

HyettPalma
Indiana Downtown®

Lawrenceburg Downtown Action Agenda 2014

Indiana Downtown®
A Collaboration of the
The Indiana Association of Cities and Towns
and
HyettPalma, Inc.

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Created in 2001, *Indiana Downtown*® is a technical assistance program offered by the Indiana Association of Cities and Towns in conjunction with HyettPalma, Inc.

Making Downtown Renaissance A Reality

HyettPalma

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October 2, 2014

The City of Lawrenceburg
and Members of the Downtown Process Committee

RE: Lawrenceburg Downtown Action Agenda 2014

HyettPalma, Inc., is pleased to present to you the following report titled ***Lawrenceburg Downtown Action Agenda 2014***, completed as part of the ***Indiana Downtown®*** program.

This document includes the community's vision for Downtown, as well as the findings of an analysis of Downtown's commercial markets.

The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision, as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you implement the ***Lawrenceburg Downtown Action Agenda 2014***.

Sincerely,

Doyle G. Hyett

Dolores P. Palma

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Process Committee



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PROCESS COMMITTEE

At the request of HyettPalma, the City of Lawrenceburg created a committee to work with HyettPalma throughout the process of completing the **Lawrenceburg Downtown Action Agenda 2014**. HyettPalma would like to thank the Process Committee for their hard work and commitment to Downtown's brighter future. The Lawrenceburg Downtown Process Committee was comprised of the following individuals.

Dennis Carr	Mayor, City of Lawrenceburg
JR Holdcraft	City Council Member
Aaron Cooke	City Council Member
Paul Seymour	Historic District
John Davis	Property/Business Owner
Linda Schnieder	Property/Business Owner
Pat Krider	Lawrenceburg Main Street
Mary Beth Hedrick	Community Center
Tom Palmer	US Bank
Dave Deddens	County Redevelopment
Jim Bowen	Resident
Endea Sizemore	Hollywood Casino
Greg Tufts	Hollywood Casino
Jim Helms	Ivy Tech
Debbie Smith	Dearborn County CTVB
Barbara Bonnie	Lawrenceburg Library
Roger Howard	Dearborn County Hospital
Eric Kranz	Dearborn County C of C
Fred McCarter	Dearborn Comm. Foundation
Shane McHenry	County Commissioner
Terri Randall	County Administrator
Kelly Will	Marketing Director
Grant Hughes	Redevelopment Director
Mike Clark	City Planning and Zoning
Mario Todd	City CM
Mel Davis	Utility Director
Adam Gilliam	Adam's Art and Supply

INTRODUCTION

INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC), decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities. The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies – working in partnership with local business owners, property owners and concerned citizens – in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities over a period of two-years. In addition, the pilot required the local governing body in each participating community to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. Based on the evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN® -- NEW THINKING. NEW LIFE.*

After several years of tracking the *America Downtown®* program's success, the leadership of the Indiana Association of Cities and Towns (IACT) determined that a similar technical assistance program would be of benefit to communities in Indiana. Therefore, in 2000, IACT approached NLC and HyettPalma about developing such a program. With the backing of NLC, *Indiana Downtown®* was unveiled as an IACT program in the Summer of 2001.

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Modeled after the *America Downtown®* program, *Indiana Downtown®* was launched as a pilot program that would run for a two-year period and assist ten communities. After that time, the pilot was designed to be evaluated by IACT and HyettPalma, with the assistance of local elected officials from the ten participating communities. Based on the response and recommendation of local elected officials from the pilot communities, *Indiana Downtown®* was made a permanent member service offered by IACT.

Indiana Downtown® brings together the local government insight of IACT and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else. *Indiana Downtown®* was structured to provide the help local officials need to create a brighter future for their Downtowns.

Indiana Downtown® provides direct, hands-on help to city and town officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In 2014, the City of Lawrenceburg became a member of the *Indiana Downtown®* program.

The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented – not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic – tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented – designed to improve each Downtown's economy so that the results are long-lasting.
- The on-site assistance is inclusive – providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

IACT is committed to providing Indiana communities with the assistance they need to implement their enhancement efforts once their *Downtown Action Agenda* has been completed. An integral component of this implementation process is

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incorporating state technical assistance programs and funding resources. Through ***Indiana Downtown®***, IACT will continue to seek further avenues of assistance to help Indiana cities and towns revitalize their Downtowns.

Project Overview

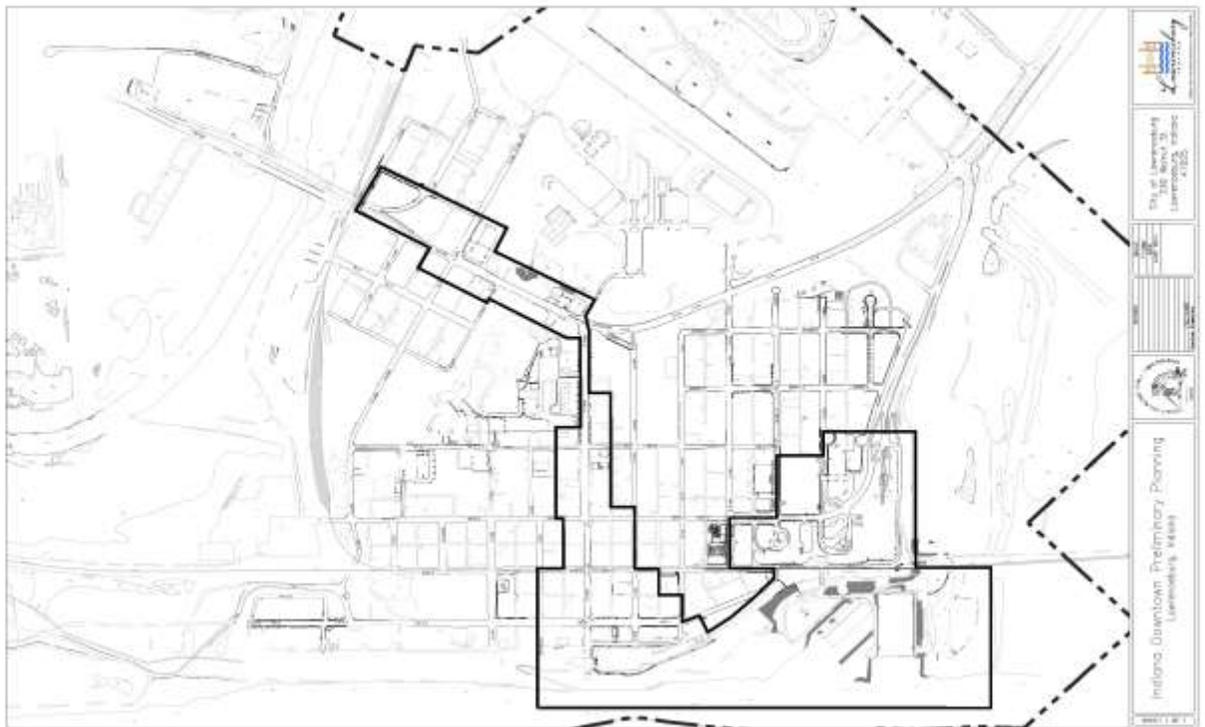
I. PROJECT OVERVIEW

The ***Lawrenceburg Downtown Action Agenda 2014*** was defined with involvement from the City government, County government, the local business sector, representatives of non-profit organizations, and members of the community.

The ***Lawrenceburg Downtown Action Agenda 2014***, shown in the following pages, incorporates the desires, preferences, and concerns expressed by the people of Lawrenceburg for their Downtown. Based on those desires and concerns – and combined with a realistic analysis of Downtown's market potentials – a ***Course of Action*** was defined for public and private sector implementation. The ***Course of Action*** is meant to enable Downtown Lawrenceburg to reach the vision defined locally, to overcome the key issues it faces, and to capture the identified market potentials.

A map of Downtown Lawrenceburg, as defined for this project, is shown on the following page.

Downtown Lawrenceburg Project Area
For Indiana Downtown Action Agenda



***Downtown
Lawrenceburg
Tomorrow***

II. DOWNTOWN LAWRENCEBURG TOMORROW

A series of discussions, issue sessions, interviews, and focus groups were held to define the community's preferred vision of Downtown Lawrenceburg – as it would ideally exist in the year 2020. A compilation of the thoughts and preferences most often expressed by community members during those sessions is shown below.

Downtown Lawrenceburg would be a “one-stop shop” and an “entertainment district.” In that vein, Downtown would offer places to eat, drink, shop, and be entertained – both during the week and on weekends. In addition, people would be able to live and work in Downtown. All of this would bring more people walking up and down the sidewalks and frequenting Downtown businesses.

People could “really enjoy the river,” through greater access, greater connections, more activities, more boaters, and dining on the river. This would result in “being clear that you’re on a river” when in Downtown and “getting more boaters into Downtown” to patronize its businesses. And, the river would become a gathering place that attracts people of all ages.

Downtown would have more places to live “that have river views.” And, Downtown would have more residents as a whole.

Downtown would serve the needs of those using the Lawrenceburg Event Center & Hotel. And, these facilities would be connected to Hollywood Casino by a shuttle that, ideally, runs along the riverfront.

In terms of appearance, Downtown’s historic architecture would be retained and maintained. Those who have not already improved their buildings would do so promptly. The entertainment district would include visual arts, in the form of murals and public art. The area would be made to look “livelier” through more lighting in businesses and on business signs. And, businesses would have projecting signs, in addition to flush mounted signs.

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Downtown vacancies would be filled with businesses that attract:

- Locals;
- Downtown residents;
- Ivy Tech students, faculty, and administration;
- Downtown employees;
- Government facility-users (City and County);
- Event Center users;
- Lodging facility guests;
- Residents of the trade area, Cincinnati, and the Tri-State area; and
- Area tourists.

Downtown's ideal mix of uses would include:

- Retail (convenience retail, specialty shops, boutiques);
- A variety of restaurants (family, casual, healthy, upscale, river view);
- Specialty food/drink shops (ice cream parlor, craft beers, cheese, wine, etc.);
- Outdoor seating at food establishments;
- Live entertainment (small music venues, jazz club, theater, comedy, etc.);
- Art;
- Recreation;
- Residences;
- Professional offices;
- Meeting facilities;
- Lodging (hotel, B&Bs);
- Non-profit organizations;
- Government entities (City, County); and
- Institutions (Ivy Tech).

