

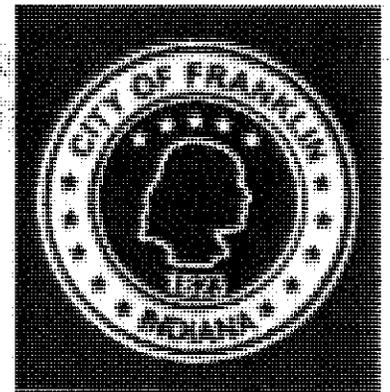
Downtown Revitalization Plan

City of Franklin, Indiana

re·vital·i·zation (–zshn) *n.*
bringing again into activity and prominence;
"the revival of trade"; etc..

"Nourish commerce...
if people won't come downtown to shop,
there simply won't be a civic realm."
Robert Gibbs

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Prepared for the
City of Franklin, Indiana

City of Franklin

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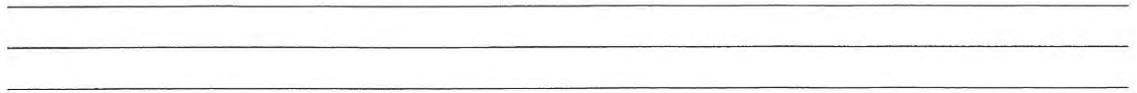
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Overview

In late summer of 2004, The City of Franklin initiated this downtown revitalization plan to identify both economic and physical infrastructure issues confronting it. Ultimately, the project would examine and describe more clearly the issues facing downtown and suggest initiatives and strategies for the revitalization of Franklin's downtown core. In the near term, a two-block catalyst project to improve the public streetscape environment along Jefferson Street was identified to launch the revitalization effort.

The compressed project process has engaged the public and a steering committee through several workshops, public information meetings and several stakeholder interviews.

The project has accomplished the following:

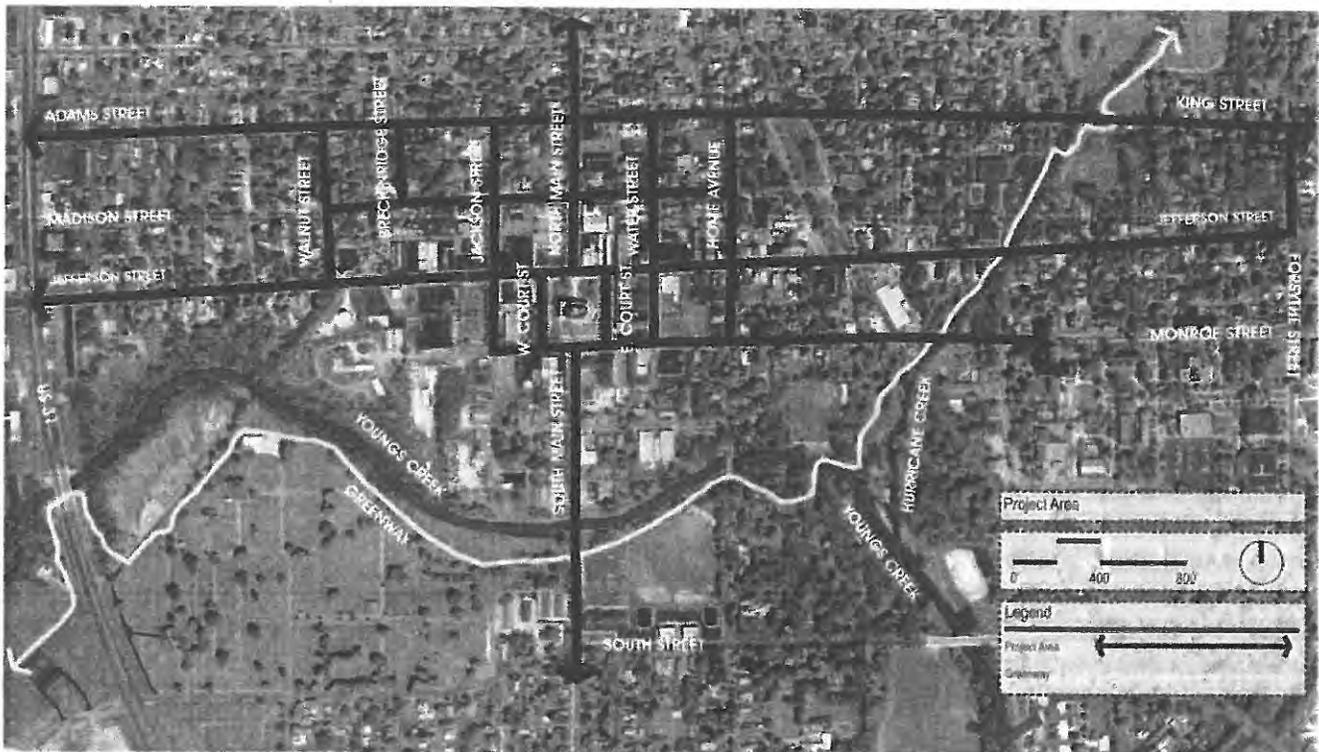
Market Analysis:

Market analysis, Business analysis, Demographic analysis, competition survey and economic trends and forces.

Physical Conditions Assessment considering:

Streetscape / Street Environment Assessment including: sidewalks, curbs, crosswalks, accessible ramps, way-finding, historic properties, and city parking issues.

Figure 1.01 Project Area
Source: City of Franklin, SKA



Project Focus

A “search for balance” was how the recently completed Franklin Comprehensive Plan process was described. This focused planning effort for downtown Franklin is an effort by the city to counterbalance the impact of heavily traveled thoroughfares such as Interstate 65 and US 31 with large development lots providing greater convenience and easy access and SR 44 which serves as an east-west connection to the Interstate 65 and US 31. Ultimately, the downtown effort and components of its pattern and aesthetic could inform architectural and development standards in these outlying areas to create a more uniform whole.

This focused planning effort is to evaluate various public infrastructure systems and components and to try to bolster the effectiveness that downtown has on attracting and retaining business and residents. Efforts like this one strive to identify components of the heart of the community that are in need of attention so that they may be sustained as **the place** that residents, visitors, businesses and others think of when they think of Franklin.

Third Place

Downtown should strive to be an outstanding “third place”, the first being home, the second being work. Franklin’s downtown is a distinctive informal gathering place, it makes the citizen feel at home, it nourishes relationships and a diversity of human contact, it helps create a sense of place and community, it invokes a sense of civic pride, it provides numerous opportunities for serendipity, it promotes companionship, it allows people to relax and unwind after a long day at work, it is socially binding, it encourages sociability instead of isolation, it makes life more colorful, and it enriches public life and democracy.

Third places must be free or quite inexpensive to enter and purchase food and drink within. They must be highly accessible to neighborhoods so that people find it easy to make the place a regular part of their routine – in other words, a lot of people should be able to comfortably walk to the place from their home. They should be a place where a number of people regularly go on a daily basis. And a person who goes there should be able to expect to find both old and new friends each time she or he goes there.



Figure 1.02: Franklin Fall Festival Parade nurturing downtown as a great Third Place.

Source: City of Franklin Website





Figure 1.03: Franklin Fall Festival Parade nurturing downtown as a great Third Place.

Source: City of Franklin Website

Downtown as a System

The project area as defined by City Planners clearly illustrates the needs of the community. The focus of the project is at the heart of the downtown and extends to where the streetscape and landscape character change. The project area literally reaches out to connect to primary growth areas where big box retailers and strip centers are fueling additional growth. The project area suggests a need to capture the momentum of these growth areas while respecting the historic downtown environment.

To achieve a successful downtown the most fundamental infrastructure issue for most communities is the attractiveness and adequacy of its vehicle- and pedestrian-circulation system, which needs to address traffic circulation, parking, and on-foot enjoyment of the environment. Ultimately the system of transportation alternatives should contribute to the success of the heart of Franklin. This plan recommends projects that will improve the infrastructure ultimately supporting success of the businesses.

Downtown Franklin and nearby neighborhoods are also striving to be historic and diverse and should capitalize on the historic while taking clues from modern commercial development. A recent study by Historic Landmarks Foundation of Indiana authored by Donovan Rypkema reveals that historic communities across the state experience higher diversity, income and education levels than similar neighborhoods. This plan supports the adaptive reuse of properties and celebrating the historic small town environment. However, it must acknowledge the need for high quality infrastructure, architecture, retail and services.

Enhancing these critical relationships is a key factor of the plan. As an example, the Franklin College Master Plan cites numerous references to creating better connections to the community including gateways, signage and way-finding, improved edges and partnerships for land use and programming. Also indicated as an objective was the need to address better daily life on campus including social spaces and activity centers. Conversely, the parks masterplan identifies connections and links throughout the community as a priority as well.

These are many of the same issues that the city is facing as a whole. This plan suggests activities and projects to build upon an existing desire to capitalize on existing assets, anchoring institutions and agencies.

Coordination with other agencies and institutions will be key to the community's success. Similar to a Main Street Programs reliance on a coordinated effort to present the best streetscape and commercial environment, the city must collaborate with Johnson County, Franklin College and others to continue and bolster its success. Attracting a library, school, post office or other similar large stable use downtown will contribute to the critical mass and investment in downtown.

Vision Statement

The Vision Statement from the 2002 Franklin Comprehensive Plan states:

The future Franklin should be a well-balanced community with a high quality of life; and with a variety of land uses and housing types supporting a culturally, socially, and economically diverse city.

If we imagine well-balanced communities with high qualities of life, often there is a thriving heart or center where the community gathers to work, play, celebrate, and generally interact with one another. Downtown Franklin is the center of not only the City of Franklin, but also of Johnson County, it is the heart of the community. Commonly, community centers also support the diversity that the comprehensive plan vision mentions.

Downtown Revitalization Plan Vision Statement:

In support of the Franklin Community Vision, Downtown Franklin should welcome the community and visitors through the encouragement of new business, housing, recreation and cultural opportunities. This will be achieved through creative policy, strong public interaction, and thoughtful design of the public realm supporting private investment.

Project Goal

The Franklin Downtown Revitalization Projects goal is stated within the comprehensive plan as the ***creation of an activity center for the promotion and retention of local character.***



Project Recommendations Summary

The result of this study is a clear series of projects that will contribute to the success of downtown Franklin. In addition to the specific projects, initiatives that will shape the projects development and contribute to their successes have been suggested as part of the complimentary initiatives.

Project recommendations:

Each of the projects is more clearly described in section 3 that follows with the catalyst project, Jefferson Street, detailed in section 4. The projects numbering relate to the order in which they are presented in section 3.

3a Jefferson Street Improvements

Improve streetscape infrastructure from Jackson Street to Water Street to nurture existing business and compliment an INDOT SR 44 improvement project.

3b South Main Street Improvements

Improve streetscape infrastructure from Monroe to South Street to compliment improvements to North Main, redevelop the southside of the courthouse square and encourage investment in an underutilized area of downtown.

3c Monroe Street Improvements

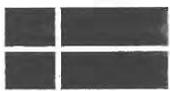
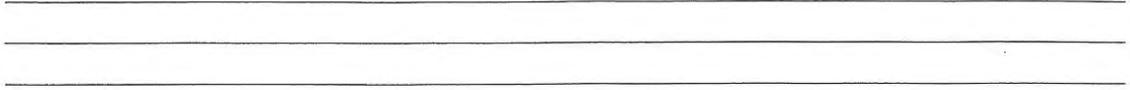
Improve streetscape infrastructure from Jackson to Branigan Boulevard to connect downtown to Franklin College, redevelop the southside of the courthouse square and encourage investment in an underutilized area of downtown.

3d City Parking Lot / Events Plaza

Improve the city parking lot be used as an events plaza and create a primary connection to the courthouse square to provide a clear visitor parking area and a positive first impression of downtown.

3e Complimentary Initiatives

1. Continue to develop strategy and marketing for downtown celebrating its character and promoting and advertising its assets.
2. Develop design guidelines for downtown to include visual and narrative standards addressing the unique assets of downtown. *The catalyst project outlines many of the issues such as sidewalk, lighting, signage, and street furnishing standards needing to be addressed.*
3. Plan for infill development and infrastructure projects by initiating focused planning efforts. Develop district, corridor and neighborhood plans.



Market Analysis

Introduction

Understanding demographics, market trends, and opportunities is a critical component of a successful revitalization plan and implementation strategy. The information provides insights into the project area's economy and begins to evaluate the current and potential supply and demand in the area. It provides the foundation for the public and city officials to determine the economic development vision of their community and identifies the strengths to help achieve their goals and the challenges that need to be addressed.

Methodology

The following pages provide a summary of the demographic, economic and real estate conditions of the downtown Franklin Commercial Area (downtown) as well as the impacts of the trade areas and adjacent neighborhoods. Information was gathered from ESRI Business Information Solutions (ESRI BIS), United States Census Bureau, and STATS Indiana. ESRI BIS is a national database firm that uses consumer spending, demographic and mapping data to analyze current markets and forecast their potential. STATS Indiana is an information service using Census data and other datasets to evaluate the economies of Indiana, its regions and its counties. Stakeholder interviews with local business and community leaders as well as business site analysis were also conducted to gain insight on the market not found through traditional market research.

In addition to the Indianapolis MSA, a primary and secondary trade area were defined and profiled for the downtown and its environs. Trade areas are particularly important when analyzing retail and commercial services market potential. A trade area is the geographic area that provides a customer base for a business, commercial district, or shopping area. Trade area boundaries are defined by many factors including business/center type, accessibility, physical and psychological barriers, location of competitors, distance and drive time, proximity to transportation corridors, and population density. Customers residing closest to a retail site will affect it most profoundly, with customer influence decreasing gradually as the distance increases. A primary trade area is the area from which a commercial center obtains its largest share of repeat sales.

For purposes of this market study, the primary trade area is defined as a one-half mile radius from the Johnson County Courthouse (5 E. Jefferson Street). This is due to the extensive amount of retail and commercial goods and services available on U.S. 31 and the current Downtown business inventory which caters to the downtown employee. Due to the extensive nearby retail and the housing growth occurring along U.S. 31, especially on the west side, most Franklin residents will meet their retail good and services needs along U.S. 31 and will not cross the highway to shop downtown. The secondary trade area is the City of Franklin because the major local and county government centers are located there, downtown is the city's urban center, and S.R. 44 traverses through Downtown and is the connector between U.S. 31 and I-65, causing many local residents to visit the area frequently, if not as often as U.S. 31 retail centers. (See map Figure 1 below.).

Neighborhood and Business Life Cycle

Overall, downtown Franklin and its environs have a great deal of potential - tree lined streets, historically significant buildings, Franklin College, and nearby parks and greenway trails. Unfortunately, the area is also an urban dichotomy with some areas experiencing decline and others that are benefiting from reinvestment in historic structures and daytime activity. This dichotomy is most apparent in the housing stock and infrastructure. The northeast portion of the project area has sidewalks and houses in good to excellent condition. There are small businesses – banks, doctors, museums – blending seamlessly into the residential neighborhoods. However, the southern and western portion of the study area is experiencing some dilapidation and blight. Sidewalks are in poor condition or non-existent. Houses are abandoned or in need of extensive repair. Poor land use is evident with some residences bordering light industrial development.



Figure 2a.01: Primary and Secondary Trade Area Boundaries

Source: City of Franklin, DCI



The central business district that surrounds the Johnson County Courthouse is experiencing similar development patterns. There are buildings, mainly restaurants, a coffeehouse, and business services, that are flourishing with daytime traffic. But in this mix, one observes vacant storefronts and numerous "for lease" and "for sale" signs. With the exception of a few bars, and restaurants, and the Art Craft Theatre, downtown Franklin is a work day environment – open Monday through Friday 8:00 to 5:00. Even with the established areas and some innovative reuse of historic buildings, the fabric seems fragile because the strong areas and areas in need of extensive revitalization do not have much buffering between them. This is especially concerning when one considers the regional competition growth occurring just blocks away along U.S. 31 which takes away more of downtown's market share.

Housing Characteristics

Downtown Franklin Focus Area

According to ESRI BIS and the 2000 U.S. Census, the median year for the 129 124 residential units in the project area is 1931 with 95.2% of them built before 1969. 2.4% of the housings units were built in the 1970s and the remaining housing units were built from 1980 to 1998. The project area did not see any new housing from 1999 to March 2000. This is a reasonable assessment considering the residential area is an established core with very few infill opportunities. Median home value in 2000 is \$94,583 with 2004 projections increasing it to \$109,028¹; median rent in 2000 is \$463². (Table 1).

Figure 2 shows the approximate homeownership rate in the project area is 43.9% with an 8.9% vacancy rate. (ESRI BIS forecasted further decline for the residential sector. Their market profile of the area states that from 2000 to 2004 the vacancy rate jumps to 14.3% and homeownership drops to 40.7%.) Over 75% of the residents moved into their housing unit in the 1990s and 30.8% of residents moved into their unit in 1999. Coupled with minimal growth in total number of housing units (126 122 in 1990 to 1294 in 2000) and the above findings, these numbers indicate that downtown Franklin housing is experiencing decline bolstered up by pockets of high quality housing stock and/or established residents.

