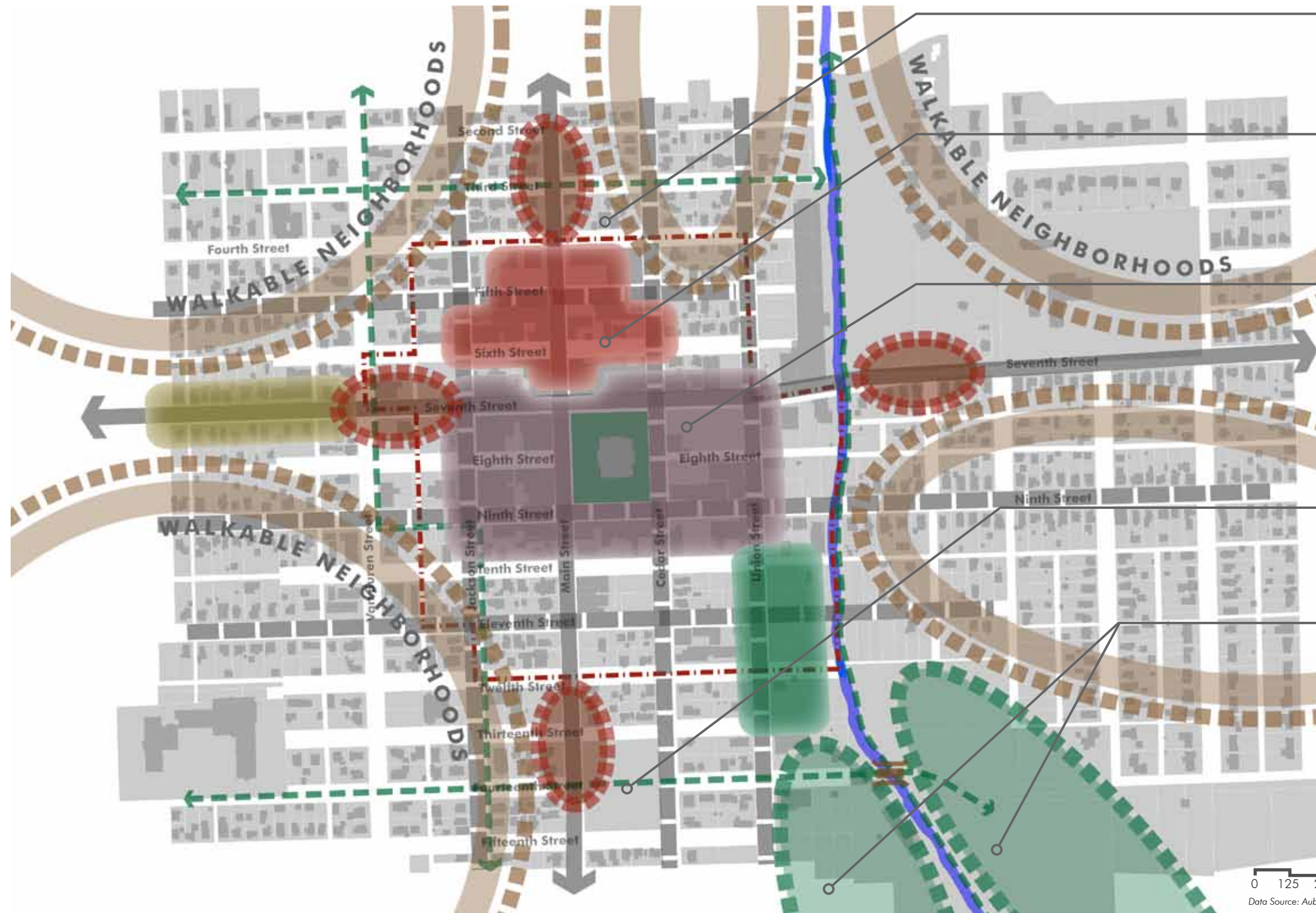
- Elevate the "Home of the Classics" niche
- Expand the brand to appeal to wider audience
- Enhance the aesthetic outlook
- Provide amenities for different market segments



Organized Initiative

- Organized effort for revitalization between ADAC, City and stakeholders
- Collaboration to perform simultaneous efforts
- Clear communication between interested stakeholders for efficient use of resources
- Be proactive in general maintenance of buildings and public realm spaces
- Promote downtown-wide clean-up drives and other collaborative events

Conceptual Urban Design Plan



DOWNTOWN YMCA

- FUTURE USE**
- Historic Inn
 - Housing
 - Event Center

SIXTH STREET

- Entertainment Area/District
- Restaurant Focus
- Pavilion/Shelter
- Pedestrian Friendly/Kinetic Signs
- Enhanced Parking

GOVERNMENT & RETAIL CORE

- Maintenance and Upkeep
- Streetscape Improvement (tree lawns, pavement, lighting, planters, banners, street furnitures such as benches/chairs, trash receptacles, etc.)
- Signage and Wayfinding
- Selective Facade Enhancements

OPPORTUNITY SITE

- Mixed Use
- Housing

FAIRGROUNDS/PERFORMANCE

- Performance Area Upgrade
- Enhanced Access across Creek
- Signage and Wayfinding to help Guide Pedestrians/Bike

- Downtown Study Boundary
- Facade Improvements along Gateway Corridor
- Gateways Enhancements
- Trails/Bike Connections
- Green Spaces
- Stream

Conceptual Urban Design Plan Components

Sixth Street - Potential Entertainment District

Existing Conditions

- Since there are no alleys, deliveries and parking for business that front Seventh Street use Sixth Street - Buttermore Appliances, old furniture store, Kline surveying, Attorney offices
- There are two banks that have drive-through banking on south side of Sixth between Main and Jackson
- Sixth street is one way east
- On-street and off-street parking on or off Sixth Street is important to the businesses on Seventh Street and other downtown areas
- Redevelopment in the area would foster entertainment district destinations – florist, house next to florist, new buildings, upstairs businesses, rooftop bar on Munchie Emporium/Mad Anthony Tap Room, etc.
- Temporary closures for Friday evenings and weekends or for festivals. Deliveries and parking are very important. The area could be between Main and Cedar but expanded one block in either direction for larger events.

Recommended Approach

- Widen sidewalks / drive approaches/ delivery areas.
- Wider single driving lane since it is a one way street.
- Allow temporary closures using drop in bollards.
- Need to work with business / property owners for improvement ideas, redevelopment ideas, and future coordination issues for closure notice.
- Provide additional parking for lost parking during closures. City and ADAC needs to strategize and work for feasibility of finding parking spaces. Further parking study recommended
- Consider streetscape elements, lighting, pavement markings, wayfinding /

information signage.

- Provide two options for the closure ideas
 - Big picture (demolition of house / buildings), street / walk reconstruction, streetscaping, lighting, wayfinding, etc.
 - Work with what is there, no reconstruction, and a general clean up of the area.

Pedestrian Bridge Over Cedar Creek

Existing Conditions

- There is an existing bridge over the Cedar Creek that is accessed through the fairgrounds at Fourteenth Street.
- The existing bridge is built at the proper flood height but may not be handicap accessible. The permitting was difficult and would be the same for a potential new one.
- There are no sidewalks along Union Street from Tenth to Fifteenth Streets.
- The bridge empties to the east side of the creek and opens up to a great view of the amphitheatre and is near the restrooms and campground area. The fairgrounds board would need to be consulted for use of their property to encourage using the route to the bridge. There is a locking gate on the west ends of the bridge that might need to be removed.
- The city is starting to acquire property on the east side of Cedar Creek for a future trail from Seventh or Ninth Street to the fairgrounds.

Recommended Approach

- Based on the existing conditions, feasibility to upgrade the existing bridge should be performed
- New bridge connection over Cedar Creek on Twelfth Street would be too close to the existing bridge and as such is not recommended as well as the permitting process will be cumbersome. Feasibility

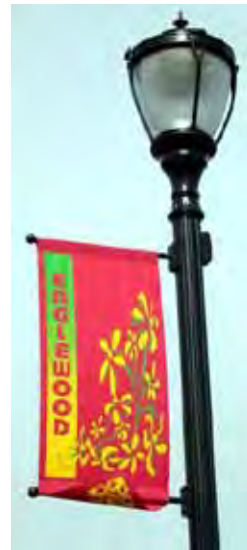
study should be performed for future connection that will bring the connection closer to downtown.

- The existing bridge could be rebuilt to look better but the structure is solid and only about ten years old. If the bridge cannot be modified for handicap access, handicap access can be from across Ninth Street bridge and down side streets or just park east of the creek on the fairgrounds property.
- A new multiuse path along Union Street from Tenth to Fifteenth Streets would link the downtown to the fairgrounds, existing pedestrian bridge, the future Jackson Street trail using Fifteenth Street and allow the west end people and Wal-Mart area to better walk to the fairgrounds and downtown area. This path could also be eligible for INDOT Transportation Enhancement grant funds. Funds for a new bridge could be used for the Union Street path.
- There is room for a path on the west side of Union Street between power poles and the right-of-way.
- Wayfinding signage and pavement markings to promote the walking system and encourage walking to and through the fairgrounds and festivals are recommended.

Design Precedents



Building Character



Streetscape



Connectivity



Parking

Design Precedents cont.



Parks and Public Spaces



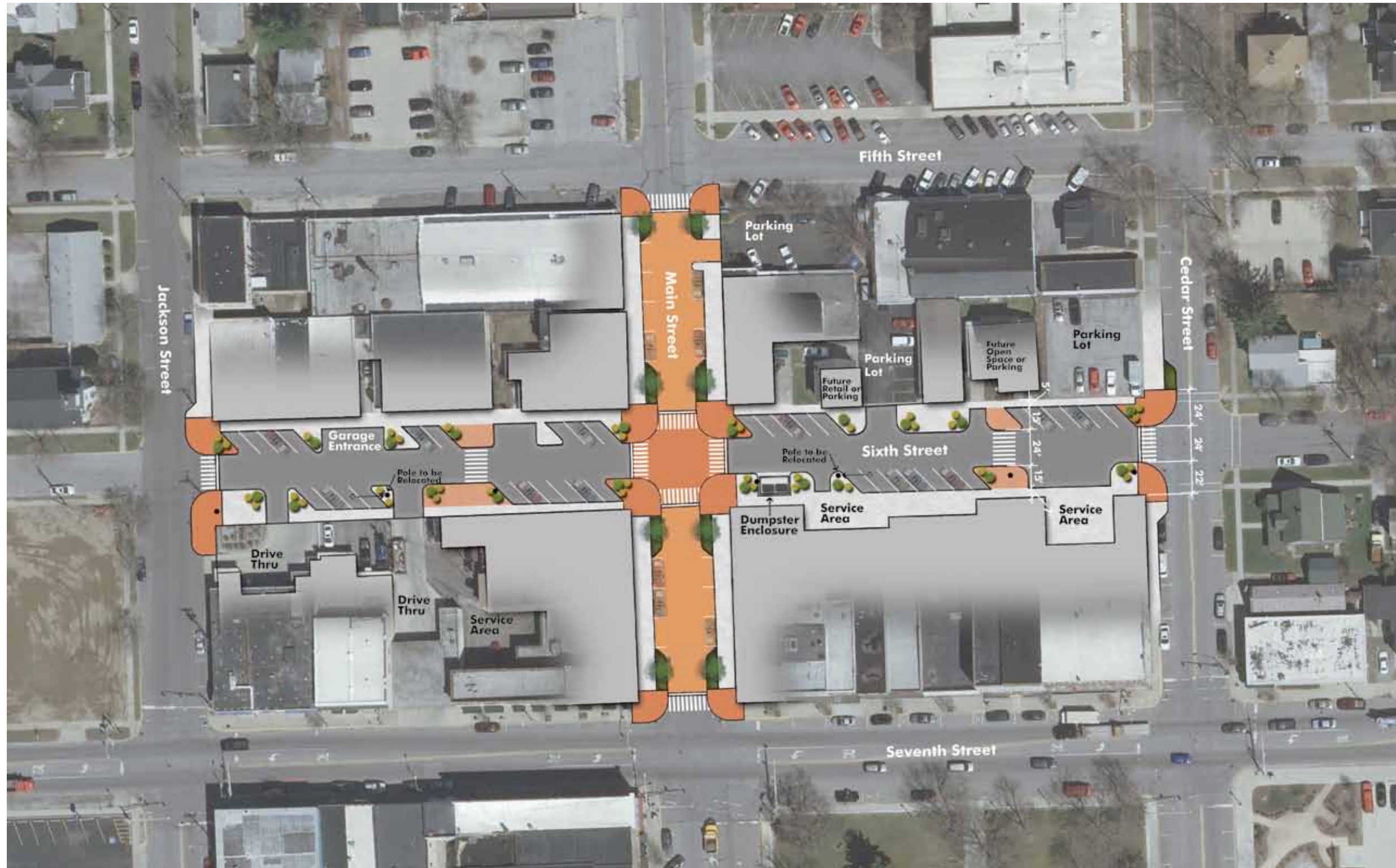
Gateways and Wayfinding



Public Art



Concept - 6th and Main Street



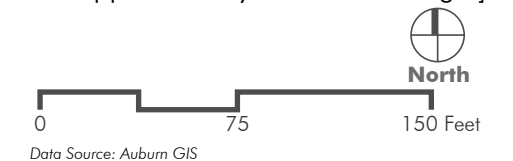
Key Features

- 37 Parking Spaces on 6th Street (Angled Parking) and 13 Parking Spaces on Main Street
- Intersection Enhancements
 - Curb extensions
 - Specialty pavers
- Specialty brick pavers on Main Street
- Wide crosswalks
- Mid-block crosswalks
- Moveable planters for events along Sixth Street
- 48 Existing Parking Spaces on 6th Street and 17 Existing Parking Spaces on Main Street