Downtown would be more broadly marketed – to residents of Downtown, the City, the greater region, and the Tri-State area.

In addition, Downtown would be marketed to/at:

- Ivy Tech;
- Dearborn County Courthouse;

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- Lawrenceburg Event Center & Hotel;
- Hollywood Casino;
- Downtown special events;
- Special events held in nearby communities, such as Aurora's Regattas;
- Lawrenceburg Speedway;
- Dearborn County Fairground events, including the Tri-State Antique Market;
- Nearby fishing tournaments;
- Youth sporting events;
- Sugar Ridge Golf Course;
- Perfect North Slopes;
- Creation Museum; and
- The Cincinnati airport.

By the year 2020, Downtown Lawrenceburg would be well on its way to having the following image.

***A busy, happening Riverfront Downtown
where you'll find
local color, Hoosier Hospitality, and
lots of things to do.***

***A fun Downtown filled with
great food, great shopping, great entertainment, and
the friendliest people.***

***A Downtown that demonstrates the
community's togetherness, values, and quality-of-life –
Downtown is pristine and safe,
its businesses are operated with high standards of quality,
its business people are caring, warm, and welcoming.***

***A Downtown with beautiful historic buildings,
stunning landscaping, and
a strong connection to the Ohio River.***

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*Downtown Lawrenceburg,
a comfortable and appealing destination –
come live, walk, bike;
shop, eat, be entertained;
relax and hang out;
spend a day, a weekend, or the rest of your life!*

Downtown Market Opportunities

III. DOWNTOWN MARKET OPPORTUNITIES

To ensure long-term economic results and success, Lawrenceburg's enhancement effort must be market-driven. This means that the effort must be one that results in all of Lawrenceburg's investors – business owners, property owners, developers, patrons, local government, etc. – being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Lawrenceburg's economic potentials. The following chapter describes Lawrenceburg's economic potentials in terms of retail, office, and housing development.

Lawrenceburg's Retail Opportunities

Retail Trade Area

Lawrenceburg's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Lawrenceburg's primary retail trade area is identified by the map presented on the next page.

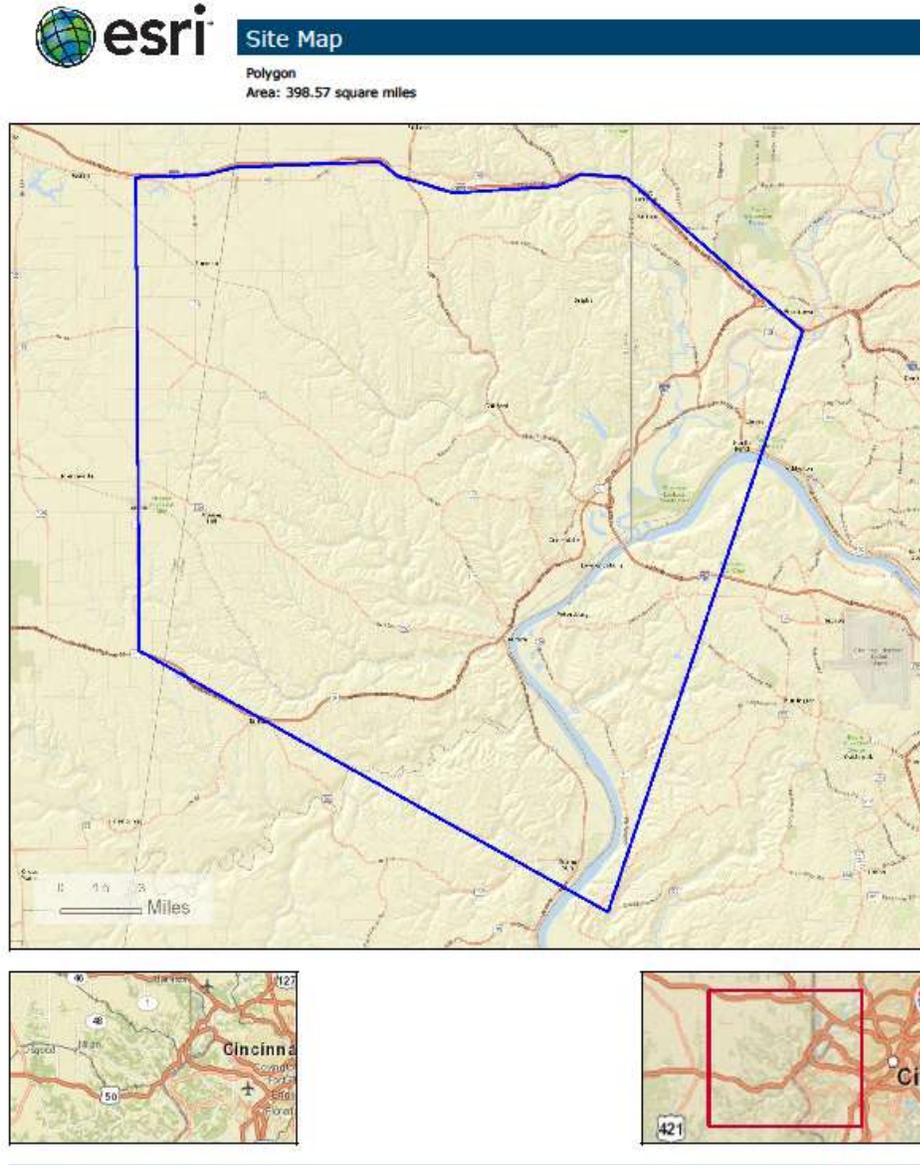
Retail Economic Indicators

Lawrenceburg's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 75,134 – WITH AN ESTIMATED 28,510 HOUSEHOLDS (Source: Environmental Systems Research Institute, Inc.(ESRI) estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.61 PERSONS, WHICH IS SLIGHTLY more THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

Lawrenceburg Primary Retail Trade Area



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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$1,95,000,000 PER YEAR
(Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$68,403 AND IS PROJECTED TO INCREASE TO \$75,005 ANNUALLY BY 2019 (Source: ESRI estimate)

The characteristics of Lawrenceburg's primary retail trade area are further displayed by the table prepared by ESRI and presented on the next page of this ***Action Agenda***.

Lawrenceburg Demographic & Income Profile



Demographic and Income Profile

Polygon
Area: 398.57 square miles

Latitude: 39.13425977
Longitude: -84.9362201

Summary	Census 2010	2014	2019			
Population	74,874	75,134	75,596			
Households	28,233	28,510	28,753			
Families	20,490	20,547	20,617			
Average Household Size	2.63	2.61	2.61			
Owner Occupied Housing Units	21,714	21,694	21,893			
Renter Occupied Housing Units	6,519	6,816	6,860			
Median Age	39.4	40.5	41.1			
Trends: 2014 - 2019 Annual Rate	Area	State	National			
Population	0.12%	0.47%	0.73%			
Households	0.17%	0.49%	0.75%			
Families	0.07%	0.39%	0.66%			
Owner HHs	0.18%	0.49%	0.69%			
Median Household Income	2.69%	3.07%	2.74%			
Households by Income	2014		2019			
	Number	Percent	Number	Percent		
<\$15,000	3,104	10.9%	2,759	9.6%		
\$15,000 - \$24,999	2,688	9.4%	1,913	6.7%		
\$25,000 - \$34,999	2,675	9.4%	2,104	7.3%		
\$35,000 - \$49,999	3,731	13.1%	3,289	11.4%		
\$50,000 - \$74,999	6,645	23.3%	6,752	23.5%		
\$75,000 - \$99,999	4,349	15.3%	5,422	18.9%		
\$100,000 - \$149,999	3,978	14.0%	4,724	16.4%		
\$150,000 - \$199,999	846	3.0%	1,171	4.1%		
\$200,000+	493	1.7%	620	2.2%		
Median Household Income	\$55,504		\$63,388			
Average Household Income	\$68,403		\$75,005			
Per Capita Income	\$25,978		\$28,556			
Population by Age	Census 2010		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	4,749	6.3%	4,543	6.0%	4,595	6.1%
5 - 9	5,296	7.1%	4,913	6.5%	4,757	6.3%
10 - 14	5,445	7.3%	5,284	7.0%	5,064	6.7%
15 - 19	5,205	7.0%	4,764	6.3%	4,729	6.3%
20 - 24	4,076	5.4%	4,320	5.7%	3,824	5.1%
25 - 34	8,353	11.2%	8,842	11.8%	9,149	12.1%
35 - 44	10,102	13.5%	9,440	12.6%	9,185	12.2%
45 - 54	11,918	15.9%	11,167	14.9%	10,262	13.6%
55 - 64	9,645	12.9%	10,554	14.0%	11,009	14.6%
65 - 74	5,780	7.7%	6,791	9.0%	7,946	10.5%
75 - 84	3,215	4.3%	3,297	4.4%	3,795	5.0%
85+	1,089	1.5%	1,220	1.6%	1,281	1.7%
Race and Ethnicity	Census 2010		2014		2019	
	Number	Percent	Number	Percent	Number	Percent
White Alone	72,863	97.3%	72,695	96.8%	72,596	96.0%
Black Alone	424	0.6%	574	0.8%	743	1.0%
American Indian Alone	152	0.2%	166	0.2%	188	0.2%
Asian Alone	285	0.4%	365	0.5%	475	0.6%
Pacific Islander Alone	22	0.0%	22	0.0%	23	0.0%
Some Other Race Alone	355	0.5%	416	0.6%	509	0.7%
Two or More Races	773	1.0%	896	1.2%	1,063	1.4%
Hispanic Origin (Any Race)	952	1.3%	1,125	1.5%	1,396	1.8%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2014 and 2019.

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Current Retail Businesses

Lawrenceburg currently contains 36 retail businesses, which occupy approximately 103,500 square feet of building space.