	Downtown Franklin Project Area	1990-2000 Annual Rate Change	Downtown Franklin and Neighborhoods (1/2 Mile Radius)	1990-2000 Annual Rate Change	City of Franklin	1990-2000 Annual Rate Change	Indianapolis MSA	1990-2000 Annual Rate Change
Housing Characteristics (2000)								
Total Housing Units	124	-0.16%	1,322	0.36%	7,432	4.21%	644,873	1.87%
Occupied Units	112	-0.60%	1,223	0.18%	6,824	3.79%	594,874	1.85%
Owner Occupied Units	54	-0.88%	700	0.32%	4,682	3.96%	402,407	2.37%
Renter Occupied Units	58	-0.34%	523	0.00%	2,142	3.43%	182,467	0.84%
Vacant Units	12	5.54%	99	2.92%	608	10.80%	49,999	2.13%
For Rent	4	2.92%	36	2.92%	247	13.28%	22,962	2.45%
For Sale	3	4.14%	22	0.47%	193	10.52%	7,496	3.46%
Single-Family Detached	79	-0.73%	912	0.20%	4,552	3.25%	427,657	2.42%
Multi-Family Attached	40	n/a	351	n/a	1,826	n/a	160,376	n/a
Other	0	n/a	47	n/a	1,169	n/a	56,840	n/a
Median Home Value	\$95,000	7.18%	\$93,607	6.60%	\$97,567	6.45%	\$112,352	5.86%
Average Home Value	\$94,826	6.52%	\$98,445	6.41%	\$102,235	5.67%	\$137,478	5.79%
Median Rent	\$463	4.97%	\$475	5.13%	\$482	5.69%	\$493	3.78%
Average Rent	\$478	5.38%	\$493	5.63%	\$506	6.37%	\$509	3.82%

Table 2a.01: Housing Characteristics – Downtown Franklin (Project Area and 1/2 Mile Radius) and Comparable Cities, 2000

Source: ESRI Business Information Solutions, 2004

Surrounding Neighborhoods within 1/2-Mile Radius

Consistent with traditional urban development patterns, the neighborhood housing stock surrounding downtown Franklin is younger. According to ESRI BIS and the 2000 U.S. Census, median year the household the housing stock was built is 1934 and 85.7% of the housing units were built before 1969; 6.1% of them were built in the 1970s. Unlike downtown, this area has new development; 5 five units (0.4%) built from 1999 to March 2000. At \$93,607, 2000 median home value is slightly lower than downtown, but is projected to surpass downtown to \$110,417³ in 2004. Median rent in 2000 is \$475⁴ (Table 1).

Of the 1,334 total housing units in the area, 53.0% of them were owner-occupied and 7.5% of them were vacant in 2000. ESRI BIS forecasts some decline in the area. (Figure 2). Total units increase by 5.2% to 1,403 between 2000 and 2004, but homeownership drops slightly to 52.7% and vacancy climbs to 8.6%. Because downtown Franklin is included in these numbers, part of the decline can be attributed to what is occurring there, especially the vacancy rate forecast. However, the surrounding neighborhoods most likely have similar characteristics as downtown and are experiencing the same trends.

City of Franklin

Due to the rapid growth of Franklin from 1990 to 2000, ESRI BIS indicates that 42.6% of Franklin's housing stock was built in the 1990s and 42.9% built prior to 1969. This is saying that Franklin experienced just as much housing growth in the 1990s as it did for the first 130 years of its existence as a town. As a result, the median year the housing stock was built (1980) reflects this change of Franklin's housing composition. Like downtown and its surrounding neighborhoods, Franklin offers affordable housing. According to Table 1, its 2000 median home value is \$97,567 with a projected increase to \$116,574⁵ by 2004; median rent in 2000 is \$492⁶.

Of the 7,432 housing units in Franklin, 4,459 units (60.0%) were owner-occupied in 2000 (Table 1 and Figure 2); 2004 is projected to see owner occupancy increase to 62.0% while vacancy rates will remain at 8.2%. The growth is a positive for Franklin and its downtown. It indicates a demand for Franklin's proximity to Indianapolis, affordable housing, and small town community feel. Therefore, it is important to revitalize downtown to maintain Franklin's small town character and support its high quality of life.

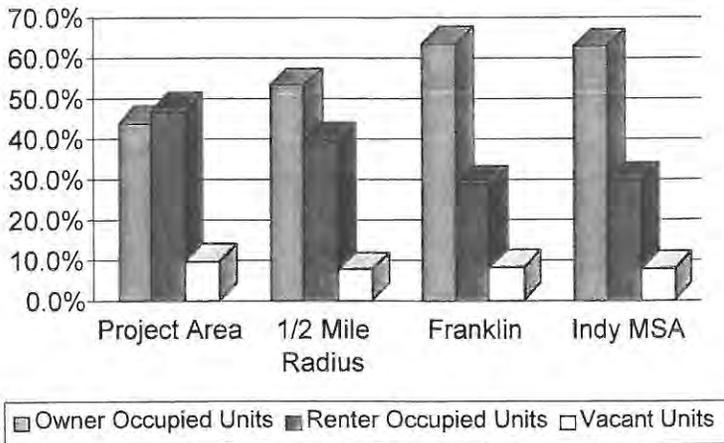


Figure 2a.02: Occupancy Status and Tenure – Downtown Franklin (Project Area and 1/2 Mile Radius) and Comparable Cities, 2000

Source: ESRI Business Information Solutions, 2004



Neighborhood Demographics and Influences
Neighborhood Tapestry Profile

Introduction

ESRI BIS Community Tapestry segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic composition. Each neighborhood is analyzed and sorted by more than 60 attributes including income, source of income, employment, home value, housing type, occupation, education, household composition, age, and other key determinants of consumer behavior. The Tapestry Profile is a generalization of U.S. neighborhoods and does not represent the exact preferences and socio-economic characteristics of the local households. Rather, the local households met enough of the criteria and target market indicators to be placed in certain market segmentations. Albeit insightful, the tapestry profile does not replace demographic analysis. Rather, it supports the demographic analysis to help provide another view of neighborhood demographics and characteristics.

Neighborhood Composition

The residential composition of the neighborhoods within and surrounding downtown Franklin are generalized as "working class." The residents live in areas categorized by higher density, single-family housing with a proximate hub of social, cultural, and economic activity, such as downtowns or major commercial corridors.

The population within downtown Franklin and its environs falls into four tapestry segments – Great Expectations, Rustbelt Traditions, Rustbelt Retirees, and Midlife Junction (Table 2 and Figure 3).

Great Expectations⁷

Great Expectations – 53.5% of the households in downtown Franklin and the surrounding neighborhoods. (Examining downtown Franklin alone. 96.7% of households are Great Expectations.)

Demographic

Young singles and married couples dominate the *Great Expectations* market. About half of the married couples have children. The median age of the residents is 32.8 years. Some of these residents are just starting out in their careers or family lives. An above-average percentage of the households are still in their twenties and early thirties.

Socioeconomic

The median household income of \$36,000 and net worth of \$69,000 are low compared to those of the U.S., \$42,164 and \$100,099, respectively. Although their educational level is slightly lower than the U.S., many have attended college or obtained a degree. The relatively large proportion of younger residents improves labor force participation, currently over 68 percent. Manufacturing, retail and other service industries are the primary employers of workers in *Great Expectation*.

Residential

Great Expectations' neighborhoods are a blend of homeowners and renters. Nearly half own single-family houses with a median value of \$96,000, which is equivalent to about two-thirds of the U.S. median. The other half rent apartments in low- or mid-rise buildings. Most homes in these older suburban neighborhoods were built before 1960. *Great Expectations* neighborhoods are located throughout the country, with higher proportions in the Midwest and South.

	Downtown Franklin Project Area	Surrounding Neighborhoods (1/2-mile radius)
Total Households	120	1,283
Great Expectations	116	686
Rustbelt Traditions	4	314
Rustbelt Retirees	0	194
Midlife Junction	0	89

Table 2a.02: Neighborhood Tapestry Profile – Downtown Franklin (Project Area and 1/2 Mile Radius), 2004

Source: ESRI Business Information Solutions, 2004

Preferences

Great Expectations homeowners are not afraid to tackle smaller maintenance and remodeling projects, often preferring to complete them on their own, but they also enjoy a young and active lifestyle. Going to bars, dancing and playing pool are some of the leisure activities they enjoy. They go out for dinner and a movie, attend music concerts, visit a theme park and go to the zoo or the beach occasionally. Singles take advantage of the convenience of fast food restaurants. An adventurous bunch, they have tried their hand at different sports like fishing, hunting canoeing, rollerblading or boating.

They enjoy and often do watch TV, for entertainment and news. Their entertainment programs include sitcoms, major sports events, and MTV. From country to rock, their taste in music is varied. Traveling does not rank high in this market segment. Still focused on starting a career, many have not prepared for their retirement by investing for the future. They shop at major discount stores and department stores, like Sears and JC Penney, but many residents buy through Internet or from catalogs for good deals. They dress young too, preferring to wear brand name athletic shoes and jeans.

Rustbelt Traditions⁸

Rustbelt Traditions – 24.4% of the households in downtown Franklin and the surrounding neighborhoods. (3.3% of households in downtown Franklin.)

Demographic

Rustbelt Traditions are the backbone of older industrial cities in states bordering the Great Lakes. Their median age is 36 years, same as the U.S. as a whole. One of the largest Tapestry markets, Rustbelt Traditions are a mix of married couple, single parent and single person households. Most of these residents are white.

Socioeconomic

Slightly below the U.S. median, their household income is \$44,000. Their median net worth is \$88,000, 12 percent below the U.S. median. Most have graduated from high school or community college. For years, these residents sustained the manufacturing industry that drove the local economies. Now the service sector predominates. Many find employment in administrative, production and sales positions.

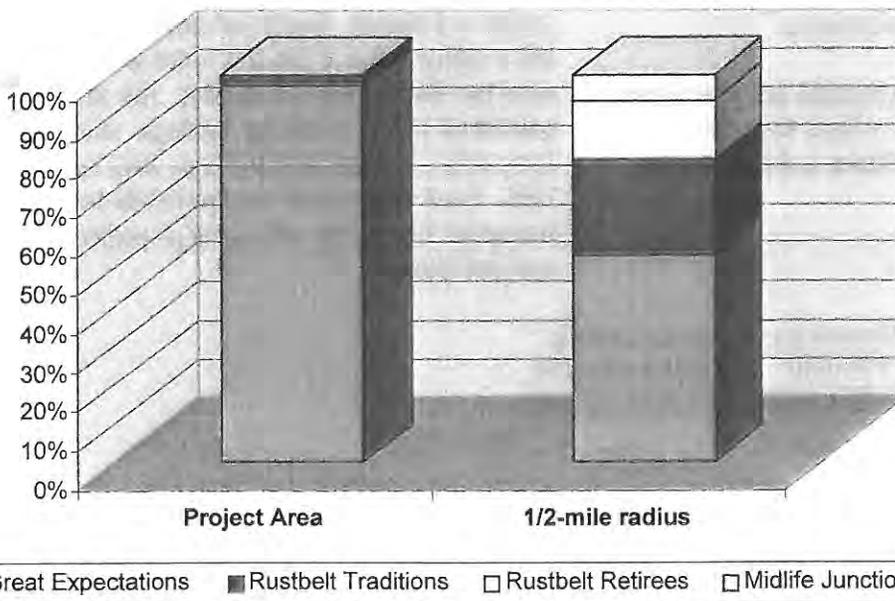


Figure 2a.03: Neighborhood Tapestry Demographics Summary – US Averages and Characteristics, 2004

Source: ESRI Business Information Solutions, 2004



Residential

Most live in modest, single-family homes. The median home value of \$93,000 is about two-thirds of the U.S. median (\$140,000). The relatively lower home value in part reflects the older homes in these communities; two-thirds of the homes were built before 1960.

Preferences

Residents of *Rustbelt Traditions* are aptly named. They are solid citizens who have lived, worked, spent and played in the same area for years. They do not follow fads; they stick with the products and services they know.

They prefer domestic car manufactures to foreign ones. Some purchases reflect the attentive maintenance of their homes and yards; *Rustbelt Traditions* own work boots and gloves, lawnmowers and snow blowers. For specialized projects, *Rustbelt Traditions* will contract for roofing, flooring and carpet installations.

Financially conservative *Rustbelt Traditions* may have a personal loan that is not associated with a student or a vacation loan. They hold low-value variable life and homeowners' insurance policies. *Rustbelt Traditions* will see a doctor for diet control, buy lenses and sunglasses from optical discount stores, and have a stationary bike at home for exercise.

Their favorite leisure activities include bowling and fishing. They are devoted pet owners. Watching television is a common pastime for *Rustbelt Traditions*. They subscribe to cable and watch it regularly, but their favorite programs are sports, baseball, basketball, football, bowling and ice hockey. *Rustbelt Traditions* watch their pennies and look for bargains in the JC Penny catalog, and at Sam's Club warehouse, Shop 'N Save, Aldi, Walgreen's and Lerner.

Rustbelt Retirees⁹

Rustbelt Retirees – 15.2% of the households in downtown Franklin and the surrounding neighborhoods. (No households in downtown Franklin.)

Demographic

Households in neighborhoods of *Rustbelt Retirees* are mainly comprised of married couple families with no children (34 percent) and single-person households (27 percent). About a fifth are married couples with children. This older market has a median age of 43.4 years. A fifth of residents are 65 or older, and almost a fifth of householders are 75 or older. Seventeen percent are veterans. Over 90 percent of *Rustbelt Retirees* are white.

Socioeconomic

Rustbelt Retirees work in professional, management, office/administrative support, service, sales, production, and transportation occupations. Although many householders are still working, labor force participation is low. About 40 percent of households draw Social Security benefits, and 28 percent receive retirement income. Most households derive income from wages and interest/dividend and rental properties. Median household income is \$46,200 (below the U.S.) and median net worth is almost \$112,000 (above the U.S.). About 28 percent of *Rustbelt Retirees* have some college credits and 18 percent have a bachelor's or graduate degree. Over 83 percent have graduated from high school.

Residential

Most *Rustbelt Retirees* can be found in older, industrial Northeastern cities, especially in Pennsylvania, and other states surrounding the Great Lakes. Eighty-seven percent of householders live in single-family homes, which they own, with a median home value of \$111,000. Most of the housing was built after 1970. Unlike many retirees, those in the Rustbelt are not inclined to move.

Preferences

Rustbelt Retirees are settled, hard working residents who have lived in the same home for years. They are loyal to their communities and country, participating in volunteer and fund-raising work. In addition, residents serve on religious boards and some are veteran's club members. They make an effort to vote in elections and prefer to drive older, domestic vehicles. They invest in major repairs and replacement parts.

Rustbelt Retirees are practical individuals who take pride in their homes and gardens. They continue to update their homes with new household furnishings and remodeling projects. Householders own a selection of electrical tools to speed up work they tackle. They watch their pennies, looking for bargains at discount stores and warehouse clubs. They dine out occasionally and would rather rent a movie than attend the theatre.

Rustbelt Retirees are pet-lovers, many owning more than one pet. They enjoy a variety of shows on TV, especially news programs and game shows, and tune into sports events. They also read the daily paper thoroughly, taking an interest in the sports, comics, and home/gardening sections. Most are Internet savvy, but go online to use email or play games, and occasionally to make travel plans.

Midlife Junction¹⁰

Midlife Junction – 6.9% of the households in downtown Franklin and the surrounding neighborhoods. (No households in downtown Franklin.)

Demographic

Phasing out of their child-rearing years, *Midlife Junction* residents are approaching retirement. The median age is 40 years, and nearly a fifth of the residents are 65 or older. Their household types are mixed: married couples with and without children, and single persons. Most of these residents are white.

Socioeconomic

Most *Midlife Junction* residents are still working, although their labor force participation rate is below average, under 62 percent. Nearly a third of the households are now drawing Social Security benefits. Although their median household income of \$43,000 is below the U.S. median,

their median net worth of \$109,000 is not much different from the U.S. median of \$100,000. Their education level is also comparable to the U.S.

Residential

Midlife Junction communities are found in the suburbs across the country. Two-thirds of the households own their homes, usually a single-family home. Their median home value of \$122,000 is lower than the U.S. median by about \$24,000. The rest of households have opted for apartment living in multi-unit buildings of varying styles and sizes.

Preferences

As *Midlife Junction* residents pass from child rearing into retirement, they live quiet, settled lives. They have been planning and saving for their retirement, actively participating in IRA or 401K accounts. They spend their money carefully and do not succumb to fads.

Midlife Junction households enjoy dining out at full-service restaurants, particularly on weekends, and take advantage of the convenience of fast food restaurants. They enjoy tending to their gardens. They prefer vehicles from a domestic manufacturer to a foreign one. Politically, they tend to lean toward the conservative side.

They are comfortable making purchases by phone or Internet. Comfortable with computer technology, they use email to communicate with friends and families, and navigate the Internet at home or at work. The *Midlife Junction* households subscribe to cable and watch television at a higher rate than the U.S. in general. They also like reading the newspaper and books. Mindful of their expenses, they search for bargains at Wal-Mart, Kmart and JC Penney.



Population and Household Characteristics

Below are several tables and graphs that illustrate the demographic and economic conditions of the downtown Franklin and its surrounding neighborhoods.

In 2000, 2,944 people lived in downtown Franklin and its surrounding neighborhoods. (Table 3.) This population has increased 3.7% since 1990 or at an annual rate of 0.36%. The annual growth rate is projected to increase from 2004 to 2009 by 1.49%. By 2009, the downtown Franklin neighborhoods' residential population is expected to be 3,270 residents. Using 2000 data, 2,944 residents comprised 1,222 households – approximately 64.10% of these households are families. Of the family households, 73.05% are married couple families. The number of households in the downtown Franklin neighborhoods increased at an annual rate of 0.17% from 1990 to 2000, while the rate of family households increased by only 0.05% per year. Paralleling this, the average household size increased at a higher rate than the average family size, 0.41% and 0.22%, respectively.

