

## EXHIBIT A



# City of Auburn Downtown Revitalization Plan

## Revisions Adopted March 2018

Auburn Main Street  
Board of Directors

## Adopted November 2011

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Front Street Analytics  
GAI Consultants, Inc.  
Briljent

City of Auburn  
Auburn Main Street (AMS)







## Need for Downtown Revitalization Plan

Strategic planning that **focuses on downtown revitalization** by building on the strengths/assets and leveraging the community's "Home of the Classics" niche related opportunities

Assess the current physical and economic conditions that are having an impact on the Downtown Business District's ability to remain a **viable retail, business and government center**

Establish the plan to improve the Downtown status within the City of Auburn and DeKalb County as a destination point by creating a **new focus or purpose** for attracting visitors, while protecting the framework of the existing downtown culture

Enhancing the tourism base by **leveraging** existing **events and festivals** such as the Auburn-Cord-Duesenberg Festival, Auctions America by RM (Auburn Auction Park) and Downtown events

Creation of a stronger urban core and **strengthening** community center identity

Identification of and **removal of impediments** to development

Downtown **connectivity and linkages** to adjacent neighborhoods



## Existing Conditions



### Downtown Character

Traditional historic quality

Many amenities including restaurants, gift shops, salons, professional offices

### Public Space

Well-maintained and landscaped Courthouse Square

Parks and Green Spaces

### Gateways and Identity

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

### Streetscape Character

Traditional small-town urban core feel

New sidewalks and streetscape elements installed within part of Downtown

## Revitalization Plan



Leveraging  
Valuable Assets  
Towards  
A Sustainable Future



## Recommendations

### Organizational Recommendations

- Objective: O-1  
Champion the Revitalization Plan
- Objective: O-2  
Continue revitalization efforts using the Main Street program principles
- Objective: O-3  
Research and present options for financial sustainability
- Objective: O-4  
Take proactive planning / zoning measures

### Promotional Recommendations

- Objective: P-1  
Elevate the "Home of the Classics" identity in the Region
- Objective: P-2  
Maintain and strengthen local market collaboration
- Objective: P-3  
Employ websites and social media
- Objective: P-4  
Continue to expand and broaden market segments
- Objective: P-5  
Continue to develop Main Street Initiatives

### Design Recommendations

- Objective: D-1  
Update regulatory framework and documentation
- Objective: D-2  
Establish Design & Development Guidelines
- Objective: D-3  
Utilize specific historic redevelopment tools
- Objective: D-4  
Enhance streetscapes and public realm spaces within Downtown Areas
- Objective: D-5  
Promote infrastructure improvements

### Economic Restructuring Recommendations

- Objective: E-1  
Focus on business retention and recruitment
- Objective: E-2  
Activate Upper Floors
- Objective: E-3  
Expand and build upon quality of place
- Objective: E-4  
Create a Community Investment LLC

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## Acknowledgments - 2011

### Auburn Main Street

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

### AMS AD-HOC Members

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

### Special thanks...

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

### Email

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### Website

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

## Acknowledgments - 2018

### Auburn Main Street

Board of Directors  
 Ann Finchum, President.....Hicksville Bank  
 Sarah Payne, Vice President.....DeKalb Health  
 Becky Hefty, Treasurer.....Lake City Bank  
 Amy Schweitzer, Secretary.....City of Auburn  
 Eldon Byler.....Brooks 1st/Byler Lane Winery  
 Natalie Taylor-Dewitt.....Taylor Rental  
 Amber Bassett.....City of Auburn  
 Zach Lightner.....Mefford, Weber, & Blythe Law Office  
 LaDonna Felke.....LeBella Flora Children's Boutique

### Facebook

<http://www.facebook.com/AuburnMainStreet/>

# SECTION ONE

## Background



### Introduction

The City of Auburn with assistance of Auburn Main Street (AMS) recently received a State of Indiana Office of Community and Rural Affairs (OCRA) planning grant to revise this Downtown Revitalization Plan from 2011. This plan will help to develop a cohesive and collaborative vision for the Downtown area consistent with Auburn's development goals.

### OCRA Planning Grant

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

### Update

Members of the Auburn Main Street (AMS) began working on updates to this plan in 2016 with final updates being made in 2017. The goal of this update was to eliminate projects and recommendations that had been completed or were irrelevant at that time, as well as provide additional recommendations and projects. The update focused primarily on the goals and recommendations and retail supply and demand data.

### Need for Downtown Revitalization Plan

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

## Events Leading to the Planning Process

### 2003

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

### 2009

Auburn Main Street (AMS) was formed to look into revitalization efforts; City of Auburn conducted an updated business inventory

### 2010

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

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

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

### 2011

The initial plan and application for the Stellar program was completed and sent in for review



### 2015

The City of Auburn applied for the Hometown Collaboration Initiative through the State of Indiana Office of Community and Rural Affairs (OCRA)

The Educational Plaza was opened to the public near the ACD Museum

Northeast Indiana published the Road to One Million Plan and won the Regional Cities competition through Indiana Economic Development Corporation.

### 2016

The City of Auburn applied for (and received) funding through the State of Indiana OCRA Main Street Revitalization Program for a project located in the Downtown Area

Auburn Main Street began reviewing and updating the Downtown Revitalization Plan

The Cultural Plaza was created in the Downtown Area; it was funded by the Rick and Vicki James Foundation

## Planning Process

### Existing Conditions Evaluation

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



### Market Analysis

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



### Revitalization Plan

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



### Implementation Framework

Priorities, Timeline, AMS Review, City Council Presentation



### Update & Revision

Review recommendations, eliminate completed and obsolete  
projects, propose new projects

## SECTION TWO

# Market Understanding



### Overview

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

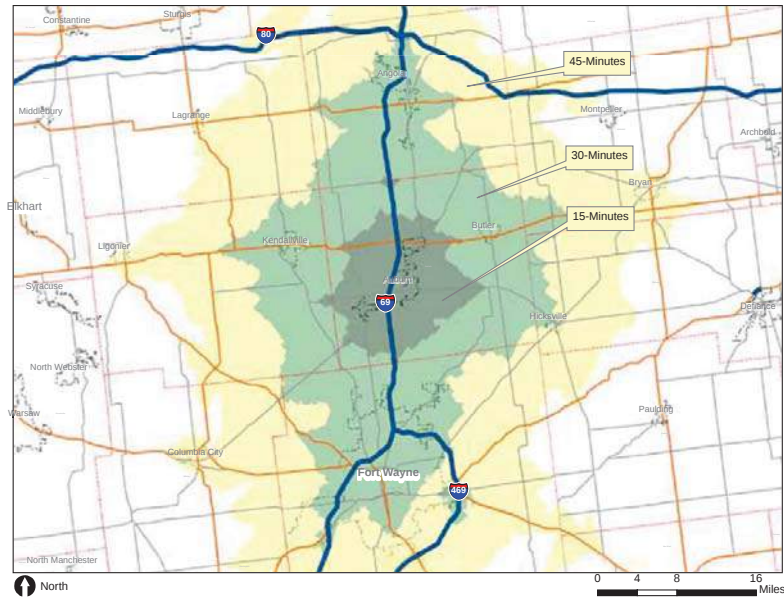
Auburn has a rich history in automobile manufacturing and is the home to one of the Nation's most popular antique automobile auction facilities.

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

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

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

Auburn Regional Influence



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

## Regional Influences

### Within 15-Minutes:

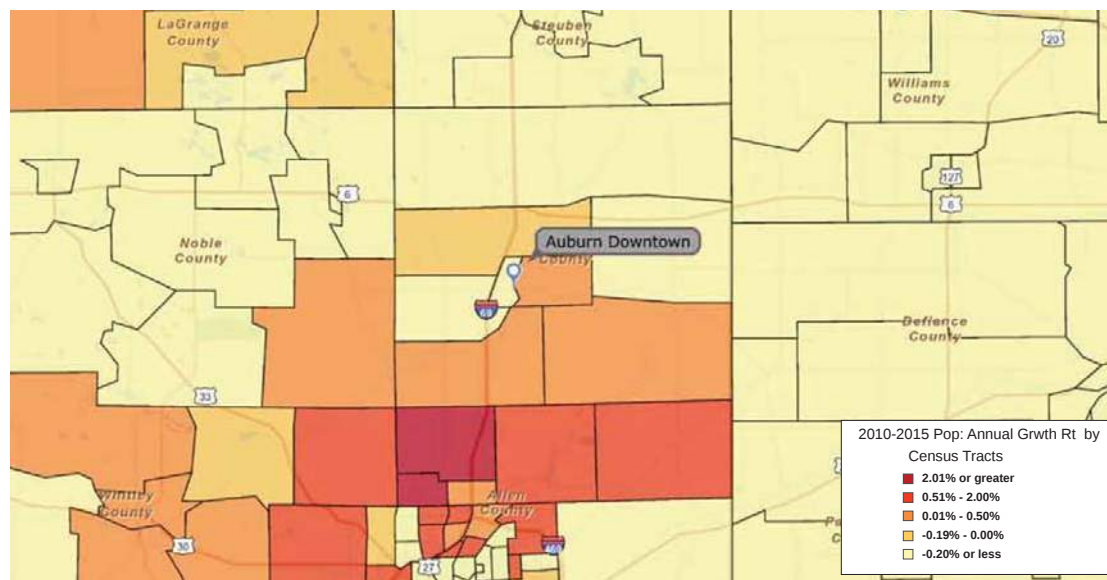
- Over 10,000 Households
- Over One Third with Children
- \$34 M Entertainment Spending
- \$17 M Apparel Spending
- \$33 M Restaurant Spending

### Within 30-Minutes:

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

### Within 45-Minutes:

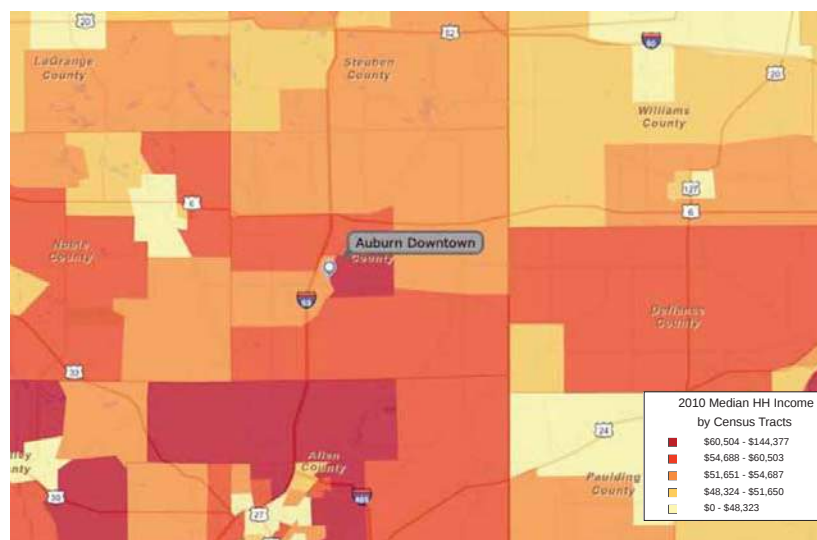
- Nearly 190,000 Households
- Over One Third with Children
- \$628 M Entertainment Spending
- \$318 M Apparel Spending
- \$620 M Restaurant Spending



## Regional Growth

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

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



## Income & Affluence

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

### Median Household Income - 2009 Estimates

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

**Educational Attainment - 2009 Estimates**

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

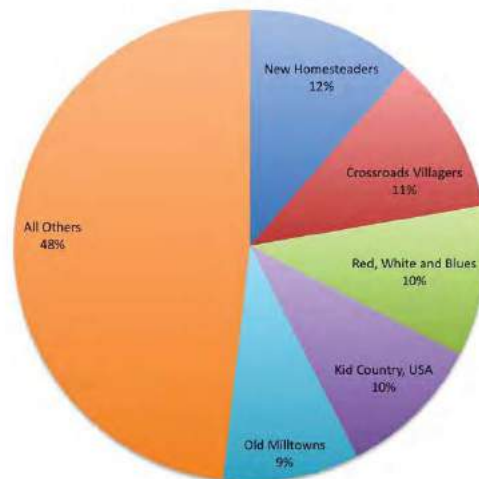
**Education & Ethnicity**

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

**Race and Ethnicity - 2009 Estimates**

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

**Auburn Consumer Segments  
Claritas PRISM Psychographics**



## Local Consumer Market Characteristics

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

### What is a Consumer Segment?

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

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

The descriptions and behaviors listed on the following pages are indeed generalizations based on national brands. The affinity suggested by brand preference should be taken in context with the national nature of the underlying survey data. This data is derived from a statistical clustering of

## New Homesteaders

**Upper to Middle Affluence Households - Younger Families w/ Kids**

**Behaviors/Motivations:**

- Family
- Thrift
- Active Recreation
- Convenience
- Making Memories
- Extra-education engagement



## Red White and Blues

**Middle to Lower Affluence Households - Middle Age Couples - Empty Nests**

**Behaviors/Motivations:**

- Thrift
- Travel and Outdoor Recreation
- County
- Culture
- Nature
- Connections to Family



## Old Milltowns

**Middle to Lower Affluence Households - Older Families - Mostly without Children**

**Behaviors/Motivations:**

- Value/Thrift
- Community
- Country
- Outdoors
- Grandchildren



## Crossroads Villagers

**Middle to Lower Affluence Households - Older Couples**

**Behaviors/Motivations:**

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



## Kid Country USA

**Middle to Lower Affluence Households - Younger Families w/ Kids**

**Behaviors/Motivations:**

- Value
- Active Youth Recreation
- Education
- Convenience



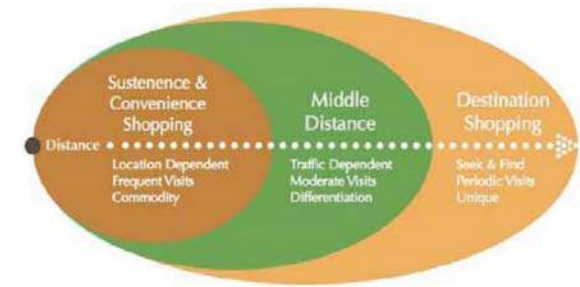
## Retail Strategy Observations and Directions