SIC#	Business Type	# Businesses	Sq. Footage
5461	Bakery	1	850
5541	Gas Station	3	8056
5712	Furniture	1	600
5713	Floor Covering	1	4838
5812	Eating Places	10	21491
5813	Drinking Places	2	9764
5912	Drug Store	1	12208
5921	Liquor Store	1	3608
5932	Antiques	1	1400
5941	Bikes/Sporting	2	7320
5942	Books	1	2133
5945	Hobby/Toys/Games	1	650
5947	Gifts/Novelty	1	1701
5949	Sewing/Piece Goods	3	7124
5999	Miscellaneous Retail	1	1000
5112	Office Supplies	1	4080
7231	Beauty Shop	3	4220
7241	Barber Shop	1	1152
7251	Shoe Repair/Shine	1	2460
	TOTAL	40	103561
	VACANT RETAIL SPACE	17	54415

The retail inventory was completed by field survey by the City of Lawrenceburg.

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Lawrenceburg's Retail Potential

Lawrenceburg's primary trade area currently has a total estimated demand for retail products of approximately \$557,000,000 per year, as shown in the table presented below. The projected retail potential for all products is presented in detail in *The Retail Report*, presented in the Appendix of this document.

PRODUCT	DEMAND
Food At Home	140,471,721
Food Away From Home	94,445,851
Alcoholic Beverages	16,793,411
Household Textiles	5,433,923
Furniture	18,847,557
Floor Coverings	2,508,123
Major Appliances	9,199,782
Small Appliances & Miscellaneous Housewares	5,048,992
Miscellaneous Household Equipment	32,509,979
Men's Apparel -- 16 and Over	12,952,356
Boy's Apparel -- 2 to 15	4,867,250
Women's Apparel -- 16 and Over	24,693,638
Girl's Apparel -- 2 to 15	4,853,659
Children's Apparel -- Under 2	4,145,581
Footwear	11,150,209
Other Apparel Services & Products	14,027,423
Prescription Drugs & Medical Supplies	19,850,383
Entertainment Fees & Admissions	25,437,372
Audio & Visual Equipment	31,929,164
Pets, Toys & Playground Equipment	16,360,910
Other Entertainment Supplies & Services	25,629,287
Personal Care Products & Services	21,219,245
Reading	5,050,182
Tobacco Products & Smoking Supplies	9,678,478
TOTAL DEMAND BY PRODUCT TYPE =	\$557,104,476

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI, and HyettPalma, Inc.

As a conservative estimate, it is assumed that Lawrenceburg's retail businesses now generate an average (blended figure) of approximately \$200 per year per square foot in retail sales.

Since Lawrenceburg currently contains approximately 103,500 square feet of retail space, Lawrenceburg may currently be generating approximately \$20,700,000 in retail sales per year.

By dividing Lawrenceburg's annual retail sales – \$20,700,000 – by the total estimated demand for retail products within the primary trade area – \$557,000,000 – it can be concluded that Lawrenceburg may currently be capturing approximately 3.7% of the retail sales potential within the primary retail trade area. And, the balance of the demand is potentially being captured by businesses within other parts of the primary retail trade area and/or by businesses in other areas – including catalogue and internet sales.

Taking steps to further enhance Lawrenceburg, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Lawrenceburg may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 3.7% to between 4.25% and 4.75% by the year 2020. This should be considered a goal of the economic enhancement program.

If Lawrenceburg is able to increase its market share to between 4.25% and 4.75% by the year 2020, it is possible that the project area may be able to increase its total capture of retail sales to between \$24,000,000 and \$26,000,000 by the year 2020 – considered in constant 2014 dollars.

This increase in total retail sales could potentially support the development of between approximately 16,500 and 26,500 net square feet of additional retail space by the year 2020 – which could include expansions or sales increases by existing retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Lawrenceburg's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its

existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Lawrenceburg's market share could potentially be much higher than projected. Conversely, by the year 2020, Lawrenceburg's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development

Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Lawrenceburg. In addition, the opportunity also exists to attract additional businesses to Downtown Lawrenceburg. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

Lawrenceburg's Office Opportunities

Office Market Indicators

Lawrenceburg's occupied office space currently serves, primarily, the needs of those who live within the community and primary trade area.

Lawrenceburg currently contains approximately 68 offices, which occupy approximately 337,000 square feet of building space.

The types and number of offices in Lawrenceburg are presented on the next page of this ***Action Agenda***.

Office Potential

It is anticipated that most of Lawrenceburg's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, Lawrenceburg's primary trade area.

Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of older commercial districts – an associated increase in demand for office space normally follows. This is also expected to hold true for Lawrenceburg.

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SIC Code	Business Name	# of Businesses	Sq Ft of Space
472	Travel Arrangement	1	2400
483	Radio	1	3180
602	Banks	5	33955
621	Security Brokers	1	2428
637	Pension, Health, Welfare Serv.	1	1496
641	Insurance	7	12964
653	Real Estate	2	3730
655	Subdividers/Developers	1	850
722	Photographic Studios	2	7715
733	Mailing/Reproduction	2	3360
737	Computer and Data Processing	2	3248
738	Misc. Business Services	1	1024
801	Doctors Offices and Clinics	5	39249
804	Other Health Practitioners	2	3786
807	Medical, Dental Labs	1	2500
811	Legal Services	9	22963
822	College	1	80000
833	Job Training and Related Services	1	4575
861	Business Associations	2	5742
864	Civic and Social Associations	6	11370
866	Religious Organizations	4	14868
869	Other Membership Organizations	1	1080
871	Engineering, Architectural Serv.	2	3629
872	Accounting, Auditing, Bookkeep.	1	1928
899	Services	2	13653
913	Legislative	2	25931
922	Public Order and Safety	1	19180
931	Finance, Taxation	1	5412
941	Admin. Of Educational Programs	1	5200
	TOTALS	68	337416
	TOTAL VACANT SPACE	10	30850

The office inventory was completed by field survey conducted by the City of Lawrenceburg.

Therefore, it is conservatively estimated that approximately 25,000 to 30,000 square feet of additional office space could potentially be supported in Lawrenceburg between now and the year 2020. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Lawrenceburg's office demand could be higher if Lawrenceburg is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current office operations or government.

Lawrenceburg's Housing Opportunities

Downtown Lawrenceburg's project area contains a total of approximately 498 housing units, occupied by an estimated total of approximately 2,066 people. These units serve as an extremely valuable customer base for Downtown due to their proximity to the commercial district.

As has been found throughout the nation during the last half century plus – regardless of community size – as the physical environment and mix of businesses is improved in an older commercial district, it is very likely that the demand for housing in and near Downtown Lawrenceburg will increase. And, as Downtown is further enhanced, it is most likely that a sizable number of the existing housing units and the upper floors of commercial buildings will offer attractive opportunities for more renovation and infill development on vacant lots. .

Every effort should be made, consistent with the implementation of the ***Downtown Lawrenceburg Action Agenda 2014***, to introduce more quality housing in and in proximity to Downtown Lawrenceburg in the future.

And, every effort should be made to enhance all existing housing units, as needed and to the extent possible, in the immediate future to ensure a continued healthy residential market in Downtown Lawrenceburg.

Particular attention should also be given to the development of loft apartments, when possible, in the upper floors of buildings. And, every effort should be made to develop the greatest number of quality housing units possible in and near Downtown Lawrenceburg when market conditions allow, particularly housing affording river views.

Course of Action

IV. COURSE OF ACTION

Lawrenceburg is fortunate in that considerable improvements have been made in its Downtown in recent years. This includes, but is not limited to:

- Public improvements;
- Building improvements;
- Upgrades and expansions of existing businesses;
- Attraction of new businesses;
- Young entrepreneurs opening businesses and rehabbing buildings; and
- Major new development projects, such as the Lawrenceburg Event Center & Hotel, Ivy Tech's riverfront building, the Downtown parking garage, and the Partners in Health building.

During meetings held to define the ***Lawrenceburg Downtown Action Agenda 2014***, community members expressed great appreciation for, and approval of, the above improvements.

At this time, community desires regarding Downtown are primarily centered on the following issues:

- More “things to do” in Downtown (i.e., businesses, activities, draws);
- More “people” and foot traffic;
- Greater use of and access to the Ohio River;
- Greater communication and coordination among those involved in Downtown and its further improvement; and
- Greater leadership.

When asked their Downtown priorities, community members repeatedly and consistently placed emphasis on the following items:

- “Entertainment District” – creating draws and attractions by bringing in a variety of restaurants and live entertainment, improving business mix, serving Event Center/Hotel users, attracting more people to Downtown;
- Riverfront Connectivity – making the river a greater part of the Downtown experience, creating a focal point/gathering place, linking Downtown to Hollywood Casino;
- Buildings – fixing up structures not yet rehabbed, “we’ve come so far, let’s get the rest of the buildings done;”
- Residential – more people living in Downtown to support Downtown businesses and increase foot traffic;
- Marketing – get more people to Downtown, attract local residents as well as those from the Tri-State region and tourists.

Based on the community’s expressed desires and priorities for Downtown, HyettPalma strongly suggests that the following principles be embraced as the **Lawrenceburg Downtown Action Agenda 2014** is implemented.

- ***Do what’s best for Downtown as a whole*** – and not what is in the best interest of a single group or a single individual.
- ***Put your money where your mouth is*** – Downtown property owners and business owners should be required to provide a match for any grant money received, resulting in a market-mentality rather than a grant-mentality.
- ***Government sets the standard*** – the private sector cannot be held to a higher standard than the standard set by local government. Fortunately, the City government has set a very high standard in Downtown Lawrenceburg with the public improvements it has made. The private sector should be required to live up to that standard in all of their building improvements, real estate developments, business operations, marketing, etc.

- **Quality in all things** – as a corollary to the principal above, everything done in and for Downtown should be of the highest quality, whether it be construction of a new building or issuing a press release. Nothing less should be accepted or expected.
- **Make it simple** – approach actions that need to be taken in Downtown with a “how can we make this happen” attitude, rather than conjuring possible obstacles that might arise.
- **Be business-friendly** – The City of Lawrenceburg should review all of its permitting and approval processes to ensure they are business-friendly, without lessening standards of quality. And, consideration should also be given to allowing staff approval of all applications that meet city regulations – without requiring applicants to appear before City boards or commissions.
- **Act immediately and aggressively** – with the Lawrenceburg Event Center & Hotel about to officially open, it is imperative that the **Lawrenceburg Downtown Action Agenda 2014** be implemented at once, so that Downtown can become ready as quickly as possible to accommodate the new market that will be brought to Downtown.
- **Leadership** – strong leadership will be needed to implement the **Lawrenceburg Downtown Action Agenda 2014** in a quality and timely manner. This leadership should be provided cooperatively by the public, private, business, and not-for-profit sectors of Lawrenceburg adopting an attitude of “yes, we want to do better, we can do better, and – together – we will do the best for Downtown Lawrenceburg.” Embracing this attitude is very important, since doing so will benefit not only Downtown, but the residents of Lawrenceburg as a whole.