However, downtown Franklin neighborhoods are not experiencing similar growth compared to the City of Franklin (Table 3). Franklin grew by 42.5% (or 3.61% annually) during the 1990s and is projected to grow to 23,563 residents by 2009 (Table 3). The projected annual growth rate from 2004 to 2009 is 1.98%. In 2000, there were 6,824 households in Franklin with 71.4% of them being family households; average household size and family size were 2.58 and 3.04 persons, respectively. Neither one's average size saw any growth in the 1990s. Franklin's growth can be attributed to the availability of affordable housing stock for young families and to its proximity to Indianapolis. Downtown Franklin growth is minimal because it is an established neighborhood with little room for new single-family housing, even though there are future opportunities in adaptive use and infill development, especially condominiums and apartments in upper levels of the downtown commercial buildings.

	Downtown Franklin and Neighborhoods (1/2-Mile Radius)	1990-2000 Annual Rate Change	City of Franklin	1990-2000 Annual Rate Change	Indianapolis MSA	1990-2000 Annual Rate Change
Population Characteristics (2000)						
Total Population	2,944	0.36%	19,463	3.61%	1,525,104	1.66%
Total Households	1,222	0.17%	6,824	3.79%	594,874	1.85%
Family Households	64.10%	0.05%	71.40%	3.55%	67.00%	1.47%
Non-Family Households	35.90%	0.37%	28.60%	4.41%	33.00%	2.66%
Total Families	783	0.05%	4,873	3.55%	398,591	1.47%
Married Couple Families	73.05%	-0.71%	76.61%	3.01%	76.08%	1.09%
Other Family (No Spouse)	26.95%	2.49%	23.39%	5.57%	23.92%	2.81%
Average Household Size	2.24	0.41%	2.58	0.00%	2.51	-0.20%
Average Family Size	2.76	0.22%	3.04	0.00%	3.06	-0.10%
Median Age	34.8 years	0.47%	32.9 years	-0.09%	34.4 years	0.63%
Median Household Income (1999)	\$39,969	5.84%	\$45,411	5.10%	\$46,031	3.85%
Average Household Income (1999)	\$45,060	5.10%	\$50,266	4.77%	\$58,877	4.23%
Per Capita Income (1999)	\$18,581	5.58%	\$18,937	5.14%	\$23,302	4.47%
Below Poverty Level	12.40%	-4.13%	6.70%	0.34%	8.30%	0.64%
Non-family Households	7.20%	-3.33%	3.40%	0.13%	4.10%	1.25%

Table 2a.03: Population Snapshot – Downtown Franklin (1/2 Mile Radius) and Comparable Cities, 2000

Source: ESRI Business Information Solutions, 2004

The average household income in the primary trade area or downtown Franklin neighborhoods was \$45,060¹¹ in 1999, an increase of 64.4% since 1989 (Table 3). The increase could be from higher income households renovating and moving into downtown Franklin's historic homes. Despite this major increase, the average is still lower than Franklin's average household income of \$50,266. Although neighborhood revitalization has occurred in some parts of downtown, there is still a large amount of workforce housing stock in downtown Franklin, which is why we see lower average incomes. The median and per capita incomes are more indicative of a community's economic status. The median household income (meaning that half the population is earning more than this amount, half is earning less) is \$39,969 (1999), a 76.4%¹² increase from 1989. The per capita, or per person, income is \$18,581¹³. The City of Franklin reports a

per capita income of \$18,937, while the Indianapolis MSA has a \$23,302 per capita income. By comparison, the downtown Franklin neighborhoods' per capita earnings are below the city and MSA averages by 1.9% and 20.3%, respectively.

Approximately, 12.4% of the households living within the 1/2-mile radius of downtown live below poverty level (Table 3). Over half of these poverty households are non-family households. The City of Franklin only has 6.7% of its households living in poverty. This indicates that downtown has higher concentrations of poverty in its neighborhoods compared to other areas of Franklin. However, Franklin's poverty levels are lower than Indianapolis MSA, which has 8.3% of its households living in poverty.

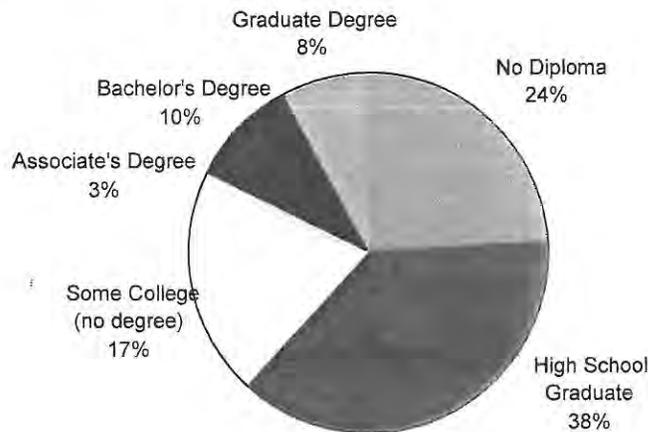


Figure 2a.04: Educational Attainment Downtown Franklin (1/2 Mile Radius), 2000
Source: ESRI Business Information Solutions, 2004

	Downtown Franklin and Neighborhoods (1/2 Mile Radius)	1990-2000 Annual Rate Change	City of Franklin	1990-2000 Annual Rate Change	Indianapolis MSA	1990-2000 Annual Rate Change
Employment Status (age 16+)						
Total	2,370	0.26%	15,175	3.54%	1,160,609	1.60%
In Labor Force	70.1%	0.63%	68.2%	4.28%	69.6%	1.63%
Civilian Employed	65.6%	0.34%	64.3%	4.13%	66.7%	1.71%
Civilian Unemployed	4.6%	7.18%	4.0%	7.82%	3.0%	0.62%
Not in Labor Force	29.9%	-0.55%	31.8%	2.12%	30.2%	1.52%

Table 2a.04: Education – Downtown Franklin (1/2 Mile Radius) and Comparable Cities, 2000
Source: ESRI Business Information Solutions, 2004



Downtown Franklin and the City of Franklin have similar income characteristics, demonstrating that the population growth of Franklin is attributed to Franklin offering affordable housing and a safe, family-oriented community for new working class families in the Indianapolis area. Revitalizing downtown Franklin neighborhoods and recruiting new businesses is an opportunity to create mixed income neighborhoods and new jobs that work to decrease local poverty. (Poverty levels at 5% is the standard community benchmark.)

Indicated in Table 4, The percentage of high school graduates residing in the downtown Franklin neighborhoods (75.7%) is lower than the City of Franklin (79.4%) and Indianapolis MSA (84.3%). Approximately 17.7% of downtown residents have a bachelor's degree or higher (Figure 3). By comparison, 17.9% of the Franklin population have a bachelor's degree or higher and 25.8% of the Indianapolis MSA population have a bachelor's degree or higher. More than 26% of the downtown Franklin residents are enrolled in school (preschool through graduate school), with 63.0% of students in elementary, middle, or high school.

Employment and Business Climate

Educational attainment is tied closely with earnings and occupation. As mentioned earlier, the downtown Franklin neighborhoods have a median household income \$39,969 and a per capita income of \$18,581. Nearly 1,700 residents (or 70.1% of the population) in the downtown Franklin neighborhood are in the labor force (Table 5). In 2000, the unemployment rate for this area was 4.6%, compared to 4.0% and 3.0% for Franklin and the Indianapolis MSA, respectively. The relative lower income levels and higher unemployment rates of this area can be attributed to the lower high school and college graduation rates, when compared to Franklin and Indianapolis MSA.

Table 6 and Figure 4 The following table and figure demonstrate the types of jobs held by area residents. More than 17% of area residents work in a professional occupation. Approximately 16% and 12% of the population work in services and production, respectively, along with 11.8% in administrative support. Finally, 10% of residents work in management positions as does another 10% work in construction/extraction occupations. The rest of the population (almost 23%) works in sales, transportation, and maintenance. In terms of industries employing downtown Franklin residents, the services industry employs 37.7% of area residents while the manufacturing industry employs 21.5%. The construction (10.7%) and retail trade (11.9%) sectors employ a significant, but considerably less portion of the labor force. downtown Franklin residents have various occupations in various industries, but can be classified as working class employed in traditional industries, such as manufacturing and construction, and service industries, such as retail, restaurants, and healthcare. The area also has a significant portion of white-collar employees.

	Downtown Franklin and Neighborhoods (1/2 Mile Radius)	1990-2000 Annual Rate Change	City of Franklin	1990-2000 Annual Rate Change	Indianapolis MSA	1990-2000 Annual Rate Change
Employment Status (age 16+)						
Total	2,370	0.26%	15,175	3.54%	1,160,609	1.60%
In Labor Force	70.1%	0.63%	66.2%	4.28%	69.8%	1.63%
Civilian Employed	65.6%	0.34%	64.3%	4.13%	66.7%	1.71%
Civilian Unemployed	4.6%	7.18%	4.0%	7.82%	3.0%	0.62%
Not in Labor Force	29.9%	-0.55%	31.8%	2.12%	30.2%	1.52%

Table 2a.05: Employment Status – Downtown Franklin (1/2 Mile Radius) and Comparable Cities, 2000

Source: ESRI Business Information Solutions, 2004

	Downtown Franklin and Neighborhoods (1/2-Mile Radius)	City of Franklin
Civilian Employment by Occupation (2004 Forecasts)	1,563	10,266
Management/Business/Financial	10.8%	11.3%
Professional	17.3%	17.6%
Sales	8.1%	9.2%
Administrative Support	11.8%	15.3%
Services	16.2%	15.3%
Construction/Extraction	10.2%	6.2%
Installation/Maintenance/Repair	4.3%	4.7%
Production	12.1%	12.0%
Transportation/Material Moving	8.4%	7.7%
Civilian Employment by Industry (2004 Forecasts)	1,566	10,265
Agriculture/Mining	1.4%	1.2%
Construction	10.7%	7.5%
Manufacturing	21.5%	18.5%
Wholesale Trade	3.6%	4.3%
Retail Trade	11.9%	12.7%
Transportation/Utilities	4.3%	5.1%
Information	2.7%	3.3%
Finance/Insurance/Real Estate	4.1%	4.9%
Services	37.7%	40.0%
Public Administration	2.0%	2.5%

Table 2a.06: Employment – Downtown Franklin (1/2 Mile Radius) and Comparable Cities, 2000
 Source: ESRI Business Information Solutions, 2004

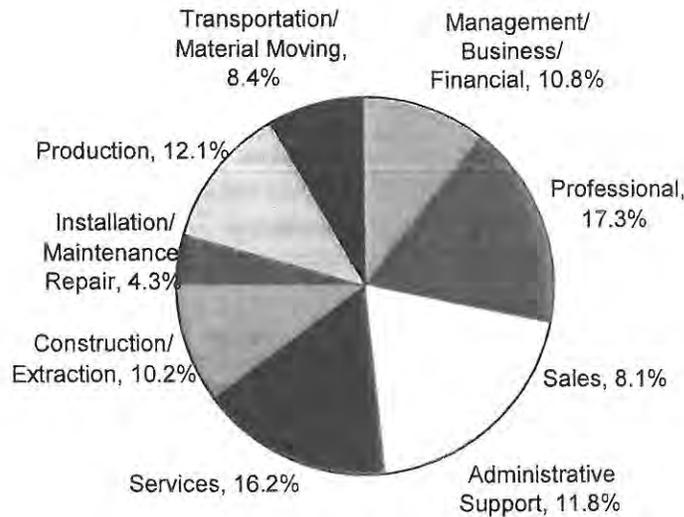


Figure 2a.05: Employment by Occupation – Downtown Franklin (1/2 Mile Radius), 2000
 Source: ESRI Business Information Solutions, 2004

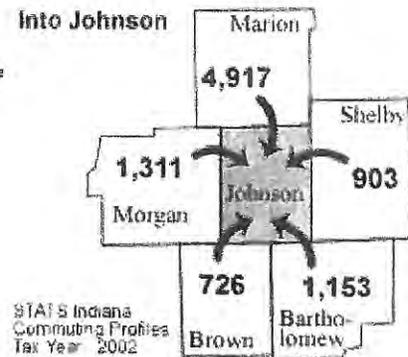


STATS Indiana data indicates that surrounding counties received more than 32,000 employees from Johnson County (Figure 5). While Johnson County only received 9,010 employees from other counties. In fact, over 36% of downtown residents worked outside of Johnson County. According to ESRI BIS, a 15 minute drive can get downtown residents to the northern, southern and western edges of Johnson County and to the outskirts of Shelbyville towards the east. Much of this is due to the major transportation routes of Interstate 65, U.S. 31 and S.R. 44 and 144. Almost 86% of area residents drive alone; none use public transportation. Therefore, average travel time to work for downtown residents is 20.1 minutes, because, most likely, some travel to other counties, especially Marion County, to work.

Nearly 600 people are employed in the 110 businesses located within downtown Franklin; the half-mile radius has 240 businesses with 1,865 employees (Table 7). 35.8% of the jobs and 42.5% of the firms in the half-mile radius are in the service industry while the service industry consists of 33.2% of the jobs and 42.8% of the firms in the downtown focus area. The other major employer is retail trade. Within the ½ mile radius, 315 jobs and 47 businesses are in this industry. The focus area has 141 jobs and 22 businesses. Because the county seat and city hall are located in downtown Franklin, 299 jobs and 32 firms are government related.

Top five counties sending workers INTO Johnson County (2002)

Marion County	4,917
Morgan County	1,311
Bartholomew County	1,153
Shelby County	903
Brown County	726
Total	9,010
<i>Johnson County work force</i>	<i>16.2%</i>



Top five counties receiving workers FROM Johnson County (2002)

Marion County	29,458
Bartholomew County	1,519
Morgan County	552
Hamilton County	531
Hendricks County	478
Total	32,538
<i>Johnson County labor force</i>	<i>41.0%</i>

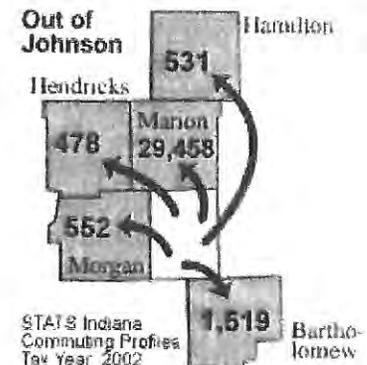


Figure 2a.06: Commuting Patterns Johnson County and Surrounding Areas, 2002

Source: STATS Indiana, 2004

	Downtown Franklin		1/2 Mile Radius		City of Franklin		Downtown's Percentage of Franklin Business	
	Businesses	Employees	Businesses	Employees	Businesses	Employees	Businesses	Employees
Employment Sources (2004)								
Totals	110	600	240	1,865	814	9,895	13.5%	6.1%
Agriculture & Mining	5	0	0	0	15	30	33.3%	0.0%
Construction	4	28	11	75	68	525	5.9%	5.3%
Manufacturing	1	20	10	353	36	2,200	2.8%	0.9%
Transportation	0	0	3	2	18	96	0.0%	0.0%
Communication	0	1	1	2	3	8	0.0%	12.5%
Electric, Gas, Water, Sanitary Services	0	0	0	0	1	32	0.0%	0.0%
Wholesale Trade	0	3	2	11	31	236	0.0%	1.3%
Retail Trade Summary	22	141	47	315	152	1,932	14.5%	7.3%
<i>Auto Dealers, Gas Stations, Auto Aftermarket</i>	5	17	9	36	20	175	25.0%	9.7%
<i>Eating & Drinking Places</i>	5	61	11	138	51	874	9.8%	7.0%
<i>Miscellaneous Retail</i>	9	47	19	94	39	162	23.1%	29.0%
Finance, Insurance, Real Estate Summary	16	70	30	142	82	436	19.5%	16.1%
<i>Banks, Savings & Lending Institutions</i>	4	27	8	53	27	215	14.6%	12.6%
<i>Insurance Carriers & Agents</i>	6	19	11	38	21	75	28.6%	25.3%
<i>Real Estate, Holding, Other Investment Offices</i>	4	19	7	40	28	130	14.3%	14.6%
Services Summary	47	199	102	667	327	3,750	14.4%	5.3%
<i>Health Services</i>	4	28	8	183	61	1,760	6.6%	1.6%
<i>Legal Services</i>	9	31	17	62	22	75	40.9%	41.3%
<i>Education Institutions & Libraries</i>	0	0	1	92	14	768	0.0%	0.0%
<i>Other Services</i>	29	127	64	288	188	962	15.4%	13.2%
Government	15	136	32	299	54	612	27.8%	22.2%

Table 2a.07: Employment Status – Downtown Franklin (1/2 Mile Radius) and Comparable Cities, 2000

Source: ESRI Business Information Solutions, 2004

Retail Market Opportunities

Commercial Characteristics

Retail commercial services located in downtown Franklin cater to the downtown employee and nearby residents, mainly allowing them to conduct banking and legal business, grab lunch at a local restaurant, and maybe do some marginal shopping at small boutiques, the hardware store, and pharmacy. As indicated earlier, there are a high percentage of professional legal services located in downtown Franklin, due to the location of the Johnson County Courthouse. However, in other types of goods and services, the choice is minimal. Many people in downtown find driving to U.S. 31 more convenient than walking to nearby stores because a short drive guarantees they will find the quality and quantity of product they desire, whereas downtown Franklin simply does not offer that type of product or offers less choice. In addition, the local demographics in the surrounding neighborhoods are such that disposable incomes are limited and, therefore, value is very important in their retail purchases. Such value is easier to find on U.S. 31 than in downtown.