Estimate of Probable Costs

The estimate of probable construction costs for the public improvements proposed for Sixth Street between Jackson Street and Cedar Street:

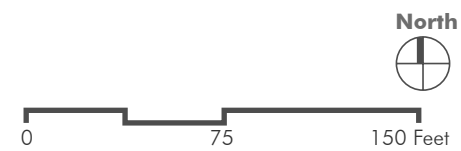
- Intersection improvement at Main Street = \$170,000 - \$190,000 [This includes Curb removal and replacement, Specialty Paving at the Curb Extensions, Planters and ADA Accessible Pedestrian Ramps. This probable cost does not include Traffic Mast Arms, which are approximately \$100,000 each]
- Improvement between intersections = \$450 - \$520 per Lineal Foot considering both sides of street [This includes concrete sidewalks, planters, street lights, banners and mid-block enhancements; so for one block approximate cost would be \$135,000 - \$156,000 for approximately 300' block length]



Concept Alternative - 6th and Main Street

Key Features

- 37 Parking Spaces on 6th Street (Angled Parking)
- 13 Parking Spaces on Main Street
- Intersection Enhancements
 - Curb extensions
 - Specialty pavers
- Specialty brick pavers on Main Street
- Wide crosswalks
- Mid-block crosswalks
- Moveable planters for events along Sixth Street
- 48 Existing Parking Spaces on 6th Street
- 17 Existing Parking Spaces on Main Street



Data Source: Auburn GIS



Streetscape Enhancements



Public Art, Murals



Event Areas



Facade Improvements





SECTION FIVE

Implementation and Recommendations

The intent of the Downtown Revitalization Plan is to provide overall goals and objectives for sustainable development, creation of diversified economy, preservation and enhancement of the quality of life and to coordinate transportation and infrastructure improvements to support the future growth within Downtown Auburn and the community.

The implementation section is critical in framing the recommended strategies so that the initiatives can be appropriately tasked and completed within an expected timeframe. Moreover, it acts as a yardstick to gauge the results of the implementation initiatives to marked impact on the Downtown. Although the implementation items have identified priorities, actual initiatives may differ based on availability of different forms of resources at different times.

Plan Updates

It is recommended to revisit and modify the Revitalization Plan on a timely basis to make necessary adjustments as the market conditions dictate. Initially semi-annual reviews are recommended for first and second years after adoption of the Downtown Revitalization Plan to gauge the implementation initiatives and their effect on marked growth and development. It is recommended to follow with annual reviews for the subsequent years.

Sustained and committed City leadership and involvement by ADAC is required for the success of the Plan. In addition, other stakeholders and property/business owners should be involved on a continual basis for effective implementation.

The Plan should be revisited and modified on a 5-year basis.

Plan Amendment

Any development and organizational review and approvals should strongly adhere to the recommended strategies of this Plan. Development decisions may sometimes require an amount of flexibility from the recommended policies to implement based on current circumstances. Particular attention should be provided in those cases so that the essence of the approvals does not deviate from the visions and objectives of the Plan. Major deviations that are not consistent with the Plan will require formal amendment of the Plan.

City departments, ADAC and associated agencies should continually review the Plan for adherence to the policies and programs. Capital Improvement Program (CIP) and budgets should be earmarked according to the programs and budgets based on the priorities and timelines as described within the checklist. As initiatives are being implemented, this Plan along with the CIP, will be the guide to ensure capital and operational investments are consistent with the visions and objectives as prescribed in this Plan.

Priority Implementation Items

The following priorities have been identified as a key for the success of the Downtown Revitalization Plan initiative.

It is of prime importance to engage the existing and proposed committees to drive not only the implementation action items (identified within this plan) but also the following prioritized objectives.

The implementation and recommended strategies are formatted to fit the 4-point Main Street approach of organization, promotion, design and economic restructuring.

ORGANIZATION

- **Create a Community Reinvestment Limited Liability Corporation (Objective: O-4/page 55)**

PROMOTION

- **Elevate the "Home of the Classics" identity in the northern Indiana region (Objective: P-1/Page 56)**

DESIGN

- **Update regulatory framework (Objective: D-1/Page 60)**
- **Establish design and development guidelines (Objective: D-2/Page 61)**
- **Enhance streetscape and public realm areas (Objective: D-4/Page 62)**

ECONOMIC RESTRUCTURING

- **Retention and recruitment program (Objective: E-1/Page 64)**

Implementation Matrix

An implementation matrix has been provided for better interpretation of the recommendations. The implementation table consists of six (6) columns as below:

- **Item**
Delineates the specific chapters of the Plan. This is color coded for differentiation between chapters
- **Number**
Exhibits the strategies as described within the recommendations within the chapters
- **Tasks**
Relates to specific implementation workpath and techniques
- **Primary Responsibility**
Shows the responsible party/individual that/ who will oversee/assist in the implementation of the specific tasks
- **Associated Funding**
Shows the potential funding sources, wherever applicable
- **Timeline**
Shows the level of priority for specific tasks (see below for explanation)

The timeline (priority level) has been categorized as "short term" (0-2 year), "medium term" (2-5 years), "long term" (5 - 20 years and above) or continuous

The implementation techniques have been subdivided into the following categories based on Main Street's 4-point approach:

- Organization
- Promotion
- Design
- Economic Restructuring

It has to be noted that the items are not listed chronologically – implementation tasks will be prioritized based on the availability of different forms of resources at appropriate times. These resources vary from organizational initiatives to availability of funding/ financing.

Priority implementation are highlighted in the matrix for easy reference.

Abbreviations Used within the Matrix

City:	City of Auburn Administration
BPD:	Representatives of City of Auburn Building, Planning and Development
ADAC:	Auburn Downtown Advisory Committee
DABA:	Downtown Auburn Business Association
INDOT:	Indiana Department of Transportation
BID:	Business Improvement District
OCRA:	Indiana Office of Community and Rural Affairs
HUD:	Housing and Urban Development
UD:	Urban Design
DCVB:	Dekalb County Convention and Visitor's Bureau
DNR:	Department of Natural Resources
Chamber:	City of Auburn Chamber of Commerce

Organizational Implementation

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
O-1: Champion the Revitalization Plan	A. Adopt the Downtown Revitalization Plan	City/BPD	-	Short Term
	B. Revisit and modify the Revitalization Plan on a timely basis	City, BPD, ADAC	-	Medium Term - Long Term
	C. Create sub-committees within ADAC based on the 4-points of the Main Street approach for effective implementation	ADAC, BPD	-	Short Term - Medium Term
	D. Research for additional funding opportunities and pioneer the public relations campaign for the downtown tenanting and district marketing	BPD, ADAC	-	Short Term - Long Term
O-2: Continue revitalization efforts using the Main Street program principles	A. Utilize the downtown revitalization plan as a marketing, educational and information tool	City, ADAC, Public and Private Agencies, Residents	-	Short Term - Medium Term
	B. Utilize the State Main Street program & office personnel for community information exchange	City, ADAC	Fundraising, ADAC, City Budget	Short Term - Long Term
	C. Continue to work with local/regional/digital media to promote the revitalization plan	City, ADAC	-	Short Term - Long Term
	D. Continue to refer to the Indiana Main Street's guidelines	City, ADAC	-	Medium Term - Long Term

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
O-3: Create a Special Improvement District as revitalization momentum grows	A. Gain consensus on instituting the Downtown Auburn Special Improvement District through educational sessions held by ADAC	ADAC, BPD, Chamber	-	Short Term
	B. Define the specific area and develop an operating plan describing the kind of services and/or details of infrastructure improvements	ADAC	-	Short Term
	C. Determine the annual cost for delivering the services and develop formula for annual assessments	ADAC, Chamber	Assessed Value from Participants	Medium Term
	D. Submit to appropriate local legislative authority in ordinance form for public hearing and subsequent vote to approve the creation of the district	City, BPD, ADAC, Chamber	-	Medium Term
O-4: Create a Community Reinvestment LLC	A. Extend invitation to both downtown property owners and non-property owners	ADAC	-	Short Term
	B. Create a board and register the LLC	ADAC, LLC	-	Short Term
O-5: Take proactive planning/zoning measures	A. Modify the zoning ordinance based on the visions and the guiding principles of the revitalization plan	City, BPD	-	Short Term
	B. Enforcement efforts, complying with applicable codes and regulations, should be performed by the City officials in collaboration with ADAC	BPD, ADAC	-	Short Term - Long Term
	C. Assist developers/property owners with historic tax credit applications	BPD, ADAC	-	Short Term - Long Term
	D. Identify downtown capital improvements and prioritize over the next 5 years	City	City Budget	Short Term - Medium Term
	E. Make proactive arrangements to approach potential developers/investors for potential redevelopment	BPD, ADAC	-	Short Term
	F. Establish a "One-Stop" plan review procedure in coordination with State and County departments	City	City Budget	Short Term

ORGANIZATION

ORGANIZATION

Promotional Implementation

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
P-1: Elevate the "Home of the Classics" identity in the Northern Indiana Region	A. Assign a core promotional campaign team to be selected from ADAC and DABA committees	DABA	-	Short Term
	B. Prepare a strategy to unify art related programs	ADAC, City, DCVB, Art Related Institutions, Library, DABA	-	Short Term
	C. Regional tourism	ADAC, City, DCVB	-	Short Term
	D. Regular monthly clean-up drives should be held with the help of volunteers to clean downtown-wide sidewalks, and public spaces. Ultimately this effort should be transferred over to the recommended Special Improvement District	ADAC	ADAC Funds	Short Term - Long Term
	E. Create a strong sense of identification and entry into the downtown Auburn with establishment of a comprehensive vehicular and pedestrian directional/ wayfinding system	BPD, ADAC, City	City Budget, Grant Opportunity, Transportation Funding	Short Term
P-2: Develop a brand to cater to the unique antique car niche	A. Hire a marketing and/or design firm to solidify a single slogan and brand image	BPD, ADAC	City Budget	Short Term
	B. Create a branding document and Auburn downtown logo	BPD, ADAC	City Budget	Short Term - Medium Term
P-3: Promote downtown with upper floor housing and professional office spaces	A. Vacant upper floors should be inspected by authorized personnel for compliance with Alternative Building Code	BPD	-	Short Term - Long Term
	B. Example pro-formas should be developed to evaluate the benefits of applying several incentives, such as historic tax credits and other incentives, for rehabilitation of a building to make way for loft style apartments with retail on first floor space	BPD, ADAC	-	Short Term - Long Term