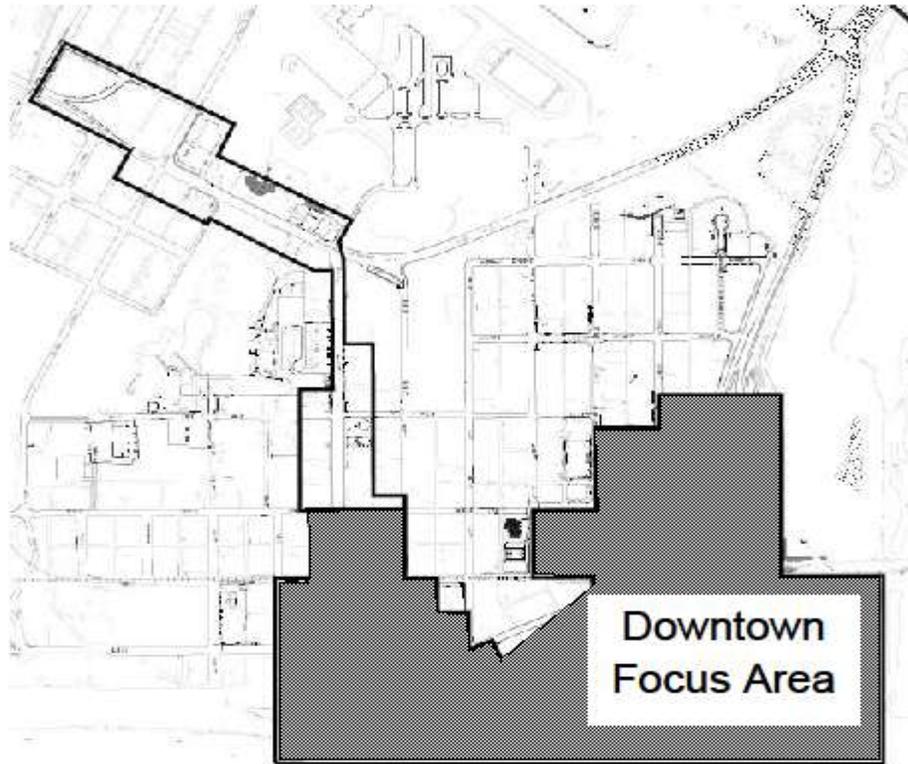
Downtown Focus Area

At this time, implementation of the *Lawrenceburg Downtown Action Agenda 2014* should be centered in the focus area shown on the following map. All actions, resources, and initiatives existing or created for Downtown's improvement should be concentrated in this area. Doing so will allow the greatest level of visible success to be achieved in the shortest amount of time. This concentration should remain in effect until the desired levels of improvement and success have been realized in the focus area.

The focus area includes those portions of the defined project area south of Center Street, including those properties fronting on Walnut and High Streets and including the Event Center, Ivy Tech, and Hollywood Casino.

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Business Development

The following actions should be taken to further strengthen Downtown’s array of existing businesses and to foster the placement/development of additional businesses that complement Downtown’s existing business mix and better serve the marketplace.

1. Riverfront Cultural & Entertainment District

A Riverfront Cultural & Entertainment District should be created in Downtown Lawrenceburg in accordance with Section 7.1-3-20-16.1 of the Indiana Code.

This section of the Code, titled *Municipal Riverfront Development Project; Alcoholic Beverage Permit Requirements*, is intended to assist Indiana communities located on riverfronts in their efforts to further enhance their Downtowns by “liberalizing” the requirements for, and quantity of, liquor licenses issued in defined revitalization districts. Introduced in the early 2000s, this section of the Code has been most beneficial in the attraction of food and entertainment businesses to Indiana Downtowns that have created such districts.

The relevant provisions of the Code, which specify how to create and operate a district, are shown below.

1. (a) This section applies to a municipal riverfront development project authorized under section 16(d) of this chapter.

(b) In order to qualify for a permit, an applicant must demonstrate that the municipal riverfront development project area where the permit is to be located meets the following criteria:

(1) The project boundaries must border on at least one (1) side of a river.

(2) The proposed permit premises may not be located more than:

(A) one thousand five hundred (1,500) feet; or

(B) three (3) city blocks;

from the river, whichever is greater. However, if the area adjacent to the river is incapable of being developed because the area is in a floodplain, or for any other reason that prevents the area from being

developed, the distances described in clauses (A) and (B) are measured from the city blocks located nearest to the river that are capable of being developed.

(3) The permit premises are located within:

(A) an economic development area, a redevelopment project area, an urban renewal area, or a redevelopment area established under IC 36-7-14, IC 36-7-14.5, or IC 36-7-15.1;

(B) an economic development project district under IC 36-7-15.2 or IC 36-7-26; or

(C) a community revitalization enhancement district designated under IC 36-7-13-12.1.

(4) The project must be funded in part with state and city money.

(5) The boundaries of the municipal riverfront development project must be designated by ordinance or resolution by the legislative body (as defined in IC 36-1-2-9(3) or IC 36-1-2-9(4)) of the city in which the project is located.

(c) Proof of compliance with subsection (b) must consist of the following documentation, which is required at the time the permit application is filed with the commission:

(1) A detailed map showing:

(A) definite boundaries of the entire municipal riverfront development project; and

(B) the location of the proposed permit within the project.

(2) A copy of the local ordinance or resolution of the local governing body authorizing the municipal riverfront development project.

(3) Detailed information concerning the expenditures of state and city funds on the municipal riverfront development project.

(d) Notwithstanding subsection (b), the commission may issue a permit for premises, the location of which does not meet the criteria of subsection (b)(2), if all the following requirements are met:

(1) All other requirements of this section and section 16(d) of this chapter are satisfied.

(2) The proposed premises is located not more than:

(A) three thousand (3,000) feet; or

(B) six (6) blocks;

from the river, whichever is greater. However, if the area adjacent to the river is incapable of being developed because the area is in a floodplain, or for any other reason that prevents the area from being

developed, the distances described in clauses (A) and (B) are measured from the city blocks located nearest to the river that are capable of being developed.

(3) The permit applicant satisfies the criteria established by the commission by rule adopted under IC 4-22-2. The criteria established by the commission may require that the proposed premises be located in an area or district set forth in subsection (b)(3).

(4) The permit premises may not be located less than two hundred (200) feet from facilities owned by a state educational institution.

(e) A permit may not be issued if the proposed permit premises is the location of an existing three-way permit subject to IC 7.1-3-22-3.

It is recommended that the Downtown Lawrenceburg Riverfront Cultural & Entertainment District be created consistent with the boundaries of the previously recommended Downtown focus area.

2. Top List

Following is a recommended listing of target businesses that should be attracted to the Downtown focus area within the immediate future:

- Restaurants, including fine and casual dining, with emphasis on the attraction of family-friendly establishments to the degree possible, understanding that most food establishments in the focus area will desire to serve alcoholic beverages in addition to food;
- Ethnic restaurants;
- Businesses selling products made in Lawrenceburg and in Indiana, including art, crafts, and food products;
- Ice cream/soda shop;
- Butcher, wine, cheese, craft beers, specialty shop;
- Convenience market with staples;
- Satellite food and retail businesses from Hollywood Casino;

- Pet boutique, grooming, supplies, and day-care;
- Bike, kayak, skate rental; and
- Florist/gift shop – targeting local residents, hotel guests, and arrangements for events held at the convention center.

3. Business Recruitment Process

An aggressive and pro-active process should be put into place to identify and recruit the targeted businesses recommended above for Downtown Lawrenceburg.

The recruitment initiative should be spearheaded by the City's Redevelopment Director, and implemented in collaboration with the management of the Lawrenceburg Event Center & Hotel and Downtown Lawrenceburg Partnership members, as described later in this **Action Agenda**.

Business prospects should be sought through aggressive prospecting undertaken by the City's Redevelopment Director. Prospects should be identified through a collective effort of the Redevelopment Director, Lawrenceburg Event Center & Hotel management, and recommendations of Downtown Lawrenceburg Partnership members.

Lawrenceburg's leadership should be on constant alert for business prospects as they travel throughout the region, state and nation. Potential business prospect's contact information should be given to the Redevelopment Director for follow-up.

The most appropriate method by which to seek targeted businesses is through personal contact with the owner of the select business type operating elsewhere. The business owner should be contacted personally by the Redevelopment Director, given an overview of the overall enhancement effort in Downtown Lawrenceburg, and invited to visit Downtown Lawrenceburg to examine the revitalization effort and view appropriate building space. To the degree possible, all available incentives offered through the Downtown Lawrenceburg enhancement effort should be extended to appropriate and qualified businesses locating in Downtown.

If startup businesses show an interest in locating in Downtown's focus area, the businesses should be appropriately "vetted" to ensure that they have a reasonable chance of success, particularly if they are seeking financial assistance for a new,

untested business.

Appropriate new businesses desired for Downtown Lawrenceburg should also be sought through the **Action Agenda's** marketing efforts and listed on the Web sites of all Downtown Partnership members.

Several first floor spaces in the focus area are currently occupied by non-retail businesses. As the market is further strengthened and as vacant retail space is filled, the owners of first floor non-retail businesses located in the focus area should be encouraged and assisted, if feasible, to move to upper floor space in the focus area or in appropriate office space in other parts of Downtown, including both first and upper floor building spaces.

As proposed by the City's Redevelopment Director, Hilton should be asked to provide a listing of retail businesses that operate successfully in proximity to Hilton Hotels elsewhere and that Hilton would like to see located near the hotel and event center in Downtown Lawrenceburg to better serve their hotel patrons and those attending events at the convention center.

4. Mom & Pops First

Several local business owners and residents have called for the attraction of national chain businesses to Downtown Lawrenceburg. The fact is that national chains, in most cases, do not seek a location in a Downtown commercial district until the area is enhanced and the Downtown market has been "grown" to create a sizable number of quality businesses and a vibrant customer base.