Several major retail centers are located within a ½ mile to 2-½ miles of downtown Franklin. This two-mile corridor on U.S. 31 includes major area grocery stores and pharmacies, such as Kroger, Marsh, CVS and Walgreen's as well as national chain restaurants ranging from McDonald's to Noble Roman's to Applebee's. This retail strip also includes professional services such as banks, government services (license branch), real estate agents, insurance companies, and financial planners. Commercial services provide most of the everyday needs of the communities, such as auto repair, electronics stores, hardware store, video store and general merchandise. Companies represented in these categories include Wal-Mart, Lowe's, Jiffy Lube, Blockbuster, Dollar General, Fashion Bug, Carpets-'n- More, and Bud & Bloom Florist. Franklin is also seeing a great deal of its residential growth occurring west of U. S. 31. U.S. 31 becomes a barrier for downtown Franklin as residents west of U.S. 31 will not cross U.S. 31 to meet their shopping needs, especially when all of them can be met along U.S. 31. (Appendix Figure 2A.01)



In addition to these stores, Greenwood meets the rest of Franklin's needs with the Greenwood Park Mall, the closest major shopping center in the area that has a large concentration of higher-end apparel, furniture, home accessories, and restaurants than found in Franklin. In fact, a major retail developer cited this as an impediment to Franklin retail. The area has trouble attracting national retailers with stores located in Greenwood. Even though the growth in Franklin could most likely support another store, the national chains feel that an addition of another store would compete with the branch in Greenwood and take away business rather than add business.

More importantly, a lifestyle center, which is the latest trend in retail development that mimics the traditional experience of Main Street, will be developed on U.S. 31 and seeks to recruit national retailers. It also has small storefronts in which local businesses, who are the tenants downtown Franklin wants to recruit, can occupy.

(Appendix Figure 2A.2) However, there is an opportunity for downtown Franklin to create a niche market that is unique to the area and is of a quality that would attract people to downtown, especially those seeking ways to enjoy a weekend or afternoon in a quaint, small town atmosphere. Downtown Franklin does have such stores around its square; business organizations need to collaborate to find out what makes those stores succeed and encourage sharing of business practices and marketing schemes so that a synergy is created and the downtown retail market grows. (Appendix Figure 2A.03)

During the windshield survey, it was noted that several storefronts and upper floors in downtown are vacant or in disrepair. This detracts from the area's appearance and counteracts the efforts of those businesses that have nice, well-maintained storefronts. This causes a sense of disinvestment and area decline. This is especially apparent to the south of the square and on the western edge of downtown. Fortunately, the eastern and northern corners experience less vacancy. Commercial lease rates within downtown Franklin range from \$5 per square foot to \$7 per square foot. In comparison, areas along U.S. 31 experiencing retail growth command a lease rate of \$9 to \$13 per square foot.

Retail Spending

To determine the downtown Franklin potential purchasing power from its primary and secondary trade areas, data from ESRI Business Information Solutions, was collected and analyzed to show the retail potential for various retail categories defined by the North American Industry Classification Systems (NAICS). The tables on the following pages demonstrate the current and potential spending by residents of the primary and secondary trade area for various types of retail goods. These tables indicate how primary and secondary trade area residents prefer to spend their discretionary income and direct downtown Franklin as to what products they should market. Using the capture rate estimates and national average sales per square foot for a number of product and service categories from the Urban Land Institute, a determination regarding the potential demand (in square footage) was made.

The Spending Potential Index (SPI) from ESRI Business Information Solutions compares the average expenditure of a product or service locally to the average amount spent for the product or service nationally. With both the SPI, a value of 100 represents the national average. A value greater than 100 indicates higher than average spending or market potential; an index less than 100 indicates lower spending or market potential (relative to the U.S. average). For instance, an index of 120 shows that average spending by consumers in the trade area is 20% higher than the national average; an index of 85 shows that average spending in the trade is 15% lower than the national average. This information is based on the Bureau of Labor Statistics' Consumer Expenditure Interview Survey. Spending patterns are differentiated by socioeconomic characteristics and geography. They are updated to current pricing using the Consumer Price Index.

As indicated in the Current Retail Spending tables located below in Table 8 and 9 and Appendix Figure 2A.4 and Figure 2A.5, the primary and secondary trade areas spend most of their dollars on groceries, with each spending \$4.6 million and \$30.4 million, respectively. TV/Video/Audio Equipment is a distant second for primary trade area residents, who spend \$1.0 million; secondary residents spend \$6.7 million. Other key products for residents within the ½-mile radius are women's apparel (\$918,000) and other household furnishings (\$634,000). Franklin residents spend \$5.9 million on women's apparel, \$4.3 million on other household furnishings, and \$3.4 million each on men's apparel and alcoholic beverages. Residents of Franklin and the ½-mile radius do not spend above the national average on any retail product. The highest SPI belongs to personal services with movies and video rental that have an SPI of 80 and 89 for the primary and secondary trade area. The analysis supports the popularity of the Art Craft Theatre since movies and theatres have the highest SPI.

The trade areas are analyzed with regard to the amount of potential spending the study area may be able to capture. Two capture rates were utilized for each market area. As the market expands, the capture rate is expected to diminish because more retail options are available to consumers. As such, the analysis of the City of Franklin (secondary trade area) utilizes a capture rate of 5% to 10% for most retail types with the exception of groceries, alcoholic beverages, and home improvements, which have a capture rate of 10% to 15%. The ½-mile trade area higher capture rates due to its proximity to downtown Franklin, which utilizes a capture rate of 10% to 20% for most retail types.

Like the secondary trade area, the exceptions are groceries, alcoholic beverages, and home improvements, which have a capture rate of 20% to 30%. The capture rates used for the spending potential analysis are benchmark estimates, which can provide some indication of demand levels for specific types of services. Again, the rest of the retail categories can be found in Figure 2A.4 and Figure 2A.05 of the appendix.

	Current Total Dollars Spent*	Current Spending Potential Index**	Scenario #1 Potential Space Demand (s.f.)	Scenario #2 Potential Space Demand (s.f.)
Alcoholic Beverages	\$527,892	82	6,438	570
Women's Apparel	\$918,484	80	11,481	1,027
Books & Periodicals	\$225,121	80	2,814	425
Theater & Movies	\$146,755	80	1,834	507
Video Rental	\$63,682	80	796	220
Children's Apparel	\$425,627	78	5,457	345
Luggage	\$10,422	78	134	9
Optical Goods	\$84,509	78	1,083	63
Games & Toys	\$199,363	78	2,556	171
Computer/ Computer Software	\$273,360	78	3,505	177
Cameras & Equipment	\$143,881	79	1,821	99
TV/Video/Sound Equipment	\$1,024,935	79	12,974	947

**Potential square footage is calculated based on average sales per square foot and capture rates of 10% and 20%

***Potential square footage is calculated based on average sales per square foot and capture rates of 20% and 30%

Table 2a.08: Top Retail Categories by Primary Trade Area Current Retail Spending, 2004

Source: ESRI Business Information Solutions, 2004



Therefore, current spending levels indicate the amount of retail space that could potentially be supported by the representative trade area. For instance, the \$30.3 million spent on groceries by the residents in the secondary trade area supports approximately 12,000 square feet of grocery retail space. However, a nearby Kroger is between 60,000 and 70,000 square feet. Using the current market conditions of the secondary trade area only, current spending is not supporting the existing neighborhood grocery store, which makes attracting an additional grocery store unlikely. In conclusion, the population residing within the ½-mile radius of downtown Franklin narrowly supports the area's current retail. It can be assumed that these businesses benefit from the vehicles that travel along S.R. 44 through downtown, downtown employees, and county government patrons. Any new retail business will also depend on these potential customers.

The following tables illustrate the Market Potential Index (MPI) of the primary and secondary trade area. The Market Potential Index (MPI) measures the relative likelihood (or potential) of households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. average. Again, an index above 100 is greater than the national average. Retail demonstrating the greatest potential for downtown Franklin, according to the sample of the primary trade area population's recent purchases, includes automotive retail, bar/nightclub, convenience store retail, pet stores, and cable TV. As for the secondary trade area, the greatest retail potential includes pet stores, convenience goods retail, home improvement retail, electronic and appliance retail, and family restaurants. (Along with Table 9 and 10, the complete table can be found in the appendix as Figure 2A.6.)

	Current Total Dollars Spent*	Current Spending Potential Index	Scenario #1 Current Potential Space Demand (s.f.)**	Scenario #2 Current Potential Space Demand (s.f.)***
Video Rental	\$423,352	89	787	1,181
Women's Apparel	\$5,938,598	87	1,660	3,321
Children's Apparel	\$2,847,196	87	577	1,154
Cameras & Equipment	\$951,010	87	164	329
Luggage	\$70,452	87	15	30
Theater & Movies	\$960,288	87	1,585	3,171
Alcoholic Beverages	\$3,379,275	87	1,333	1,999
Computer/ Computer Software	\$1,827,881	87	295	590

**Potential square footage is calculated based on average sales per square foot and capture rates of 5% and 10%

***Potential square footage is calculated based on average sales per square foot and capture rates of 10% and 20%

Table 2a.09: Top Retail Categories by Secondary Trade Area's Spending Potential Index, 2004

Source: ESRI Business Information Solutions, 2004

Product/Consumer Behavior	Primary Trade Area 0.5-Mile Radius		
	Adults/HH	%	MPI
Food (Adults)			
Went to Family Restaurant 4+ Times in Last Month	617	26.5%	104
Television & Sound Equipment (Households)			
HH Owns 1 TV Set	293	22.9%	104
HH Subscribes to Cable TV	899	70.1%	111
Home (Households)			
HH Had Any Home Improvements Done	428	33.4%	105
HH Bought Any Kitchen Appliance	246	19.2%	105
Automotive Aftermarket (Adults)			
Bought/Changed Motor Oil	1,400	60.1%	110
Convenience Store (Adults)			
Purchased Gas at a Convenience Store	676	29.0%	110
Purchased Cigarettes at a Convenience Store	446	19.1%	128
Pets (Households)			
HH Owns Any Pet	557	43.4%	112
Entertainment (Adults)			
Went to a Bar/Night Club	570	24.5%	117

Table 2a.10: Top Retail Products and Consumer Behaviors by Primary Trade Area's Market Potential Index, 2004

Source: ESRI Business Information Solutions, 2004

Retail Sales and Supply

Even though the MPI suggests that the Franklin and downtown Franklin market has room to expand based on consumer preferences and potential spending patterns, the overall market analysis demonstrates that Franklin residents spend amounts on retail goods and services less than the national average and that those dollars spent would have difficulty supporting downtown Franklin businesses. The information presented in the next few pages highlights the area's retail supply and sales to determine where local residents' spend their dollars on various types of goods and services. The spending potentials are matched with the current sales leakages to identify future retail opportunities in downtown Franklin with regard to the market constraints.

The supply of retail stores in downtown was inventoried using two methodologies. Data was purchased from ESRI Business Information Solutions about establishments in the area, and a survey was conducted by the City in the summer 2004 to record the number of retail businesses by category. The survey recorded more establishments than the ESRI data, so this was the number of establishments that was used for this analysis.



An estimate was then made of the sales by establishment, using national standards published in the Urban Land Institute's *Dollar & Cents of Shopping Centers*. The table above shows the inventory of retail establishments by category, along with their estimated sales. Table 12 shows that Miscellaneous Stores and Food Services and Drinking Places dominate the downtown market with 21 establishments between them and over an estimate \$15.4 million and \$14.6 million in sales, respectively.

With this information, it is possible to compare the retail potential of downtown Franklin with the current sales, to show the retail gaps that exist. A "retail gap" exists where there is the potential for spending in a particular retail

category, but there are not enough establishments to fulfill that need, forcing residents to spend outside their area. Although there are many such gaps, not all retail types with a gap indicate a potential for retail development or are appropriate for downtown Franklin. One reason for this is that some retail uses, such as "General merchandise," would require a significant amount of land that is not available in downtown and its configuration unsuitable for the existing urban design. Another significant reason is that those "General merchandise" stores are already located in close proximity to the neighborhood in areas along U.S. 31 and, therefore, new stores would not find it difficult to capture a significant market share.

**Secondary Trade Area
City of Franklin**

Product/Consumer Behavior	%		MPI
	Adults/HH	Adults/HH	
Food (Adults)			
Went to Family Restaurant 4+ Times in Last Month	6,109	27.8%	109
Television & Sound Equipment (Households)			
HH Purchased Camcorder	289	2.7%	109
HH Purchased CD Player	1,050	9.9%	109
Home (Households)			
HH Had Any Home Improvements Done	3,682	34.8%	110
HH Bought Any Kitchen Appliance	2,099	19.8%	108
Financial (Adults)			
Have Home Mortgage (1st)	4,580	20.8%	112
Automotive Aftermarket (Adults)			
Bought/Changed Motor Oil	12,938	58.9%	108
Convenience Store (Adults)			
Purchased Gas at a Convenience Store	6,598	30.0%	114
Pets (Households)			
HH Owns Any Pet	4,662	44.1%	114
Entertainment (Adults)			
Spent \$100-\$199 on Toys/Games for Children	1,720	7.8%	108

Table 2a.11: Top Retail Products and Consumer Behaviors by Secondary Trade Area's Market Potential Index, 2004

Source: ESRI Business Information Solutions, 2004

According to Table 12 and Figure 2A.7 found in the appendix, the gap analysis indicates that Downtown retail supports the primary trade area. Much of this is due to the conservative spending habits and low disposable incomes of the area residents and demonstrates that the current retail market consumer base is most likely Downtown employees and visitors. Therefore, the secondary trade area was used to determine appropriate retail development directions for downtown Franklin.

Retail Category	No. of Establishments	Estimated Sales
Auto Parts, Accessories, and Tire Stores	1	\$2,136,167
General Merchandise Stores	0	\$0
Furniture & Home Furnishings Stores	0	\$0
Electronics & Appliance Stores	2	\$4,900,267
Building Materials, Garden Equipment, & Supply Stores	2	\$2,237,644
Food & Beverage Stores	2	\$5,079,111
Food Services & Drinking Places	12	\$14,671,363
Health & Personal Care Stores	3	\$10,890,667
Clothing and Clothing Accessories Stores	3	\$3,839,467
Sporting Goods, Hobby, Book, and Music Stores	5	\$1,687,339
Miscellaneous Store Retailers	9	\$15,406,933

Table 2a.12: Inventory of Retail Supply and Sales

Source: Franklin Downtown Business List provided by the City of Franklin, 2004 and Urban Land Institute, "Dollars & Cents of Shopping Centers: 2004"

<u>Retail Category</u>	<u>Approximate Gap (Secondary Trade Area)</u>	<u>Appropriate for Neighborhood?</u>
Auto Parts, Accessories, and Tire Stores	-\$1,778,418	No
General Merchandise Stores	-\$52,389,947	No
Furniture & Home Furnishings Stores	-\$6,008,705	Yes
Electronics & Appliance Stores	-\$430,860	No
Building Materials, Garden Equipment, & Supply Stores	-\$7,208,376	Yes
Food & Beverage Stores	-\$32,242,705	Yes
Food Services & Drinking Places	-\$23,933,036	Yes
Clothing and Clothing Accessories Stores	-\$5,213,247	Yes
Sporting Goods, Hobby, Book, and Music Stores	-\$474,972	Yes
	Approximate Surplus	Appropriate
<u>Retail Category</u>	<u>(Secondary Trade Area)</u>	<u>for Neighborhood?</u>
Miscellaneous Store Retailers	\$10,403,114	Yes

Table 2a.13: Retail Gaps in Downtown Franklin

Source: Development Concepts Inc



According to Table 13, any of the seven categories of retail identified as appropriate has the potential for being successful in downtown Franklin, assuming that they are located in downtown with good access, visibility, attractiveness, and a “critical mass” cluster with other complementary retailers. The seven categories are as follows:

Furniture & home furnishings stores

Small independent dealers who may offer interior design services.

Building materials & garden equipment stores

Small independent dealers who specialize in unique garden equipment and services, building materials and plants.

Food & beverage stores

Specialty food stores that cater to the lifestyle and leisure market that offers food items unavailable in Franklin.

Food services & drinking places

Expand the market by offering and continuing to offer locally-owned restaurants, cafes, and bars that support Downtown entertainment and specialize in dining unavailable in Franklin.

Clothing & clothing accessories stores

Small independent dealers who fulfill an apparel need in Franklin, because so many national chains are located in Greenwood and are not inclined to expand into Franklin.

Sporting goods, hobby, book and music stores

Small independent dealers that expand on the current, niche market.

Miscellaneous stores

Even though these stores experience an estimated surplus, the market needs to expand in order to create a critical mass of specialty gifts stores and office supplies/services that caters to the office and lifestyle leisure markets.

In conclusion, the downtown Franklin retail development potential is constrained by its physical conditions – specifically, parking and urban design – and its market conditions. As such, the success of this type of ambitious redevelopment effort will depend on the cooperation and coordination of existing property and business owners, downtown organizations, and city officials to overcome the physical constraints, promote and develop this area as an attractive area to do business, retain and grow current businesses, and advertise the area as a destination for markets outside of Franklin.