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

### Components of Downtown Retail Success

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

## The Geography of Retail Choice



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



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



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

## Retail Supply & Demand Analysis

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

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

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

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

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

### How to Use this Data?

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

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

| Auburn - 2016 Retail Supply and Demand Analysis |                                           |                              |                         |                                               |                              |                         |
|-------------------------------------------------|-------------------------------------------|------------------------------|-------------------------|-----------------------------------------------|------------------------------|-------------------------|
|                                                 | 5-Minute Drive Radius (Local Auburn Area) |                              |                         | 15-Minute Drive Radius (Nearly to Fort Wayne) |                              |                         |
|                                                 | Supply<br>(Retail Sales)                  | Demand<br>(Retail Potential) | Number of<br>Businesses | Supply<br>(Retail Sales)                      | Demand<br>(Retail Potential) | Number of<br>Businesses |
| Automobile Dealers                              | \$33,262,548                              | \$19,554,487                 | 6                       | \$46,483,504                                  | \$76,812,267                 | 11                      |
| Other Motor Vehicle Dealers                     | \$0                                       | \$2,914,542                  | 0                       | \$3,062,139                                   | \$11,542,794                 | 2                       |
| Auto Parts, Accessories & Tire Stores           | \$3,773,769                               | \$1,784,622                  | 4                       | \$5,635,419                                   | \$7,110,214                  | 7                       |
| Furniture Stores                                | \$726,364                                 | \$1,665,507                  | 1                       | \$4,188,906                                   | \$6,658,740                  | 3                       |
| Home Furnishings Stores                         | \$378,210                                 | \$851,260                    | 2                       | \$1,224,248                                   | \$3,463,806                  | 4                       |
| Electronics & Appliance Stores                  | \$3,798,644                               | \$4,371,309                  | 4                       | \$4,576,101                                   | \$17,591,348                 | 5                       |
| Bldg Material & Supplies Dealers                | \$6,937,705                               | \$5,927,850                  | 8                       | \$107,662,365                                 | \$24,051,592                 | 18                      |
| Lawn & Garden Equip & Supply Stores             | \$802,767                                 | \$570,565                    | 1                       | \$2,324,243                                   | \$2,260,649                  | 4                       |
| Grocery Stores                                  | \$24,314,788                              | \$15,760,483                 | 1                       | \$49,723,414                                  | \$62,143,173                 | 6                       |
| Specialty Food Stores                           | \$1,339,130                               | \$1,125,958                  | 3                       | \$1,582,082                                   | \$4,437,118                  | 4                       |
| Beer, Wine & Liquor Stores                      | \$3,132,995                               | \$1,209,941                  | 2                       | \$7,189,631                                   | \$4,873,174                  | 6                       |
| Health & Personal Care Stores                   | \$9,271,924                               | \$6,101,275                  | 9                       | \$11,044,737                                  | \$24,101,990                 | 13                      |
| Gasoline Stations                               | \$14,273,444                              | \$7,589,530                  | 7                       | \$43,592,978                                  | \$29,519,860                 | 17                      |
| Clothing Stores                                 | \$262,470                                 | \$2,091,327                  | 1                       | \$2,078,831                                   | \$8,379,700                  | 6                       |
| Shoe Stores                                     | \$592,863                                 | \$647,105                    | 1                       | \$592,863                                     | \$2,590,809                  | 1                       |
| Jewelry, Luggage & Leather Goods Stores         | \$507,416                                 | \$683,541                    | 1                       | \$631,379                                     | \$2,797,545                  | 2                       |
| Sporting Goods/Hobby/Musical Instr Stores       | \$7,285,117                               | \$1,588,796                  | 5                       | \$11,613,965                                  | \$6,399,728                  | 11                      |
| Book, Periodical & Music Stores                 | \$0                                       | \$395,751                    | 0                       | \$0                                           | \$1,580,109                  | 0                       |
| Department Stores Excluding Leased Depts.       | \$67,230,749                              | \$14,136,730                 | 3                       | \$67,230,749                                  | \$56,439,938                 | 3                       |
| Other General Merchandise Stores                | \$2,305,170                               | \$4,009,570                  | 3                       | \$7,220,567                                   | \$15,856,344                 | 8                       |
| Florists                                        | \$731,301                                 | \$214,806                    | 2                       | \$915,405                                     | \$863,640                    | 3                       |
| Office Supplies, Stationery & Gift Stores       | \$1,952,248                               | \$738,575                    | 7                       | \$2,005,146                                   | \$2,975,050                  | 8                       |
| Used Merchandise Stores                         | \$3,492,774                               | \$548,298                    | 6                       | \$3,492,774                                   | \$2,208,418                  | 6                       |
| Other Miscellaneous Store Retailers             | \$4,921,298                               | \$3,934,464                  | 7                       | \$20,078,213                                  | \$15,153,851                 | 10                      |
| Electronic Shopping & Mail-Order Houses         | \$0                                       | \$1,794,135                  | 0                       | \$666,436                                     | \$7,144,876                  | 2                       |
| Vending Machine Operators                       | \$0                                       | \$131,502                    | 0                       | \$0                                           | \$520,218                    | 0                       |
| Direct Selling Establishments                   | \$0                                       | \$643,450                    | 0                       | \$666,996                                     | \$2,576,422                  | 1                       |
| Special Food Services                           | \$0                                       | \$260,110                    | 0                       | \$234,542                                     | \$1,064,005                  | 3                       |
| Drinking Places - Alcoholic Beverages           | \$86,135                                  | \$325,615                    | 1                       | \$575,894                                     | \$1,327,915                  | 5                       |
| Restaurants/Other Eating Places                 | \$29,764,911                              | \$9,262,351                  | 44                      | \$45,974,748                                  | \$37,127,908                 | 75                      |

Source: Infogroup, ESRI, Retail MarketPlace Profile 2016

### Methodology

Supply (retail sales) estimates reported as consumer sales by establishments based on InfoUSA business data for retail NAICS (North American Industry Classification System) categories. Sales to businesses are excluded. Demand (retail potential) estimates based on US Census Survey of Consumer Spending for current dollars spent by consumers at retail establishments.

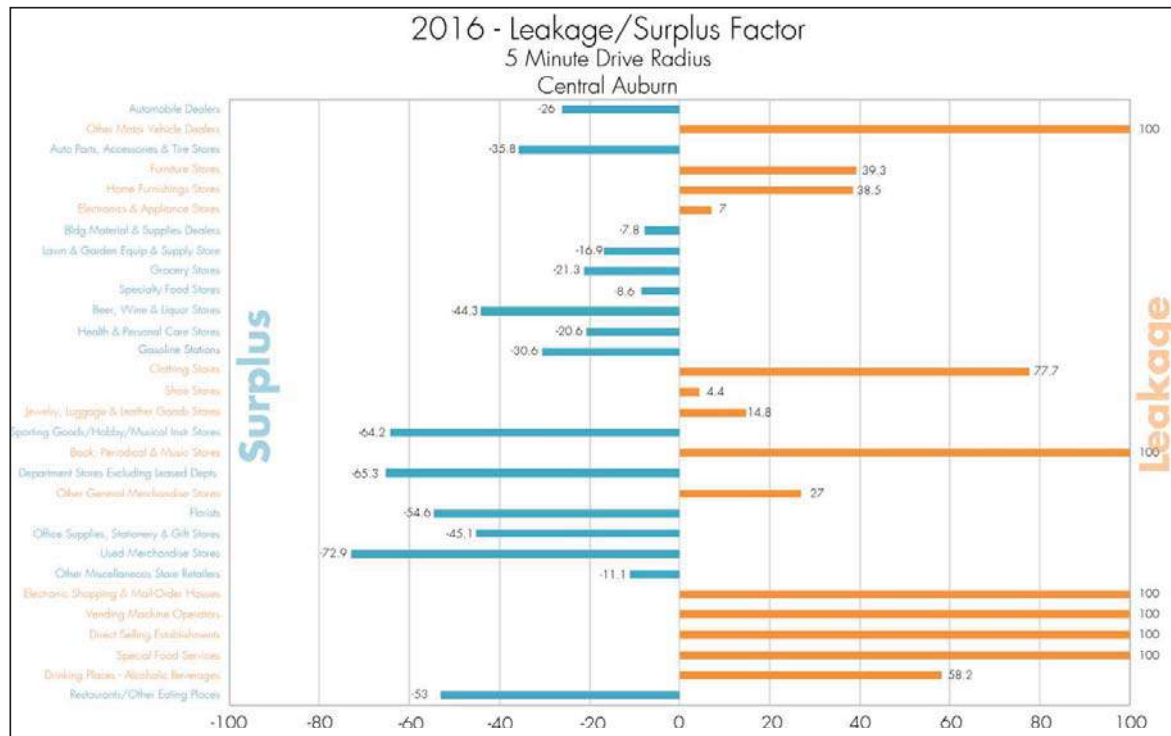
The Leakage/Surplus factor measures the balance between the volume of retail sales (supply) and the volume of retail potential (demand). As the leakage grows, the opportunity for a new business related to that field increases. As the surplus grows, the opportunity for a new business related to that field decreases. This concept is represented on the following pages.

### Key

Leakage = Demand is greater than supply

Equilibrium = Leakage/Surplus is less than 20

Surplus = Supply is greater than demand



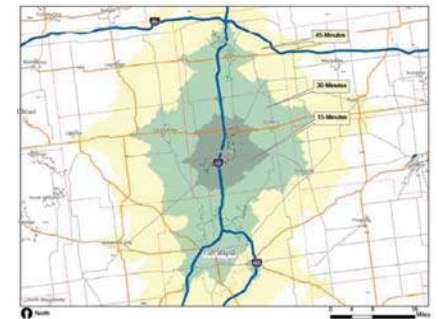
This graphic visualizes the information displayed on page 17.

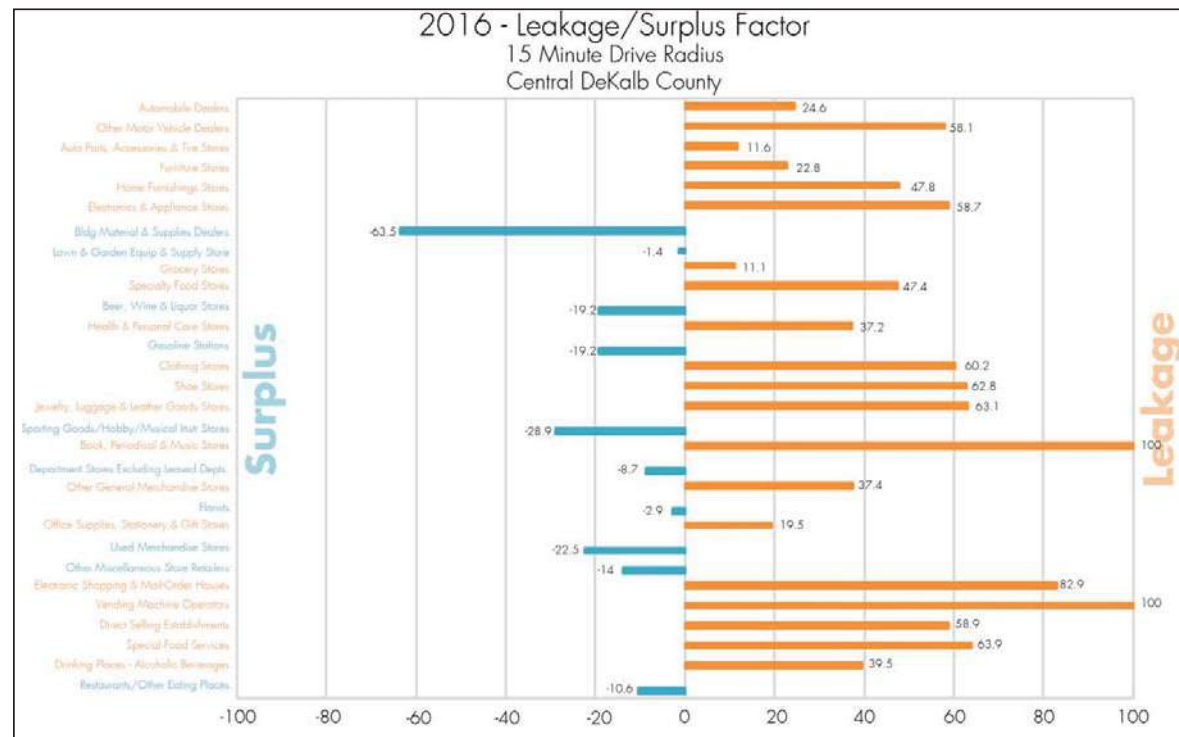
#### Key

Leakage = Demand is greater than supply

Equilibrium = Leakage/Surplus is less than 20

Surplus = Supply is greater than demand





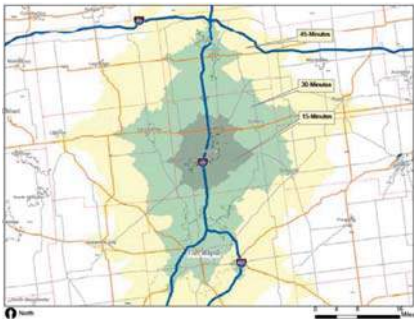
This graphic visualizes the information displayed on page 17.

#### Key

Leakage = Demand is greater than supply

Equilibrium = Leakage/Surplus is less than 20

Surplus = Supply is greater than demand





## Tourism

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

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

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

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

## Strategic Implications

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

## Summary Segments of Focus

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

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

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

## Auburn Market Segments Focus

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

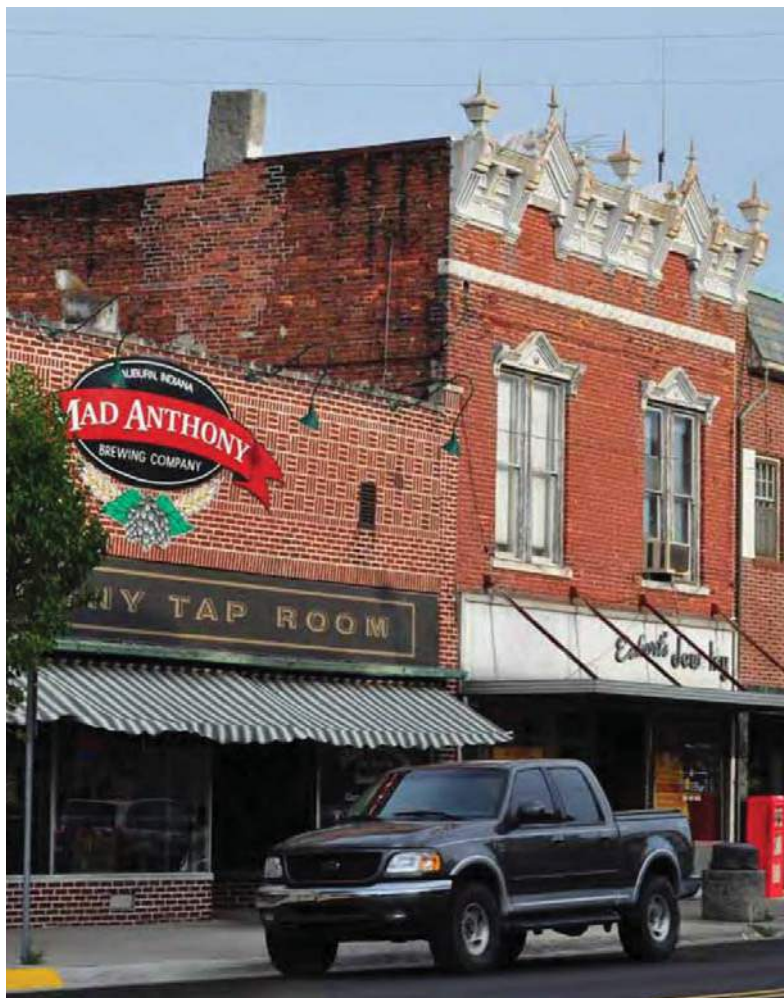
## Marketing Material Review

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

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

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

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



## SECTION THREE

### Existing Conditions Issues and Opportunities

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

The existing conditions section has been sub-divided into the following categories:

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

## Regional Connectivity

### Location

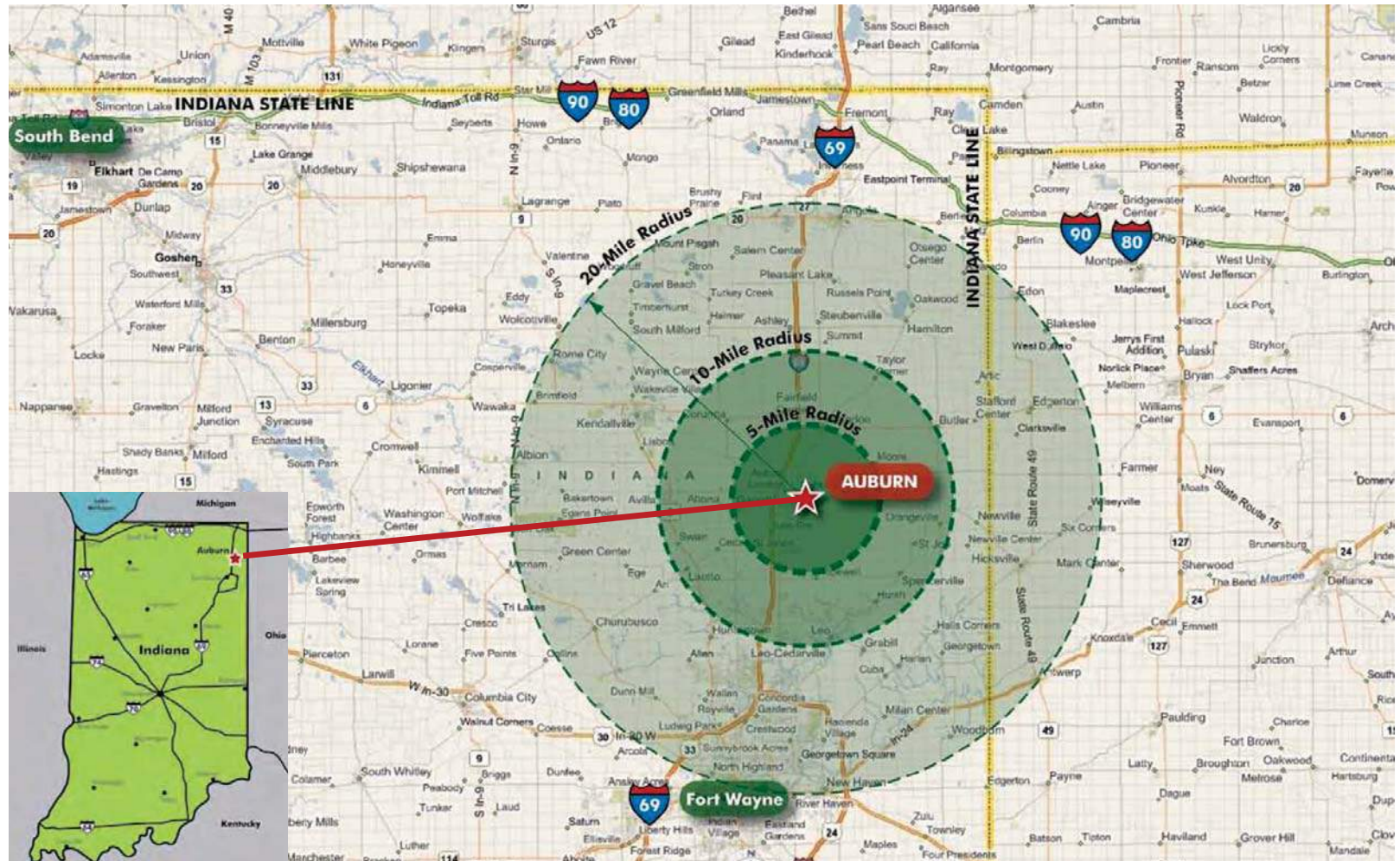
- 22 miles (approx.) north of Fort Wayne
- 27 miles (approx.) south of I-80/90 toll road/Michigan state line

### County

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

### Primary Access

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

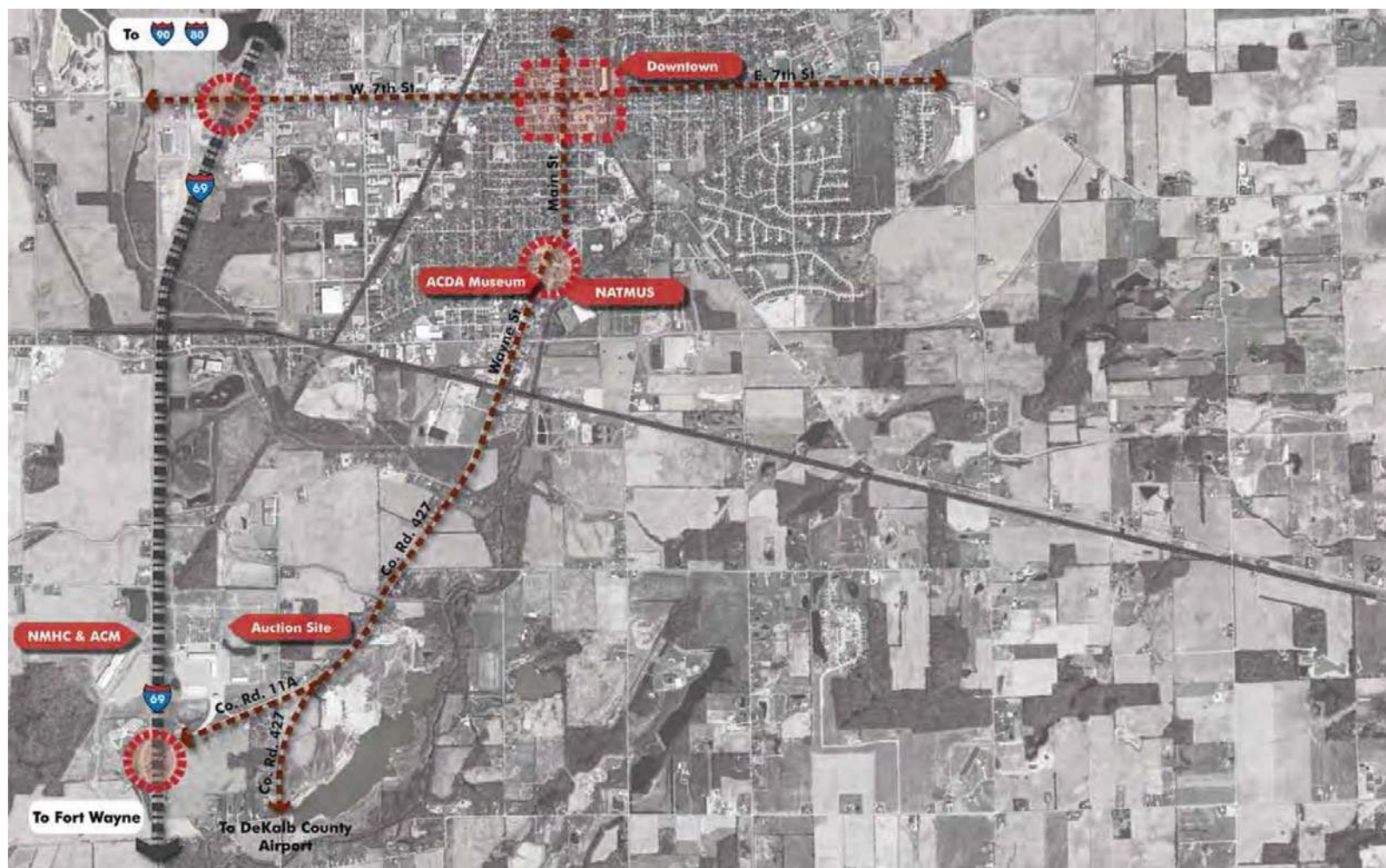


NOT TO SCALE

Data Source: Bing Aerial



## Access



### Primary access

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

### DeKalb County Airport

- I-69 exit 126

### Car auction site and ACD Museum

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

ACDA Automobile Museum: Auburn Card Duesenberg Automobile Museum

NATMUS: National Automotive & Truck Museum

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

 Gateways

NOT TO SCALE  
Data Source: Bing Aerial



### Commercial Character

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

### Residential Character

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

### Downtown

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

 Gateways

NOT TO SCALE  
Data Source: Bing Aerial



## Character Areas



## Downtown Framework

### Figure Ground Plan



### Connectivity



#### LEGEND

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

#### Built Form

Historic building stock around  
DeKalb County Courthouse

#### Connectivity

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

0 125 250 500 Feet  
Data Source: Auburn GIS



## LEGEND

-  Downtown Study Boundary
-  Built-Form
-  Stream
-  Roads
-  Green Spaces
-  Parking
- Landmarks
-  1 Courthouse
-  2 City of Auburn Offices
-  3 USPS
-  4 Public Library
-  5 Auburn Chamber of Commerce
-  6 YMCA
-  7 DeKalb County Fairgrounds
-  8 Genealogy Center

0 125 250 500 Feet  
Data Source: Auburn GIS



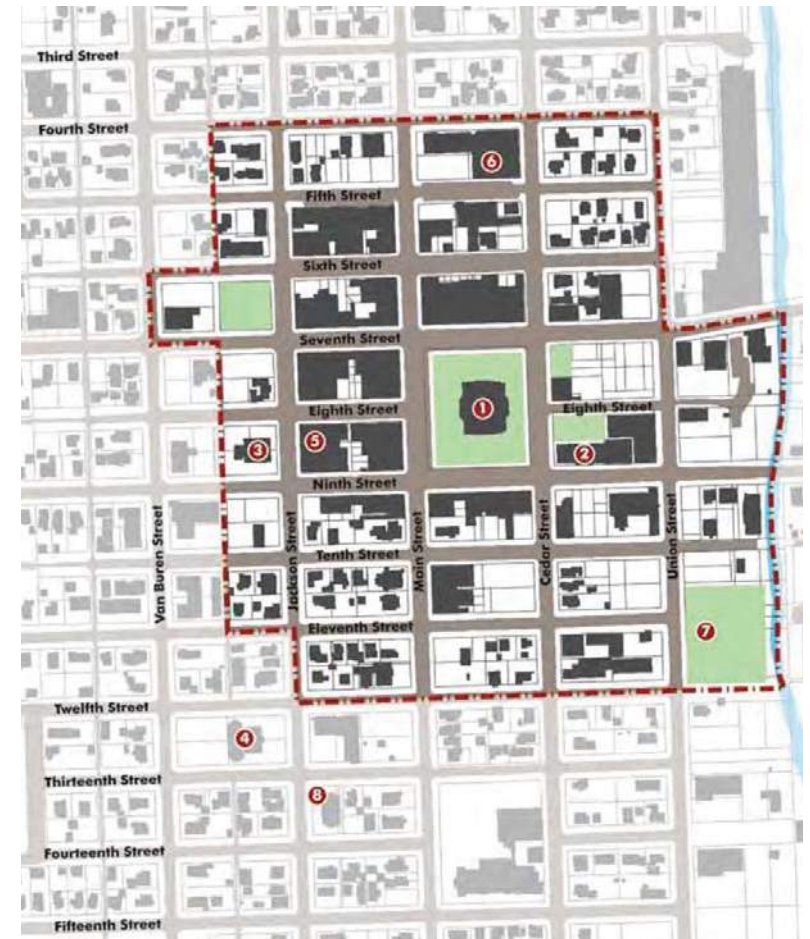
## Downtown Framework

### Green Spaces and Off-Street Parking

(For complete inventory of parking, refer page 70)