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
P-4: Increase local market collaborative activities with expanded offerings	A. Expand or modify hours of operation, Joint Promotions/ Marketing, Marketing Fund Clause, Public Relations, Special Events/ Festivals	ADAC, DABA	-	Short Term
	B. Prepare retail and leasing support program	ADAC, City, DABA, Chamber	ADAC Funding, City Budgets	Short Term
P-5: Develop marketing information	A. Create promotional information, literature along with database of local building/site information	DABA	-	Short Term
P-6: Employ websites and social media	A. Work with a multimedia marketing firm to develop one-stop website and related materials	DABA	-	Short Term
	B. Explore the use of social media	DABA	-	Short Term
P-7: Broaden market segments - Events	A. Develop events that incorporate music and dance that evoke the feel of 20s and 30s	DABA, ADAC, City	-	Short Term - Long Term
	B. Create collaborative strategy to leverage the existing festivals, auctions linking to downtown	DABA	-	Short Term
P-8: Broaden market segments - Promotions	A. Work with marketing firm for coordinated marketing plan, cross-marketing and local media outlets	DABA	City Budget	Medium Term
	B. Develop "staycation", museum driving tour, explore downtown loyalty card programs, welcoming committee and promote meeting facilities	DABA	-	Medium Term - Long Term
P-8: DABA focus on promotion of downtown	A. Establish a single formal downtown organization (Downtown Improvement District) or BID	DABA	-	Short Term
	B. Create revenue sources	DABA	-	Short Term
	C. Expand on downtown facade grant program	BPD	State Grants	Short Term - Long Term
	D. Hire staff member to support activities of the downtown organization	City	-	Short Term - Medium Term

Design Implementation

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
D-1: Update regulatory framework and documentation	A. The City of Auburn zoning ordinance should be modified and such modification should follow the urban design concepts and urban design guidelines	BPD, City	-	Short Term
	B. Enforce stricter enforcement, administration and policing actions	City, BPD	City Budget	Short Term - Long Term
	C. All new construction/redevelopment applications in the downtown area should include site development plans to implement the vision of the revitalization plan	BPD	-	Short Term - Long Term
	D. Promote adherence to LEED certification for new construction and adaptive reuse projects	BPD, City, ADAC	-	Short Term - Long Term
	E. Adopt a Property Maintenance Code	City, BPD	-	Short Term
	F. Encourage to keep upper floor windows clean and free of debris and add blinds in upper floor windows to dramatically reduce the appearance of vacancy. Empty (vacant) first floor storefronts should be activated with creative, marketing schemes for potential merchants	ADAC, DABA	-	Short Term - Long Term
	G. Appropriate redevelopment opportunity for the available brownfield sites should be pursued, specifically within nodal areas and industrial lands for adaptive reuse	City	State and Federal Brownfield Grants	Short Term

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
D-2: Establish Design & Development Guidelines	A. Develop flexible and incentive/bonus based design standards	BPD, City	City Budget	Short Term
	B. Develop Downtown Area overlay zones, planned unit development or form-based code for detailed design directives	BPD, City	City Budget	Short Term - Medium Term
D-3: Utilize specific historic redevelopment tools	A. A rating system should be developed to evaluate the current condition of buildings, its heritage, preservation initiatives and current tenancing	BPD	-	Short Term
	B. Explore possibilities with the City to participate in the Certified Local Government (CLG) program	ADAC, BPD	-	Short Term
	C. Establish a "Historic Easement Program" for the downtown area	BPD, ADAC	Preservation Grants/Funds	Short Term - Long Term
	D. Create a package of incentives, strict code enforcement and assistance programs for downtown property owners	ADAC, BPD	Incentives	Short Term - Long Term
	E. Implement a "Facade Enhancement Program"	BPD, ADAC, DABA	Preservation Grants/Funds	Short Term - Long Term

DESIGN

DESIGN

Design Implementation

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
DESIGN D-4: Enhance streetscape and public realm spaces within downtown areas	A. Enhance existing streetscape within downtown with the following measures: - Establish new streetscape design standards for the future - Addition of planters - Increase efforts to manage trees near storefronts - Maintenance of the streetscape elements should be funded by the City for the initial term until the responsibility is handed over to a Special Improvement District	BPD, City, ADAC	Maintenance Funding by City for Initial Term which can be handed over to SID	Short Term - Long Term
	B. A public art program should be instituted within the downtown area that showcases the heritage and auto-oriented culture of Auburn	ADAC, City, DCVB, Art Related Institutions, DABA	City Budget	Short Term - Medium Term
	C. Increase storefront activity through implementation of outdoor dining in front of restaurants within downtown areas	ADAC, DABA, BPD	-	Short Term - Long Term
	D. Upgrade and sign the major entrances leading into Downtown	BPD	-	
	E. A comprehensive streetscape master plan and signage wayfinding program should be developed with an urban design consultant and environmental graphic designer	BPD, City, INDOT, ADAC	City Budget/ Transportation Grants/Funds, CDBG	Short Term

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
DESIGN D-5: Promote infrastructure improvements within downtown areas	A. Develop and maintain the existing Capital Improvements Plan	City Departments	CIP	Short Term - Long Term
	B. Review level of service standards and identify service deficiencies in downtown's infrastructure	City Departments	-	Short Term
	C. Collaborate with area institutions and State resources for feasibility of the alternative energy resources and their installations	BPD, ADAC	-	Short Term
	D. Feasibility study of relocating overhead utility lines underground should be performed. It is recommended to relocate the electric power conduits underground along with other utility infrastructure lines along the major road corridor in downtown area	BPD, INDOT, Electric Department, ADAC	CDBG, Transportation Grants, State/ Federal Funding	Short Term - Medium Term
	E. Continue to provide the community supported internet (WI-FI), phone and TV services within downtown through the Auburn Essential Services (AES)	City, AES	City Budget	Continuous
	F. Alleys should be upgraded to include landscaping, seating areas, pocket parks, specialty lighting and many other features to make it a safe and appealing environment for pedestrians	City, BPD, ADAC	City Budget, CDBG, Transportation Grants	Short Term - Medium Term
	G. Tax increment financing is recommended to be implemented as a mechanism to provide a funding source for public infrastructure improvements	BPD, City, Redevelopment Commission	TIF	Medium Term - Long Term

Economic Restructuring Implementation

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
E-1: Build trust in investment community through retention and recruitment program	A. Significant improvements can be achieved through general maintenance and upkeep. Façade improvements and a reduction in vacancy through first floor retail/business offerings and upper floor professional office space and/or residential are encouraged	BPD, City, ADAC, Chamber, DABA	Private Financing, Façade Grants, CDBG	Short Term - Long Term
	B. Infill and catalytic development opportunities should be explored in the downtown core area	City, BPD	-	Short Term - Long Term
	C. Follow the guidelines for business retention and recruitment: <ul style="list-style-type: none"> - Identify key businesses - Offer needed business assistance - Promote downtown businesses to targeted markets - Help businesses identify and develop opportunities for growth and expansion - Recognize early warning signs of business failure - Plan for business transition - A series of seminars could be offered to downtown merchants dealing with such topics as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc 	ADAC, DABA, Chamber	-	Short Term - Long Term

Strategies	Task	Primary Responsibility	Associated Funding	Timeline
E-2: Add appropriate new retail and other downtown uses	A. Adjacent communities should be researched to explore prospective successful retailers who might be interested in and capable of opening additional locations	ADAC, Chamber	Incentive	Short Term - Long Term
	B. Research auto-oriented industries and supporting uses appropriate for downtown merchandising and pro-actively market to those industry segments	ADAC, Chamber	-	Short Term - Long Term
	C. Concentrate retail on the first floor and keep it contiguous as recommended by the character of the downtown area	ADAC, DABA, Chamber, BPD	-	Short Term - Long Term
	D. Clustering policy should be implemented in locating synergistic retail businesses	ADAC, City	-	Short Term
	E. Take initiatives to remove barriers for expansion of local food production, including community gardening	City	-	Short Term - Long Term

DETAILED RECOMMENDATIONS

Organizational Recommendations

Objective: O-1 Champion the Revitalization Plan



Strategy

The Auburn Downtown Advisory Committee (ADAC), Downtown Auburn Business Association (DABA), City of Auburn and other organizations should champion the Revitalization Plan effort and help to implement strategies.

Action Tasks

- Formally adopt the Downtown Revitalization Plan through public hearing process.
- Create sub-committees within ADAC based on the 4-points of the Main Street approach for effective implementation. DABA would become the “promotional” subcommittee.
- Auburn Downtown Advisory Committee (ADAC) and the City of Auburn Building, Planning and Development Department will act as “gate-keepers” for the Plan.
- Research for additional funding opportunities and pioneer the public relations campaign for the downtown tenanting and district marketing.
- Revisit and modify the Revitalization Plan on a timely basis to make necessary adjustments as market conditions dictate.

Objective: O-2 Continue revitalization efforts using the Main Street program principles



Strategy

The Main Street Program as administered by the National Trust for Historic Preservation and Indiana Main Street should be continued to be followed to optimize efforts.

The “Four Point” approaches for Main Street revitalization are:

- Organization: Coordination of all interested parties and individuals towards the revitalization goals.
- Promotion: Selling the positive images of the downtown Auburn.
- Design: Promotes the physical attributes of the study area
- Economic Restructuring: Concerning aggressive business retention, expansion and new recruitments along with research for funding initiatives

Action Tasks

- Periodically review the recommended strategies related to the 4-point approach, as laid out in this plan, and implement according to implementation priorities and action tasks.
- Utilize the downtown revitalization plan as a marketing, educational and information tool.
- Utilize the State Main Street program & office personnel for community information exchange.
- Continue to work with local/regional/digital media to promote the revitalization plan.
- Continue to refer to the Indiana Main Street’s guidelines (<http://www.in.gov/ocra/2364.htm>) as well as the ones stated by the National Trust for Historic Preservation (<http://www.preservationnation.org/main-street/about-main-street/getting-started/>)

Objective: O-3 Create a Special Improvement District as downtown revitalization momentum grows



Strategy

A Special Improvement District (SID) or Economic/Business Improvement District (EID/BID) is a quasi-public organization formed by property owners who have agreed to an assessment on their property in order to generate revenue for services and capital improvements provided within a defined district. Special Improvement Districts provide a long-term financial base for marketing, capital improvements and management programs.

Action Tasks

- Gain consensus on instituting the Downtown Auburn Special Improvement District through educational sessions (regarding benefits and formation guidelines) held by ADAC.
- Follow IC 36-7-22 of Indiana Code (<http://www.in.gov/legislative/ic/code/title36/ar7/ch22.html>) for guidelines to institute an Economic Improvement District.
- Engage interested property owners into the discussion to create the SID/BID.
- Define the specific area and develop an operating plan describing the kind of services and/or details of infrastructure improvements
- Determine the annual cost for delivering the services and develop formula for annual assessments
- Owners of at least 66% percent of the assessed value in the district need to sign a petition to approve the creation of the district.
- Submit to appropriate local legislative authority in ordinance form for public hearing and subsequent vote to approve the creation of the district

Objective: O-4 Create a Community Reinvestment Limited Liability Corporation



Strategy

The downtown with the critical properties and non-motivated owners/absentee landlords negligent in maintenance and upkeep of such properties presents a challenge in the revitalization process. It is even more difficult for the City to find appropriate funding to take control of such real estate either to maintain or to redevelop. As such, it is recommended that a for-profit Community Reinvestment Corporation (LLC) to be established to have access to available funding to secure these parcels. Alternatively, they should have the borrowing power to acquire funds and/or place options on properties for future purchase.

Action Tasks

- Engage interested parties to create LLC. Invitation and membership to the LLC can be open to both downtown property owners and non-property owners.
- The community reinvestment group i.e. LLC that has been created should raise private funds to revitalize the historic buildings in downtown. The LLC can determine how they want to operate and use their collective funds toward downtown revitalization.
- To properly manage these objectives, create a board of 12 members, 2/3 of which will be elected by unit holders i.e. initial investors and the balance represented by various political (eg. representative/s from City Council) and interested organizations. Each member of the board of managers should be elected for three years.

Organization

Promotion

Design

Economic Restructuring

Recommendations based on above-mentioned 4-point approach from the National Trust for Historic Preservation’s National Main Street Program.