Footnotes:

- ¹ 2004 projections of median home value are nominal. They do not account for inflation.
- ² 2004 projections of median rent are unavailable from ESRI Business Information Solutions.
- ³ 2004 projections of median home value are nominal. They do not account for inflation.
- ⁴ 2004 projections of median rent are unavailable from ESRI Business Information Solutions.
- ⁵ 2004 projections of median home value are nominal. They do not account for inflation.
- ⁶ 2004 projections of median rent are unavailable from ESRI Business Information Solutions.
- ⁷ Description is Segment Code 48 and copied verbatim from ESRI Business Information Solutions. “Tapestry User Guide and Segment Descriptions.” Redlands, CA: 2004
- ⁸ Description is Segment Code 32 and copied verbatim from ESRI Business Information Solutions. “Tapestry User Guide and Segment Descriptions.” Redlands, CA: 2004
- ⁹ Description is Segment Code 29 and copied verbatim from ESRI Business Information Solutions. “Tapestry User Guide and Segment Descriptions.” Redlands, CA: 2004
- ¹⁰ Description is Segment Code 33 and copied verbatim from ESRI Business Information Solutions. “Tapestry User Guide and Segment Descriptions.” Redlands, CA: 2004
- ¹¹ Average household income growth rate does not account for inflation.
- ¹² Median household income growth rate does not account for inflation.
- ¹³ Per capita income does not account for inflation.

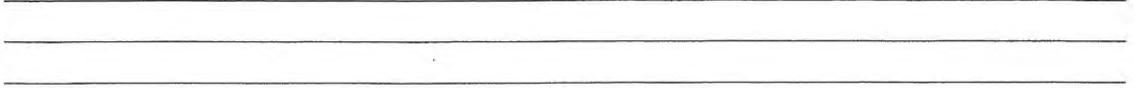




Figure 2b.01: Newly installed sidewalk and curb near Franklin College.

Source: Storrow Kinsella Associates

Overview

The condition and appearance of infrastructure is a key asset to Downtown Franklin's economic vitality. Streetscape infrastructure provides the common link between different attractions within the downtown area. By fulfilling the basic needs of safe, clean, and accessible streets, and developing a unique sense of place through the use of common streetscape amenities that relate to the culture and heritage of the community, a downtown can become a destination for businesses, tourists, and families.

As part of the revitalization plan for Downtown Franklin, a physical conditions analysis is required to focus on the broad topic of streetscape. The goal of the analysis is to identify opportunities for improvement and apparent constraints. A field investigation was performed to document these conditions.

Field Investigation

A field investigation was performed to do an initial inventory and analysis of the project area. Specific areas were assessed within the field for conditions, opportunities, constraints, and possible implementation projects:

Sidewalk & Curb

The backbone of any transportation system is the sidewalk. It is the basic link between any origin and destination regardless of the intermediate mode of transportation. Each daily trip a person makes usually begins and ends in using a sidewalk. For this reason, it is imperative that sidewalks within a community, and especially downtown are safe, clean, and accessible.

Along with the basic needs of a transportation system, sidewalks also provide a common identity through the use of materials, design details, and amenities. The sidewalk grows from being merely functional to adding a sense of place within the community where people can identify with their surroundings.

Crosswalks & Accessibility

As sidewalks are a basic need of any transportation system, crosswalks become the fundamental link between sidewalk segments. In keeping with sidewalks as part of an overall transportation system, crossing walks determine the efficiency of that system. Within the field investigation, much of the focus was on the accessibility of the crosswalk. A pedestrian has limited mobility within a community if the user cannot safely cross an intersection.

Street intersections also become the gateway identifiers within a community where people utilize identity features such as landmarks to gain orientation within a specific area. By creating a unique sense of place, communities will be able to identify when they are in downtown. This will make the downtown a memorable experience that will draw patrons back time and again.

Public Parking

In many of the community surveys used to guide this process, the one infrastructure element that was noted multiple times as an issue was parking. Parking can be an issue for a downtown if not addressed within a larger system. During the analysis process parking was viewed as not only a destination, but also the origin where most downtown excursions begin.

This approach led to the analysis of parking inventory, parking location relative to major destinations downtown, and also policies regarding enforcement of parking ordinances. Beyond focusing on parking as a resource, analysis was also performed on how downtown patrons arrive, locate, and orient themselves downtown. These issues become part of a larger issue of identity and gateway arrival that parking strategies will address.

Streetscape Amenities

Amenities within the streetscape can have a multitude of functions from benches serving as a place to rest to security issues with lighting, walls and other vertical elements. These all play a key role in defining the sense and feel of a place. They establish a streetscape vocabulary that describes where a person is and what the place is about.



Figure 2b.03: Recently installed crosswalk along Jefferson Street provides mild slope and maintains unobstructed pedestrian path along the sidewalk.

Source: Storrow Kinsella Associates



Figure 2b.04: Parking near the courthouse along East Court Street.

Source: Storrow Kinsella Associates





Figure 2b.05: Amenities when organized appropriately can provide comfort, a place to rest, and begin to unify the streetscape.

Source: Storrow Kinsella Associates

This idea of streetscape vocabulary was the approach of the field assessment to analyze what Downtown Franklin was stating about itself and the community it serves. Benches, plant material, urns, planters, trash receptacles, and lighting were just a few of the many items that add to that vocabulary. Signage and way-finding were also examined to determine the ease at which one can orient themselves and find destinations downtown.

Historic Building Facades

Downtown Franklin has a strong advantage over other communities because of the well preserved stock of historic buildings. These buildings are viewed as an irreplaceable resource that set the foundation for the downtown heritage. These buildings begin to define the sense of arrival and frame the streetscape for the downtown.

The approach in the analysis of these resources was viewing the existing building masses as a base for future expansion of the streetscape. Areas within downtown were separated into historic and non-historic building masses as identified on the corresponding analysis exhibit. By identifying the historic resources, gaps can be located in the historic framework that can be allocated to future infill or preservation projects.

Stakeholder Interviews

The consultant team conducted interviews with stakeholders within the community to gauge their perspective on the opportunities and constraints of the downtown area. They survey the were given asked questions about their priorities for downtown infrastructure, the importance of parking within downtown, and other issues regarding how the perceive the downtown streetscape. The feedback gained by the interviews helped to further narrow the scope of the catalyst projects.

Public Meeting

A public meeting was held on December 8, 2004 to review the findings from the field investigation and to present preliminary recommendations for possible catalyst implementation projects. Each of the catalyst projects were informed by the field assessment information gathered. Feedback was received regarding each of the catalyst projects. The public feedback was used not only to allow for general public input, but also to verify the consultants understanding of community needs and desires.



Figure 2b.06: Along Jefferson Street the historic building façade provides a strong presence that defines the edge of the streetscape.

Source: Storrow Kinsella Associates

Field Assessment

Sidewalks & Curbs

Sidewalk and curb assessment focused on the following criteria:

- a **Sidewalk & Curb Surface**
Evaluation of the existing sidewalk and/or curb for signs of wear such as cracks, chips, uneven sections and otherwise detrimental surface condition.
- b **Sidewalk Width**
Evaluation of existing sidewalk widths against ADA sidewalk standards and recommended urban design details.
- c **Sidewalk Location**
Evaluation of existing sidewalk location relative to street context and land use.
- d **Sidewalk Accessibility**
Evaluation of existing curb ramps, crosswalks, and ADA signage.
- e **Curb Height**
Evaluation of existing curb height relative to ADA and DOT standards.
- f **Sidewalk Continuity**
Evaluation of existing sidewalk system with a focus on areas without pedestrian facilities.

A rating was developed for each segment of sidewalk and curb within the project area based on the condition of the above criteria. The ratings are as follows:

- **New**
This rating does not consider the criteria above. It only denotes newly installed sidewalk & curb.
- **Good**
A sidewalk & curb that are above standard in all of the conditions criteria.
- **Fair**
A sidewalk & curb that is average and/or does not meet all of the conditions criteria.
- **Poor**
A sidewalk & curb that is below average and/or does not meet several of the conditions criteria.
- **Note**
There are multiple areas within the project boundary that do not contain any pedestrian facilities. In these cases a rating could not be given.

See Figure 2b.08 – Sidewalk & Curb Assessment

Critical Areas

Analysis of the ratings indicated that a majority of the project area has fair to good sidewalks and curbs. Yet, there are still many critical areas where the sidewalk and curb are in disrepair. These are critical due to their impact on the adjoining sidewalk system. The specific sidewalks which are rated poor continue to degrade the pedestrian system as a whole due to the lack of continuity. The following are areas which could substantially improve the system as a whole:

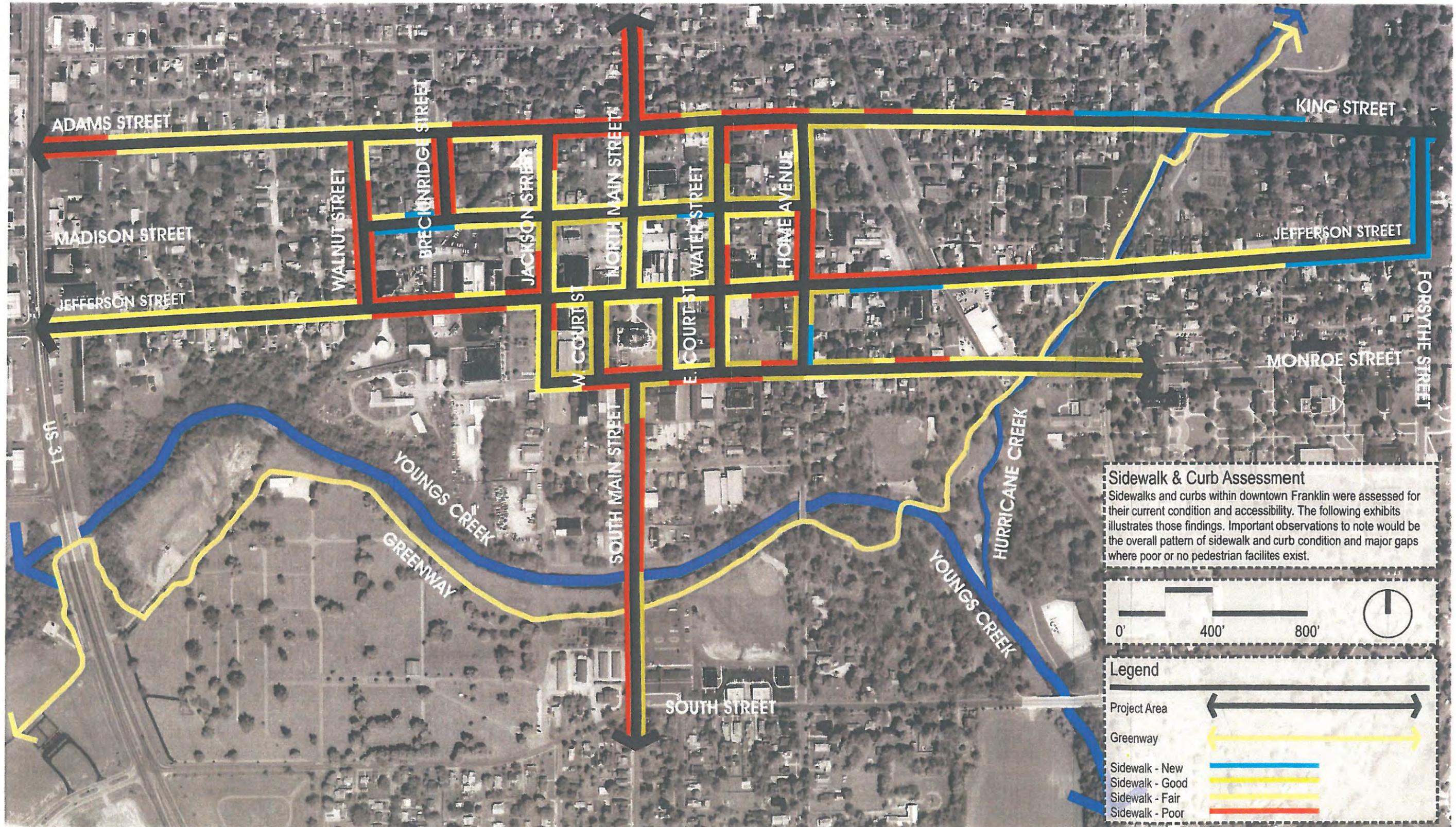
- **Jefferson Street:** Walnut Street to Home Avenue
- **Water Street:** Jefferson Street to Monroe Street
- **Monroe Street:** Jackson Street to Hurricane Creek
- **S. Main Street:** Monroe Street to South Street



Figure 2b.07: Existing sidewalk along Jefferson Street (S.R. 44) with visible cracks and surface erosion.

Source: Storrow Kinsella Associates



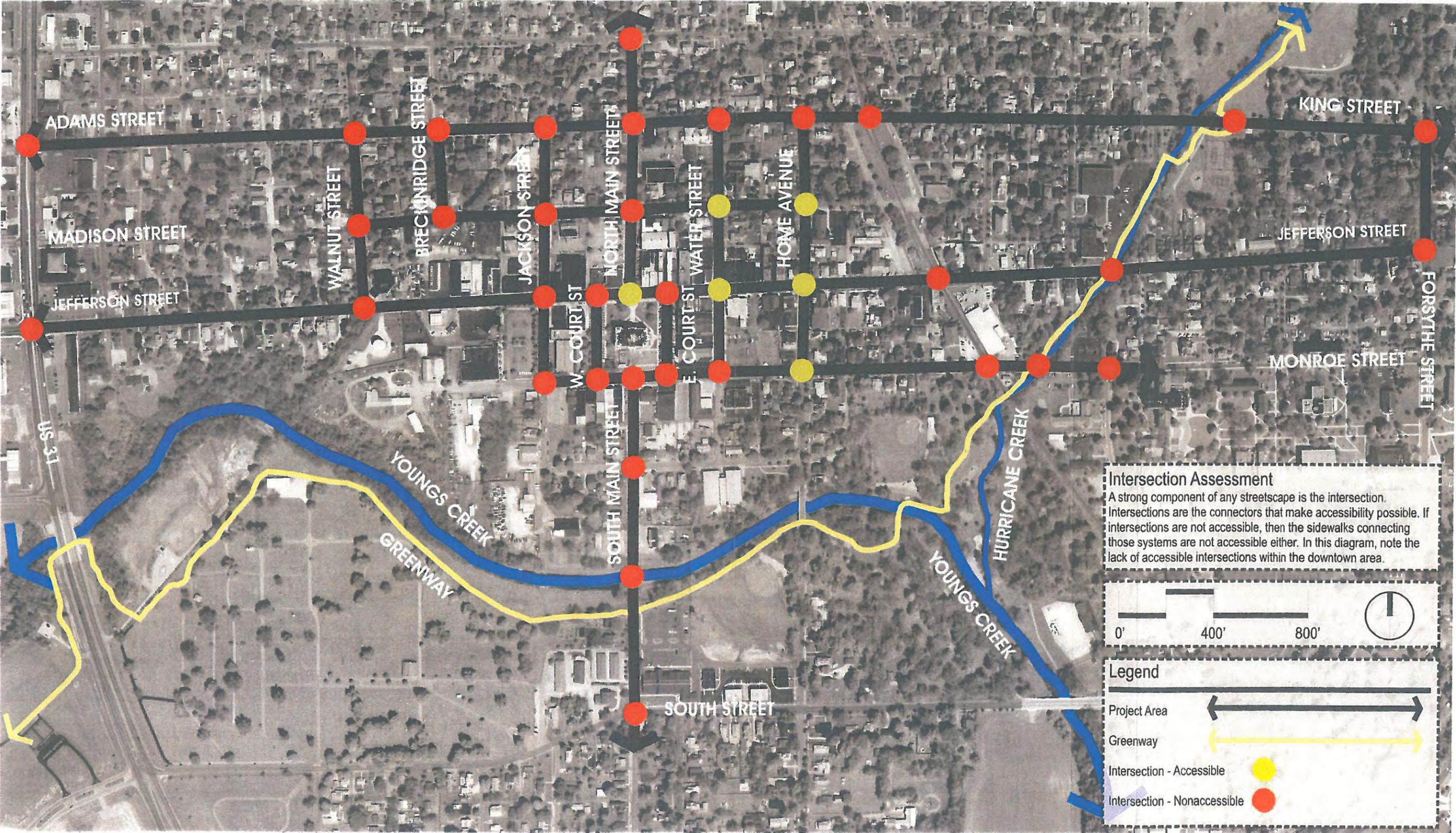


Sidewalk & Curb Assessment
 Sidewalks and curbs within downtown Franklin were assessed for their current condition and accessibility. The following exhibits illustrates those findings. Important observations to note would be the overall pattern of sidewalk and curb condition and major gaps where poor or no pedestrian facilities exist.



Legend

Project Area	←————→
Greenway	←————→
Sidewalk - New	—————
Sidewalk - Good	—————
Sidewalk - Fair	—————
Sidewalk - Poor	—————



Crosswalks & Accessibility

Crosswalks & accessibility assessment focused on the following criteria:

a Ramp Location

Evaluation of existing curb ramps relative to surrounding sidewalks, amenities, and land use.

b Ramp Slope

valuation of existing curb ramp slope relative to ADA standards and recommended urban details.

c Ramp Width

Evaluation of existing curb ramp width relative to ADA standards and recommended urban details.

d Ramp Direction

Evaluation of existing curb ramp direction relative to ADA standards and recommended urban details.

e Ramp Surface Condition

Evaluation of existing curb ramp surface relative to ADA standards.

f Pavement Marking

Evaluation of existing crosswalk markings relative to ADA standards and recommended urban details.

The rating system for crosswalks & accessibility was simplified to either **Accessible** or **Non-Accessible**.