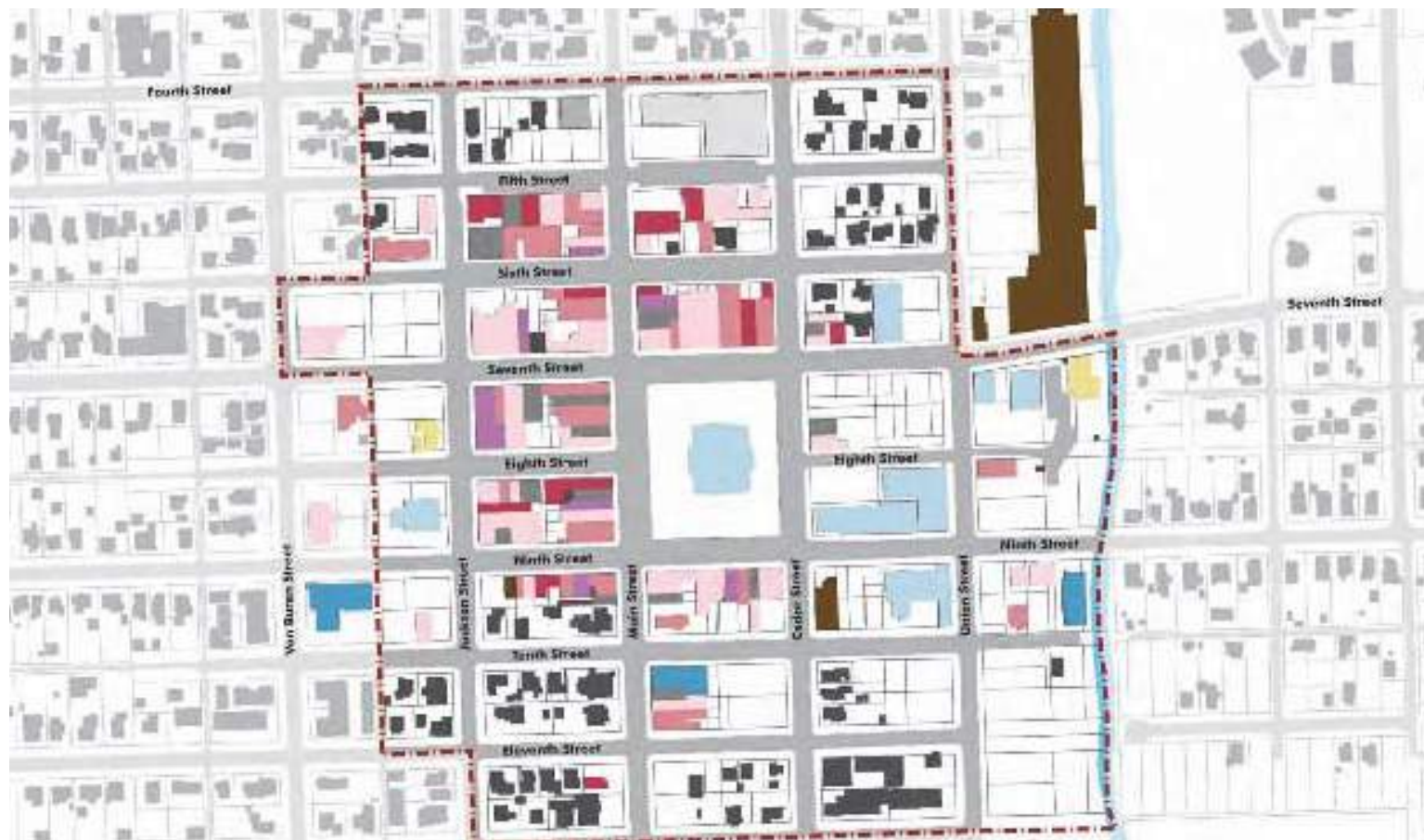


### Landmarks



## Downtown Framework

### Business Uses - First Floor



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

#### Uses

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

## Downtown Framework

### Land Use

#### LEGEND

Downtown Study Boundary

Built-Form

Stream

Roads

Existing Land Use

Residential

Commercial

Industrial

Open Space

Existing Zoning

R-1: Low Density Single Family

R-2: Single Family

R-3: Multi-Family

C-1: Neighborhood Retail & Service Facilities

C-2: General Commercial Facilities

I-1: Light Industrial & Heavy Commercial

OS: Open-Space & Recreation Facilities

### Zoning

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

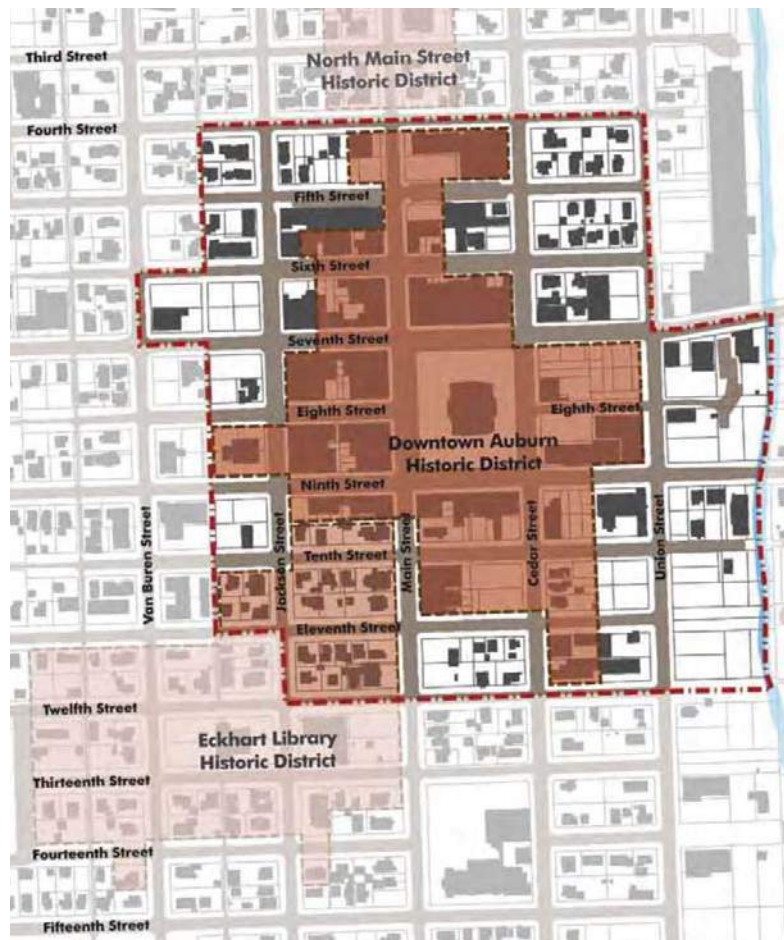


### Existing Zoning



## Downtown Framework

### Historic District



### Environmental Considerations



#### LEGEND

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

#### Historic District

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

0 125 250 500 Feet  
Data Source: Auburn GIS



## LEGEND

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

0 125 250 500 Feet  
 Data Source: Auburn GIS



## Downtown Framework

### Thoroughfare Plan



## Downtown Framework

### Roadways & Transportation

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

### Infrastructure

- Majority of the sewers within the study area are combined carrying both stormwater and sanitary sewer. Storm sewers in the study area include a large trunk line on Tenth Street and a short stretch of storm sewer on Eighth Street. The City of Auburn has an approved Indiana Department of Environmental Management (IDEM) Long Term Control Plan (LTCP) that includes implementation plan to reduce the combined sewer overflow (CSO) frequency and volume of the overflow events. Improvements within the study area include sewer separation projects that include major pipelines along Main Street and Tenth Street. There are no stormwater or sanitary sewer capacity issues in the study limits.
- The water mains within the study area are several years old and as such experience occasional water main breaks. There were several water improvements recommended in a 1998 water master plan that would provide improved fire fighting capabilities and water distribution. Those improvements within the study area include:
  - New interconnecting water main between the Fulton tower and the Duesenberg tower along Ninth Street within the entire limits of the study area, and
  - Larger diameter mains on Main Street, Union Street, Fourth Street, and Van Buren Street.
- There is adequate water supply for future development and fire fighting.
- The City of Auburn also owns and operates the Auburn Essential Services that provides the community with a municipal fiber optic communication system to provide businesses and residences with high speed internet, telephone communications and cable television.
- The Auburn Electric Department provides electric service to the community. The area within the study limits has an upgraded electric distribution system that provides dependable electric power. The municipal power and communication infrastructure in the study limits is state of the art and ready for future redevelopment.
- In addition to the public utilities there are also dependable private utilities within the study limits that include:
  - Northern Indiana Public Service Company (NIPSCO) for natural gas
  - AT&T for telephone
  - Mediacom for cable television

## LEGEND

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

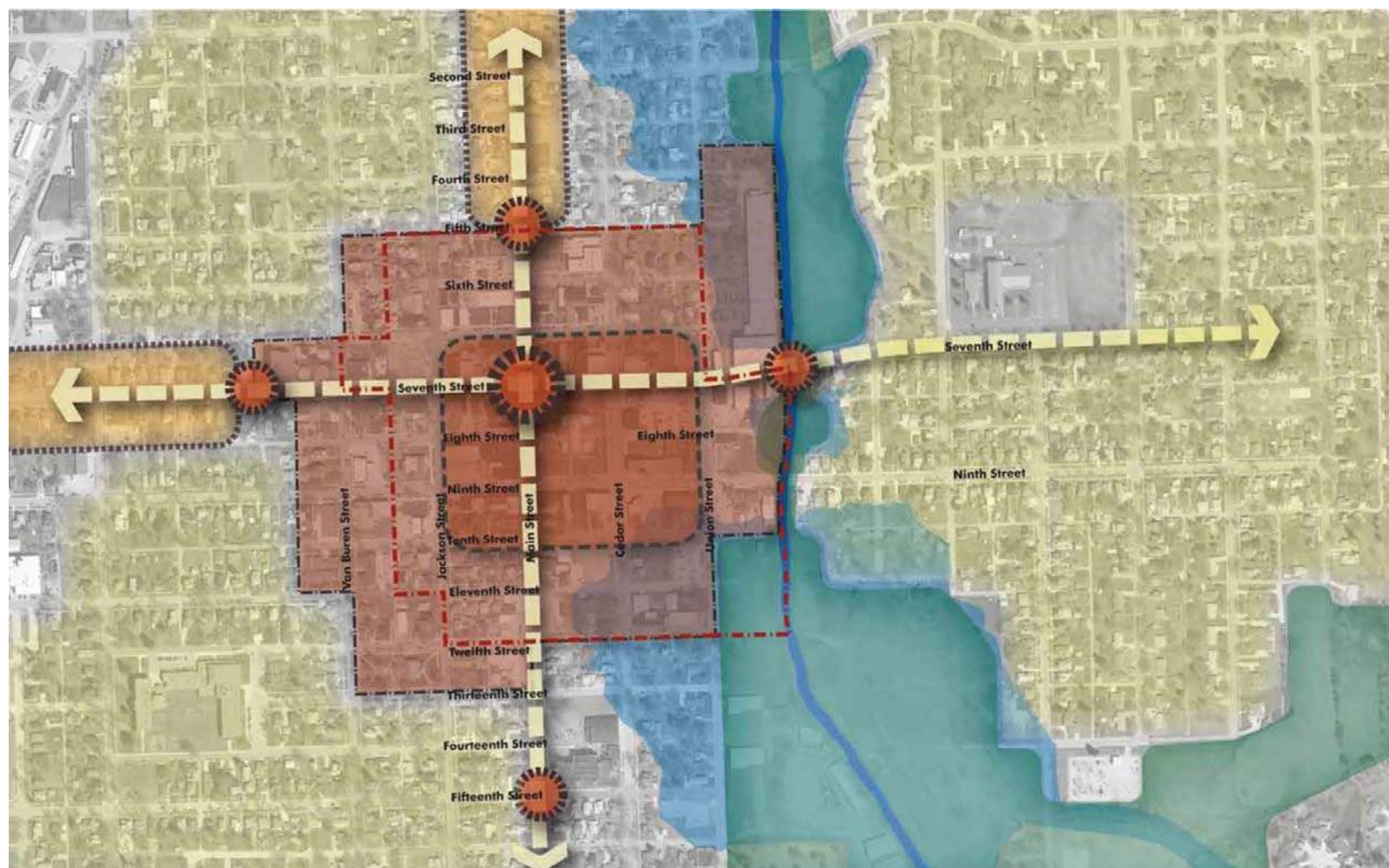
## Existing Conditions &amp; Issues

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

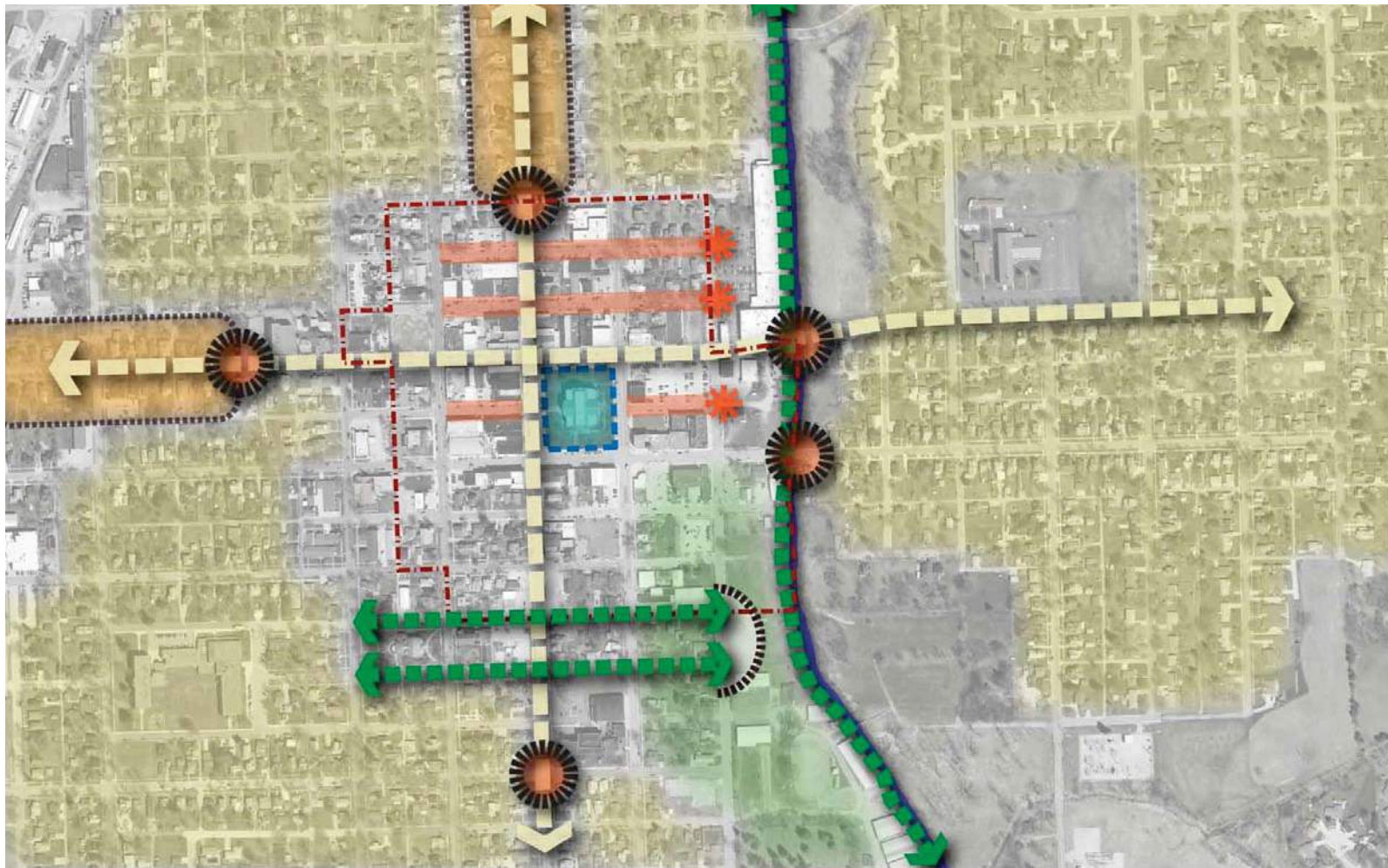
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Data Source: Auburn GIS



## Existing Conditions and Issues



## Opportunities



### LEGEND

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

### Opportunities

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

0 125 250 500 Feet  
Data Source: Auburn GIS



## Physical Assessment

### Downtown Character

#### Existing Conditions

Traditional historic quality

Many amenities including restaurants, gift shops salons, professional offices

#### Opportunities

Facade renovation

Complement character and context-sensitive infill



### Public Space

#### Existing Conditions

Well-maintained and landscaped Courthouse Square

Parks and Green Spaces

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

#### Opportunities

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

Enhance greenways and blueways



## Physical Assessment

### Gateways and Identity

#### Existing Conditions

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

#### Opportunities

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

Preserve the residential character leading to Downtown from west



### Streetscape Character

#### Existing Conditions

Traditional small-town urban core feel

New sidewalks and streetscape elements installed within part of Downtown

#### Opportunities

Continue sidewalk enhancement

Incorporate public art

Add appropriate signage and wayfinding elements



## Existing Studies and Recommendations

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

## Existing Studies and Recommendations

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

## Review of Previous Marketing Studies

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

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

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

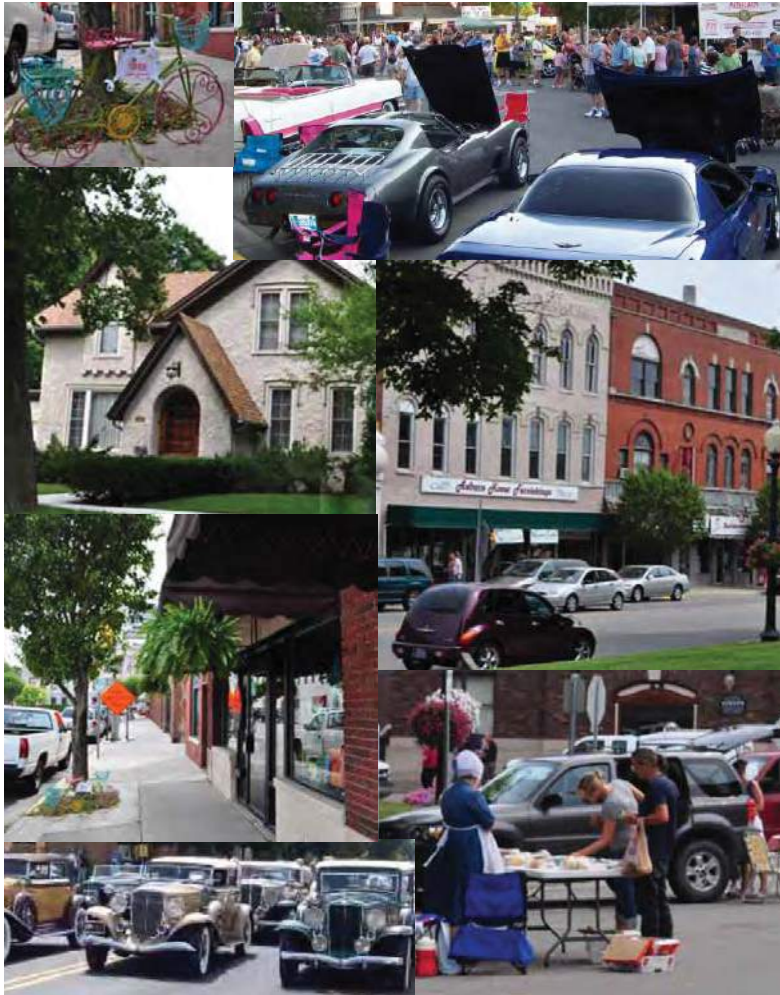
Collectively, these studies uncover some interesting facts about tourism to the community:

- Visitors tended to be older (45+) and/or retired (23%).
- The visitors had moderate to high income levels (77% more than \$45,000).
- A majority had higher education and 23.79% worked in professional fields.
- The Purdue study said 65% of the visitors were men.
- Children are the least common visitors (5.97%).
- Most visitors travel with family members (56.27%).
- The average travel group size is about 2 – 3 people.
- About 70% of visitors are repeat visitors.