Format:

- Numbered Objective Statement
- Sustainable Guiding Principles
- Strategy
- Recommended Action Tasks

Sustainable Guiding Principles

- Building Design
- Water Quality
- Air Quality
- Open Space
- Energy Efficiency
- Alternative Transportation
- Sustainable Site
- Housing Mix
- Culture and Diversity
- Organized Initiative

Organizational Recommendations

Objective: O-5
The City should take proactive planning/zoning measures and collaborate with State, County departments & agencies



Strategy

The City currently collaborates with State and County departments for variety of plan approval and permitting process. Continue to collaborate with State and County departments, which is essential for both short-term and long term for zoning and building related implementation measures. Better coordination between these public agencies will help to ease the process of development plan application review. Also, it will help property/business owners, residents and general applicants to gather information on a one-stop shop kind of a basis.

Action Tasks

- The City shall review and officially adopt the revitalization plan as an amendment to its Comprehensive Plan and follow the relevant action items.
- The City shall modify the zoning ordinance based on the visions and the guiding principles of the revitalization plan. Refer to "Design Recommendations" for additional information on regulatory modifications.
- Enforcement efforts to comply with State and local Building Codes and other applicable codes and regulations should be performed by the City officials in collaboration with the Auburn Downtown Advisory Committee and task groups that will systematically address each property within the downtown area.
- The local building inspector shall assist permit seekers (investor) by touring the potential renovation site and working cooperatively with developers and their

design team during early design phases to interpret relevant code issues and discuss available options to have a cost effective solution yet upholding health and safety concerns. The City building and planning staff should continue to follow the "Existing Structures" section (Chapter 34) of the International Building Code and its beneficial uses for historic structures and existing building renovation/remodeling. Following Section 3410, "Compliance Alternatives", may help make renovations more easily and cost effectively possible while substantially meeting health and life safety concerns.

- City officials and staff along with ADAC should assist developers/property owners with historic tax credit applications.
- The City as a part of its capital improvements programming should identify downtown capital improvement projects and prioritize projects over the next 5 years to focus on downtown revitalization.
- The City and ADAC should make proactive arrangements to approach potential developers and interested investors for proposed redevelopment and infill construction. Create a list of local/regional developers and initiate discussions, invite for roundtable discussions or one-on-one meetings.
- Continue to improve upon the City's "One-Stop" plan review procedure in coordination with State and County departments that will build confidence in the City by property owners and developers for efficient administration of zoning & building permit applications.
- Research the feasibility of a Tax Increment Financing (TIF) district for the downtown area. Projects financed with TIF must serve a public purpose such as redeveloping underutilized properties, rehabilitating publicly owned non-municipal structures and vacant buildings, relocating occupants, facade improvements and constructing public improvements such as new sidewalks and curbs.



An emphasis on Downtown housing, on the upper floors, will promote downtown retail/commercial development and live/work opportunities

Promotional Recommendations

Objective: P-1
Elevate the "Home of the Classics" identity in the Northern Indiana Region



Strategy

The reputation of Auburn's storied past in the automobile industry is impressive and has captured the attention of car enthusiasts from around the world. Build upon this reputation to broaden its focus to include all of the local "treasures" as "classics".

Action Tasks

- Leverage existing events and promotional items as a basis for enhancement of the "classics" character citywide in physical improvements and quality of life elements such as upkeep, property maintenance, organization of events, etc.
- Assign DABA to be the core promotional campaign committee
- Prepare a strategy to unify art related programs and instituting a "city beautiful" movement through addition of public art, adequate maintenance, tree planting, banner program, addition of artwork (murals, sculpture etc.) which will further enhance the image of the city.
- Regular monthly clean-up drives should be held with the help of volunteers to clean downtown-wide sidewalks, and public spaces. Ultimately this effort should be transferred over to the recommended Special Improvement District.
- Create a strong sense of identification and entry into the downtown Auburn with establishment of a comprehensive vehicular and pedestrian directional/wayfinding system. This effort should be coordinated with the development of a graphic signage and wayfinding system, as recommended under objective D-4.

Objective: P-2
Develop a brand to cater to the unique antique car niche



Strategy

Given that the design of Auburn, Cord, and Duesenberg autos evokes the elegant lines of the 1920s and 1930s, it seems a unique opportunity to use this theme as more than one associated with automobiles. These decades offer a rich culture in arts, politics, music, and architecture that resonate with a retro-modern appeal. This presents a number of opportunities to build branding, events, promotions, and even landscape and architectural designs representative of this era. It allows Auburn to build a character that in and of itself could establish the community as a destination.

Action Tasks

- Hire a marketing and/or design firm to solidify a single slogan and brand image for the community that capitalizes on the retro-modern design themes of the 1920s and 1930s.
- Develop a downtown Auburn logo for the community.
- Create a branding document for downtown stakeholders to use and follow when creating marketing materials.
 - Develop stock photos for downtown that represent the diversity of downtown attractions, not just the museums and auto themes. Also, ensure that stock photos of visitors depict diversity in age and race.
 - Adopt design themes from the art and architecture of the 1920s and 1930s for streetscapes, murals, public art, and facade improvements in downtown Auburn, regional attractions, and gateways.

Promotional Recommendations

Objective: P-3 Promote downtown with upper floor housing and professional office spaces



Strategy
Promote Downtown Auburn as an exciting, convenient, place to live among target population groups including, young professionals and aging local residents. Downtown, with its historic architecture, and proximity to amenities, offers a tremendous opportunity to create a unique and appealing living and working environment.

- Action Tasks**
- Vacant upper floors should be inspected by authorized personnel for compliance with applicable code including Alternative Building Code (refer Objective O-5) and accordingly maintained by the property owner.
 - Example pro-formas should be developed (ADAC Committee representatives in collaboration with owners and appropriate City staff) to evaluate the benefits of applying several incentives, such as historic tax credits and other incentives, for rehabilitation of a building to make way for loft style apartments with retail on first floor space. The cost of improvements should be tallied with expected rent rates to evaluate the investment potential of upper floor housing.
 - ADAC should enter into discussions with property owners to pass along benefits (financial and otherwise) for renovation of the upper stories.

Objective: P-4 Increase local market collaborative activities with expanded offerings



Strategy
Development of promotional activities for downtown Auburn and marketing the initiatives to the local and regional market is paramount. Local marketing will provide an understanding of Auburn's transformation as a community and encourage additional visitors to frequent downtown. The initiatives already undertaken for the various auto shows, auctions and downtown promotional events should be leveraged for more collaborative promotional events between business owners, residents and downtown organizations. These will translate into additional pedestrian/auto traffic, additional commerce for downtown retail and engagement of shoppers, visitors, residents into downtown-wide activities.

- Action Tasks**
- Expand or modify hours of operation – Increase penetration in the local market by an expansion of and consistency in hours of operation OR later opening / closing times. Merchants should meet and discuss the advantages of consistent hours of operation and seriously consider modified hours of operation.
 - Joint Promotions/Marketing – Merchants could work together, in coordination with ADAC and DABA to sponsor joint promotions. Examples could include special sale events, periodic cooperative advertising circulars, and discount coupons at participating merchants, etc.

- Marketing Fund Clause – Downtown property owners could be encouraged to put a standard marketing fund clause (examples available from National and/or State Main Street organizations) in future leases and the fund would be controlled by ADAC or by any centralized management group. [a BID can provide an easy vehicle to accomplish this]
- Public Relations (Also, refer P-8) – Maintain the current schedule of regular press releases to local and regional media announcing planned activities and promotions, as well as new initiatives started or successfully completed as part of the strategic plan.
- Special Events/Festivals (Also, refer P-7) – Consideration should be given to expanding existing festivals and special events to appeal to a broader market. It is very important that the level of quality of events matches the Auburn "Home of the Classics" image. Auburn hosts one of the most prestigious auto festivals in the country and attention to detail is critical to the repositioning of downtown Auburn in the mind of the consumer. Corporate and media sponsorships could be solicited to fund expansion of existing events, in terms of size, quality and perhaps duration. Examples of ways for individual merchants to take advantage of special events include:
 - Extended hours
 - Sponsorships
 - Coupons or sales
 - Food carts, banner signage
 - Sidewalk seating or sales
- Develop retail and leasing support program to bring property owners, retailers, ADAC action group and the City together. The program should offer:
 - Loan Programs-Create a low interest revolving loan fund in conjunction with local banks. The funds can be used for renovations and/or startup working capital.

- Rent Abatement-Persuade landlords to offer free rent or rent discounts for limited period to new entrepreneurs whose business interest matches with the vision of the Revitalization Plan.
- Rents for New Entry Retailers-Rental rates in Downtown Auburn are already very reasonable, however this kind of package helps new entry retailers. As an example, this might include an initial month(s) free rent or consideration of percentage rent in exchange for modest monthly lease payments. Although somewhat difficult to manage and compare with a downtown situation, the shopping center industry has used this quite effectively when trying to recruit tenants who might otherwise not be interested in a particular city or location. The tenant agrees to pay a portion of their gross sales to the landlord. The theory being that the landlord is banking on the tenant's success.

Sustainable Guiding Principles

- Building Design
- Water Quality
- Air Quality
- Open Space
- Energy Efficiency
- Alternative Transportation
- Sustainable Site
- Housing Mix
- Culture and Diversity
- Organized Initiative

Promotional Recommendations

Objective: P-5 Develop marketing information for promotional campaign



Strategy

Developing the marketing information for promotional campaign in conjunction with the on-going efforts, most notably the initiatives undertaken by the car auctions and various downtown events.

Action Tasks

- The City of Auburn is currently developing a database of information on local statistics, available spaces, maps and promotional materials for use in creating leasing packages to send or give to potential business recruits. Some effective ways of marketing are producing promotional information highlighting the following:
 - Letter of introduction including compelling reasons why downtown Auburn makes economic sense for a particular business.
 - General information and photos of the Auburn community highlighting its assets.
 - Wish list of new businesses supported by market demand and supply data. This wish list should be generated by ADAC and DABA in collaboration with appropriate City staff and Auburn Chamber of Commerce.
 - Recent developments demonstrating investment in downtown Auburn.
 - Trade area geographic definition and demographic and lifestyle data (refer market analysis section).
 - Trade area economic data including actual and potential sales data

- (including available sales area).
- Nonresident consumer data (including daytime population and tourism visitation) by City and DeKalb County Visitor's Bureau.
- Descriptions of target market segments specific for downtown Auburn (refer market analysis section).
- Develop a business inventory including names and addresses, property owner information, leasable area, terms of lease, average downtown rental rates, dimensions and possibly an image of the property.
- Significant employers and the institutions within the City and near Downtown that will help to spread the message about destinations and anchors.
- Vehicle and pedestrian traffic volume. This could be from existing, known traffic counts or by conducting specific traffic counts, where needed.
- Mix of existing retail, service, dining, housing, office and lodging in the district and adjoining areas.
- Press coverage and testimonials highlighting success stories.
- Summary of incentives and other business assistance available in downtown Auburn.
- It is recommended that downtown Auburn budget for and prepare professionally produced recruitment literature.

Objective: P-6 Employ websites and social media



Strategy

The greater Auburn tourist community has an opportunity to expand its solid footing on the Web, and its emergent presence in social media. The keys to an expanded effort are to incorporate solid branding, consolidate/cross-market tourist and downtown information, and broadcast events and promotions through social media.

Action Tasks

- Promotional opportunities and strategies on the Internet should be pursued by the ADAC and DABA. The ADAC Committee is currently developing their website along with a Facebook page for networking and promotional activities. DABA should continue its internet marketing program and expand it, as needed. These resources shall have periodic updates based on the vision of revitalization plan.
- Work with a multimedia marketing firm to:
 - Create a one-stop downtown Auburn Web site that has a visitor attraction focus and a secondary business recruitment focus. (Examples of a downtown promotion Web sites are Downtown Portland: <http://www.downtownportland.org/>, Indianapolis: <http://www.indydt.com/>)
 - Improve the readability and navigation of Web content to ensure users easily find pertinent travel and tourism information.
 - Coordinate branding and cross-link other regional tourism and business development Web sites to the one-stop Web site.