It is essential that each ramp at the intersection be compliant with ADA requirements regarding location, slope, width, surface condition, and pavement markings. Along with these requirements comes best practices for pedestrian movement and protection at intersections such as constructing ramps to direct pedestrians perpendicular to vehicular traffic and eliminating flush ramps at corners.

Some examples of deficient conditions are:

- Ramp Slopes greater than 1:12 or ~ 8%
- Ramp Width less than 36 inches
- Ramp with uneven surface
- Ramp without 24 inch detectable warning strip
- Ramp directs traffic toward center of intersection

A total of 69 intersections were reviewed and 88% of the crosswalks within downtown Franklin are not accessible due to one of the conditions above. This fact is one of the most dramatic due to the heavy impact crosswalks have on the pedestrian system. Without a functional crosswalk a pedestrian cannot move with ease. Therefore, a pedestrian may choose to go elsewhere to live, work, play, shop, or learn.

See Figure 2b.09 – Crosswalk Assessment



Figure 2b.10: Curb ramp showing signs of ponding and sunken drain inlets.

Source: Storrow Kinsella Associates

Public Parking

An inventory of public parking was taken within the project area. This inventory was divided into four categories: Diagonal, Perpendicular, Parallel, and Parking Lot. Each type of parking has a different set of parameters of use along with opportunities and constraints for each.

In reviewing the parking inventory, there was not a strong pattern of parking within the downtown area. In many instances the type of parking changes every half-block. A parking ordinance that coordinates parking types and locations will assist visitors in understanding available parking and will also develop a stronger streetscape vocabulary to establish a sense of place.

Other parking issues include the relationship of parking and the sidewalk. In the project area there were many cases where parking impeded upon the sidewalk leaving little space to travel. Another example of parking/sidewalk conflict is areas where open vehicle doors overhang sidewalks enough to impede the pedestrian path. Each circumstance has a unique set of issues, but should also be addressed in a wider context of a transportation system.

See Figure 2b.12 – Parking Inventory

Streetscape Amenities

A visual assessment of the streetscape amenities which include benches, signage, lighting, planters, ash urns, trash receptacles, and other landscape enhancements was made during the field investigation. It was noted during that visual assessment that there was an abundance of different styles, colors, and vendors for these amenities. In some cases, the amenities were not safe to use due to age and wear. As stated previously, amenities should be organized in a framework that promotes a unified streetscape vocabulary that establishes a unique sense of place for the downtown.

Historic Buildings

The historic building component of the project was assessed as a contextual element of the downtown streetscape. It is acknowledged that each building has specific needs regarding preservation and restoration, but as a contextual element within the streetscape, historic building masses frame the downtown and define where the downtown begins and ends. The existing resources should be analyzed further to determine individual building uses, needs and support mechanisms to drive the preservation of those resources.

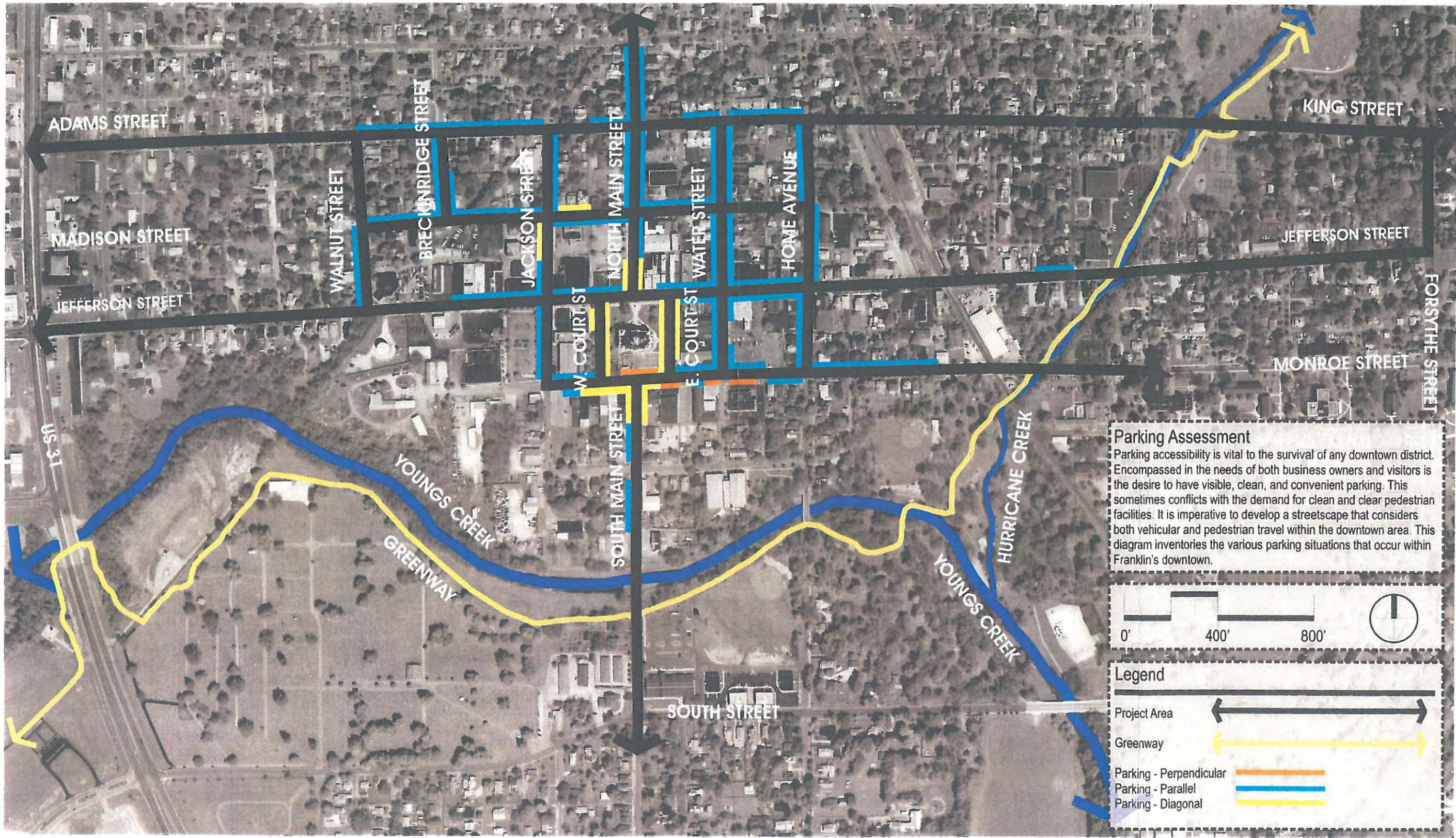
See Figure 2b.13 – Historic Buildings



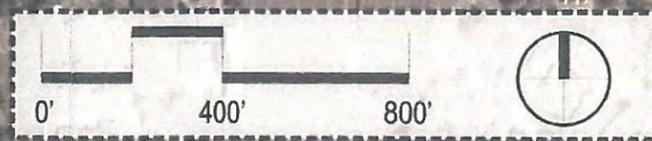
Figure 2b.11: View of city parking lot from Monroe Street.

Source: Storrow Kinsella Associates

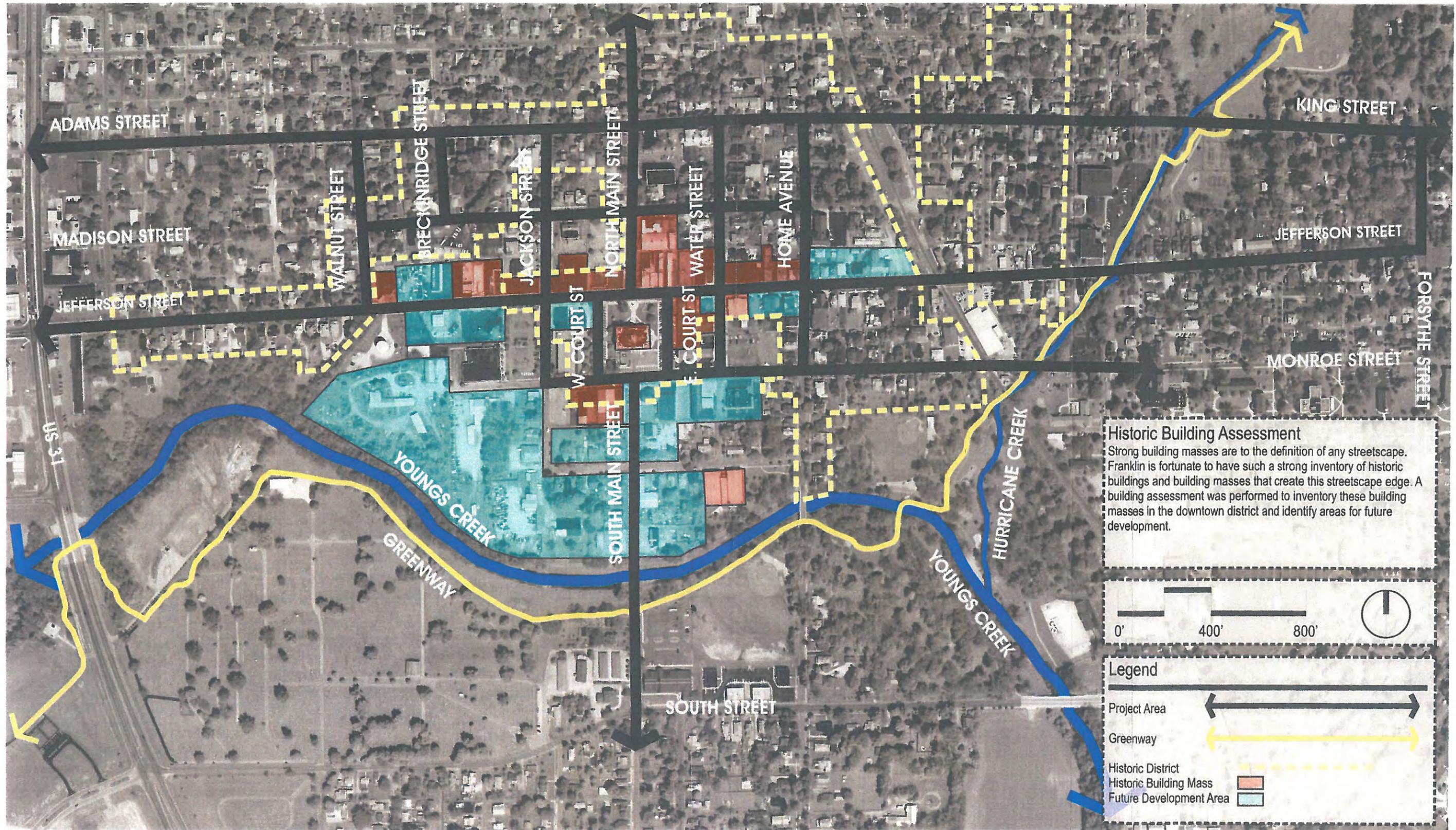




Parking Assessment
 Parking accessibility is vital to the survival of any downtown district. Encompassed in the needs of both business owners and visitors is the desire to have visible, clean, and convenient parking. This sometimes conflicts with the demand for clean and clear pedestrian facilities. It is imperative to develop a streetscape that considers both vehicular and pedestrian travel within the downtown area. This diagram inventories the various parking situations that occur within Franklin's downtown.



Legend	
Project Area	
Greenway	
Parking - Perpendicular	
Parking - Parallel	
Parking - Diagonal	



Recommendations

The following are recommendations to resolve existing infrastructure issues. These suggested initiatives will assist in improving the safety, accessibility, and overall sense of place of Downtown Franklin. These recommendations also influenced the direction and scope of the catalyst project proposed.

Sidewalks & Curbs

The following are recommendations to improve sidewalk and curb conditions within downtown Franklin:

- *Develop sidewalk design guidelines*
- *Develop unique design standard for downtown Franklin*
- *Develop sidewalk standards that relate to adjacent streetscape context i.e. land use, thoroughfare plan*
- *Develop sidewalk standards that encourage separation between parking and pedestrian movement*
- *Develop implementation strategies that promote public / private funding partnerships*
- *Resolve ADA issues along Jefferson Street*
- *Develop a consistent curb along Monroe Street*
- *Renovate sidewalk and curb on Water Street south of Jefferson Street*
- *Renovate sidewalk and curb on S. Main Street within project area*

Crosswalks & Accessibility

The following are recommendations to improve crosswalk and accessibility conditions within downtown Franklin:

- *Update crosswalks to comply with ADA standards*
- *Develop crosswalk design guidelines*
- *Develop unique design standard for downtown Franklin*

Public Parking

The following are recommendations to improve public parking conditions within downtown Franklin:

- *Develop public parking design guidelines to provide direction and unify parking*
- *Develop unique design standard for downtown Franklin*
- *Develop strong way-finding and signage program to direct visitors downtown and to public parking*
- *Re-allocate parking on courthouse proper to allow for a community events location*

Streetscape Amenities

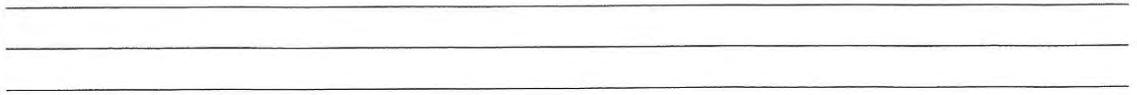
The following are recommendations to improve streetscape amenities within downtown Franklin:

- *Develop a unique design standard for downtown amenities*
- *Develop an amenities program that focuses on public private partnerships to fund acquisition and maintenance of streetscape amenities*

Historic Buildings

The following are recommendations to improve the historic building inventory within downtown Franklin:

- *Utilize existing preservation resources available through government agencies*
- *Develop a local preservation program that focuses on public / private partnerships for funding restoration and preservation of historic resources*



The following Project Recommendations are preliminary ideas for consideration by the City of Franklin as part of their downtown revitalization strategy. They were developed as a result of both the Market Analysis and Physical Infrastructure Assessments. The physical projects presented are presented as priority projects, complimentary initiatives and a catalyst project to be initiated in 2005.

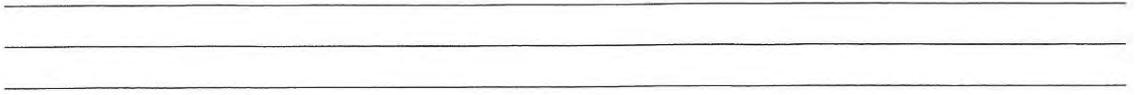
These projects were derived from initial field assessment of both the Market and the Physical Infrastructure, interviews with City staff and the project committee, interviews with local stakeholders such as business and community leaders, and a public meeting held on December 8th, 2004.

All of these ideas have been presented to the public and the response has been positive. They each have merit from in both their improvement of the physical environment of Franklin and its impact upon the economy or marketability of Franklin.

The following Project Recommendations are included:

- 3A. Jefferson Street Improvements**
- 3B. South Main Street Improvements**
- 3C. Monroe Street Improvements**
- 3D. City Parking Lot / Events Plaza**
- 3E. Complimentary Initiatives**

These recommendations were presented as part of a public open house where the community shared thoughts and ideas about their project preferences. This information follows the project recommendations.



Jefferson Street Project

Purpose

To complement and complete infrastructure improvements initiated by the State Road 44 and North Main Street projects.

The INDOT State Road 44 project traverses the downtown project area. The project scope is focused on pavement resurfacing, but also has the flexibility to address accessibility at intersections. The City of Franklin should focus on coordinating any sub-grade infrastructure improvements prior to initiation of the INDOT project to alleviate duplicate costs of pavement replacement.

The North Main Street project will begin at State Road 44 and terminate at U.S. 31. The project is focused on improving drainage along North Main Street, but also addresses other infrastructure needs such as accessibility, lighting, and parking. These improvements should be coordinated with any improvements along Jefferson Street to uphold a continuous urban streetscape.

The timeline for the projects above suggest a need to coordinate with governing agencies in the near term to have a successful urban streetscape throughout downtown Franklin.



Figure 3a.01: North side of Jefferson Street looking west

Jefferson Street has been the lifeline for downtown Franklin. It's traffic from Interstate 65 to US 31 make the commercial buildings prime downtown business locations. The stock of historic buildings and their relationship to the historic courthouse and the county workforce make downtown Franklin a viable business location.

Jefferson Street and the Courthouse Square are what most people think of when they visualize downtown Franklin. However, as is the case with much of the project area, the streetscape lacks uniformity of identity and needs improvement to address drainage and accessibility issues.

To improve the identity of downtown, the businesses, and to complement a planned SR 44 pavement replacement project, the Jefferson Street Project was selected as one of the four priority projects.

Next Steps

It was determined at the public meeting that this priority project should receive emphasis as the ***catalyst project***.

While public and staff meeting discussions were to improve the streetscape from Branigan Boulevard to Jackson, it was decided to initiate a more focused project that would serve as a true model for infrastructure development in downtown Franklin.

See the following page for preliminary illustrations and Section 4 for more detailed information on the catalyst project..