- Of other places a visitor to DeKalb County would visit, most were other attractions in Indiana.
- Most people travel to DeKalb County by personal car (86%) and get there via Interstate 69.
- One-day trips represented 41.32% of visits, while 58.68% of visitors stayed overnight. The average overnight stay lasts 1 – 3 nights.
- Business travelers represented 16% of visitors, and 77% of them stayed overnight.
- A quarter to a third of all visitors to DeKalb County come from within Indiana, and about another third come from Ohio or Michigan.

## SECTION FOUR

### Master Plan



Leveraging  
Valuable Assets

towards

A Sustainable  
Future

#### Major Section Components

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

## A more sustainable and economically feasible future

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

### Sustainable Guiding Principles



#### Building Character

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



#### Water Quality

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



#### Air Quality

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



#### Open Space

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



#### Energy Efficiency

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



#### Alternative Transportation

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



#### Sustainable Site

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



#### Housing Mix

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



#### Culture & Diversity

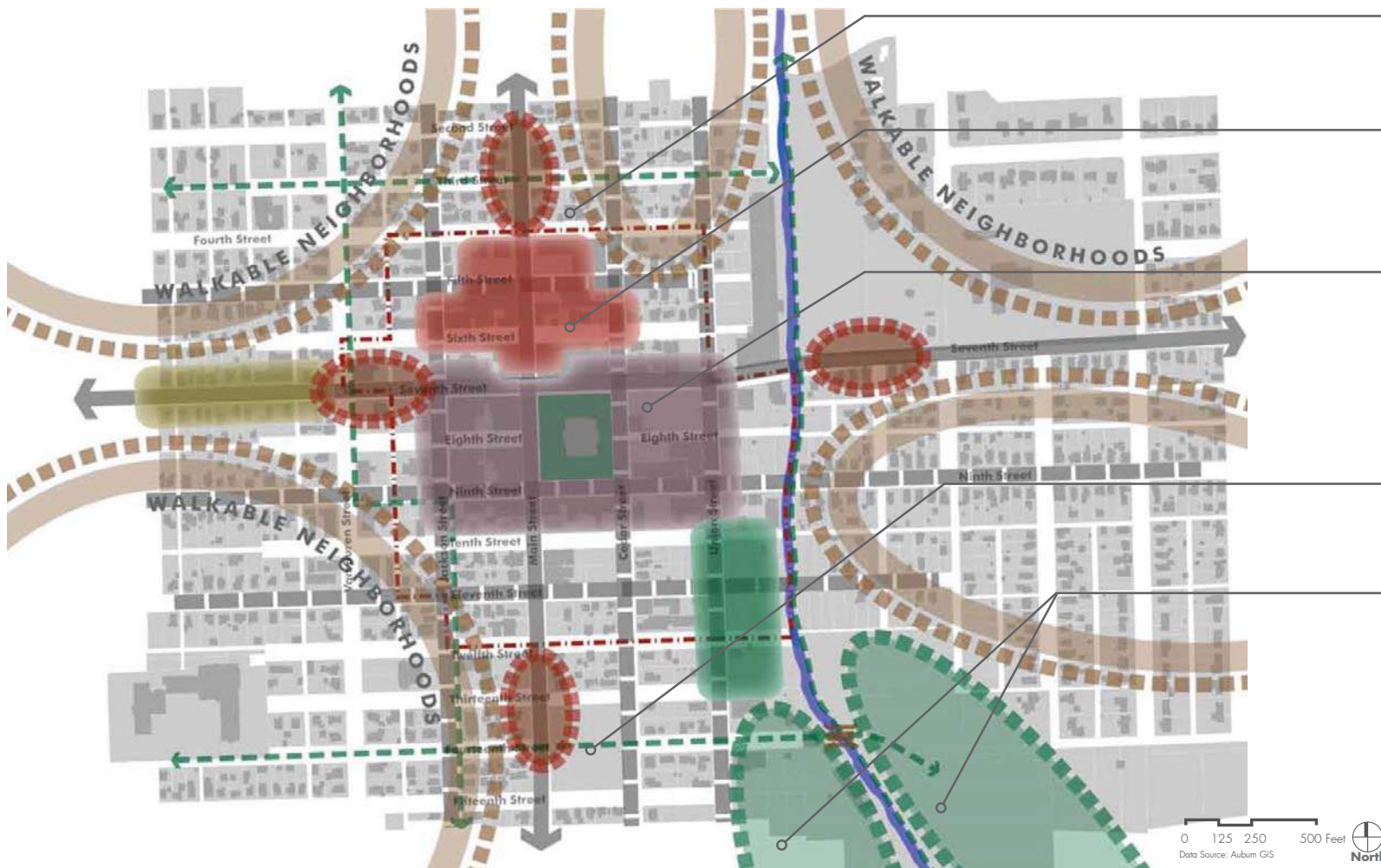
- Elevate the "Home of the Classics" niche
- Expand the brand to appeal to wider audience
- Enhance the aesthetic outlook
- Provide amenities for different market segments



#### Organized Initiative

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

## Conceptual Urban Design Plan



### DOWNTOWN YMCA

#### FUTURE USE

- Historic Inn
- Housing
- Event Center

### SIXTH STREET

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

### GOVERNMENT & RETAIL CORE

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

### OPPORTUNITY SITE

- Mixed Use
- Housing

### FAIRGROUNDS/PERFORMANCE

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

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

## Conceptual Urban Design Plan Components

### Wayfinding, Gateways, and Pedestrian Safety Signage

#### Existing Conditions

- The City of Auburn does not have a wayfinding system in place. Signs provided by the State mark the Historic Downtown District and point tourists in the direction of the ACD Museum.
- Four existing gateways located on the main east / west (State Road 8 / Seventh Street) and north / south (Main Street / Wayne Street) corridors have fallen into disrepair or are masked by existing development.
- Pedestrian safety signage is only found near schools and few public parks leaving pedestrians more vulnerable to vehicular conflicts in other areas, such as downtown.
- During the Hometown Collaborative Initiative process, “wayfinding” and “gateways” ranked as a top priority in the community survey.

#### Recommended Approach

- Create a committee to oversee this project. This committee will be tasked to research funding opportunities and study neighboring communities/institutions for strategies and examples.
- Design a brand and the subsequent standards ensuring signs are cohesive throughout the community and support the City’s larger community identity. Sign standards for vehicular signage, pedestrian signage, and larger gateway features should be part of the brand.
- Identify locations to be identified by wayfinding signs. Determine best locations for wayfinding signage. Signs should be for both vehicular and pedestrian traffic.
- Identify and prioritize gateways into the community. Determine which branding features are best suited for each gateway.
- Install pedestrian safety signage throughout downtown to encourage and promote pedestrian use and to remind vehicular traffic to slow down and be more aware of pedestrian traffic.



Example of Wayfinding Signage



Example of a Gateway



Example of Pedestrian Safety Signage

### Auburn Farmer’s Market

#### Existing Conditions

- The Farmer’s Market is currently located on the east side of Main Street between Seventh and Ninth Streets twice a week on Wednesdays and Saturdays. During this time, Main Street is not closed to through traffic.
- It is a seasonal Farmer’s Market running from approximately mid-April through October.
- Attendance of both buyers and vendors has been declining over the last decade and it is not as popular as it once was.
- The Revitalizing the Farmer’s Market Initiative was selected by the Hometown Collaboration Initiative Committee as the top-priority project in 2017. Since the selection, there has been little activity.

#### Recommended Approach

- It is recommended that the committee research the history of the Farmer’s Market and look at patterns of what worked and what did not work.
- Factors to be considered when looking at the location of the Farmer’s Market are as follows:
  - Is the location easily accessible to both vehicular and pedestrian traffic? Can vendors use their vehicles as booths?
  - Is the location centrally located with high visibility to attract non-recurring visitors?
  - Can the location be utilized for multiple uses?
  - Can the location accommodate for future growth of amenities such as public restrooms, drinking fountain, bike racks, etc.?
- It is imperative that the Farmer’s Market be promoted to both buyers and vendors. Increase in quantity and variety of produce may increase buyer attendance. The committee should strongly consider marketing to both vendors and buyers through social media and local media outlets.
- The Farmer’s Market currently resides under DABA’s responsibility. The HCI committee needs to determine if the responsibility will remain under DABA or if another organization wants to manage it.



Auburn’s Farmer’s Market



Auburn’s Farmer’s Market

## Design Precedents



Building  
Character



Streetscape



## Connectivity

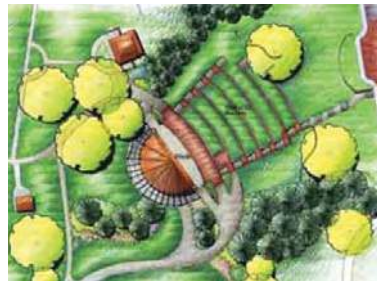


Parking

## Design Precedents cont.



Parks and Public Spaces



Gateways and Wayfinding



Public Art



## SECTION FIVE

# Implementation and Recommendations



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

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

### Plan Updates

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

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

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

### Plan Amendment

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

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

## Priority Implementation Items

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

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

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

### PROMOTION

- **Elevate the “Home of the Classics” identity in the region**  
(Objective: P-1/Page 55)
- **Employ websites and social media**  
(Objective: P-3/Page 56)
- **Continue to develop Main Street Initiatives**  
(Objective: P-5/Page 56)

### DESIGN

- **Update regulatory framework and documentation**  
(Objective: D-1/Page 57)
- **Establish design and development guidelines**  
(Objective: D-2/Page 57)
- **Enhance streetscapes and public realm spaces within the Downtown area**  
(Objective: D-4/Page 59)

### ECONOMIC RESTRUCTURING

- **Focus on business retention and recruitment**  
(Objective: E-1/Page 60)

## Implementation Matrix

An implementation matrix has been provided for better interpretation of the recommendations. The implementation table consists of four (4) columns as described below:

- **Strategy**  
Exhibits the priorities and goals of this plan
- **Task**  
Relates to specific implementation workpath and techniques
- **Timeline**  
Shows the level of priority for the specific task
- **Responsibility**  
Shows the responsible party / individual that / who will oversee / assist in the implementation of the task

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

- Organization
- Promotion
- Design
- Economic Restructuring

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

Priority implementation are highlighted in the matrix for easy reference.

### Abbreviations Used within the Matrix

|          |                                                |
|----------|------------------------------------------------|
| City:    | City of Auburn                                 |
| AMS:     | Auburn Main Street                             |
| DABA:    | Downtown Auburn Business Association           |
| DCED:    | DeKalb County Economic Development Partnership |
| DCVB:    | DeKalb County Convention and Visitor's Bureau  |
| Chamber: | City of Auburn Chamber of Commerce             |
| NIRP:    | Northeast Indiana Regional Partnership         |

# Organizational Implementation

| ORGANIZATION | Strategy                                                                      | Task                                                                                                      | Timeline  |           |            |         | Responsibility                       |
|--------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------|-----------|------------|---------|--------------------------------------|
|              |                                                                               |                                                                                                           | 0-1 years | 2-3 years | 4-10 years | Ongoing |                                      |
| ORGANIZATION | O-1: Champion the Revitalization Plan                                         | A. Maintain the Downtown Revitalization Plan                                                              |           |           |            | ●       | AMS                                  |
|              |                                                                               | B. Revisit and modify the Revitalization Plan on a timely basis                                           |           |           |            | ●       | AMS                                  |
|              |                                                                               | C. AMS sub committees should operate on the 4-Points of the Main Street approach                          |           |           |            | ●       | AMS                                  |
|              |                                                                               | D. Research funding opportunities and pioneer the Downtown public relations campaign                      |           |           |            | ●       | AMS, DABA, DCED, Chamber, DCVB, City |
|              | O-2: Continue revitalization efforts using the Main Street Program principles | A. Utilize the Downtown Revitalization Plan as a marketing, education, informational tool                 |           |           |            | ●       | AMS                                  |
|              |                                                                               | B. Utilize the State Main Street program & office personnel                                               |           |           |            | ●       | AMS                                  |
|              |                                                                               | C. Continue to work with local / regional / digital/social media for promotion                            | ●         |           |            | ●       | AMS, DABA                            |
|              |                                                                               | D. Continue to refer to the Indiana and National Main Streets' guidelines                                 |           |           |            | ●       | AMS                                  |
|              | O-3: Research and present options for financial sustainability                | A. Define the specific area for financial sustainability implementation                                   |           | ●         |            |         | AMS                                  |
|              |                                                                               | B. Explore financial sustainability options                                                               |           | ●         |            |         | AMS                                  |
|              |                                                                               | C. Present findings at an educational session for interested parties hosted by AMS                        |           | ●         |            |         | AMS                                  |
|              | O-4: Take proactive planning / zoning measures                                | A. Modify the Zoning Ordinance based on the visions and the guiding principles of the Revitalization Plan | ●         |           |            | ●       | City                                 |
|              |                                                                               | B. Enforcement efforts should be performed by City officials in collaboration with AMS                    |           |           |            | ●       | City                                 |
|              |                                                                               | C. Assist developers / property owners with historic tax credit applications                              |           | ●         |            | ●       | AMS                                  |
|              |                                                                               | D. Identify Downtown capital improvements and prioritize them over the next 5-10 years                    |           | ●         |            |         | AMS, City                            |
|              |                                                                               | E. Make proactive arrangements to approach potential developers / investors for potential redevelopment   |           | ●         |            | ●       | AMS, DCED, City                      |

## Promotional Implementation

|           | Strategy                                                      | Task                                                                                                                                      | Timeline  |           |            |         | Responsibility        |
|-----------|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|------------|---------|-----------------------|
|           |                                                               |                                                                                                                                           | 0-1 years | 2-3 years | 4-10 years | Ongoing |                       |
| PROMOTION | P1: Elevate the "Home of the Classics" identity in the Region | A. Continue working with DABA to promote existing events and create new events                                                            | ●         |           |            | ●       | AMS, DABA             |
|           |                                                               | B. Prepare a strategy to further promote art related programs                                                                             |           |           |            | ●       | AMS, DABA             |
|           |                                                               | C. Build the "Home of the Classics" slogan and better publicize it throughout the region                                                  | ●         |           |            | ●       | AMS, DCVB             |
|           |                                                               | D. Organize regular clean-up drives with volunteers                                                                                       | ●         |           |            | ●       | AMS                   |
|           |                                                               | E. Create a strong sense of identification and entry into Downtown                                                                        |           | ●         |            |         | AMS, City             |
|           | P2: Maintain and strengthen local market collaboration        | A. Expand or modify hours of operation, Joint Promotions / Marketing, Marketing Fund Clause, Public Relations, Special Events / Festivals |           | ●         |            |         | AMS, DABA             |
|           |                                                               | B. Support and promote retail leasing opportunities                                                                                       |           | ●         |            |         | AMS                   |
|           | P3: Employ websites and social media                          | A. Continue to work and further develop the one-stop website                                                                              |           |           |            | ●       | AMS                   |
|           |                                                               | B. Utilize existing social media to promote events held by AMS and DABA                                                                   |           |           |            | ●       | AMS, DABA             |
|           | P4: Continue to expand and broaden market segments            | A. Develop events that encourage continuous activity                                                                                      |           |           |            | ●       | AMS, DABA             |
|           |                                                               | B. Create a regional collaborative strategy                                                                                               |           |           | ●          | ●       | AMS, DCVB, DCED, NIRP |
|           |                                                               | C. Research and expand events and sales                                                                                                   |           |           |            | ●       | AMS, DABA             |
|           |                                                               | D. Create and strengthen volunteering efforts for Downtown events                                                                         |           | ●         |            |         | AMS                   |
|           |                                                               | E. Create a welcoming committee for new or interested businesses                                                                          |           | ●         |            |         | AMS                   |
|           | P5: Continue to develop Main Street Initiatives               | A. Hire a full-time staff member / Executive Director                                                                                     | ●         |           |            |         | AMS                   |
|           |                                                               | B. Serve as Downtown's operating umbrella                                                                                                 | ●         |           |            | ●       | AMS                   |
|           |                                                               | C. Research and create revenue sources                                                                                                    | ●         |           |            | ●       | AMS                   |
|           |                                                               | D. Continue to expand on the Downtown Façade Grant Program                                                                                | ●         |           |            |         | AMS                   |