- Identify effective key words and development techniques for Web content to generate a strong presence in search engine results.
- Consider developing an e-newsletter for regular visitors (e.g., auction participants) and regional/local stakeholders. The Downtown Improvement District for Fort Wayne offers a nice example of an e-newsletter.
- Investigate the most effective use of a blog and Facebook to promote downtown Auburn and develop these accordingly.
- Determine an effective use of Flickr to promote downtown and tourism.
- Use Twitter and/or Really Simple Syndication (RSS) feeds to disperse notices and/or highlights of updates to e-Newsletter, blog, Web site, and/or other updates to Web-posted content.
- Explore the use of social media services such as Groupon and/or FourSquare to promote specials, events, and exploration of downtown Auburn and its immediate surroundings and attractions. These types of social media appeal to a new and different demographic for Auburn.
- Ensure that Web sites do not redirect visitors away from the site, but instead, open a window within the site for related information. Seek advisement from a multimedia marketing specialist to maximize the retention of Web surfers once they visit a Web site.



Promotional materials can provide marketing for the entire Downtown

Promotional Recommendations

Objective: P-7
Broaden the market segment - Events



Strategy
 The current array of events, attractions, shopping, and the dining district tends to draw predominately car enthusiasts from the region and local residents. Visitor demographics lean toward older males who have moderate to high incomes. Downtown Auburn and the region have an opportunity to broaden the tourist base by designing events, promotions, and marketing to draw regional tourism from northern Indiana, northwest Ohio, and southern Michigan, targeting young people, travel companions of auction attendees, families, and business travelers.

- Action Tasks**
- Develop events that incorporate music and dance that evoke the feel of the 1920s and 1930s era. Design these events to be a unique and fun opportunity for young people and/or families. A few ideas include:
 - A gangster costume festival hosted in the style of a speakeasy or murder mystery.
 - A flapper festival hosted in the style of the Great Gatsby.
 - A swing dance flash mob with costumed dancers and a big band and dance.
 - Create a collaborative strategy to leverage the attendance at existing festivals, auctions, and events in the region so that complementary activities occur in, and are linked to, downtown. Ensure that all regional tourism organizations conduct cross marketing to cast a wide net for capturing tourist interest.

- Leverage the success of the periodic public art festivals in downtown by establishing the resources to ensure it is an annual event, and that it is well-advertised throughout the region.
- Develop special events and shopping opportunities for women who travel with attendees of the big auto auctions and festivals. Create special marketing packages, tours, day events, art exhibits, etc. that cater to these women.

Objective: P-8
Broaden the market segment - Promotions



Strategy
 The current array of events, attractions, shopping, and the dining district tends to draw predominately car enthusiasts from the region and local residents. Visitor demographics lean toward older males who have moderate to high incomes. Downtown Auburn and the region have an opportunity to broaden the tourist base by designing events, promotions, and marketing to draw regional tourism from northern Indiana, northwest Ohio, and southern Michigan, targeting young people, travel companions of auction attendees, families, and business travelers.

- Action Tasks**
- Work with a marketing firm to:
 - Establish a presence and promote articles in regional lifestyle magazines and their Web sites, such as Midwest Living and Northern Indiana Lakes.

- Identify and evaluate opportunities to cross-market downtown Auburn and its greater region to visitors who are drawn to similar automotive-based events and venues in the tri-state region, such as the Woodward Dream Cruise and the Henry Ford Museum in Detroit, the Indy 500, and the Studebaker National Museum in South Bend.
- Create a coordinated marketing plan for major regional media outlets such as Fort Wayne Newspapers and television outlets. Consider a brochure-style insert to papers that lists events and activities in Auburn.
- Create a museum driving tour map and guide to draw people to the area. Ensure this marketing piece includes special package offerings for museum tickets and promotions/coupons for downtown shops and restaurants.
- Develop a “staycation” and/or lake visitor promotion that entices people from the region to plan a day trip to shop and dine downtown in conjunction with visits to area attractions.
- Identify other opportunities to create dining and retail promotions for downtown, such as a Mother’s Day or Valentine’s Day event. For instance, promote downtown Auburn as the place to buy a gift or gift certificate for mom or a sweetheart, or as a place to take the aforementioned for dinner and entertainment.
- Consider family and kid promotions, such as scouting badge programs and field trip programs that tie to the specific curriculum being taught in the region’s schools. Ensure that such programs have a specific tie to downtown establishments, such as a dining package or promotion.
- Explore developing a downtown loyalty card and/or gift card program to encourage repeat business for downtown retailers, restaurants, and attractions.

- Develop contests to draw a broad cross-section of artists, including new and young artists, to promote downtown. For example, hold a themed mural design or downtown photography contest using social media to promote the event. The products of the contest could then be used in promotional materials or public art.
- Consider targeted marketing for special events and/or exhibits. For instance, recently the ACD Museum hosted the designs of Frank Lloyd Wright. It may have been an opportunity to employ a targeted marketing strategy to historic preservation stakeholders, architects, interior designers, and similar professionals. In addition, it may have presented an opportunity to host a meeting or special event for such professionals.
- Create a welcoming committee and a grand opening event program for new businesses downtown. Such programs should have a specific tie to downtown businesses—such as a special after-hours event hosted by a downtown establishment.
- Work with the DeKalb CVB to promote the Auburn area meeting facilities to conventions, meetings, and business retreats for regional companies and organizations.

Sustainable Guiding Principles

- Building Design
- Water Quality
- Air Quality
- Open Space
- Energy Efficiency
- Alternative Transportation
- Sustainable Site
- Housing Mix
- Culture and Diversity
- Organized Initiative

Promotional Recommendations

Objective: P-9
DABA to focus on the promotion of downtown



Strategy

Over the last 10 years, the marketing and promotion efforts on behalf of downtown have witnessed significant improvements. However, these efforts have relied on volunteer labor. This labor is most often supplied by local, small business owners, who have the additional demands of their company operations to balance with volunteer downtown development initiatives. DABA should act as the promotional arm for downtown Auburn.

Action Tasks

- Establish a single, formal downtown organization that can serve as an operating umbrella for the full breadth of downtown development and promotion activities. Consider the benefits of a downtown/business improvement district (DID/BID). DABA and ADAC stakeholders and interests should be represented in any consolidated downtown organization. The participation should be broadened to include residents, representatives of regional attractions, and other pertinent stakeholders that effect downtown tourism and development.
- Create revenue resources to support the work of the downtown organization:
 - Consider TIF (Tax Increment Financing) districts to support development.
 - Explore a DID special assessment district to support administrative, marketing, event, and other similar costs.
 - Investigate grant and private fund development options to fund economic development initiatives for downtown.

- Use advertising and sponsorship opportunities to underwrite costs of specific events and/or services (e.g., a newsletter).
- Provide technical support for downtown businesses and organizations to help them develop marketing strategies and business operations that increase customer base and improve the bottom line.
- Expand upon the downtown façade grant program. To promote business recruitment and retention, other effective downtown economic development tools should be identified, developed, and funded. Other grant and loan programs, tax incentives, incubator services, and property development services should be considered. Some good resources for beginning this process include the following:
 - <https://www.ida-downtown.org/eweb/>
 - <http://www.iedconline.org/>
 - http://www.downtowndevelopment.com/downtown_research_and_development_center.php
- Hire a part-time or full-time staff member to support the activities of the downtown organization. This person should be able to provide:
 - Administrative support to the board of directors.
 - Event planning and coordination.
 - Management of contracted professional services (e.g., a marketing firm).
 - Facilitation and/or creation of effective marketing materials and social media.
 - Fund development and management.
 - Development of technical services to support downtown businesses.
 - Administration of economic development programs to promote downtown business development and retention.
 - Coordination with other stakeholders (e.g., the City of Auburn and DeKalb CVB).

Design Recommendations

Objective: D-1
Update regulatory framework and documentation



Strategy

It is recommended to update zoning district language and introduce regulatory techniques, as necessary, for efficient enforcement and administration based on the downtown revitalization plan. To apply the tenets of mixed use development with first floor retail and upper floor office and residential spaces, appropriate zoning text should be in place for lots within downtown. For interior lots, zoning should regulate placement of strategic infill buildings and public parking spaces. Such parking spaces should be combined within one block area and should direct consolidation of access.

Action Tasks

- The City of Auburn zoning ordinance should be modified and such modification should follow the urban design concepts and urban design guidelines.
- For better guidance, appropriate consultants should be employed by the City to help in the drafting of the modified zoning ordinances.
- It is recommended to have stronger enforcement, administration and policing actions by the City not only to have better maintenance and upkeep but also for accurate realization of the goals of the downtown revitalization plan and the updated zoning and other regulatory framework.
- All new construction/redevelopment applications in the downtown area should include site development plans to implement the vision of the revitalization plan. Such requirements are recommended to be included in the revisions of the zoning ordinance.

- Promote adherence to LEED certification for new construction and adaptive reuse projects. Develop strategic incentives for “green” construction such as home energy savings programs, credits for developers including density bonuses and other regulatory incentives.
- Discuss (City with ADAC) the feasibility of adoption of a Property Maintenance Code [city-wide] to provide Auburn property owners mandatory standards to maintain properties. If consensus is reached between discussions, create and adopt a code. For more information refer: International Code Council website (<http://www.iccsafe.org/>). One example of a property maintenance code is for the City of Evansville (<http://www.evansvillegov.org/index.aspx?page=1189>).
- Property owners should be encouraged to keep upper floor windows clean and free of debris and add blinds in upper floor windows to dramatically reduce the appearance of vacancy. Empty (vacant) first floor storefronts should be activated with creative, marketing schemes for potential merchants.
- Appropriate redevelopment opportunity for the available brownfield sites should be pursued, specifically within commercial areas and industrial lands for adaptive reuse. Research Statewide and Federal brownfield grants to leverage development activities.

Design Recommendations

Objective: D-2 Establish Design & Development Guidelines



Strategy

To improve the character of the downtown area and the overall quality of life of residents and retail experience of shoppers, guidelines for development should be created. Infill development and redevelopment is recommended to create the distinct character which will complement the existing structures in the downtown area. Redevelopment of the downtown area should create an environment that is inviting and walkable. There should be mixed-uses within buildings to create strong synergy of multiple uses with 24-hour/7-day-week activity. Development guidelines should include but not limited to location of buildings, setback, height, size, color, landscaping and parking requirements. The guidelines should be crafted in a way to preserve historic features while allowing commercial building owners to creatively market their properties. The following items will provide for some basics of design and development guidelines which is recommended to be built upon and detailed for a "Downtown Design and Development Guidelines". Some aspects of the design guidelines are mentioned to the right:

Recommended Elements

- Building Design and Placement:
 - Redevelopment of existing buildings through façade improvements and other design directions along with infill buildings should be crafted to more closely align with the overall strategic direction.
 - Buildings should be oriented toward their primary street.
 - Scale, massing, and size should be compatible with adjacent structures.
 - Façades and rooflines should vary to create relief from continuous surfaces in keeping with the existing structures.
 - Site planning standards should be adopted that will provide context-sensitive building setback requirements within the downtown area while maintaining the integrity of the street wall.
 - Pedestrian friendly features such as awnings, canopies, display windows etc. should be incorporated on the first floor of the buildings and entrances to help relate the buildings to the streetscape.
- Building Height: Varied building heights are recommended to properly frame the streets and provide massing consistent with the existing scale of the streetscape. Upper stories should step back from the street, specifically above three stories, to preserve the scale of the surrounding buildings and pedestrian focus.
- Public Open Space: Opportunities should be created for integrating public plazas and open spaces as a part of redevelopment, when appropriate (i.e. as identified in the urban design concept section). This will include small plazas on individual sites which will not only provide recreation but will also help to establish the pedestrian

connection between surrounding neighborhoods. It is also recommended to redevelop existing public parks with active recreational elements as exhibited in the urban design concepts

- Identity and Wayfinding: A coordinated system of public and private signs, as exhibited in the urban design concepts, will uniquely identify and direct visitors within and around the downtown area. Signs will complement the City's established signage regulations.
- Circulation: Improvements to streets and intersections highlighted in the urban design concepts shown in the beginning of this section, will help to increase visibility to the storefronts, improve safety for vehicles and pedestrians and ensure proper access to businesses and residences.
- Parking: Parking needs to be provided more efficiently than the current configuration of disjointed surface parking lots. More effective use of shared parking facilities will allow for redevelopment that is more pedestrian oriented and less dominated by parking lots. Redevelopment may want to consider multi-level parking structures and maximize the use of on-street parking throughout the downtown area.
- Infrastructure improvements: Public works such as replacement of traffic lights with mast arms and relocation of streetlight conductor underground in the downtown area will help augment the revitalized character. Further design direction should also be provided for other infrastructure elements including water, sewer, storm water, etc.