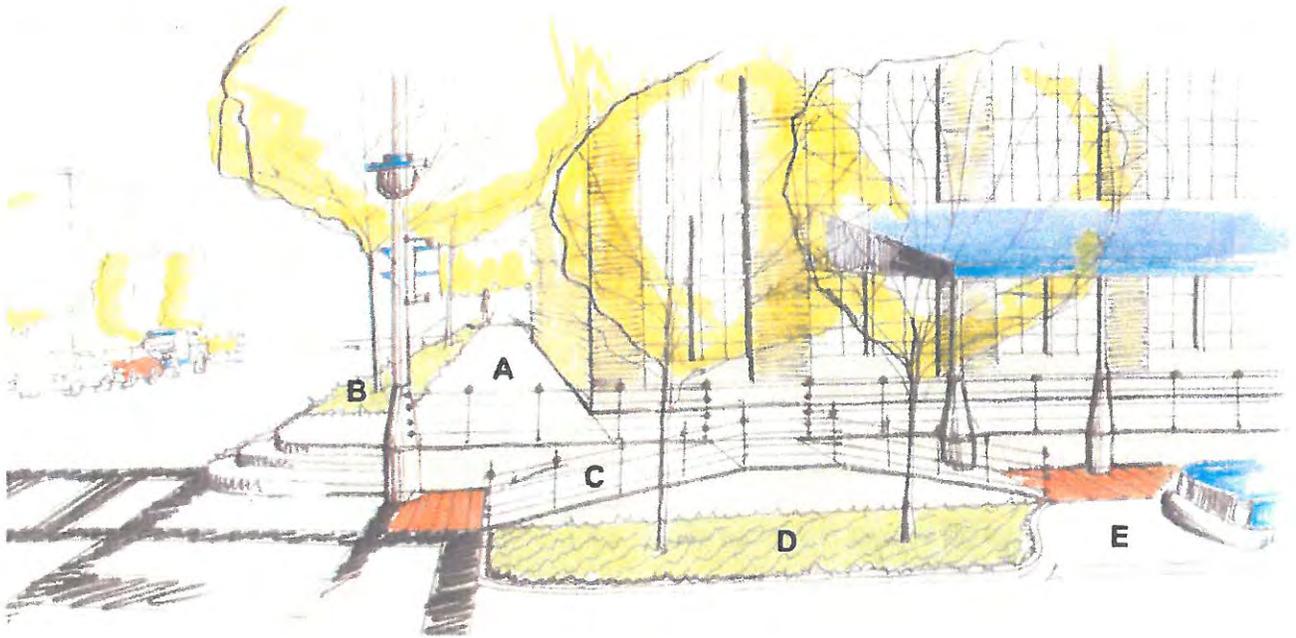


Figure 3a.02: Jackson and Jefferson Sketch

Sketch and Plan Key

- A – Clear Pedestrian Route
- B – Consistent Urban Streetscape
- C – Curb Ramp Directs Pedestrian Traffic
- D – Landscape Enhanced intersection
- E – Clearly Defined Parking

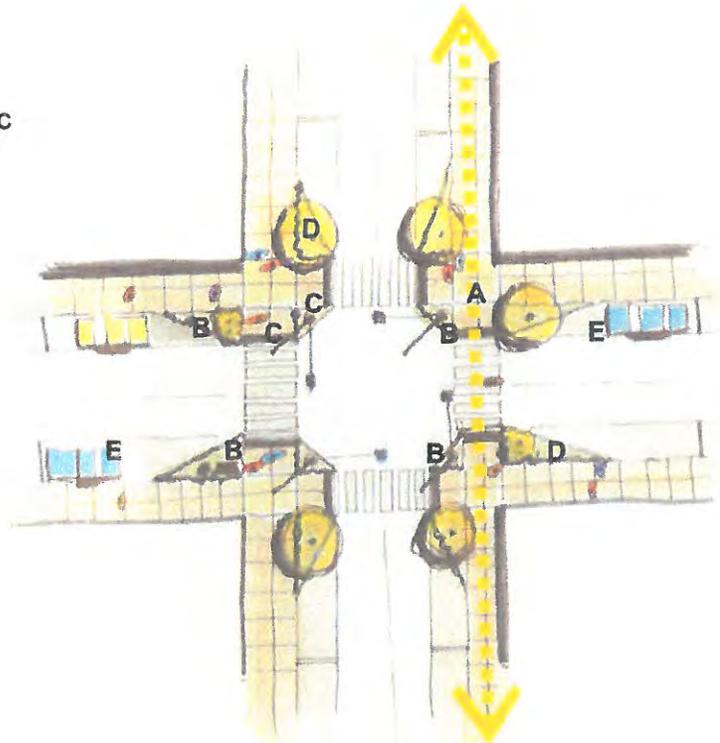


Figure 3a.03: Intersection Components Sketch



South Main Street Project

Purpose

To complement the North Main Street project effort and to serve as a catalyst for continued public and private investment along South Main Street.

Physical Analysis of the South Main Street project area revealed a part of Franklin's downtown fabric that has yet to be integrated with the current community vision. The properties on and south of Monroe Street are largely residential with limited commercial and light industrial uses.

Within the project study area along south Main Street and beyond, sidewalk conditions are generally poor. The condition of the sidewalks carries through to the condition of the businesses, parking and overall character of the neighborhood.

There are areas being improved and that illustrate "what could be" given time and investment. Richard's Kitchen, a restaurant at the southeast corner of Wayne and Main Street, has increased the value of this southside neighborhood by the community. The mixed use multi-purpose village character of the businesses could establish a template for additional investment providing Franklin with a unique commercial and residential district.

The vision for this neighborhood is *flexibility* that can be offered in mixed-use neighborhoods such as this one. Because of its urban character and close relationship to downtown, the neighborhood should be established as a walkable "village" that could support both residential, commercial, and institutional uses. Discussion of the area as the potential location for a new library, post office or other civic use has occurred and is encouraged. Preparation for these types of uses in downtown are critical. These preparations include addressing brown-field issues, improving public infrastructure, and marketing the area to potential developers.

South Main Street Streetscape coincides with the infrastructure improvements occurring on North Main Street. Some community leaders see North Main Street as a major economic corridor for Franklin and its downtown. Leaders would like to see improvements that

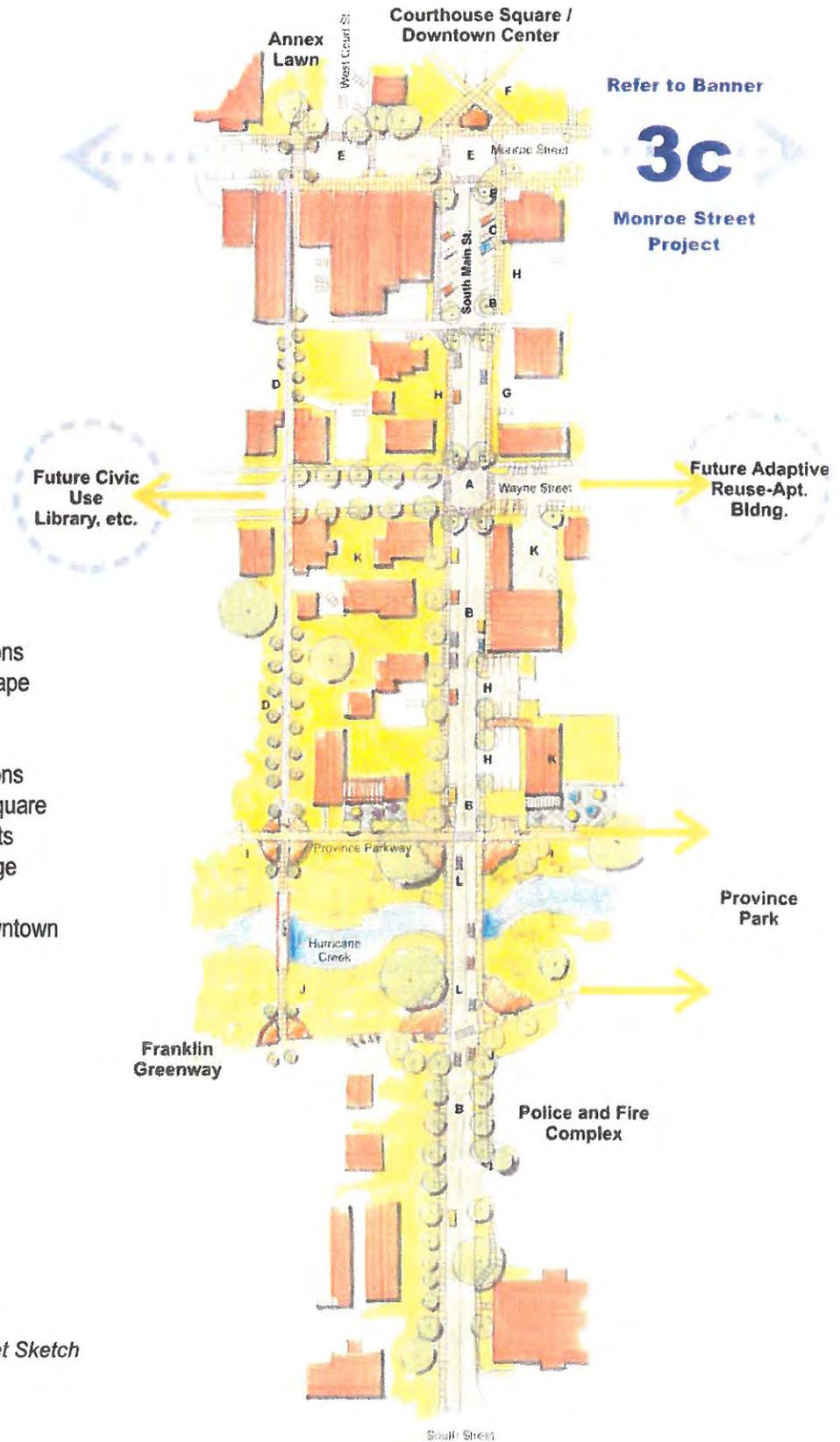


Figure 3b.01: Richards Kitchen with Garden Center along South Main Street

facilitate that vision and have South Main Street be a similar corridor for southern Franklin. This is especially important because South Main Street is experiencing economic hardship with these neighborhoods consisting of poor infrastructure and housing in need of major repairs.

Next Steps

Next steps for this project should be to establish a *neighborhood masterplan* that includes a strategy to engage current community stakeholders and also attract businesses and mixed uses to the area. The masterplan should focus on creating public/private partnerships to leverage funding for redevelopment of the area and new incentive programs for village type development.



Plan Key

- A – Improved 4-way Intersections
- B – Consistent Urban Streetscape
- C – Mid Block Crossings
- D – Alleys as pedestrian ways
- E – Improved 3-way Intersections
- F – Rehabilitate Courthouse Square
- G – Standardize Property Fronts
- H – Establish Urban Green Edge
- I – Creekside Trail / "Parkway"
- J – Pedestrian Gateway to downtown
- K – Encourage Mixed Use
- L – Gateway Bridge

Figure 3b.02: South Main Street Sketch



Monroe Street

Purpose

To improve public infrastructure on Monroe Street and celebrate an important east-west connection linking the Downtown to neighborhoods, parks, and Franklin College.

The Monroe Street project was initiated in an effort to improve the connection of Downtown Franklin with one of the downtown's greatest assets, Franklin College.

In the process, the improvement project provides other important connections. Those relationships include connections to and from the Courthouse Square, South Main Street, the City Parking Lot on Water Street, a near downtown residential neighborhood, an arboretum, Province park and the City's Historic Greenway Trail system.

The project should address encroachment on and across public right of way for specific private uses. There are several blocks along Monroe where pedestrian facilities are constricted and/or non-existent due to expansion of parking where sidewalk once existed. Sidewalk and parking standards should be created to provide guidance on appropriate pedestrian and vehicular facilities and how they interact.

Eliminate large expanses of asphalt roadway and increase/improve pedestrian spaces. Monroe Street's pavement width varies drastically from block to block. This variation in condition creates a lack of clarity for vehicles and pedestrians using the street. Improvements made to Monroe Street should focus on redefining the curb line of the street to allow for adequate parking and pedestrian facilities in a consistent manner.

Improve pedestrian connections to and from the county parking lots to county facilities. Currently, the county parking lots are underutilized and perceived as a distant resource. By developing a stronger pedestrian connection to county facilities some of the parking need will be alleviated in downtown Franklin.



Figure 3c.01: Monroe Street adjacent to the courthouse square.

Streetscape improvements along Monroe Street would meet some of the infrastructure needs and address some of the poor urban design on the southern portion of downtown. It will also help bolster the desirability of vacant buildings that seem disconnected to the rest of downtown due to inadequate linkages. Monroe Street has the opportunity to be a vibrant corridor with a strong pedestrian link to Franklin College, Province park and greenway system.

Next Steps

Develop a *corridor plan* that includes a streetscape plan integrating standards and details from the north main street project and the SR 44 improvement project. The corridor plan should also address redevelopment parcels



Figure 3c.02: Monroe Street with view toward courthouse.



Plan Key

- A – Improved 4-way Intersections
- B – Consistent Urban Streetscape
- C – Mid Block Crossings
- D – Alleys as pedestrian ways
- E – Improved 3-way Intersections
- F – Rehabilitate Courthouse Square
- G – Standardize Property Fronts
- H – Establish Urban Green Edge
- I – Consistent Neighborhood Streetscape
- J – Improved Neighborhood Intersections
- K – Enhanced Arboretum Entrance
- L – Enhanced Park Entrance
- M – Sidewalk Connections

Figure 3c.03: Monroe Street sketch



City Parking Lot / Events Plaza Project

Purpose

To improve the visitor experience and transform the City parking lot into an events plaza complementing the open space on the square. The project would be partnered with a signage and identity project extending beyond downtown.

Interviews with downtown stakeholders identified *parking* as a major issue within the downtown study area. The physical analysis revealed a significant amount of parking that is hidden to the new visitor of downtown due to the lack of wayfinding within the downtown area.

Another comment received during the analysis process was the need for *event space* within the downtown proper. This event space should serve a year-round need for community gatherings, but also be a useful space when community events aren't being held. The city parking lot on the corner of Water and Monroe Streets is already being utilized for this purpose as seen by the community fish fry in the photo below.

The parking lot as it exists today is disorganized and appears unfavorable as a parking spot for visitors of the downtown area due to the lack of use and "unkept" appearance.

The vision for the "Festival Park" is an events plaza that serves as a visitor parking lot and information center for both residents and visitors to Franklin. The scope of improvements should extend across the street to capture the alley connection to the courthouse square. The alley



Figure 3d.01: Parking Lot as seen from Water Street.

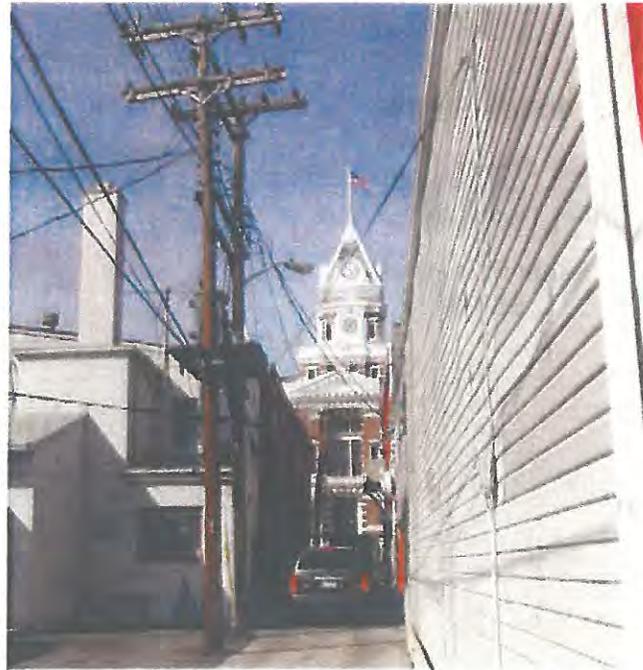


Figure 3d.02: Alley connecting "Festival Park" and the Square.

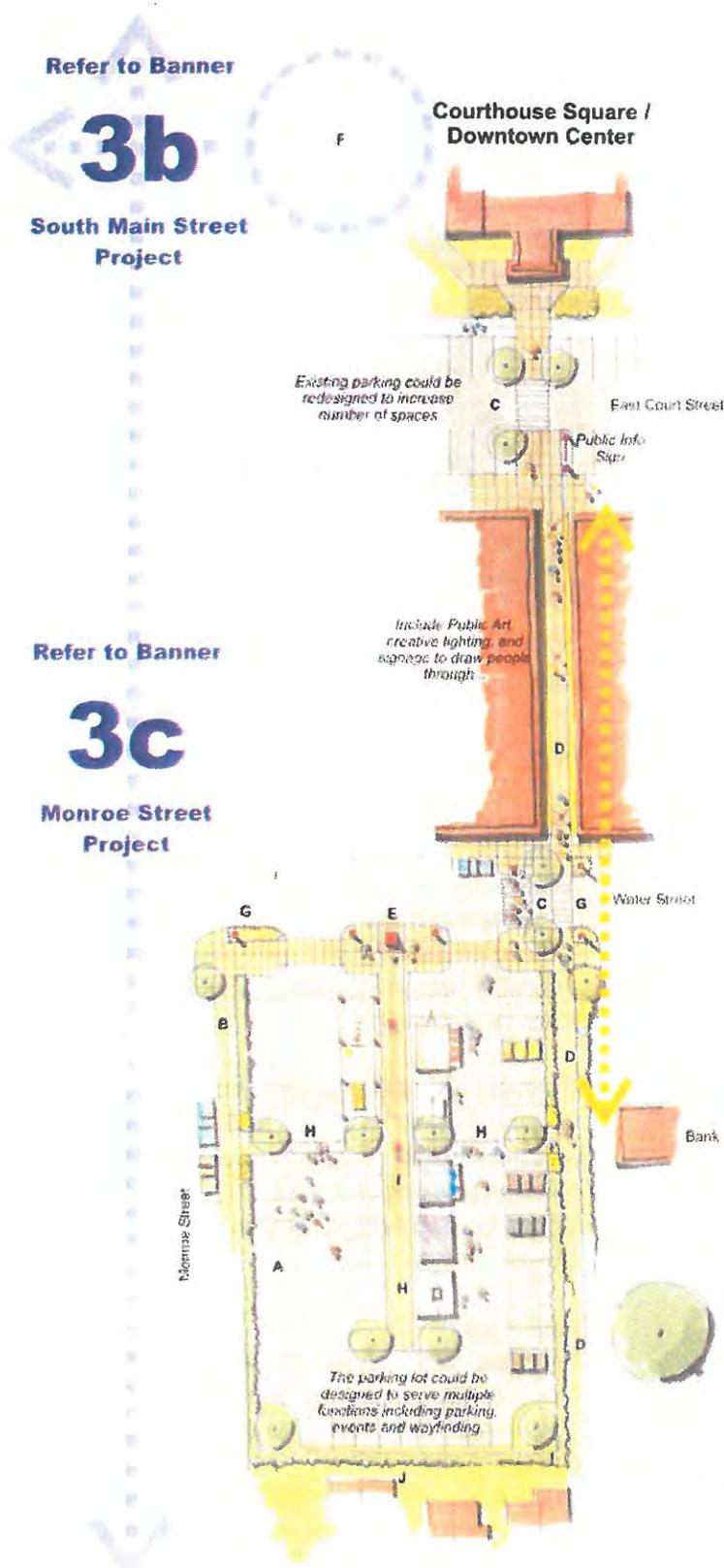
could be celebrated as a safe pedestrian connection between downtown spaces and a pedestrian gateway to the downtown integrating public art and lighting.