While there may be exceptions to this trend, it will be most appropriate for initial new business prospects to include mom&pop shops and independent businesses, rather than chain stores.

As Downtown Lawrenceburg becomes economically stronger, that is likely the time when chain stores will take an interest in locating in the commercial district.

5. Lighting

In many cases, due to subdued or no lighting in windows during the daytime hours, it is difficult to tell when some Downtown businesses are open for business. Therefore, additional lighting in store display windows and on projecting signs should be considered by all Downtown businesses.

6. Hours

Downtown Lawrenceburg businesses should be open when customers desire to frequent those businesses. This practice is known as operating consistent with market-driven hours, not uniform business hours.

Some locally are calling for uniform business hours, meaning that all Downtown businesses would operate during the same hours. History has proven that this is impossible to achieve in a traditional Downtown setting.

It would be desirable if Downtown Lawrenceburg businesses could operated during core business hours – such as 10 to 6 or 11 to 7. But, if a fine dining restaurant seeks customers until 10 or 11, then they should certainly be open consistent with these hours, if their customers desire these “market-driven” hours. On the other hand, there will likely never be a need for a flower shop or a shoe repair shop to be open past 6 or 7 pm.

With market-driven hours combined with core hours, most of Downtown’s collection of businesses would all be open during certain hours, with some also opening earlier or later hours due to the nature of their customers.

7. Outdoor Space

Outdoor seating should be provided at all food establishments within the Downtown focus area. The City should allow the maximum, safe use of public sidewalks for outdoor dining.

8. Indoor Space

All Downtown Lawrenceburg businesses should be operated with consistently high standards of quality – including clean, well-lighted, well-maintained, good smelling and well-organized merchandise and business space. This is essential in order to compete with newer businesses in the plethora of shopping opportunities throughout the Cincinnati metro-area, and the quality new space provided by the new Downtown hotel and event center.

9. Signs

Many flush-mounted business signs in Downtown Lawrenceburg are difficult for pedestrians and motorists to see. Therefore, as is being undertaken in most progressive Downtowns throughout the nation today, consideration should be given

to the installation of projecting, pedestrian-friendly signs, not only flush-mounted signs. Representational signs – such as a sign in the shape of a book for a book store, in the shape of a tooth for a dental office, or a fork/spoon for a restaurant – would also be most appropriate in Downtown Lawrenceburg, to add a new twist to Downtown’s collection of business signs. The City should review its process for allowing such signs to ensure it is easy for business owners to navigate.

10. Theater

While Downtown Lawrenceburg will be afforded a large amount of attractive space for large and small meetings, events, and productions in the new event center, there is still a need for a small live, affordable entertainment venue in either the Liberty or Walnut Theater to accommodate smaller events and productions – including space to accommodate the needs of the not-for-profit community. It is recommended that an overall effort be made to raise needed funds to secure, develop and operate such theater/meeting space in one or both theaters by creating a “Friends of the Theater” group.

11. Farmers Market

By all accounts, Downtown’s farmers market is greatly enjoyed by local residents. The market should continue to be supported and grown to the degree possible. It is also recommended that a Market Master who is not a vendor be charged with managing and growing the market.

12. Rooftop Restaurants

Consideration should be given to the creation of dining opportunities on Downtown rooftops of restaurants, where possible, for the introduction of more dining with river views.

Riverfront

At every single meeting held to define the **Lawrenceburg Downtown Action Agenda 2014**, community members expressed a strong desire for:

- Downtown to offer a “riverfront experience;”
- A greater connection between Downtown and the river; and
- Greater use of the riverfront.

In addition, it was recognized that a connection is needed between Hollywood Casino and the new Lawrenceburg Event Center & Hotel, which is located in Downtown. And, that such a connection must occur along a route that is as visually appealing as possible for walking, biking, and the operation of a shuttle bus between both venues.

1. Riverfront Park

To meet the above desires and needs, a park should be created along Downtown's riverfront, running from the base of Walnut Street to Hollywood Casino. Since the funding of this project is a concern to some, the park should be developed in phases.

At a minimum, Phase 1 of the Riverfront Park development should include:

- An attractive green space for passive recreation; and
- A walk/bike path and a roadway along which a shuttle between Downtown and Hollywood Casino could be operated.

Phase 1 of the Riverfront Park should be designed and implemented in conjunction with the Lawrenceburg Conservancy District.

In addition, consideration should be given to installing a "splash pad" during Phase 1, as a cost-effective and family-friendly attraction for, particularly, kids.

Subsequent phases of park development should include amenities and facilities that increase its use by locals, Downtowners, boaters, and visitors.

2. Restaurant Barges

Floating barges that operate as restaurants are a tremendous asset to Downtown. As such, they must offer an attractive, safe environment and a top-quality experience. Only by doing so can they live up to their potential as a Downtown draw.

Buildings

Much has been done to improve the appearance and functionality of Downtown buildings. Now is the time to improve the remaining buildings, located within the Downtown focus area, that are in need of attention.

1. Incentives

The grant programs in place to improve Downtown buildings appear to have been effective. Therefore, they should be continued with the following adjustments.

- Use of available grant funds should be concentrated in the Downtown focus area described earlier in this document.
- The grant programs should be evaluated to determine if the size of grants is adequate to induce private sector participation, or if the maximum grant amount should be increased.
- All awarded grants should require a private sector match, in order to leverage resources.
- As a condition for receiving grants, applicants must agree to improvements that meet certain design guidelines, as discussed below.

1. Design Guidelines

In Downtowns across the nation – and across Indiana – it is standard practice to require those receiving grants to improve building exteriors in accordance with local design guidelines. Downtown Lawrenceburg should be no exception. This is the only way to ensure that grant dollars will be used for improvements that are in keeping with the community's desired image for their Downtown. Therefore, at a minimum, the receipt of grant dollars in Downtown should be tied to the *US Secretary of Interior's Standards for Rehabilitation for the Treatment of Historic Properties*. If desired, the Historic Landmarks Foundation of Indiana could be contacted to determine if that organization has a more comprehensive set of guidelines in place that would be applicable for Downtown.

Following are the Secretary's standards for review and consideration.

The Secretary of the Interior's Standards for the Treatment of Historic Properties

Standards for Preservation

1. A property will be used as it was historically, or be given a new use that maximizes the retention of distinctive materials, features, spaces, and spatial relationships. Where a treatment and use have not been identified, a property will be protected and, if necessary, stabilized until additional work may be undertaken.
2. The historic character of a property will be retained and preserved. The replacement of intact or repairable historic materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate, and conserve existing historic materials and features will be physically and visually compatible, identifiable upon close inspection, and properly documented for future research.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. The existing condition of historic features will be evaluated to determine the appropriate level of intervention needed. Where the severity of deterioration requires repair or limited replacement of a distinctive feature, the new material will match the old in composition, design, color, and texture.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.

Standards for Rehabilitation

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.

4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Standards for Restoration

1. A property will be used as it was historically or be given a new use which reflects the property's restoration period.
2. Materials and features from the restoration period will be retained and preserved. The removal of materials or alteration of features, spaces, and spatial relationships that characterize the period will not be undertaken.
3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate and conserve materials and features from the restoration period will be physically and visually compatible, identifiable upon close inspection, and properly documented for future research.
4. Materials, features, spaces, and finishes that characterize other historical periods will be documented prior to their alteration or removal.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize the restoration period will be preserved.

6. Deteriorated features from the restoration period will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture, and, where possible, materials.
7. Replacement of missing features from the restoration period will be substantiated by documentary and physical evidence. A false sense of history will not be created by adding conjectural features, features from other properties, or by combining features that never existed together historically.
8. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
9. Archeological resources affected by a project will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
10. Designs that were never executed historically will not be constructed.

Standards for Reconstruction

1. Reconstruction will be used to depict vanished or non-surviving portions of a property when documentary and physical evidence is available to permit accurate reconstruction with minimal conjecture, and such reconstruction is essential to the public understanding of the property.
2. Reconstruction of a landscape, building, structure, or object in its historic location will be preceded by a thorough archeological investigation to identify and evaluate those features and artifacts which are essential to an accurate reconstruction. If such resources must be disturbed, mitigation measures will be undertaken.
3. Reconstruction will include measures to preserve any remaining historic materials, features, and spatial relationships.
4. Reconstruction will be based on the accurate duplication of historic features and elements substantiated by documentary or physical evidence rather than on conjectural designs or the availability of different features from other historic properties. A reconstructed property will re-create the appearance of the non-surviving historic property in materials, design, color, and texture.
5. A reconstruction will be clearly identified as a contemporary re-creation.
6. Designs that were never executed historically will not be constructed.

2. Roofline Lighting

Efforts have been made in the past to place lighting along the rooflines of Downtown's buildings. Within the focus area, along Walnut and High, ALL of the rooflines should be lighted – or none at all. Consistency is very important in creating

a quality image for Downtown. If it is decided to light rooflines in this area, consideration should be given to the use of light blue lights, to reflect Downtown's location on the Ohio River.

3. Vacant Buildings

A great deal of concern has been expressed locally about buildings that stand vacant in Downtown – some of which have been vacant for quite some time. As a first step, the business development process should be used to assist owners in filling vacancies with appropriate businesses. And, this effort should be concentrated in the Downtown focus area.

If filling vacancies through this method does not bring about the desired results, then consideration should be given to taking advantage of Indiana's state enabling legislation meant to address this issue (Indiana Code – Section 36-7-36-1).

In any Downtown, it is a well-known fact that long-vacant and neglected buildings owned by those who are unable to – or have chosen not to – invest in their properties act as a drag on Downtown's economy as a whole. Such properties exist in most Downtowns. And, during sessions held to define this **Downtown Action Agenda**, the community made it very, very clear that they are frustrated and fed up with this situation. Therefore, the following five steps should be taken in the future to address this issue, if deemed necessary.

- The City should consider adopting a vacant building code – as state enabling legislation allows and as other Indiana cities and towns have done – to keep problematic properties from becoming public safety hazards.
- The owners of problematic properties should be contacted and advised that the status quo – regarding their structures – will no longer be tolerated.
- Property owners should be offered all assistance available to help them rehab and tenant their buildings.
- Those who do not choose to reinvest in their properties should be offered assistance in marketing them for sale to productive owners.
- If all else fails, the City should enforce the vacant building code to its fullest extent, with fines that escalate annually at a substantial rate.