Action Tasks

- It is recommended that the design and development guidelines should be developed by urban planning consultant/designer who would work with the ADAC committee and City of Auburn. Coordination with facade improvement efforts should be continued.
- The creation of flexible and incentive/bonus based design standards should encourage the tenants and property owners to maintain a positive image of the downtown area. Such design development standards should be followed and new applications should be carefully reviewed by the City.
- These design standards are recommended to be developed further into a Downtown Area overlay zones, planned unit development or form-based code for detailed design directives for both the property owners and business owners. Development of the form-based codes, if and when applicable, is recommended by appropriate professional consultants. The codes will address the following in a more detailed manner:
 - Lot configurations and setback requirements
 - Buildings (height and color)
 - Parking
 - Mixed use architectural requirements (front façade, windows and doors, roof design, building materials, awnings, corner building design etc.),
 - Single family and town home design requirements
 - Streetscape design requirements (sidewalks, street trees/planters, street lights, alleys, street furniture, bicycle facilities etc.)

Design Recommendations



Development of inviting streetscape features including sidewalk cafes, provide improved identity and helps to generate additional pedestrian activity

Objective: D-3 Utilize specific historic redevelopment tools



Strategy

The study area of Downtown Auburn is currently located with 3 separate historic districts – Downtown Auburn Historic District that is enlisted within National Register of Historic Places, and two local historic districts; North Main Street H.D. and Eckhart Library H.D. Utilizing available historic redevelopment tools and guidelines is recommended.

Action Tasks

- A rating system should be developed to evaluate the current condition of buildings, its heritage, preservation initiatives and current tenancing. The assessment should include but not be limited to the following:
 - Value-Quality of construction, age, architectural style etc. based on the Downtown Auburn character
 - Building Condition-Whether the building is new and/ or maintained or needs repair
 - Tenancing-Whether the building and/ or floors of buildings are vacant, appropriate tenants based on the characters etc.
- The assessment will help in decision making with respect to façade improvements, tenant relocation, retention and recruitment, maintenance and redevelopment of buildings.
- The ADAC action group should explore possibilities with the City to participate in the Certified Local Government (CLG) program. As a CLG, the City will be eligible to apply for federal matching grants for preservation activities. Additional information is available at <http://www.nps.gov/history/hps/clg>.

- Establish a “Historic Easement Program” for the downtown area to protect the intrinsic value of historically and architecturally significant buildings, settings, and scenic and natural resources. Historic Easements allow property owners to obtain a substantial tax deduction on their easement contribution. An entire historic structure or just the facade or interior may qualify.
- The ADAC committee in consultation with City officials should create a package of incentives, strict code enforcement and assistance programs for downtown property owners.
- Implement a “Facade Enhancement Program” sponsored by the ADAC committee. Recently, the City of Auburn received a façade enhancement program grant from State of Indiana. This opportunity should be leveraged towards additional funding and gaining the support from downtown property/business owners.
- Establish standards and extend the review process to downtown properties that supports a positive, cooperative redevelopment process. The review goals would be to achieve an appropriate balance between historic and aesthetic considerations and the economic realities facing property owners and developers. It is also recommended to establish a design review board for review of any new development and redevelopment initiatives.
- Continue to leverage State and Federal funding with the recently awarded Downtown Enhancement Grant. Involve property owners and business owners to actively participate with local matching funds.

Objective: D-4 Enhance streetscape and public realm spaces within downtown areas



Strategy

To provide a welcoming appearance to visitors, shoppers and residents alike, it is important that downtown areas are not only well maintained with regular clean-up but it is also recommended to enhance the public realm spaces and streetscape features. Inviting public open spaces within the downtown provides relief within the urban framework and sets the stage for private investment to occur. Presence of public amenities, appropriate lighting, other streetscape elements, , proper signage and wayfinding elements will help to instill an environment of safety and will generate confidence within shoppers and visitors to frequent downtown. Recently the City of Auburn has embarked on phased improvement to public realm spaces including sidewalk repairs and replacements. This program needs to be broadened to address other features as described above.

Action Tasks

- Enhance existing streetscape within downtown with the following measures:
 - Addition of planters – To soften the streetscape, planters are recommended along with tree lawns within the limited right-of-way currently existing on main thoroughfares
 - Increase efforts to manage trees near storefronts – Addition of street tree is recommended along the cross streets. Continue to follow “Tree City USA” guidelines. New trees should be placed near building edges and old ones should be trimmed appropriately to prevent the storefront from being blocked.
- Establish new streetscape design standards for the future - New streetscape design standards should be established incorporating trees, planters, banners, appropriate lighting and street furniture as recommended in the urban design concepts earlier in this section. Implementation policies should be discussed with City departments and the ADAC committee.
- Build upon the existing street tree layout and landscaping to create a comprehensive streetscape master plan and signage wayfinding program with an urban design consultant and environmental graphic designer who would work with the City and Indiana Department of Transportation.
- Sustainable streetscape elements should be explored. These might include:
 - Rain gardens and rain water harvesting
 - Permeable and recycled pavers
 - Optimum amount of trees and green spaces to reduce heat island
 - Solar powered accent lighting
 - Recycled materials for street furnishings
 - Local materials to reduce transportation cost
 - Appropriate scale alternative energy system generators including wind, solar, geothermal etc.
- Maintenance of the streetscape elements should be funded by the City for the initial term until the responsibility is handed over to a Special Improvement District, potentially after three years of the initiation of the revitalization process.
- In addition to the extended and other art projects, a public art program should be instituted within the downtown area that showcases the heritage and auto-oriented culture of Auburn.

Design Recommendations

- Increase storefront activity through implementation of outdoor dining in front of restaurants within downtown areas.
- Create a strong sense of identification and entry into the Downtown Auburn, specifically from west and south sides of the City. Clear and attractive signage should be installed in appropriate locations to direct visitors to destinations including buildings and public parking areas. A comprehensive vehicular and pedestrian directional/ wayfinding system with a sign schedule defining exact locations and a list of destinations and attractions should be developed and implemented.
- Upgrade and sign the major entrances leading into Downtown. A gateway image should be developed using a combination of signage, landscaping, and architectural elements. Signage should be designed as part of the recommended comprehensive directional/wayfinding program.
- It is recommended to create an illustrative map of the Downtown (central business district) and post it at strategic locations along with signage/ wayfinding elements for reference by consumers, customers and visitors to the district. The maps should reflect the broad uses and/or shops (retail mix), parking and miscellaneous amenities to guide pedestrians to their destinations with reference to "You are Here" designations based on the location of a specific map within the downtown areas.
- Build upon the existing street tree layout and landscaping to create a comprehensive streetscape master plan and signage wayfinding program with an urban design consultant and environmental graphic designer who would work with the City and Indiana Department of Transportation.
- It is recommended to seek opportunities to connect existing parks and green spaces to downtown through improved streetscape, bikepaths, pedestrian trails, etc.
- Adopt "adjunct areas" to be included in the business improvement district

- (BID) to encourage improvement in and around major attractions that support downtown tourism, such as the ACD Automobile Museum. For instance, consider redeveloping brownfield sites near the ACD Automobile Museum and improving signage and streetscapes along the corridor between the museum and downtown.
- Cultivate a downtown pedestrian culture that encourages people to get out of their cars and invokes a sense of discovery. In other words, get people to window shop, gather, and linger in downtown. For instance, such an effort may include making sure parking is not too convenient; otherwise, visitors tend to move into and out of a single destination. It could also include streetscape improvements, signage, and public art installations that draw a pedestrian from one spot of interest to the next.

Objective: D-5 Promote infrastructure improvements within downtown areas



Strategy

The recommended development directions according to the revitalization plan are anticipated to create additional demand for public infrastructure. The goal for infrastructure improvements is to maintain the inventory listing of the items, develop and maintain the infrastructure plan. The City currently maintains the infrastructure utilities according to existing capital improvements.

Action Tasks

- Develop and maintain the existing Capital Improvements Plan which includes the infrastructure and facilities requirements needed to support the Downtown Revitalization Plan.

- Review level of service standards and identify service deficiencies in downtown's infrastructure, including road, sidewalk, water, sewer, school, public safety and recreational facility systems.
- Commit sufficient City resources to properly plan, maintain, rehabilitate and expand the infrastructure and facilities to satisfy the demands of the downtown's future.
- Maintain an accurate and complete inventory of roads, sidewalks, sewer, water, storm water, electric and other existing utility infrastructure in the downtown area for reference in any future repair and maintenance programs.
- Identify and prioritize all of downtown's capital improvement requirements and capital funding opportunities; annually budget capital projects consistent with this plan.
- Collaborate with area institutions and State resources for feasibility of the alternative energy resources and their installations. Subsequently coordinate with County and State officials regarding feasibility and financial incentives.
- Feasibility study of relocating overhead utility lines underground should be performed. It is recommended to relocate the electric power conduits underground along with other utility infrastructure lines along the major road corridor in downtown area.
- Continue to provide the community supported internet (WI-FI), phone and TV services within downtown through the Auburn Essential Services (AES).
- Develop a financial plan to fund the capital plan identifying funding levels and sources proposed to fund the plan:
 - This can include grants, impact fees, property taxes, bond proceeds etc.
 - Additional sources of funding may be through Indiana Department of Transportation and other state and federal agencies specifically for road and public infrastructure maintenance programs.

- Efforts should be made to connect to the potential/proposed trails (Jackson Street trail). Opportunities to create public amenities such as bike hub stations with parking lots, restrooms, bike racks etc. should be explored. The revitalization efforts should build strength with the connection of the bike path system. Available grants from the Indiana Department of Natural Resources should be explored for eligibility for such improvements. (<http://www.in.gov/dnr/>)
- Fundraising and sponsorship opportunities provide for generous ways to collect funds to be earmarked for special projects in the downtown. All funds should be reinvested into the downtown area for tree plantings, bench purchases, bike racks, patio installations etc. Setup of a revolving fund for revitalization efforts is recommended.
- Continue to engage city staff/volunteers to perform parking analysis. The analysis will provide for required parking counts for the entire downtown area and subsequent recommendations for number of on-street parking, consolidated parking behind downtown commercial buildings etc.
- To make the option of parking at the rear of buildings more appealing, consideration and support should be given to enhancing the appearance of the back sides of buildings visible from these lots and upgrading the alleys. Efforts should also be made to combine the parking areas for multiple buildings along one block and consolidating access to reduce confusion and traffic congestion.
- It is recommended that the alleys/ cross streets be upgraded to include landscaping, seating areas, pocket parks, specialty lighting and many other features to make it a safe and appealing environment for pedestrians.
- Tax increment financing is recommended to be implemented as a mechanism to provide a funding source for public infrastructure improvements.

Sustainable Guiding Principles

- Building Design
- Water Quality
- Air Quality
- Open Space
- Energy Efficiency
- Alternative Transportation
- Sustainable Site
- Housing Mix
- Culture and Diversity
- Organized Initiative

Economic Restructuring Recommendations



The addition of "Auburn Appropriate" and neighborhood-serving retail can fill in the voids that are needed by Auburn residents

Objective: E-1 Build trust in investment community through retention and recruitment program



Strategy

Innovative public-private incentive programs will help to create vibrant cultural, shopping and entertainment destinations and promote holistic revitalization of the downtown. Opportunities for revitalization such as façade improvements, catalytic developments etc., however small, should be explored that will gradually build confidence in existing and potential property/business owners.