# Design Implementation

|        | Strategy                                                                   | Task                                                                                                                                    | Timeline  |           |            |         | Responsibility  |
|--------|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|------------|---------|-----------------|
|        |                                                                            |                                                                                                                                         | 0-1 years | 2-3 years | 4-10 years | Ongoing |                 |
| DESIGN | D-1: Update regulatory framework and documentation                         | A. Update the City of Auburn Zoning Ordinance to include urban design strategies                                                        | ●         |           |            | ●       | City            |
|        |                                                                            | B. Support stricter enforcement, administration, and policing actions                                                                   | ●         |           |            | ●       | City            |
|        |                                                                            | C. All new construction / redevelopment applications should include site development plans                                              | ●         |           |            | ●       | City            |
|        |                                                                            | D. Promote adherence to LEED certification for new construction and adaptive reuse projects                                             |           |           |            | ●       | City            |
|        |                                                                            | E. Research and evaluate adoption of a Property Maintenance Code                                                                        |           |           | ●          |         | City            |
|        | D-2: Establish design and development guidelines                           | A. Research design guidelines for Downtown                                                                                              | ●         |           |            | ●       | AMS, City       |
|        |                                                                            | B. Develop Downtown Area overlay zones, planned unit development or form-based code for detailed directives                             | ●         |           |            |         | City            |
|        | D-3: Utilize specific historic redevelopment tools                         | A. A rating system should be developed to evaluate the current conditions of buildings                                                  |           | ●         |            |         | AMS             |
|        |                                                                            | B. Explore possibilities with the City to participate in the Certified Local Governments (CLG) program                                  |           | ●         |            |         | AMS, City       |
|        |                                                                            | C. Establish a "Historic Easement Program" for Downtown                                                                                 |           | ●         |            |         | AMS, City       |
|        |                                                                            | D. Implement a "Façade Enhancement Program"                                                                                             |           |           |            | ●       | AMS             |
|        |                                                                            | E. Establish working relationship with contractors experienced with historic rehabilitation                                             |           | ●         |            | ●       | AMS, City       |
|        |                                                                            | F. Research implementation for a Conservation Overlay District                                                                          |           | ●         |            |         | City            |
|        | D-4: Enhance streetscapes and public realm spaces within the Downtown Area | A. Enhance existing streetscape within Downtown by implementing and enforcing standards                                                 |           | ●         |            | ●       | AMS, City       |
|        |                                                                            | B. Increase store front activity                                                                                                        |           | ●         |            | ●       | AMS, City       |
|        |                                                                            | C. Create a wayfinding program                                                                                                          |           | ●         |            | ●       | AMS, City       |
|        |                                                                            | D. Connect public spaces through trails and walkways                                                                                    |           |           | ●          | ●       | AMS, City       |
|        |                                                                            | E. Improve the public right-of-way through addition of physical amenities, restoration of physical amenities, and relocation of parking |           |           | ●          | ●       | AMS, City       |
|        |                                                                            | F. Investigate and pursue brownfield redevelopment financing and possible locations                                                     |           |           | ●          | ●       | AMS, DCED, City |
|        | D-5: Promote infrastructure improvements                                   | A. Formalize and maintain a capital improvements plan and inventory of Downtown                                                         |           | ●         |            |         | City            |
|        |                                                                            | B. Invest in relocating overhead utilities underground                                                                                  |           |           |            | ●       | City            |
|        |                                                                            | C. Continue to provide and grow Auburn Essential Services in and around Downtown                                                        |           |           |            | ●       | City            |

## Economic Restructuring Implementation

|                        | Strategy                                         | Task                                                                                             | Timeline  |           |            |         | Responsibility     |
|------------------------|--------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------|-----------|------------|---------|--------------------|
|                        |                                                  |                                                                                                  | 0-1 years | 2-3 years | 4-10 years | Ongoing |                    |
| ECONOMIC RESTRUCTURING | E-1: Focus on business retention and recruitment | A. Develop a database of local statistics, maps, and building inventory                          |           | ●         |            | ●       | AMS, DCED, Chamber |
|                        |                                                  | B. Explore infill and catalytic development                                                      |           | ●         |            | ●       | AMS, DCED, Chamber |
|                        |                                                  | C. Follow the guidelines for business retention and recruitment                                  |           | ●         |            | ●       | AMS, DCED, Chamber |
|                        |                                                  | D. Follow retail growth strategies for new and existing businesses                               |           | ●         |            | ●       | AMS, DCED, Chamber |
|                        | E-2: Activate Upper Floors                       | A. Promote a large variety of housing opportunities                                              |           |           | ●          |         | AMS, DCED, Chamber |
|                        |                                                  | B. Encourage office and high-tech uses to locate in upper floors                                 |           |           | ●          |         | AMS, DCED, Chamber |
|                        |                                                  | C. Host an educational session to property owners and interested parties                         |           |           | ●          |         | AMS, DCED, Chamber |
|                        | E-3: Expand and build upon quality of place      | A. Improve the appearance and aesthetics through general maintenance and upkeep of public spaces |           | ●         |            | ●       | AMS, City          |
|                        |                                                  | B. Maintain and improve physical attributes throughout the Downtown Area                         |           | ●         |            | ●       | AMS, City          |
|                        |                                                  | C. Research and adopt a Riverfront Dining Ordinance                                              |           | ●         |            | ●       | AMS, City          |
|                        | E-4: Create a Community Investment LLC           | A. Engage interested parties to create a Community Investment LLC                                |           |           | ●          |         | AMS, DABA          |
|                        |                                                  | B. Outline and adopt the by-laws for the LLC                                                     |           |           | ●          |         | AMS, DABA          |
|                        |                                                  | C. LLC will assist property owners in order to achieve catalytic development                     |           |           | ●          |         | AMS, DABA          |

## DETAILED RECOMMENDATIONS

# Organizational Recommendations

## O-1: Champion the Revitalization Plan



### Strategy

Auburn Main Street (AMS), Downtown Auburn Business Association (DABA), City of Auburn and other organizations should champion the Revitalization Plan effort and help to implement recommendations. AMS should work in partnership with DABA when promoting Downtown Auburn and the events held in Downtown.

### Action Tasks

- A.1: Formally maintain the Downtown Revitalization Plan by adopting the 2017 revisions.
- A.2: AMS and the City of Auburn Building, Planning and Development Department will act as "gate-keepers" for the Plan.
- B: Revisit and modify the Plan on a timely basis to make necessary adjustments as market conditions dictate.
- C: Continue to operate the 4 points of the Main Street approach (Organization, Promotions, Design, and Economic Restructuring) to maintain State Main Street Status. The Promotions committee should work alongside DABA for Downtown events.
- D: Research for additional funding opportunities and pioneer the public relations campaign for the Downtown tenaning and district marketing. Look into Indiana Dept. of Natural Resources, OCRA, USDA, and other sources for funding opportunities for Downtown projects.

## O-2: Continue revitalization efforts using the Main Street Program principles



### Strategy

The Main Street Program should be continued to be followed to optimize efforts. The "Four Point" approaches for the Main Street revitalization are:

**Organization:** Building consensus and cooperation among the many groups and individuals involved in the revitalization process. Cooperation from both the public and the private sector is critical to achieve visible results.

**Promotion:** Marketing the commercial district's assets to customers, potential investors, businesses, local citizens, and visitors. To keep investors, visitors, and businesses coming Downtown, Main Street must reshape the community perspective of Downtown as a hub of activity.

**Design:** Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems and long-term planning. The look of Downtown, its streets, signs, buildings and store interiors is unique and AMS's goal is work with these elements to create a friendly, attractive place.

**Economic Restructuring:** Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities and challenges from outlying development. Main Street's ultimate goal is to create a Downtown that is economically viable.

### Action Tasks

- A.1: Periodically review the recommended strategies related to the 4-point approach, as laid out in this plan, and implement according to implementation priorities and action tasks.
- A.2: Utilize the Downtown Revitalization Plan as a marketing, educational, and information tool.
- B: Utilize the State Main Street program and office personnel for community information exchange.
- C: Continue to work with local / regional / digital/social media to promote the revitalization plan and other Downtown events.
- D: Continue to refer to the Indiana Main Street and Main Street America's guidelines as well as the ones stated by the National Trust for Historic Preservation.

## O-3: Research and present options for financial sustainability in Downtown Auburn



### Strategy

Creating a Downtown financial sustainability program will provide a long-term financial base for marketing, capital improvements, and management programs.

### Action Tasks

- A: Define the specific area for financial sustainability implementation. Choose an area large enough to sustain itself without putting much pressure on individual property owners, but enough so those contributing to the program will benefit.
- B.1: Research instituting a Downtown Auburn Special Improvement District (SID) and Economic/Business Improvement Districts (EID/BID).
- B.2: Study the implementation of a Tax Increment Finance (TIF) district.
- B.3: Investigate possibility of utilizing food, beverage, and hotel taxes as a Downtown redevelopment financial resource.
- B.4: Continue to look for additional financial support resources.
- C: Present findings and implementation strategies at an educational session hosted for interested parties by AMS. Proceed with next steps depending on the consensus of interested parties.

## Organizational

### O-4: Take proactive planning/ zoning measures



#### Strategy

The City currently collaborates with State and County departments for a variety of plan approvals and permitting processes. Continue to collaborate with State and County departments, which is essential for both short-term and long-term for zoning and building related implementation measures. Better coordination between these public agencies will help to ease the process of development plan application review.

#### Action Tasks

- A: The City shall modify the zoning ordinance based on the visions and the guiding principles of the revitalization plan. Refer to "Design Recommendations" for additional information on regulatory modifications.
- B: City of Auburn, in collaboration with Auburn Main Street, should encourage and regulate compliance with State and local building codes and regulations where applicable to ensure a compliant downtown.
- C.1: The City Building, Planning, and Development Department would work with developers and investors to ensure projects comply with local and State building and zoning codes.
- C.2: City officials along with AMS should assist developers/property owners with historic tax credit applications.
- D: Projects identified in the City's 5-10 year capital improvements plan should be prioritized and implemented.
- E: The City and AMS should make proactive arrangements to approach potential developers and interested investors for proposed redevelopment and infill construction. Create a list of local/regional developers and initiate discussions, invite for roundtable discussions or one-on-one meetings.

## Promotional Recommendations

### P-1: Elevate the "Home of the Classics" identity in the Region



#### Strategy

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

#### Action Tasks

- A: Continue to work with DABA through the Promotional branch of AMS to be the core promotional campaign committee Downtown. There should always be a DABA representation on the AMS Board of Directors.
- B: Prepare a strategy further promoting art related programs by instituting a "city beautiful" movement through addition of public art, adequate maintenance, tree planting, banner program, and artwork (murals, sculptures, etc.) which will further enhance the image of the City.
- C: Leverage existing events and promotional items as basis for enhancement of the "classics" character citywide in physical improvements and quality of life elements such as upkeep, property maintenance, organization of events, etc.
- D: Regular monthly clean-up drives should be held with the help of volunteers to clean Downtown sidewalks and public spaces. Connect with local volunteer groups and schools to assist with Downtown cleanup at least twice a year. Also refer to P-4.
- E: Create a strong sense of identification an entry into Downtown Auburn with establishment of a comprehensive vehicular and pedestrian directional/wayfinding system. This effort should be coordinated with the development of a graphic signage and wayfinding system, as recommended under objective D-4.

### P-2: Maintain and strengthen local market collaboration



#### Strategy

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

#### Action Tasks

- A.1: Expand or modify hours of operation – increase penetration in the local market by an expansion of and consistency in hours of operation OR later opening/closing times. Merchants should meet and discuss the advantages of consistent hours of operation and seriously consider modified hours of operation.
- A.2: Join Promotions/Marketing – Merchants could work together in coordination with AMS and DABA to sponsor joint promotions. Examples could include special sale events, periodic cooperative advertising circulars, and discount coupons at participating merchants, etc.
- A.3: Public Relations (Also refer to P-3) – Maintain the current schedule of regular press releases to local and regional media announcing planned activities and promotions, as well as new initiatives started or successfully completed as part of the strategic plan.

- A.4: Special Events/Festivals (Also refer to P-4) – Consideration should be given to expand existing festivals and special events to appeal to a broader market. It is very important that the level of quality of events matches the Auburn "Home of the Classics" image. Corporate and media sponsorships could be solicited to fund expansion of existing events, in terms of size, quality and perhaps duration. Examples of ways for individual merchants to take advantage of special events include extended hours, sponsorships, coupons or sales, food carts, banner signage, sidewalk seating / sales, etc.
- B: Develop retail and leasing support programs to bring property owners, retailers, AMS action group and the City together. The program should offer:
  - Loan Programs – Create a low interest revolving loan fund in conjunction with local banks to be used for renovations and/or startup working capital.
  - Rent incentives – Offer new retailers whose interests match the revitalization plan rent incentives including but not limited to: rent abatement, free or subsidized rent for the first few months, etc.

### Organization

### Promotion

### Design

### Economic Restructuring

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

#### Format:

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

### Sustainable Guiding Principles



Building Design



Air Quality



Open Space



Energy Efficiency



Alternative Transportation



Sustainable Site



Housing Mix



Culture and Diversity



Organized Initiative

## Promotional Recommendations

### P-3: Employ websites and social media



#### Strategy

The greater Auburn community has an opportunity to expand its solid footing on the Web and its emergent presence in social media.

#### Action Tasks

- A.1: Both AMS and DABA should continue to update and expand their websites by working with a multimedia firm to:
- Develop a one-stop, responsive-design Downtown Auburn website;
  - Improve readability and navigation;
  - Coordinate branding and cross-link other regional tourism and business development websites;
  - Identify effective key words and development techniques to generate strong presence in search engine results.
- A.2: Ensure that the website does not redirect visitors away from the site, but opens a new window when a link is selected.
- B.1: Utilize existing social media services such as Facebook, Twitter, Instagram, and other social media outlets to promote Downtown Auburn, business owners, and events held Downtown.
- B.2: Continue to piggy-back off of other local community groups' pages by liking and sharing their posts.

### P-4: Continue to expand and broaden market segments



#### Strategy

The current array of events, attractions, shopping, and the dining district tends to draw predominately car enthusiasts from the region and local residents. Downtown Auburn has an opportunity to broaden the tourist base by designing events, promotions, and marketing to draw regional tourism. Promote existing events, both locally and regionally, to draw tourists and utilize existing resources such as the James Cultural Plaza.