In addition, the City should seek a legal opinion regarding whether or not eminent domain can be used to address this issue, if needed.

A copy of the vacant property ordinance that has been adopted in Yorktown, Indiana, is presented on the next pages for review and consideration.

**TOWN OF YORKTOWN
Ordinance No. 715
Vacant Real Property Ordinance**

WHEREAS the Town Council has determined that there is a need to establish an ordinance for the establishment and enforcement of a Vacant Real Property Program due to public health risks, the prevention of blight, and for economic development. The Town also determines that vacant properties lead to public safety issues, particularly with respect to the Town's police and firefighters.

WHEREAS such an ordinance is permitted by the terms of IND. CODE 36-7-36-1.

NOW THEREFORE, the Town of Yorktown does ORDAIN that there shall be in full force and effect after passage, this Ordinance.

Purpose:

The Purpose of this ordinance is as follows:

1. To establishes a program for ongoing identification and registration of buildings and structures which have been vacant for a certain length of time.
2. To establish the responsibilities of owners of these vacant buildings; and
3. To provides for administration and enforcement of standards related to vacant buildings.

Definitions:

For the purposes of this ordinance, the following definitions shall apply unless the context clearly indicates or requires a different meaning.

ABANDONED BUILDING. A structure on a parcel of real property in the Consolidated Town which is: vacant for more than ninety (90) days; which is also subject to an order issued pursuant to the Unsafe Building Law; and upon which the condition which generated the order has existed for at least thirty (30) days and has not been remedied.

OWNER. A person or entity with a fee interest in a parcel of real property on which a vacant and abandoned building is located, and whose identity and address may be determined from an instrument recorded in the County Recorder's Office and/or from Town records.

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Property Manager:

(A) The owner of a building required to be registered pursuant to this subchapter must appoint a property manager residing within 30 miles of the property. The failure to appoint a property manager is a separate violation of this section. The property manager may be the owner or an agent of the owner.

(B) An agent acting as the property manager must be at least 21 years of age.

(C) The property manager must be available to government officials by telephone 24 hours a day. The owner's failure to make certain that such a property manager is available and maintains the property is a separate violation of this section.

Information required with registration:

(A) The street address of the property;

(B) The names, addresses, and telephone numbers of all persons or entities which hold an ownership, land contract, mortgage, or other lien interesting the property, and all beneficiaries of any land trust which owns the property;

(C) A copy of the most recently executed deed used to transfer title to the property and the most recently prepared sales disclosure form, if the disclosure form is reasonably available from the owner;

(D) The names and residential and business addresses and telephone numbers of the property manager;

(E) The names and addresses of all persons or entities which hold a lien interest or a substantial property interest in the property;

(F) The names, addresses, and telephone numbers of the insurance agent and the carrier providing insurance coverage for the property as required by this section;

(G) The owner's plan for maintenance and repair of the property, including the time within which the owner anticipates completion of all repairs necessary to bring the property into compliance with all Property Maintenance Codes. However, the owner's statement of plan does not relieve the owner of any orders issued pursuant to the Unsafe Building Law or of any obligations imposed by statute, ordinance or regulation governing the maintenance of property. The Department's receipt of a plan does not constitute approval of the owner's plan or of any violation of property maintenance standards; and

(H) The owner is responsible for providing an updated registration form to the Department of Code Enforcement within five business days of any change of ownership or any information provided by the registration. The failure of the owner to provide such updated information within five business days of any change is a violation of this section.

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Standards of Maintenance:

(A) At least once each week, the owner of a property required to be registered under this section must ensure that the property is inspected and secured against unlawful entry, that the property is cleaned, vegetation is mowed, and that the property walkways and driveways have been adequately cleared of snow and ice. Records of such inspections shall be provided to the Department of Code Enforcement upon request.

(B) The window and door opening of all buildings on the property shall be secured against unlawful entry by the use of locks designed for such use.

(C) In order to protect a building against unlawful entry or vandalism while it is vacant, an owner may secure the windows and doors of the building by the use of boarding. If boarding is used to secure the building, the following standards must be met: Windows shall be framed by two-inch by four-inch boards secured with plywood to the frame by using six, seven-inch lag bolts into King studs in all corners and in the center of the vertical boards. The plywood must be four-ply CDX sheathing or approved equivalent material, no less than one-half inch in thickness and attached by tamper proof screws no less than three inches in length. The screws must be type W for wood and type S for steel, and must be applied to a maximum of eight inches on center.

(D) Boarding of a vacant structure is to be considered a temporary and not a long-term method of securing the building. Any boards applied to secure doors and windows for more than 30 days must be surface coated with exterior grade paint so as to reduce the blighting effect on the immediate neighborhood.

(E) After 6 months, all plywood must be removed and replaced with secure doors or glazed windows.

Registration Fee:

(A) The owner of any building required to be registered under this subchapter shall pay an annual registration fee to the Town of Yorktown upon registration.

(B) If the building is used for or zoned for residential purposes and contains not more than three residential units, the registration fee shall be \$250 per year.

(C) If the building is used or zoned for residential purposes and contains more than three residential units, or if it is used or zoned for any non-residential purposes, the fee shall be \$500 for the first year or any part thereof, \$1000 for the second year or any part thereof, and \$1500 for the third and each subsequent year or any part thereof that the property is required to be registered pursuant to this section.

(D) The purpose of the registration fee is to reimburse the Yorktown Zoning Administrator/Code Enforcement for the costs of monitoring the property and the additional costs of responding to emergencies and property maintenance requirements for a vacant and abandoned building. All fees collected shall be deposited into the Yorktown General Fund.

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Liability Insurance:

(A) The owner of any property required to be registered by this subchapter must maintain a policy of liability insurance for the building, and must provide to the Department of Code Enforcement the name, address, and telephone number of the insurance agent and carrier, along with a copy of the certificate of or other proof of insurance coverage.

i. \$250,000 minimum liability policy for residential structures

ii. \$500,000 minimum liability policy for commercial structures

(B) The policy of insurance must require the agent or carrier to provide 15 days' advance notice of cancellation to the Department of Code Enforcement.

Penalties:

(A) An owner of a property that remains a vacant structure or an abandoned structure for at least ninety (90) consecutive calendar days may be liable for a civil penalty in the amount of five hundred dollars (\$500) per vacant structure or abandoned structure, not to exceed five thousand dollars (\$5,000) per structure per year, unless:

(1) Documentation has been filed and approved by the Town of Yorktown that indicates the owner's intent to eliminate the vacant structure or abandoned structure status of the property;

(2) The owner is current on all property taxes and special assessments; and

(3) At least one (1) of the following applies:

(a) The structure is the subject of a valid building permit for repair or rehabilitation and the owner is proceeding diligently and in good faith to complete the repair or rehabilitation of the structure as defined in the enforcement order.

(b) The structure is:

(i) Maintained in compliance with this chapter; and

(ii) Actively being offered for sale, lease, or rent.

(c) The owner can demonstrate that the owner made a diligent and good faith effort to implement actions approved by the enforcement authority.

(B) If the structure continues to remain a vacant structure beyond the initial ninety (90) days described in subsection (a) and the owner does not meet any of the exceptions set forth in this section, the enforcement authority may continue to assess penalties each year on each structure in the following amounts:

(1) One thousand dollars (\$1,000) for the second ninety (90) calendar day period each structure remains a vacant structure or an abandoned structure.

(2) One thousand five hundred dollars (\$1,500) for the third ninety (90) calendar day period each structure remains a vacant structure or an abandoned structure.

(3) Two thousand dollars (\$2,000) for the fourth and each subsequent ninety (90) calendar day period thereafter each structure remains a vacant structure or an abandoned structure.

*****End of Yorktown Ordinance*****

4. Revolving Loan Fund

By Ordinance No.14-2013, the Common Council of the City of Lawrenceburg created a Revolving Loan Fund “. . . to provide access to capital and gap financing for eligible Lawrenceburg businesses to create jobs and grow prosperity of the community.”

It is understood that the City is currently considering adjustments to the loan program that will, it is anticipated, enable a more expedient application process and result in a much more accountable and manageable loan administration and collection process by transferring loan management to local lending institutions.

Serious consideration should be given to making the loan program adjustments at the earliest possible date. And funds should be disbursed as expediently as possible in order to foster an enhanced level of Downtown economic development as quickly as possible.

As a minimum, in order to leverage loan funds – and to ensure that resources are awarded to projects that will be most beneficial for Downtown – it is suggested that the following adjustments be considered, in addition to adjustments currently being considered by the City. These adjustments are meant to apply to any funds granted or lent in Downtown by the Redevelopment Commission.

- Funds awarded in Downtown should be for projects located within the focus area, until the condition of this portion of Downtown improves significantly.
- As is anticipated, a formal application process should be in place, requiring all applicants to provide detailed information about their project – information needed in order to make an informed decision about each request for

funding.

- Fund recipients should be required to put private sector money into the deal – rather than receiving 100% of needed funds from the loan program.
- Only projects that are in-keeping with the recommendations of the ***Lawrenceburg Downtown Action Agenda 2014*** should receive loan funds .
- To receive funds, applicants must agree to start and complete projects within a specified timeframe. If these target dates are not met, the loan funds should be rescinded, unless it has been determined that an extension of the timeline is justified.
- Loan recipients should be required to maintain ownership of the property for a period of 5-years after project completion. If the property is sold before that time, repayment of the balance of the loan should be required upon transfer of the property.

It is important to note that the above recommendations are meant to apply to Downtown only, since that is the area within the scope of this ***Lawrenceburg Downtown Action Agenda 2014***.

Residential

There appears to be great interest locally in seeing more people living in Downtown Lawrenceburg. It is recommended that this be accomplished in the following manner.

1. Loft Apartments

At this time, property owners have already created quality apartments in the upper floors of several buildings within the Downtown focus area and, by all accounts, there is great demand for these units – which keeps them continuously rented. In addition, the Downtown focus area contains owner-occupied apartments, where business owners live above the shop.

Additional development of quality loft apartments should be encouraged through:

- Discussions with open-minded, progressive Downtown property owners;

- Possibly holding a “tour” of existing Downtown apartments to demonstrate – to potential developers and residents alike – the high quality of living that can be created in such spaces; and
- If needed, offering a loft-housing incentive, in the form of 50-50 matching grants of up to \$5,000/unit for owner-occupied or market-rate rental loft apartments created within the Downtown focus area.