Further, a comprehensive business retention and recruitment program will not only help to reposition existing and future businesses in downtown Auburn but will also provide critical tools to give existing businesses more confidence in making expansion decisions, providing extra profit margin, and creating a safety net for newly recruited business. Considerations include:

- A tailored Business Retention / Recruitment Program initiated by ADAC in collaboration with Chamber of Commerce)
- Provision of incentive based development [i.e. temporary rent/ tax relief for the initial period]
- Government provided financial incentives (TIF, BID programs, etc.)
- Business incubators

Action Tasks

- Significant improvements can be achieved through general maintenance (reducing weeds, maintained landscaping, repairs and fresh paints on facade etc.) and upkeep. Façade improvements and a reduction in vacancy through first floor retail/business offerings and upper floor professional office space and/or residential will provide a financial advantage to the building owner through increased revenues and historic tax credit opportunities.
- Infill development and adaptive reuse opportunities should be explored in the downtown core area, specifically in vacant lots and empty buildings.
- Catalytic development opportunities should be explored that will spur further reinvestment and contribute to a healthier downtown. In order to take advantage of potential redevelopment opportunities one of the following directions is recommended for current property owners:
 1. Current property owners carry out the redevelopment of the existing properties themselves.
 2. Current property owners elect to partner with a person or real estate development company with the development expertise, financial capacity and appetite for risk to invest into the downtown. The property owners and new partner would form a Limited Liability Corporation [LLC] structured with terms and conditions outlining ownership provisions and responsibilities.
 3. Current property owners elect to sell their properties allowing other interests to step in and implement a redevelopment vision. This might include a private developer to bring in equity and financial strength to the struggling current property ownership.

- Catalytic development opportunities with economic challenges should explore creative approaches:
 - Strategize on realistic property acquisition cost - work with realtor and survey similar assets in the local area for comparison with realistic costs
 - Partnerships with patient/long term pay back plan
 - Deferred acquisition pay-out so that the individual/organization taking hold of the acquisition can get some additional time to collect the capital to pay-out for the acquisition.
 - Public subsidy for acquisition
 - City resources should help with acquisition, demolition and public realm upgrade through the utilization of potential TIF dollars and other financial resources.
- The "First Floor Uses" plan enclosed in the existing conditions section, provides preliminary ideas about the general land uses. The City of Auburn is also developing the building inventory within their GIS system. This chart is recommended to be referred and developed (addition of building, lot area, transfer history, tax information, etc.) during the implementation process for proper business retention and recruitment strategies.
- The following are few guidelines for business retention recruitment:
 - Create a retention/recruitment team from ADAC
 - Identify key businesses: Businesses should be identified which help create the street life, pedestrian traffic, and sense of vitality that are hallmarks of a successful commercial business district. (Refer to the potential needs on page 21)
 - Offer needed business assistance: One of the retention team's primary responsibilities is to determine what services individual businesses need and match them with the

appropriate resources. The typical resources include store presentation and window display, merchandise selection and presentation, locating buying groups, developing/changing business plan according to current needs, accounting and record keeping, compliance with local, state and federal regulations, inventory control, computer usage and website development, personnel management and training, improving advertising and promotion, identifying and capturing new markets and planning for business expansion.

- Help businesses identify and develop opportunities for growth and expansion: The following are some typical recommendations-attracting more customers from same market niche, building repeat customer base, motivating existing customers to spend more, identifying new markets for current product lines, adding new product lines or services to capture a wider market range, repositioning the business by changing its image and product mix to capture new markets, expanding existing space or relocation within the downtown, opening under one ownership "companion" shops that support each other.
- Recognize early warning signs of business failure: A struggling business should be identified by the retention team for strategic repositioning and/or changing products and/or services.
- Plan for business transition: The retention team's role in the business transition can vary according to situation, but could include serving liaison between business owner and potential buyers, brokers, tenants, lenders, etc
- A series of seminars could be offered to downtown merchants dealing with such topics as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc.

Economic Restructuring Recommendations

Objective: E-2
Add appropriate new retail and other downtown uses











Strategy
As the implementation of the revitalization plan is underway, concentrated efforts should be focused not only on retention of existing businesses but also addition of appropriate uses in the downtown vacant spaces/locations. Retail recruitment should follow the retail strategies as highlighted in this Revitalization Plan initiative (Promotional recommendations, market segments focus on page 21). Regardless of the store type, successful downtown Auburn merchants will offer superior customer service and product knowledge, unique specialty items, convenience, a pleasant atmosphere, and support for community causes.

Action Tasks

- Work with a retail consultant/specialist to develop on “niche” retail strategies, retention/recruitment, clustering policy and other applicable initiatives as mentioned within this Plan and additional items as will be identified by the consultant/specialist.
- Adjacent communities should be researched to explore prospective successful retailers who might be interested in and capable of opening additional locations, specifically in the context of downtown Auburn. The marketing information, Downtown character visions and database of promotional campaign should be used for this purpose.
- Research auto-oriented industries and supporting uses, appropriate for downtown merchandising and pro-actively market to those industry segments

- To the extent possible, concentrate retail on the first floor and keep it contiguous as recommended by the character of the downtown area. Retail uses spread all over the downtown dilute the impact and image of downtown as a place to shop, eat, and relax. First priority should be given to filling first floor space in the buildings located in the retail concentrated area i.e. Main Street.
- Also, a clustering policy should be implemented in locating synergistic retail businesses such that found with a book store, music store and coffee shop etc.
- It is recommended to take initiatives, specifically by the City officials, to remove barriers for expansion (specifically within local regulations) of local food production, including community gardening. Identify potential areas/sites whether it is agricultural or urban core vacant sites suitable for growing local vegetables and expansion of farming. Collaborate activities with Farmer’s Market and coordinate with local/regional community food specialists/liaison person/vendors for collection and distribution.

Sustainable Guiding Principles

-  Building Design
-  Water Quality
-  Air Quality
-  Open Space
-  Energy Efficiency
-  Alternative Transportation
-  Sustainable Site
-  Housing Mix
-  Culture and Diversity
-  Organized Initiative

NOTES

(Please use this space for notification of critical success factors and for record-keeping of initiatives as they are implemented)

SECTION SIX

Appendix



Contents

- Meeting Information
- Walkscore and Housing & Transportation Maps
- Public and Private Parking
- Visual Preference Survey
- Electronic Survey
- Concept Alternative for 6th Street and Main Street

Project Meetings



**November 17, 2010
ADAC Meeting**

**November 17, 2010
Stakeholder Meeting and Open House**

**April xx, 2011
Meeting with ADAC Executive
Committee**

**October 24, 2011
Meeting with ADAC Executive
Committee**

**October 27, 2011
Public Open House**

**Several meetings with City of Auburn
Officials**



Miscellaneous Exhibits

Downtown Walkscore

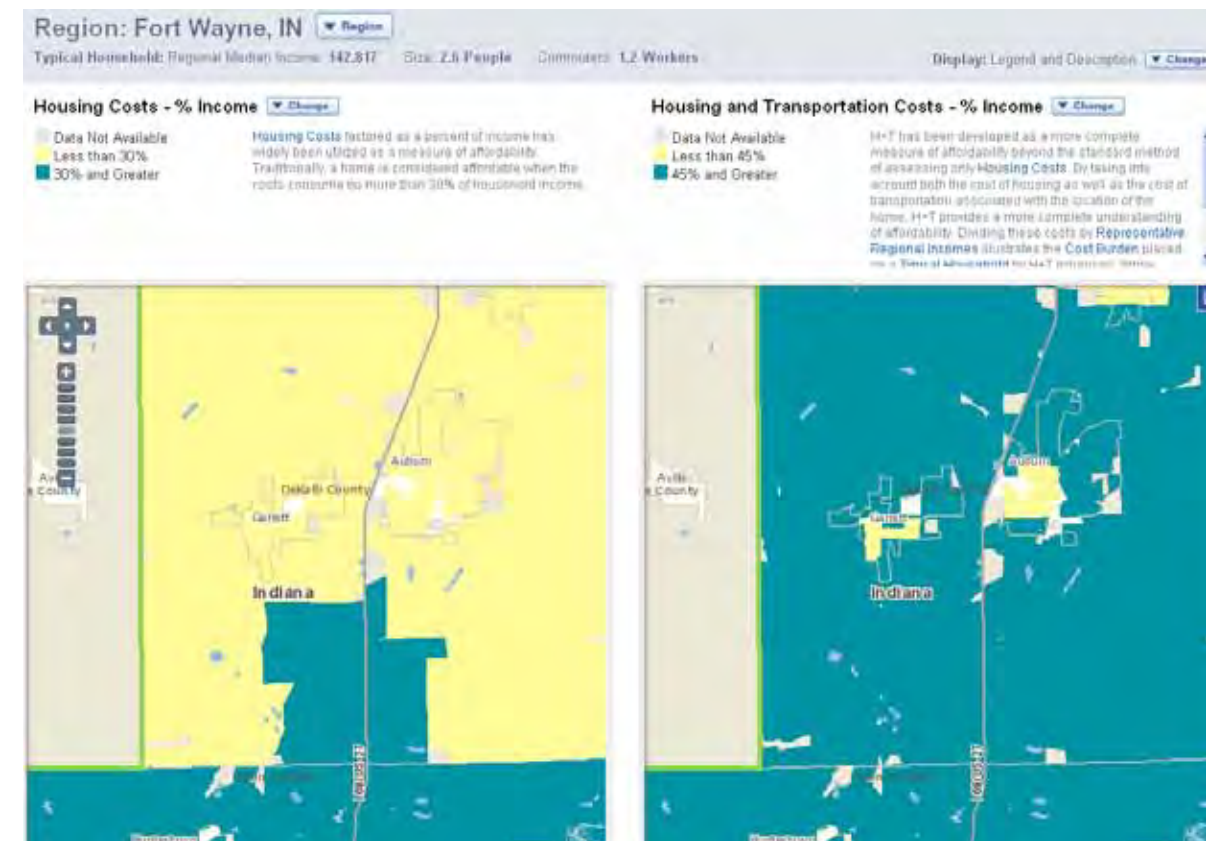
This map shows walkability index for Downtown Auburn as indicated by walkscore.com.

Note: The Overview information to the left of the graphic partially shows the entire list. For more information, refer to the website.



Housing and Transportation Maps

These exhibits the relation of housing and transportation costs as percentage of income. These analyses, conducted by the Center of Neighborhood Technologies (CNT), showcases the Housing + Transportation Affordability Index providing the true cost of housing based on its location by measuring the transportation costs associated with place. (<http://htaindex.cnt.org/>)



LEGEND

- Private Parking - 799 Spaces
- Public Parking - 601 Spaces
- Buildings

Not to a Scale



Public and Private Parking



Visual Preference Survey

During the public meeting on November 17th the Planning and Design Team asked participants, "What is your favorite for Downtown Auburn?" This question was focused towards ten different topics included as a part of a Visual Preference Survey. This is a tool for the public to give feedback on planning and design alternatives and to directly participate in the visioning of the Downtown Revitalization Plan. Participants were asked to indicate their preference among a series of images used to illustrate various options for development or public space. Images were selected to demonstrate a range of design possibilities, from subtle to aggressive. 51 people participated in the Visual Preference Survey during the public meeting.

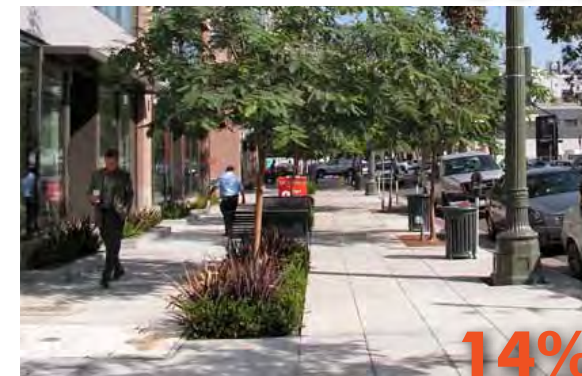
The following pages show each category and their corresponding images. The percentage of how many participants chose/favored each image is also listed.

These responses as indicated within the visual preference survey alongwith existing downtown merchant survey and other relevant ADAC meeting responses have been considered by the Planning and Design Team while providing recommendations, action items and implementation measures, included within this initiative. It is further recommended to review these responses while preparing further studies and implementation of development initiatives. This will provide an approximate gauge to judge citizen response and needs as indicated by the respondents.

Gateway



Streetscape



Public Art



Visual Preference Survey cont.