#### Action Tasks

- A.1: Develop and maintain events that are spaced evenly and held frequently to ensure continuous activity in Downtown Auburn. Continue creating events to draw people to Downtown more frequently.
- A.2: Leverage the success of the periodic public art festivals and other annual events by establishing resources to ensure they are an annual event.
- B: Create a regional collaborative strategy to leverage the attendance at existing festivals, auctions, and events in the region so that complementary activities occur in, and are linked to, Downtown. Work with a marketing firm to promote regional tourism by establishing a presence and promoting articles in regional lifestyle magazines and their websites, and identifying opportunities to regionally cross-market Downtown Auburn.

- C: Continue to explore different ideas for new events such as a museum driving tour map and guide, "staycation" promotion sales, retail-based holiday promotions (i.e. Buy some sweets for your sweetie this Valentine's Day @ Carbaugh's), family related events, kid-related programs / field trips, local photography contest of Downtown, etc.
- D: Create and strengthen a volunteer-base to assist with planning and set-up for special events Downtown. Utilize social media and other means to organize and advertise volunteering efforts.
- E: Create a welcoming committee and a grand opening event program for new businesses Downtown to advertise the new business and assist with pre-opening setup.

### P-5: Continue to develop Main Street Initiatives



#### Strategy

Over the last 15 years, the marketing and promotion efforts on behalf of Downtown have witnessed significant improvements. During this time, AMS has been meeting requirements to be considered an Indiana Main Street as well as striving to reach Main Street America requirements. These efforts should be continued to benefit AMS, DABA, and Downtown business owners. DABA should plan to work as part of the AMS organization to reap the benefits of becoming a National Main Street Organization.

#### Action Tasks

- A: Hire a full-time staff member to support the activities of the Downtown organization. This person should be able to provide administrative support to the Board of Directors, event planning and coordination, management of contracted professional services, facilitation and / or creation of effective marketing materials and social media, fund development and management, administration of economic development programs, coordination with other stakeholders, etc.
- B: AMS should serve as an operating umbrella for the full breadth of Downtown development and promotional activities. DABA should be considered its own branch under AMS.



Promotional materials can provide marketing for the entire Downtown.

## Promotional

### P-5: Continue to develop Main Street Initiatives (Con't)



- C.1: Create revenue resources to support the work of the Downtown organization:
- Consider TIF (Tax Increment Financing) districts to support development.
  - Consider the benefits of a Downtown/business improvement district (DID/BID).
  - Explore a DID special assessment district to support administrative, marketing, event, and other similar costs.
  - Investigate grant and private fund development options to fund economic development initiatives for Downtown.
  - Use advertising and sponsorship opportunities to underwrite costs of specific event and/or services.
- C.2: Provide technical support for Downtown businesses and organizations to help them develop marketing strategies and business operations that increase customer base and grow business plans.
- D: Continue to expand upon the Downtown façade grant program. To promote business recruitment and retention, other effective Downtown economic development tools should be identified, developed, and funded. Other grant and loan programs, tax incentives, incubator services, and property development services should be considered. Also refer to E-1 and E-3. Some good resources for beginning this process include the following:
- <http://www.ida-downtown.org/eweb/>
  - <http://www.iedconline.org/>
  - [http://www.downtowndevelopment.com/downtown\\_research\\_and\\_development\\_center.php](http://www.downtowndevelopment.com/downtown_research_and_development_center.php)

## Design Recommendations

### D-1: Update regulatory framework and documentation



#### Strategy

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

#### Action Tasks

- A.1: The City of Auburn Zoning Ordinance should be modified to follow the urban design concepts and urban design guidelines.
- A.2: For better guidance, appropriate consultants should be employed by the City to help in the drafting of the modified zoning ordinances.
- B: It is recommended to have stronger enforcement, administration, and policing actions by the City not only to have better maintenance and upkeep but also for accurate realization plan and the updated zoning and other regulatory framework.
- C: All new construction / redevelopment applications in the Downtown area should include site development plans to implement the vision of the revitalization plan. Such requirements are recommended to be included in the revisions of the zoning ordinance.

- D: Promote adherence to LEED certification for new construction and adaptive reuse projects.
- E: Discuss (City with AMS) the feasibility of adoption of a Property Maintenance Code [city-wide] to provide Auburn property owner mandatory standards to maintain properties. If consensus is reached between discussions, create and adopt a code. For more information refer to the International Code Council website (<http://www.iccsafe.org/>).

### D-2: Establish Design & Development Guidelines



#### Strategy

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

#### Recommended Elements:

- Redevelopment of existing buildings should incorporate ideas from Sections 4 and 6
- Buildings should be oriented toward their addressed street
- Vary facades and rooflines to create visual relief
- Incorporate pedestrian-friendly features (i.e. canopies, display windows, benches, trash receptacles)
- Vary building heights
- Create and connect public spaces
- Establish a wayfinding system
- Improve streetscapes, pedestrian circulation, and intersections
- Encourage shared parking lots and maximize existing on-street parking
- Replace mast armed street lights with pedestrian-scale, historic-design street lights

### Sustainable Guiding Principles



Building Design



Air Quality



Open Space



Energy Efficiency



Alternative Transportation



Sustainable Site



Housing Mix



Culture and Diversity



Organized Initiative

## Design Recommendations

### D-2: Establish Design & Development Guidelines (Con't)



#### Action Tasks

- A: Research design guidelines and their impacts on small towns as well as educate property / business owners and other interested parties. It is recommended that the design and development guidelines should be developed by an urban planning consultant / designer who would work with AMS and City of Auburn. Coordination with façade improvement efforts should be continued.
- B: These design standards are recommended to be developed further into a Downtown Area overlay zone, planned unit development, or form-based code for detailed design directives for both the property owners and business owners. The codes will address the following in a more detailed manner:
- Lot configurations and setback requirements
  - Buildings (height and color)
  - Parking
  - Mixed use architectural requirements (front façade, windows and doors, roof design, building materials, awnings, corner building design, etc.)
  - Single family and town home design requirements
  - Streetscape design requirements (sidewalks, street trees / planters, street lights, alleys, street furniture, bicycle facilities, etc.)



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

### D-3: Utilize specific historic redevelopment tools



#### Strategy

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

#### Action Tasks

- A: A rating system should be developed to evaluate the current condition of buildings, its heritage, preservation initiatives, and current tenanting. Refer to E-1 for more information.
- B: The AMS action group should explore possibilities with the City to participate in the Certified Local Government (CLG) program. As a CLG, the City will be eligible to apply for federal matching grants for preservation activities. Additional information is available at: <http://www.in.gov/dnr/historic/3681.htm>.
- C: Establish a "Historic Easement Program" for the Downtown area to protect the intrinsic value of historically and architecturally significant buildings, settings, and scenic and natural resources. Historic Easements allow property owners to obtain a substantial tax deduction on their easement contribution. An entire structure or just the face of interior may qualify.
- D: Continue to offer and expand the Façade Enhancement Program currently offered through AMS. Focus enhancement opportunities throughout Downtown Auburn and consider expanding the program to similar historic tourist neighborhoods, such as the ACDA Museum neighborhood. Continue researching similar matching grants through State and Federal programs and encourage property / business owners to become involved.
- E: Establish a working relationship with contractors who have experience with renovating historic buildings and who will follow the design and development guidelines.
- F: Research and educate interested parties on the implementation and impact for a Conservation Overlay District for Downtown Auburn. The Conservation Overlay District would require public notice if any historic structures were proposed to be demolished.

## Design Recommendations

### D-4: Enhance the streetscape and public realm paces within Downtown areas



#### Strategy

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

#### Action Tasks

- A: Enhance existing streetscape within Downtown by implementing and enforcing the following measures:
- Establish new streetscape design standards for the future – New standards should incorporate trees, planters, banners, appropriating lighting and street furniture as recommended in urban design concepts earlier in this section. Implementation policies should be discussed with City departments and AMS.
  - The City should maintain existing street trees and planters and begin to research a feasible schedule to replant trees as necessary. Work with a consultant to replace existing trees with trees that are better suited for an urban environment.
  - Sustainable streetscape elements should be explored including rain gardens and rain harvesting, permeable and recycled pavers, solar powered accent lighting, recycled materials for street furnishings, etc.
- B: Increase storefront activity through implementation of outdoor dining in front of restaurants within Downtown areas and activating empty (vacant) first floor storefronts.
- C: Create a strong sense of identification and entry into Downtown Auburn and the City by creating a wayfinding program, enhancing gateways and entrances, and constructing an illustrative map in Downtown with "You Are Here" designations. Research OCRA's Quick Impact Placebased Grant for potential funding.
- D.1: Seek opportunities to connect existing parks and green spaces to Downtown through improved streetscape, bike paths, pedestrian trails, etc.
- D.2: Efforts should be made to connect to the potential / proposed trails. Opportunities to create public amenities such as bike hub stations with parking lots, restrooms, bike racks, etc. should be explored. The revitalization efforts should build strength with the connection of the bike path system. Available grants from the Indiana Department of Natural Resources should be explored for eligibility for such improvements.
- E.1: It is recommended that the alleys / cross streets be upgraded to include landscaping, seating areas, pocket parks, specialty lighting and many other features to make it a safe and appealing environment for pedestrians.
- E.2: Adopt "adjunct areas" to be included in the business improvement district (BID) to encourage improvement in and around major attractions that support Downtown tourism, such as the ACD Automobile Museum. For instance, consider redeveloping brownfield sites near the ACD Automobile Museum and improving signage and streetscapes along the corridor between the museum and Downtown.
- E.3: To make the option of parking at the rear of buildings more appealing, consideration and support should be given to enhancing the appearance of the backs sides of buildings and upgrading the alleys. Efforts should also be made to combine the parking areas for multiple buildings along one block and consolidating access to reduce confusion and traffic congestion.
- F: Appropriate redevelopment opportunity for the available brownfield sites should be pursued, specifically within commercial areas and industrial lands, for adaptive reuse. Research and become familiar with statewide and federal brownfield grants to leverage development activities.



### D-5: Promote Infrastructure improvements within Downtown areas



#### Strategy

The recommended development directions, according to the Revitalization Plan, anticipate additional demand for public infrastructure and utilities. The City currently maintains the infrastructure and utilities.

#### Action Tasks

- A.1: Formalize and maintain the existing Capital Improvements Plan which includes the infrastructure and facilities requirements needed to support the Downtown Revitalization Plan. Include potential funding opportunities in the Capital Revitalization Plan.
- A.2: Commit resources to properly plan, maintain, rehabilitate and expand the infrastructure and facilities to satisfy the demands of the Downtown's future.
- A.3: Maintain an accurate and complete inventory of streets, sidewalks, sewer, water, storm water, electric, and other existing utility infrastructure in the Downtown area.
- B: Invest in relocating overhead utility lines underground throughout Downtown when the opportunity arises.
- C: Continue to provide the community supported internet (Wi-Fi), phone and TV services within Downtown through Auburn Essential Services (AES).

### Sustainable Guiding Principles



Building Design



Air Quality



Open Space



Energy Efficiency



Alternative Transportation



Sustainable Site



Housing Mix



Culture and Diversity



Organized Initiative

## Economic Restructuring Recommendations



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

### E-1: Focus on business retention and recruitment



#### Strategy

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

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

#### Action Tasks

- A: Develop a database of information on local statistics, available spaces, maps, and building inventory readily available to distribute to interested parties. Be sure to include the following:
- General information and photos of the Auburn community highlighting assets
  - List of potential uses based off of supply and demand data
  - Community's economic and demographic data (e.g. market analysis, actual and potential sales data, nonresident consumer data, significant employers and institutions)

- A rating system evaluating the current condition of buildings, its heritage, preservation initiatives, and current tenanting:
  - o Value – Quality of construction, age, architectural style, etc., based on the Downtown Auburn character
  - o Building Condition – Whether the building is new and / or maintained or needs repair
  - o Tenanting – Whether the building and / or floors of buildings are vacant, appropriate tenants based on the characters, or if the property owner is absent or present.
  - o First Floor uses including location, lot area, transfer history, tax information, etc.

- B: Infill development and adaptive reuse opportunities should be explored in the Downtown core area, specifically in vacant lots and empty buildings.

- C: The following are a few guidelines for business retention and recruitment:
- Create a retention / recruitment team from AMS
  - Key businesses which help create street life, pedestrian traffic, and sense of vitality should be identified and built upon
  - Individual businesses should work with the retention team to determine what services the business needs and match them with appropriate resources such as store presentation and display, merchandise selection, accounting and record keeping, computer usage, website development, etc.
  - Help businesses identify and develop opportunities for growth and expansion by building repeat customer base, attracting customers from same

market niche, identifying new markets for current product lines, etc.

- Recognize early warning signs of business failure and work with the retention team to strategically reposition their business
- Retention team plan for business transition by serving as a liaison between business owner and potential buyers, brokers, tenants, lenders, etc.
- A series of seminars could be offered to Downtown merchants dealing with topics such as visual merchandising, window displays, customer service, marketing and promotions, inventory control, etc.

- D: Add appropriate new retail by utilizing the following retail growth strategies:
- Work with a retail consultant / specialist to develop a "niche" retail strategy, retention / recruitment, cluster policy, and other applicable initiatives.
  - Concentrate retail on the first floor and keep it contiguous as recommended by the character of the Downtown area.
  - A clustering policy should be implemented in locating synergistic retail businesses such that found with a book store, music store, and coffee shop, etc.
  - Adjacent communities should be researched to explore prospective successful retailers who might be interested in and capable of opening additional locations.

- Remove barriers for local food production expansion, specifically community gardens. Identify potential areas / sites whether it is agricultural or urban core vacant site suitable for growing local vegetables and collaborating with the Farmer's Market.
- E: Promote Downtown with upper floor housing through educational sessions and researching funding opportunities:
- Create and maintain an inventory of Downtown buildings including but not limited to the following: size, floors, condition, special features, etc.
  - Research funding opportunities and create example pro-formas evaluating the benefits of applying several incentives, such as historic tax credits and other incentives, for rehabilitation of a building to make way for housing on upper floors.
  - Hold sessions to educate invested persons and discuss the costs and benefits of providing upper floor housing



## Economic Restructuring Recommendations

### E-2: Activate upper floors



#### Strategy

Encourage office / high-tech uses and housing uses in the 2nd and 3rd floor of Downtown buildings to not only activate upper floors but also activate Downtown Auburn throughout the entire day. Developing alternate uses for upper floors will draw in more visitors and encourage more commercial / retail growth.

#### Action Tasks

- A: Promote the benefits of upper floor housing and begin to strategize logistics with interested property. Encourage high-end and market-rate apartments and flats to entice a larger interest group. Encourage early contractor involvement to ensure proposals are up to all state and local codes.
- B: Market upper floors for office / high-tech uses and encourage property owners to renovate upper floors to accommodate office / high-tech businesses. Encourage early contractor involvement to ensure proposals are up to all state and local codes.
- C: Develop pro-formas and perform research on the implementation and benefits of activating the upper floors of Downtown buildings and present the findings to property owners and other interested parties.

### E-3: Expand and build upon Downtown's quality of place



#### Strategy

Promote Downtown Auburn as an exciting and convenient place to live and work by targeting multiple population groups including young professionals and aging local residents. Downtown offers a tremendous opportunity to create a unique and appealing living and working environment. Continue economic place making efforts by maintaining and improving physical assets to entice people to visit, work, play, and live in Downtown.