2. City Parking Lots

The two city-owned parking lots located at Short and High appear to be an ideal location for the development of mixed-use, multi-story buildings that include:

- Retail and food establishments in first floor spaces that face High Street;
- Retail, food, and office businesses in first floor spaces not facing High;
- Residential units in upper floors – either market-rate condos or market-rate rental units – with those in upper stories having river views; and
- On-site parking that meets the demand generated by the development.

To encourage private development on these sites, the city should:

- Have the sites appraised;
- Offer the sites at the appraised value; and
- Require development that is in accordance with the above criteria and with the recommendations of the ***Lawrenceburg Downtown Action Agenda 2014***.

3. Parking Garage

The air space above the Downtown parking garage, that is adjacent to Ivy Tech, would be ideal for riverfront apartments. However, it is understood that the parking garage’s foundation is not able to accommodate the weight of additional stories. Since housing on the river would be the most sought after housing in Downtown,

serious consideration should be given to measures that would allow such development to occur, such as building on pylons. This housing should be in the form of high-end condos or rentals.

Public Improvements

The City of Lawrenceburg should be commended for doing a superb job of making Downtown's public spaces look beautiful and keeping them immaculate. Because of this, only the following few and minor public improvements are needed in Downtown.

1. Trash Receptacles

Downtown's on-street trash receptacles should be black, so that they do not detract from Downtown's buildings or businesses and so that they are consistent with the black benches and customized bike racks that will soon be added to Downtown. Ideally, black trash receptacles would be purchased for, and placed in, the Downtown focus area. If this is not feasible, then the current blue trash receptacles should be painted black.

2. Street Light Poles

Downtown's street light poles are currently composed of grey aggregate concrete. To make the street light poles match Downtown's street furnishings, those in the focus area should be painted black if at all possible.

3. Walk/Don't Walk Sign

As the number of Downtown pedestrians increases, "walk/don't walk" signals should be placed at the intersection of Walnut and Center Streets.

4. Landscaping

Summer landscaping in Downtown is colorful and vibrant. Consideration should be given to adding winter-time plants that continue that appeal.

5. Public Art

Consideration should be given to the select placement of public art, particularly sculpture, along Walnut and High within the focus area. All public art should be of high quality, reflect the community's high standards, and reflect the unique character of Downtown.

Marketing

The following actions should be taken to broadly and comprehensively market Downtown Lawrenceburg as a whole.

1. Coordination

Implementation of the Downtown marketing campaign should be a highly coordinated, joint effort among the primary entities involved:

- Lawrenceburg Main Street;
- Dearborn Convention Tourism & Visitor Bureau;
- The City of Lawrenceburg; and
- Hollywood Casino/Lawrenceburg Event Center & Hotel.

Making the marketing campaign a joint, coordinated effort is important in order to:

- Avoid duplication of resources;
- Ensure that a clear marketing message is being communicated to potential Downtown patrons and investors.

To foster coordination – and avoid scheduling conflicts – there is interest locally in an “interactive community calendar,” which would list all events being held in the area. Such a vehicle for coordination has been created by the Dearborn Convention Tourism & Visitors Bureau. It is suggested that this tool be broadened through the cooperation of the four entities listed above.

2. Immediate Actions

Downtown Lawrenceburg is physically attractive and contains a number of appealing businesses. However, it is premature to launch a wide-spread marketing effort until Downtown’s mix of businesses and attractions has been strengthened – particularly in the focus area.

Until that time, the marketing effort should focus on getting the word out about all

new improvements, businesses, attractions, and draws added to Downtown. This will be very important in order to pique the interest of prospective Downtown customers and investors.

The motto during this stage of the marketing campaign should be “no improvement is too small to publicize.” At a minimum, this should be done through:

- Press releases;
- Email blasts;
- Ribbon cuttings;
- Websites of involved entities; and
- Social media.

3. *Special Events*

All special events that are meant to promote Downtown – and attract those living in Lawrenceburg and beyond – should be held in Downtown. Ideally, those events would take place in the focus area or as close to the focus area as possible. This is important in order to position Downtown as the community’s gathering place. This is also important in order to expose as many people as possible to Downtown and its businesses, attractions, and amenities – with the goal of cultivating event-goers as potential Downtown customers.

4. *Future Actions*

As Downtown’s mix of businesses, attractions, and draws is broadened, it will be time to “invite company” to Downtown through the following actions:

- Greater use of social media;
- A glossy, professionally designed, Downtown print piece that reflects the unique experience Downtown offers and that is widely distributed;
- “Balancing” the intersection at Walnut and 50 by placing landscaping and/or signage on its southwest corner;

- Working with INDOT to have a sign placed on 275 directing motorists to “Historic Downtown Lawrenceburg Next Exit;”
- Erecting signs that lead motorists from the 275 exit into Downtown – and that are designed to be in-keeping with wayfinding signs now in place at and near the entrance of Hollywood Casino;
- Placing signs along the trails that direct those on foot and bike to Downtown; and
- Placing Downtown promotional material at all major regional attractions and destinations – including the Cincinnati airport.

Management

The following steps should be taken to ensure that the ***Lawrenceburg Downtown Action Agenda 2014*** is implemented in a timely and coordinated fashion.

1. Downtown Partnership

As was stated earlier, the City of Lawrenceburg created a Downtown Process Committee to work with HyettPalma throughout the process of completing the ***Lawrenceburg Downtown Action Agenda 2014***. Including representatives from the public, business, and not-for-profit sectors of Lawrenceburg and Dearborn County, the Process Committee was the start of an important and effective collaboration. Now, that joint effort and teamwork should be taken to the next level by evolving the Downtown Process Committee into the Downtown Partnership.

The role of the Downtown Partnership should be to:

- Champion and oversee implementation of the ***Lawrenceburg Downtown Action Agenda 2014***;
- Be an advocate for Downtown;
- Provide a unified voice for Downtown and its enhancement; and

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- Provide the leadership needed to move Downtown forward to a brighter future.

At a minimum, the Downtown Partnership should be comprised of those entities that are integral and critical to implementation of the **Lawrenceburg Downtown Action Agenda 2014**, including:

- Mayor of Lawrenceburg;
- Member of Lawrenceburg City Council;
- Lawrenceburg Redevelopment Commission;
- Main Street Lawrenceburg;
- Dearborn County Chamber of Commerce;
- Dearborn County Convention Visitor & Tourism Bureau;
- Dearborn County – County Administrator and County Commissioner;
- Ivy Tech;
- Hollywood Casino/Event Center & Hotel;
- A Downtown business owner;
- A Downtown property owner; and
- A Downtown bank CEO.

The Downtown Process Committee should be staffed by existing City employees.

2. Merchants

The merchants of Downtown Lawrenceburg should have a vehicle to express their opinions, discuss issues, and offer input. It is strongly felt that the Merchants Committee of Lawrenceburg Main Street should be that vehicle.

HyettPalma is not in favor of creating a separate merchants association, since doing so would tend to result in:

- Duplication of efforts;
- Spreading, rather than concentrating scarce resources;
- Greater potential for fragmentation, rather than cooperation, among groups.

All of the above would be detrimental to Downtown and its future.

It is also strongly suggested that Downtown's merchants, using the Merchants Committee as a vehicle, pull themselves together to develop and speak with a uniform voice. In this way, Downtown's merchants will be able to gain the strength and authority needed to have their concerns heard and taken seriously.

3. Leadership Lawrenceburg

Since leadership – both private and public – appears to be a great community concern, it is suggested that the Dearborn County Chamber of Commerce consider creating a “Leadership Lawrenceburg” program.

Operated by Chambers of Commerce across the country, local leadership programs usually run for nine to twelve months with a new “class” of applicants accepted each year.

The following is a description of a typical local leadership program. It is taken from the Gainesville (Florida) Chamber of Commerce web site (gainesvillechamber.com).

Leadership Gainesville (LG) is a year-long community leadership program designed to identify, educate and develop leadership skills. Each year approximately 40 individuals are selected to participate in the program following completion of a competitive application process.

Leadership Gainesville's principal goal is to build a resource of community leadership on a planned, continuing basis. Each session examines key themes and issues affecting our community. Leadership Gainesville has

four specific objectives:

- *Identify community leaders;*
- *Expand the leadership potential of participants by increasing their knowledge of the Gainesville/Alachua County area;*
- *Improve communications between present and future leaders; and*
- *Provide a channel for those not presently in leadership roles to gain access to positions of community leadership in an informed and responsible manner.*

LG provides future leaders the opportunity to develop leadership skills by networking with individuals in the community that represent business, law, religion, civic groups, the arts, minority organizations, education, health care, government, human services and volunteer organizations.

4. Adopt

It is strongly suggested that the **Lawrenceburg Downtown Action Agenda 2014** be adopted by the Downtown Partnership and the City of Lawrenceburg as the official guide and game plan for Downtown's further enhancement.

5. Roles & Responsibilities

The following roles and responsibilities are recommended to bring about effective implementation of the **Lawrenceburg Downtown Action Agenda 2014**. The entities shown are recommended as the lead group for implementation of each item listed. However, it should be noted that coordination and communication among those on the Downtown Partnership will most likely be required as each action is implemented.