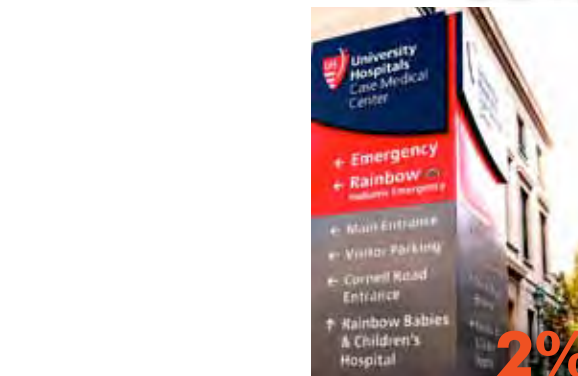
Storefront



Public Spaces



Signage



Building Character



Trails & Bikeways



Parking



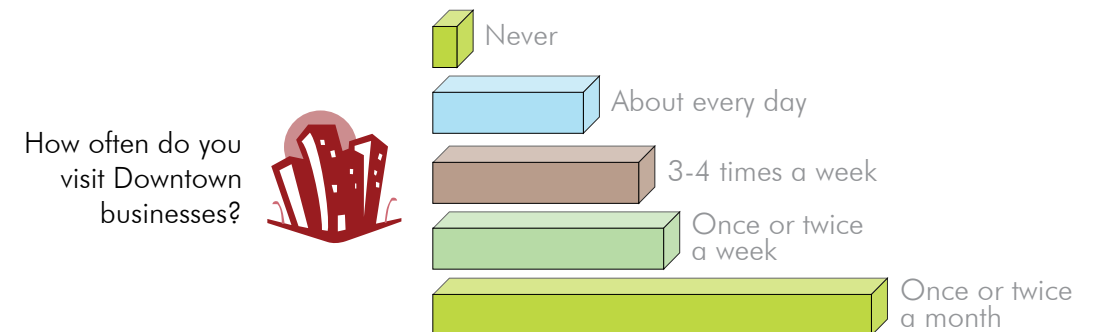
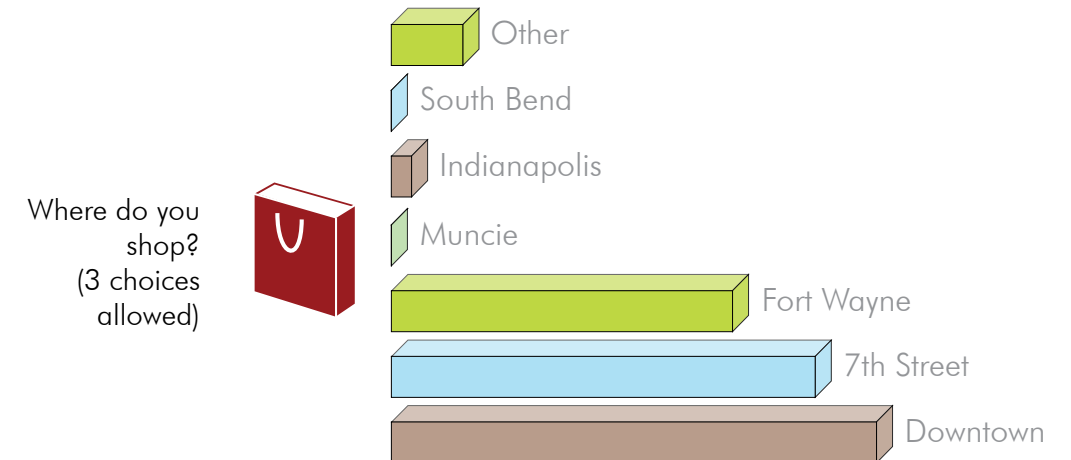
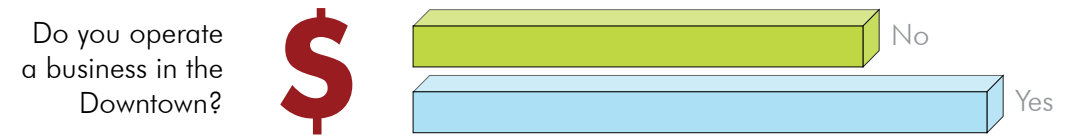
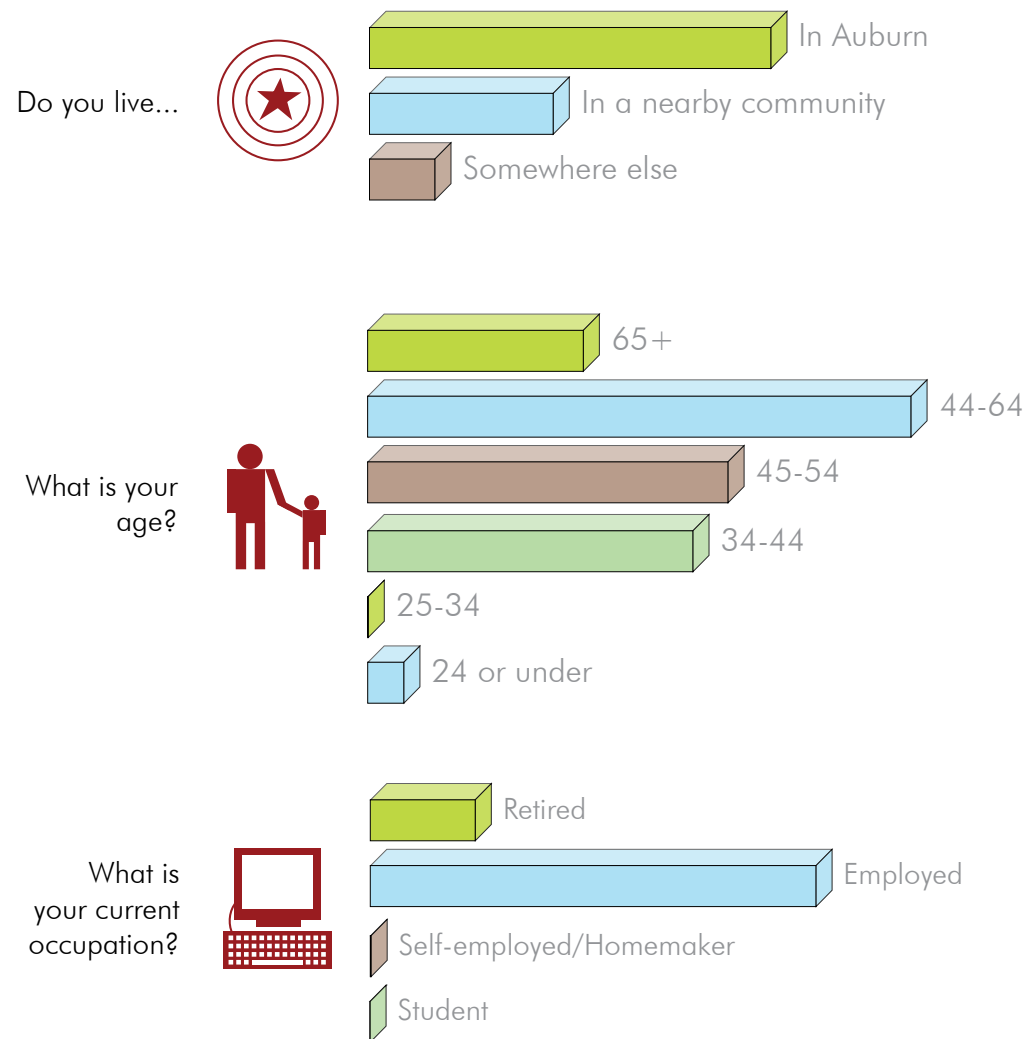
None 34%

Infill Development



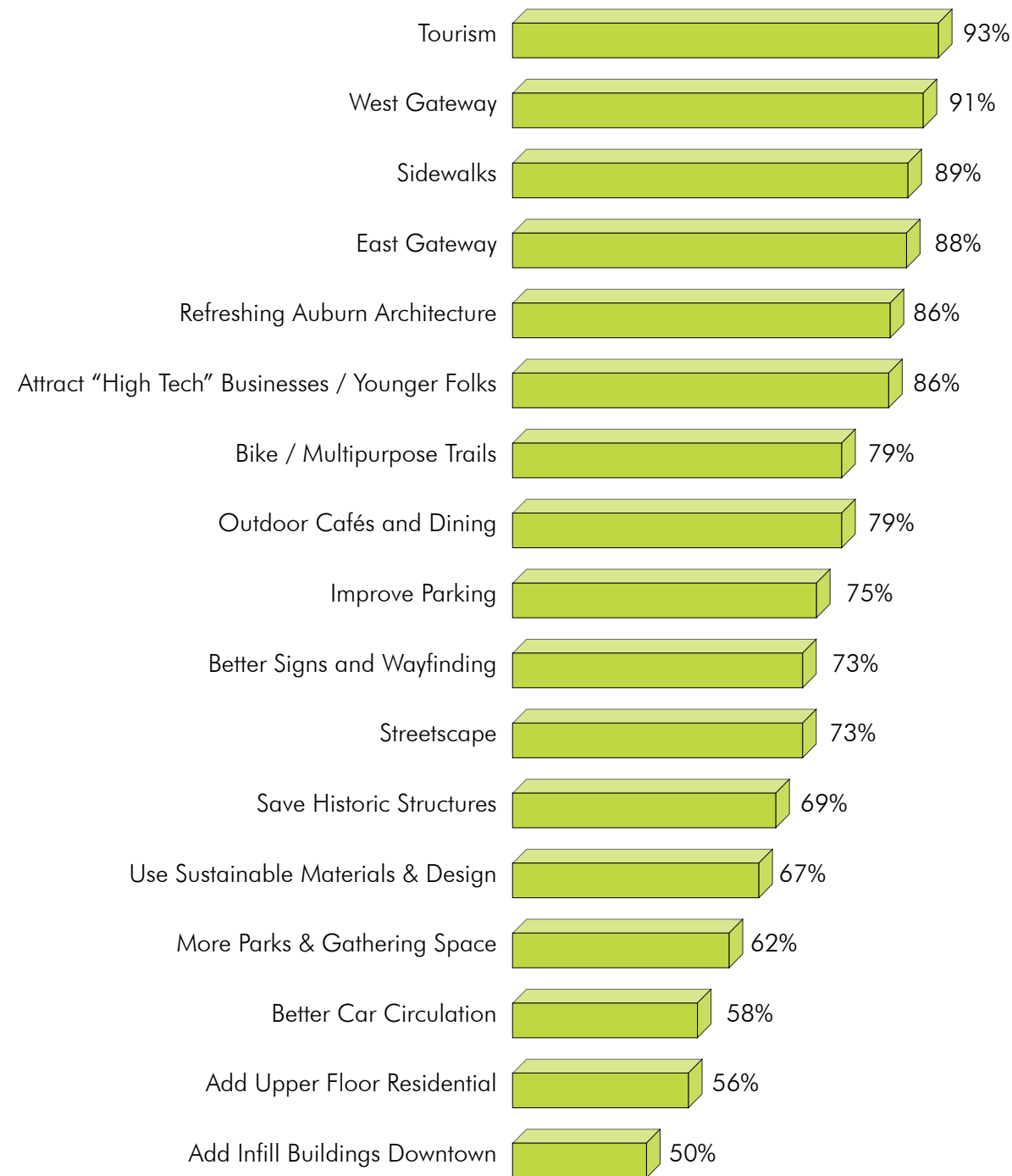
Electronic Survey

Also during the public meeting on November 17th the Planning and Design Team engaged participants through a handheld electronic survey system. This allowed participants to give anonymous answers regarding their thoughts and needs. Questions were focused to first gain a better understanding of the demographic of the City and secondly help determine what are priorities of the participants regarding Downtown. Forty-five (45) people participated in the Electronic Survey during the public meeting. The survey results are listed in the following pages.



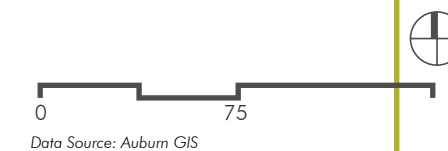
Downtown Priorities

Response of "Very Important" or "Somewhat Important"



Key Features

- 21 Parking Spaces on 6th Street (Parallel to Curb)
- 13 Parking Spaces on Main Street
- Intersection Enhancements
 - Curb extensions
 - Specialty pavers
- Specialty brick pavers on Main Street
- Wide crosswalks
- Mid-block crosswalks
- Moveable planters for events along Sixth Street
- 48 Existing Parking Spaces on 6th Street
- 17 Existing Parking Spaces on Main Street



North

150 Feet

Concept Alternative - 6th and Main Street