- A: Significant improvements can be achieved through general maintenance and upkeep:
  - Reduce weeds
  - Maintain landscaping
  - Repair and repaint facades
- B: Increasing quality of place efforts through maintaining and improving physical attributes encourages growth of Downtown. For more ideas, refer to D-4.
- C: Research and adopt a Riverfront Dining Ordinance permitted by IC 7.1-3-20-16 allowing an unlimited number of liquor licenses within 1,500 feet of Cedar Creek. Adopting this ordinance would encourage restaurant development in Downtown, ultimately attracting more visitors

### E-4: Create a Community Investment LLC



#### Strategy

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

- A: Engage interested parties to create LLC. Invitation and membership to the LLC can be open to both Downtown property owners and non-property owners.
- B.1: To properly manage these objectives, create a board of 12 members, 2/3 of which will be elected by unit holders i.e. initial investors and the balance represented by various political (e.g. Representative/s from City Council) and interested organizations. Each member of the board of managers should be elected for three years.
- B.2: The Community Reinvestment Corporation (LLC) that has been created should raise private funds to revitalize the historic buildings in Downtown. The LLC can determine how they want to operate and use their collective funds toward Downtown revitalization.

- C: The LLC can assist property owners with the following to achieve catalytic development:
  - Strategize on realistic property acquisition cost – work with realtor and survey similar assets in the local area for comparison with realistic costs
  - Partnerships with patient / long term pay back plan
  - Deferred acquisition pay-out that the individual / organization taking hold of the acquisition can get some additional time to collect the capital to pay-out for the acquisition
  - Public subsidy for acquisition
  - City resources should help with acquisition, demolition and public realm upgrade through the utilization of potential TIF dollars and other financial resources
  - Property owner to sell to LLC who can assist with rehabilitation funding and then turn around and sell the property to a different owner

### Sustainable Guiding Principles



Building Design



Air Quality



Open Space



Energy Efficiency



Alternative Transportation



Sustainable Site



Housing Mix



Culture and Diversity



Organized Initiative

## NOTES

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

## SECTION SIX

### Appendix



#### Contents

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

## Project Meetings



**November 17, 2010**  
*AMS Meeting*

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

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

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

**October 27, 2011**  
*Public Open House*

*Several meetings with City of Auburn Officials*

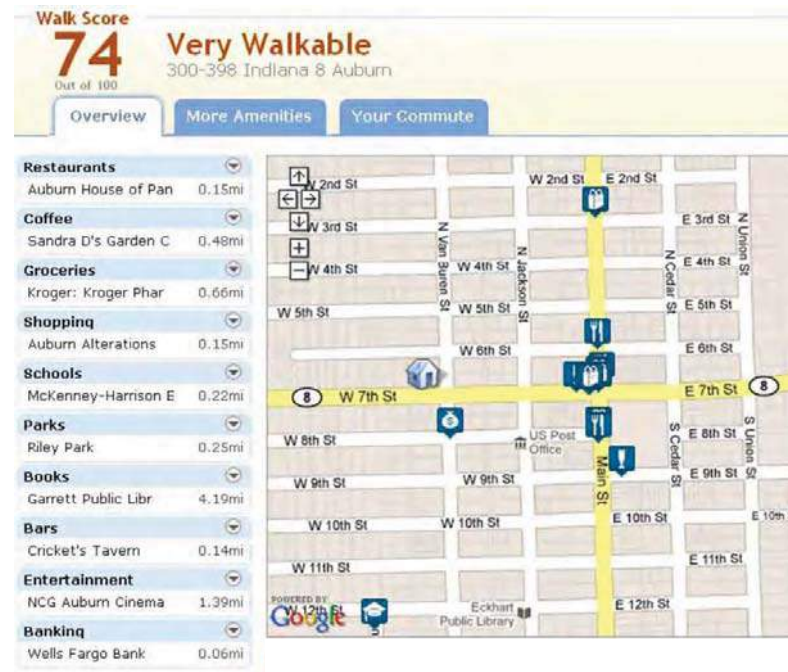


## Miscellaneous Exhibits

### Downtown Walkscore

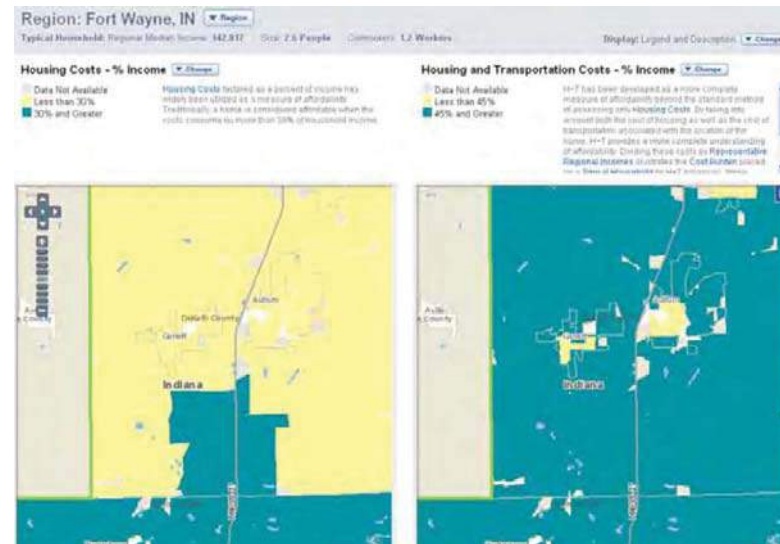
This map shows walkability index for Downtown Auburn as indicated by walkscore.com.

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



### Housing and Transportation Maps

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



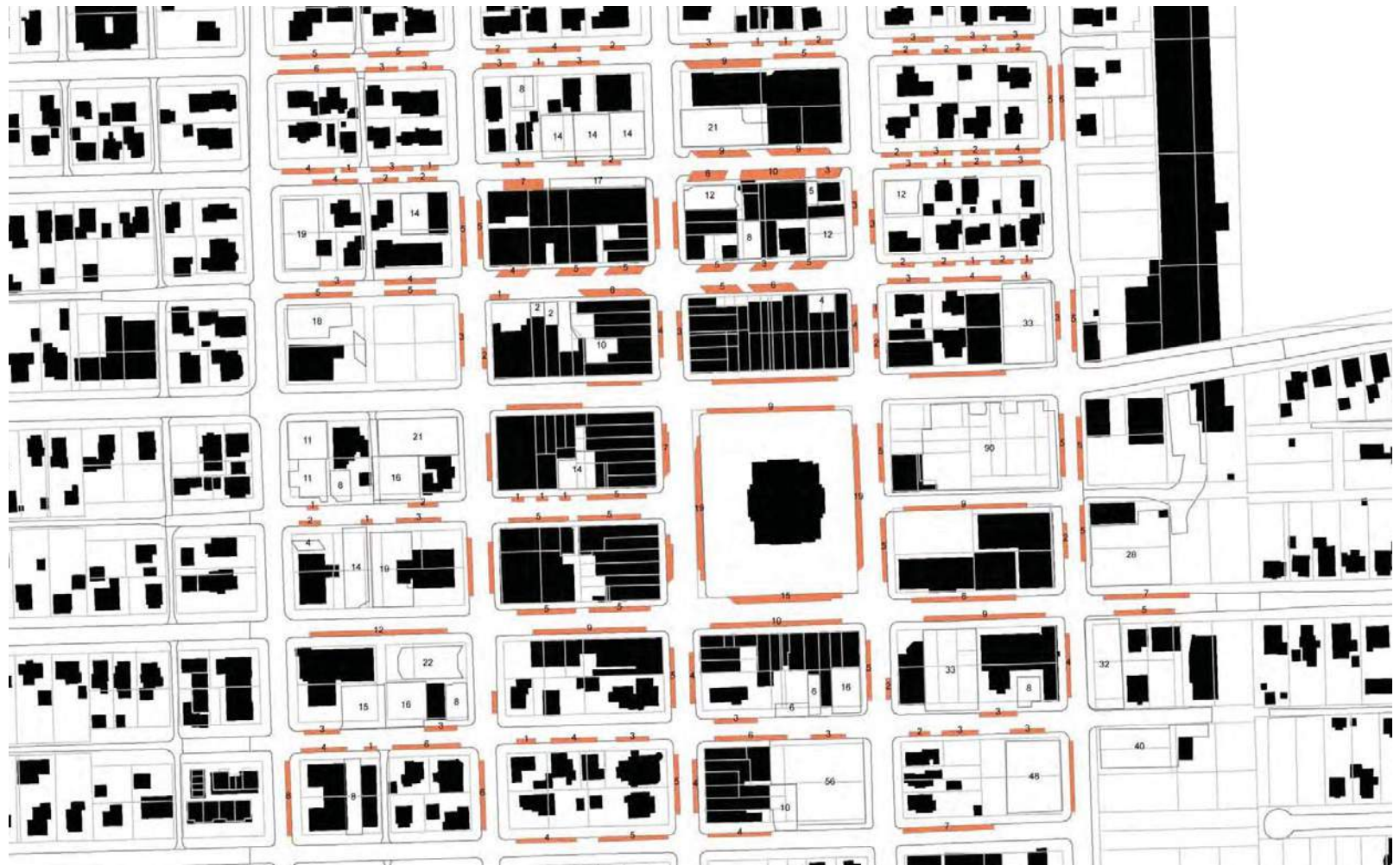
### LEGEND

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

Not to a Scale



## Public and Private Parking



# Visual Preference Survey

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

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

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

## Gateway



32%



32%



32%



4%

## Streetscape



44%



36%



14%



6%

## Public Art



65%



9%



14%



12%

## Visual Preference Survey cont.

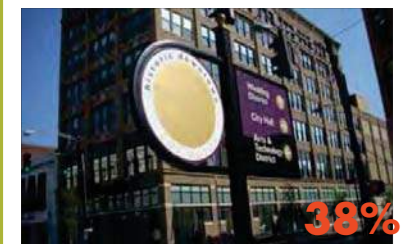
### Storefront



### Public Spaces



### Signage



### Building Character



## Trails & Bikeways



## Parking



None

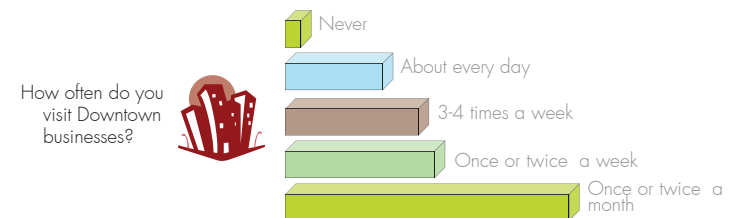
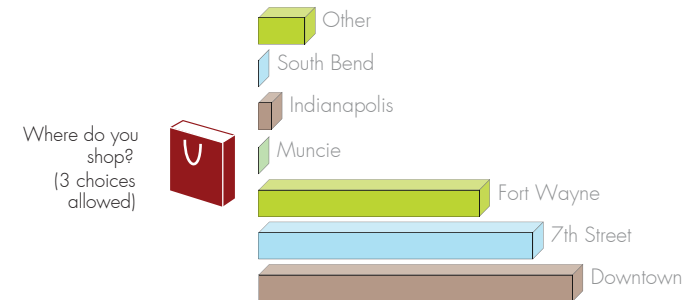
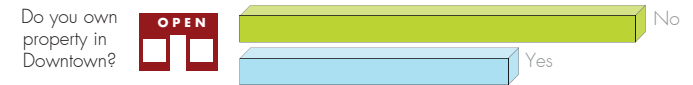
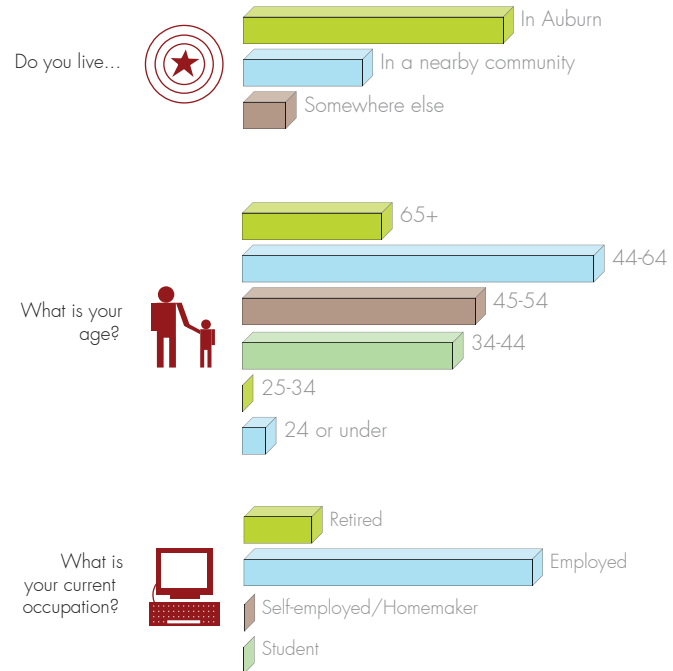
34%

## Infill Development



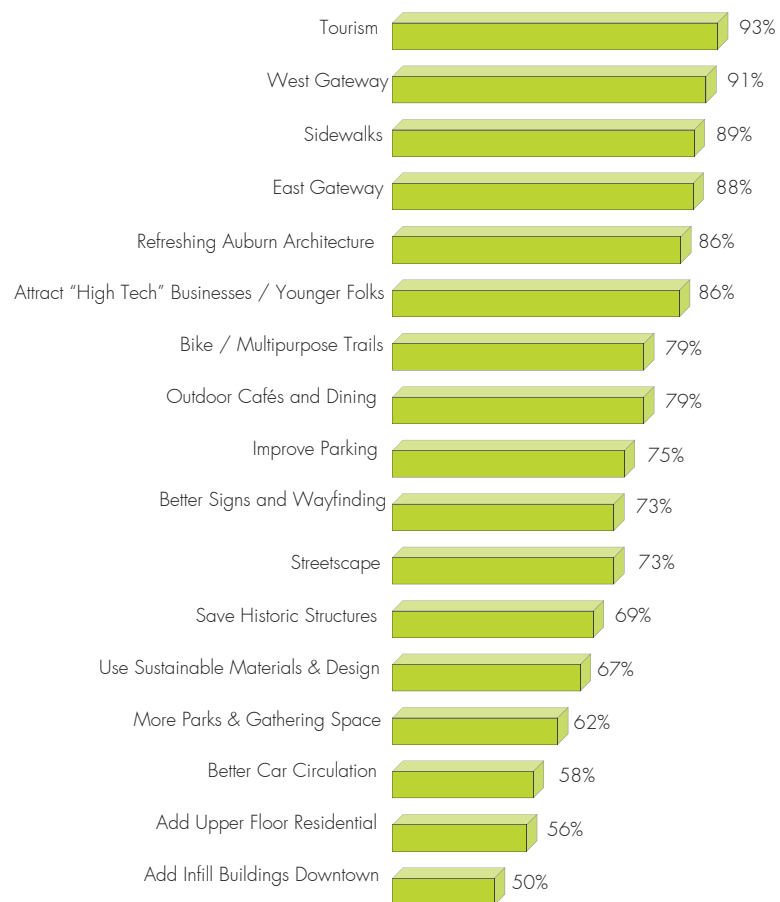
## Electronic Survey

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



## Downtown Priorities

### Response of “Very Important” or “Somewhat Important”



## Key Features

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