Lawrenceburg Main Street

- Farmers Market expansion
- Roofline lighting
- Marketing, in conjunction with City, Dearborn County Convention Tourist and Visitor Bureau, Hollywood Casino/Event Center & Hotel
- Merchants Committee

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- Façade/sign grants

City of Lawrenceburg

- Create Riverfront District
- Riverfront Park, in conjunction with Lawrenceburg Conservancy District
- Design guidelines
- Financial incentives
- Consider adoption of a Vacant Real Property Ordinance
- City Parking Lots for housing development
- Business development
- Public improvements
- Public signs
- Marketing, in conjunction with Main Street, Dearborn County Convention Tourist and Visitor Bureau, Hollywood Casino/Event Center & Hotel
- Create Downtown Partnership
- Adopt **Lawrenceburg Downtown Action Agenda 2014**

Lawrenceburg Redevelopment Commission

- Focus Downtown funding (grants and loans) in focus area
- Adopt criteria recommended for loan and grant awards in focus area
- Financial incentives

Dearborn County Chamber of Commerce

- Create Leadership Lawrenceburg

Dearborn County Convention Tourist & Visitor Bureau

- Marketing , in conjunction with City, Main, Hollywood Casino/Event Center & Hotel
- Community calendar

Property Owners

- Building improvements
- Business mix
- Loft apartments

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Business Owners

- Display window/sign lighting
- Projecting/representative business signs
- Market-driven business hours
- Outdoor seating
- Quality business operations
- Restaurant barges

Lawrenceburg Downtown Partnership

- Adopt ***Lawrenceburg Downtown Action Agenda 2014***
- Champion and oversee overall implementation
- Downtown advocate
- Unified voice for Downtown
- Leadership

Appendix

THE RETAIL REPORT®

Downtown Lawrenceburg Primary Retail Trade Area



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THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Lawrenceburg, Indiana. This document presents information concerning the characteristics of the Downtown Lawrenceburg primary retail trade. The report was prepared in 2014 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- **The current demographic and socio-economic characteristics of customers in the Downtown Lawrenceburg primary retail trade area;**
- **A five year projection of changing demographic and socio-economic conditions in the Downtown Lawrenceburg primary retail trade area;**
- **A projection of the number of retail dollars that residents in the Downtown Lawrenceburg primary retail trade area spend on retail goods; and**
- **A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Lawrenceburg primary retail trade area**

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Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	8,458	26,253,632
\$15000-24999	2,688	10,356	27,836,928
\$25000-34999	2,675	12,535	33,531,125
\$35000-49999	3,731	14,467	53,976,377
> \$50000	16,311	25,474	415,506,414
TOTAL DEMAND FOR PRODUCT =			\$557,104,476

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

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PRODUCT	DEMAND
Food At Home	140,471,721
Food Away From Home	94,445,851
Alcoholic Beverages	16,793,411
Household Textiles	5,433,923
Furniture	18,847,557
Floor Coverings	2,508,123
Major Appliances	9,199,782
Small Appliances & Miscellaneous Housewares	5,048,992
Miscellaneous Household Equipment	32,509,979
Men's Apparel -- 16 and Over	12,952,356
Boy's Apparel -- 2 to 15	4,867,250
Women's Apparel -- 16 and Over	24,693,638
Girl's Apparel -- 2 to 15	4,853,659
Children's Apparel -- Under 2	4,145,581
Footwear	11,150,209
Other Apparel Services & Products	14,027,423
Prescription Drugs & Medical Supplies	19,850,383
Entertainment Fees & Admissions	25,437,372
Audio & Visual Equipment	31,929,164
Pets, Toys & Playground Equipment	16,360,910
Other Entertainment Supplies & Services	25,629,287
Personal Care Products & Services	21,219,245
Reading	5,050,182
Tobacco Products & Smoking Supplies	9,678,478
TOTAL DEMAND BY PRODUCT TYPE =	\$557,104,476

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

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PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	2,841	8,818,464
\$15000-24999	2,688	3,257	8,754,816
\$25000-34999	2,675	3,410	9,121,750
\$35000-49999	3,731	3,871	14,442,701
> \$50000	16,311	6,090	99,333,990
TOTAL DEMAND FOR PRODUCT =			\$140,471,721

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

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PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	1,322	4,103,488
\$15000-24999	2,688	1,542	4,144,896
\$25000-34999	2,675	1,983	5,304,525
\$35000-49999	3,731	2,415	9,010,365
> \$50000	16,311	4,407	71,882,577
TOTAL DEMAND FOR PRODUCT =			\$94,445,851

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

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PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	198	614,592
\$15000-24999	2,688	231	620,928
\$25000-34999	2,675	367	981,725
\$35000-49999	3,731	405	1,511,055
> \$50000	16,311	801	13,065,111
TOTAL DEMAND FOR PRODUCT =			\$16,793,411

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

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PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	52	161,408
\$15000-24999	2,688	115	309,120
\$25000-34999	2,675	141	377,175
\$35000-49999	3,731	180	671,580
> \$50000	16,311	240	3,914,640
TOTAL DEMAND FOR PRODUCT =			\$5,433,923

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

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PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	160	496,640
\$15000-24999	2,688	249	669,312
\$25000-34999	2,675	332	888,100
\$35000-49999	3,731	396	1,477,476
> \$50000	16,311	939	15,316,029
TOTAL DEMAND FOR PRODUCT =			\$18,847,557

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

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PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	23	71,392
\$15000-24999	2,688	32	86,016
\$25000-34999	2,675	35	93,625
\$35000-49999	3,731	41	152,971
> \$50000	16,311	129	2,104,119
TOTAL DEMAND FOR PRODUCT =			\$2,508,123

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

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PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	101	313,504
\$15000-24999	2,688	138	370,944
\$25000-34999	2,675	150	401,250
\$35000-49999	3,731	190	708,890
> \$50000	16,311	454	7,405,194
TOTAL DEMAND FOR PRODUCT =			\$9,199,782

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

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PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	67	207,968
\$15000-24999	2,688	96	258,048
\$25000-34999	2,675	102	272,850
\$35000-49999	3,731	106	395,486
> \$50000	16,311	240	3,914,640
TOTAL DEMAND FOR PRODUCT =			\$5,048,992

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

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PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	382	1,185,728
\$15000-24999	2,688	407	1,094,016
\$25000-34999	2,675	871	2,329,925
\$35000-49999	3,731	881	3,287,011
> \$50000	16,311	1,509	24,613,299
TOTAL DEMAND FOR PRODUCT =			\$32,509,979

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

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PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	220	682,880
\$15000-24999	2,688	252	677,376
\$25000-34999	2,675	293	783,775
\$35000-49999	3,731	405	1,511,055
> \$50000	16,311	570	9,297,270
TOTAL DEMAND FOR PRODUCT =			\$12,952,356

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	66	204,864
\$15000-24999	2,688	109	292,992
\$25000-34999	2,675	131	350,425
\$35000-49999	3,731	146	544,726
> \$50000	16,311	213	3,474,243
TOTAL DEMAND FOR PRODUCT =			\$4,867,250

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	382	1,185,728
\$15000-24999	2,688	404	1,085,952
\$25000-34999	2,675	539	1,441,825
\$35000-49999	3,731	670	2,499,770
> \$50000	16,311	1,133	18,480,363
TOTAL DEMAND FOR PRODUCT =			\$24,693,638

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	47	145,888
\$15000-24999	2,688	82	220,416
\$25000-34999	2,675	103	275,525
\$35000-49999	3,731	119	443,989
> \$50000	16,311	231	3,767,841
TOTAL DEMAND FOR PRODUCT =			\$4,853,659

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	68	211,072
\$15000-24999	2,688	77	206,976
\$25000-34999	2,675	89	238,075
\$35000-49999	3,731	109	406,679
> \$50000	16,311	189	3,082,779
TOTAL DEMAND FOR PRODUCT =			\$4,145,581

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

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PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	232	720,128
\$15000-24999	2,688	250	672,000
\$25000-34999	2,675	309	826,575
\$35000-49999	3,731	361	1,346,891
> \$50000	16,311	465	7,584,615
TOTAL DEMAND FOR PRODUCT =			\$11,150,209

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

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PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	175	543,200
\$15000-24999	2,688	206	553,728
\$25000-34999	2,675	217	580,475
\$35000-49999	3,731	263	981,253
> \$50000	16,311	697	11,368,767
TOTAL DEMAND FOR PRODUCT =			\$14,027,423

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

Indiana Downtown®

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	438	1,359,552
\$15000-24999	2,688	625	1,680,000
\$25000-34999	2,675	644	1,722,700
\$35000-49999	3,731	669	2,496,039
> \$50000	16,311	772	12,592,092
TOTAL DEMAND FOR PRODUCT =			\$19,850,383

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

HyettPalma

Indiana Downtown®

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	206	639,424
\$15000-24999	2,688	258	693,504
\$25000-34999	2,675	335	896,125
\$35000-49999	3,731	371	1,384,201
> \$50000	16,311	1,338	21,824,118
TOTAL DEMAND FOR PRODUCT =			\$25,437,372

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

HyettPalma

Indiana Downtown®

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	490	1,520,960
\$15000-24999	2,688	619	1,663,872
\$25000-34999	2,675	772	2,065,100
\$35000-49999	3,731	851	3,175,081
> \$50000	16,311	1,441	23,504,151
TOTAL DEMAND FOR PRODUCT =			\$31,929,164

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

HyettPalma

Indiana Downtown®

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	185	574,240
\$15000-24999	2,688	253	680,064
\$25000-34999	2,675	323	864,025
\$35000-49999	3,731	438	1,634,178
> \$50000	16,311	773	12,608,403
TOTAL DEMAND FOR PRODUCT =			\$16,360,910

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.

HyettPalma

Indiana Downtown®

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	145	450,080
\$15000-24999	2,688	362	973,056
\$25000-34999	2,675	438	1,171,650
\$35000-49999	3,731	543	2,025,933
> \$50000	16,311	1,288	21,008,568
TOTAL DEMAND FOR PRODUCT =			\$25,629,287

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.

HyettPalma

Indiana Downtown®

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	308	956,032
\$15000-24999	2,688	366	983,808
\$25000-34999	2,675	441	1,179,675
\$35000-49999	3,731	545	2,033,395
> \$50000	16,311	985	16,066,335
TOTAL DEMAND FOR PRODUCT =			\$21,219,245

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

HyettPalma

Indiana Downtown®

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	67	207,968
\$15000-24999	2,688	89	239,232
\$25000-34999	2,675	99	264,825
\$35000-49999	3,731	131	488,761
> \$50000	16,311	236	3,849,396
TOTAL DEMAND FOR PRODUCT =			\$5,050,182

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

HyettPalma

Indiana Downtown®

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,104	283	878,432
\$15000-24999	2,688	337	905,856
\$25000-34999	2,675	411	1,099,425
\$35000-49999	3,731	361	1,346,891
> \$50000	16,311	334	5,447,874
TOTAL DEMAND FOR PRODUCT =			\$9,678,478

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report User Guide

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2014.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

showing existing business owners what trade area residents are spending their money on;

helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

compare the markets for a variety of different retail products;

determine what type of retail business to open;

**complete a realistic business plan before opening that business;
and**

persuade bankers and investors that a strong market exists for the type of retail business being opened.