The City Parking Lot/Events Plaza begins to address the importance of programming and touches upon economic development with transferring the vacant parking lot into an activity center that will host festivals and events. The plaza would also address urban design issues by creating a sense of place in the area and becoming an open/public space for downtown.

The public and staff expressed interest in the development of a "system" of parking facilities linked by a pedestrian system. A second lot was identified north of Jefferson providing choice and organization to the north-side commercial center of downtown including the ArtCraft Theater.

Next Steps

Next steps for this project should be to establish a wayfinding and visitor information program to attract and guide visitors downtown. This should include a gateway program to direct visitors downtown, a branding program for the downtown district and specifically the events plaza, and also an incentive program for vendors to utilize the plaza during off-peak seasons.



Plan Key

- A – Redesigned Parking Layout
- B – Consistent Urban Streetscape
- C – Mid Block Crossings
- D – Alleys as pedestrian ways
- E – Improved 3-way Intersections
- F – Rehabilitate Courthouse Square
- G – Standardize Property Fronts
- H – Establish Urban Green Edge
- I – Creekside Trail / "Parkway"
- J – Pedestrian Gateway to downtown
- K – Encourage Mixed Use
- L – Gateway Bridge

Note: Through discussion with the public and city staff, it was noted that the illustration for the events plaza included non-public property. The concept for the events plaza still applies and consideration of an integrated design for these prop-

Figure 3d.03: Festival Park sketch



Figure 3d.04: An alley in Columbus Indiana incorporating lighting, art and plantings.



Complimentary Initiatives

Purpose

To complement the on-going revitalization of downtown Franklin and serve as a catalyst for continued public and private investment within the downtown area.

As the market analysis pointed out, urban design is just one component of a healthy downtown community. Other areas of focus should be on policy and planning new initiatives that create incentives for redevelopment, market the downtown core, and continue to encourage stronger infrastructure improvement.

By encouraging redevelopment within the downtown, areas which are on the borderline can be brought back to life and the community can continue to grow and become more resilient to the market trends.

Marketing and Promotion play a strong role in the vitality of the downtown core. As programs are introduced that create opportunities for the community to reach to new markets, the downtown will become even more stabilized and be able to invest in new ventures. This careful strategy should track available properties with statistics about their history, use potential and facilities.

Design Guidelines including urban design contribute as a strong component of a healthy downtown. One strategy to guarantee better infrastructure is to develop a strong set of guidelines to direct improvements within the downtown. These guidelines should focus on strengthening the urban streetscape by defining standards for infrastructure and amenity improvements such as new sidewalks, benches, and lighting.

District, Corridor and Neighborhood Plans should build upon this revitalization study to develop detailed projects that encourage both public and private investment. Inclusive in these plans should be consideration of urban systems such as sidewalk and could serve as incentives for developing standards and guidelines as mentioned above.

Central to the focused area plans should be consideration of parking and walkability within the downtown. Developers of new retail centers are emphasizing convenience with well planned pedestrian routes.

As such, the following studies are recommended for inclusion in the area plans or as an individual efforts considering complimentary initiatives.

Downtown District Parking Plan

Once a visitor is downtown they must be able to find adequate parking and navigate the downtown sidewalks. This is where two initiatives are necessary to maintain those facilities. The first is a formalized evaluation of downtown parking and the development of a parking program that will improve upon the existing programs that are in place, develop a strategy to coordinate with the existing county facilities, and set a standard for parking within the downtown district. A parking study for downtown was performed in 2003. The study evaluated much of the downtown and proposed recommendations that have not yet been formalized by the city. The study should be revisited to integrate new concepts of the events plaza(s) and consideration of a wayfinding system.

Pedestrian Plan

A pedestrian system and sidewalk improvement program including bicycle facilities should be introduced to direct future transportation improvements within downtown. As a vital mode of transportation in urban areas, walking and biking are slower modes of transportation that allow communities to experience the urban environment at a different, more intimate level. This slower pace allows patrons to take in the store fronts displays and urban atmosphere of downtown Franklin.

Next Steps

Conduct an evaluation of existing programs that pertain to redevelopment, marketing, urban design, and transportation facilities including alternative transportation. Based on the evaluation, create or restructure those programs to become an effective part of city policy and planning.

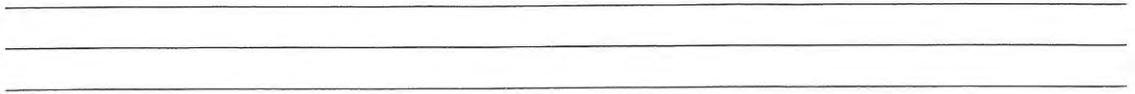




Figure 3f.01: A public meeting was held on December 8, 2004 to review preliminary recommendations for a catalyst project for Downtown Franklin.

Source: Storrow Kinsella Associates

Stakeholder Interviews

Throughout the planning process, the project team interviewed six key stakeholders who represent various interests in downtown Franklin. These stakeholders represent multiple roles, such as neighborhood leaders, residents, business and property owners, and developers. There was strong consensus among the interviewees pertaining to the current condition and potential of revitalizing downtown Franklin through economic and physical improvement initiatives. The key findings are shown below:

Assets

Downtown Franklin is the location of the county seat for Johnson County, which creates regular traffic for people working or conducting business in the courthouse. It also caused downtown Franklin to be a market nice for legal and professional services as well as daytime support services and restaurants.

A loyal group of citizens who are interested in the success of a thriving downtown.

Franklin College is adjacent to downtown Franklin, creating an important academic and economic development link to downtown and the city.

Historic significance of the downtown commercial buildings and surrounding neighborhoods creates and maintains Franklin's small town charm, especially the sidewalks, tree lined streets, traditional Main Street buildings and historic homes.

The area has a great deal of affordable housing. The Art Craft Theatre is an important anchor with programming that attracts outside of Johnson County and the State of Indiana.

Downtown Franklin has a museum that attracts people to the area, as well as some restaurants and pubs.

Franklin Heritage, Inc. has been preserving and stabilizing historic structures and educating the public for 21 years.

Franklin is a place where people want to live in order to raise their kids and to get away from the city, but they are still close to a major economic center. The residents of Franklin are friendly, too.

Impediments

The configuration of State Road 44 creates a bottleneck, and a high amount of truck traffic injures the ability to put in parallel parking.

Downtown buildings, both commercial and residential, are vacant or in disrepair.

Parking is inconvenient and confusing. People do not know where they are allowed to park and prevents them from viewing the downtown shops. In addition, there is no regulating of parking, causing employees and employers to park in front of their building all day and occupying parking that should be for customers.

Corridors off of I-65 are lacking infrastructure and signage to make a gateway into Franklin and to make downtown more appealing.

Downtown Franklin needs more streetscape elements, especially historic lighting, to make downtown more pedestrian/user friendly and aesthetically pleasing.

Existing downtown businesses are shutting down to either move U.S. 31 or do not have a large enough customer base to stay open.

Opportunities

Franklin is experiencing population and economic growth. Downtown can position itself to capture some of this market.

Downtown Franklin is unique to the area in terms of architectural significance and charm; it gives Franklin its character. Development along U.S. 31 does not identify Franklin and, in fact, one can not differentiate locations from Columbus to Greenwood because of it.

Retail should cater to those in nearby neighborhoods or workforce.

Downtown could also be a market niche and regional draw for specialty retail, such as antique stores, arts and crafts galleries, home and gift stores, or unique fashion boutiques.

Downtown organizations, residents and businesses should work with the City of Franklin and Johnson County to locate a library in downtown Franklin.

Downtown restaurants and coffee shops with outdoor café seating should be opened.

New streetscape elements, especially signage, sidewalks, and lighting, should be replaced and updated. Allow houses along Main Street to be commercial uses so that Main Street from U.S. 31 to downtown becomes a small business incubator and economic development corridor for downtown.

Market downtown Franklin and surrounding neighborhoods to greater Indianapolis area as an urban village close to a college that is full of historical significance, small town charm, and unique amenities, such as bike trails and an easier commute to Indianapolis than from the northern suburbs. If downtown Franklin can attract residents who are committed to an urban revitalization, then downtown Franklin will begin to support the retail that keeps downtowns alive for 24/7.

The Art Craft Theatre should be remodeled to allow different types of programming and create a year-round and evening traffic for downtown and local businesses.

Downtown Franklin's programming, such as summer films at the Art Craft Theatre and music at the Courthouse Square is very popular; and most programs can be extended. An example is trying to get the Farmer's Market to return to downtown..

Remodel upper floors of downtown commercial buildings for residential use.

Collaborate with Franklin College to extend small, downtown business incubation program as well as sharing facilities and marketing downtown to students.

Redevelop parking lots to be multi-purpose, such as one in Bloomington, Indiana, where a city parking lot has aesthetically pleasing canopies that allow the lot to change into festival space during the weekends.



Threats

Commercial and residential growth occurring around U.S. 31, causing business to leave downtown and downtown residences to decline in value.

Major retailers prefer to locate in new retail strip or life-style centers. Downtown Franklin buildings do not have the visibility and traffic for national chains and renovations are too expensive for national retailers. In addition, major retailers are not interested in locating in Franklin because of proximity to Greenwood, especially Greenwood Park Mall.

The new neighborhoods offer many affordable opportunities, causing people to choose a new home over remodeling an existing home. Therefore, the re-sale values of existing downtown homes drop and fall into further disrepair.

People go to Greenwood on the weekends for entertainment and retail.

Conclusions

As supported by the neighborhood tapestry profile, current site analysis, and demographic analysis, the following conclusions were made about downtown Franklin and its surrounding neighborhoods.

Downtown Franklin is a relatively stable neighborhood showing little population growth, especially when compared to the City of Franklin's population and housing boom of the 1990s. Downtown Franklin's limited gains are due to the fact it is an old established neighborhood with little land available to develop new residential or commercial product. However, adaptive use and infill developments are opportunities to diversify, expand and improve the downtown housing market.

When compared to Franklin, However, downtown Franklin households and residents have lower incomes, educational attainment levels, and lower housing prices and ownership rates., when compared to Franklin. This is a concern to local stakeholders, especially when many recognize that Franklin has low income and educational attainment levels compared to the greater Indianapolis area.

The housing stock of downtown Franklin has pockets of redevelopment and investment, but other areas are experiencing blight and dilapidation. Downtown Franklin has the opportunity to reinforce these areas, maintain its historic significance and character, and meet several goals of the Franklin Comprehensive Plan, such as redevelopment, compact form, and establish the downtown residential neighborhoods as mixed-income, mixed-use areas ideal for casual social gatherings and civic engagement.

Businesses in the focus area meet the needs of the daytime customers and area employees. With the exception of a few restaurants and taverns, Franklin is a Monday through Friday, 8:00 to 5:00 business district. In conjunction with reinvesting in its neighborhoods, downtown Franklin has the opportunity to become the unique focal point for residents and a greater Indianapolis draw by encouraging the development, growth, and retaining of specialty shops, neighborhood-based and convenience retail, downtown housing development and revitalization, entertainment, civic gatherings, and local government.

Franklin College is an important asset to downtown Franklin as is Interstate 65, U.S. 31 and State Roads 44 and 144. Franklin's location and major transportation routes allow the community to be accessible to all of greater Indianapolis. Franklin College is a unique amenity not found in surrounding counties. The institution encourages the ideals of higher learning and is a potential collaborator with downtown Franklin to develop the arts and culture and to share resources. Therefore, Franklin can continue to grow in numbers and reach its goal of diversifying the housing stock, income, and educational attainment of residents by marketing downtown Franklin as a small town with affordable housing, a high quality of life perfect to raise a family, historic neighborhoods with character, and a college that offers cultural and educational pursuits all the while being no more than 30 minutes away from a major city. Not only is this a way to enlist new residents, but possibly as a way to capture new businesses that consider quality of life and available labor force when locating a business.

Public Meeting

The purpose of the public meeting was to gain community input on the proposed infrastructure improvement projects and develop a consensus on a catalyst project.

Attendees of the Public Meeting were asked to indicate their opinions of the four proposed catalyst projects. From the public meeting it was determined that the Jefferson Street/SR 44 streetscape improvements was the most publicly supported catalyst project.

The State Road 44 / Jefferson Street project proposed a three block area ranging from Jackson Street to Water Street as a demonstration project to be built as a model for future streetscape improvements within Downtown Franklin.

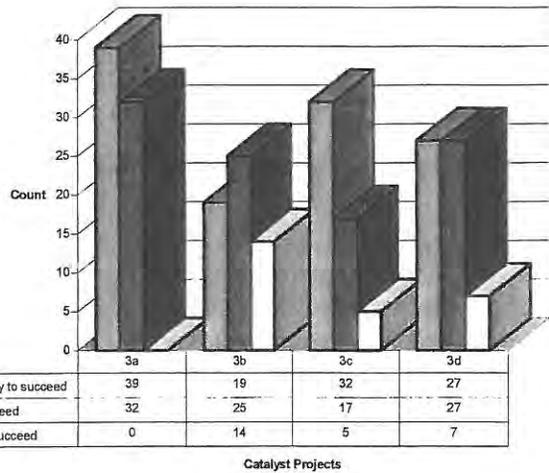


Figure 3f.03: Public Meeting Survey Results
Source: Storrow Kinsella Associates Inc

RATING	MOST LIKELY TO SUCCEED	MAY SUCCEED	WILL NOT SUCCEED
3a – Intersections & Jefferson Street			
Live	6	7	0
Work	7	7	0
Play	10	6	0
Shop	14	2	0
Learn	2	10	0
Total:	39	32	0
3b – South Main Street			
Live	3	4	4
Work	1	7	3
Play	9	5	2
Shop	6	6	0
Learn	0	3	5
Total:	19	25	14
3c – Monroe Street			
Live	6	2	2
Work	7	3	1
Play	7	6	0
Shop	9	2	1
Learn	3	4	1
Total:	32	17	5
3d – Parking Lot / Events Plaza			
Live	6	4	3
Work	7	5	0
Play	7	5	0
Shop	7	5	1
Learn	0	8	3
Total:	27	27	7

Table 3f.02: Public Meeting Survey Results
Source: Storrow Kinsella Associates Inc



Catalyst Project

The Catalyst Project Identified for the Franklin Downtown Revitalization Plan is to improve a two block section of the Jefferson Street (SR 44) streetscape from Jackson to Water Street. Both sides of the street will receive improvements to concrete curbs, gutters, sidewalks, and streetscape furnishings that are deteriorated and crumbling along this part of the project. While this study rated the sidewalks as generally fair in this part of the project, the overall condition does not provide a safe or accessible streetscape and is not conducive to private investment.

This project will be complimentary to an Indiana Department of Transportation (INDOT) pavement replacement project scheduled to occur in 2005. The project may share costs of intersection improvements such as handicap accessible ramps, adjustment/ replacement of curb, and other infrastructure issues that may benefit both projects.

The streetscape improvement plan for Jefferson Street (S.R. 44) will also address the improvements to North Main Street. North Main Street is seen as a neighborhood gateway to downtown Franklin terminating at the Johnson County courthouse. This gateway should focus on making a strong pedestrian link between the two corridors through the use of a unified and unique urban design vocabulary such as sidewalk and curb materials and streetscape furnishings.

The selection of this project as the catalyst project was accomplished by review of the market and physical analysis, community input and the recognition that the businesses that have located along Jefferson Street are the cornerstone of downtown Franklin's current and future vitality. While these businesses have demonstrated an ability to sustain themselves downtown, more needs to be done to create a more vital downtown and support their commitment to it. This project is part of a greater revitalization solution including additional infrastructure improvements, support and participation in the Chamber of Commerce and Main Street groups, and providing incentives for private investment.



Figure 4.01: View of Jefferson Street and North Main Street from the Johnson County Courthouse.

Source: Scott Roberson, *Johnson County Daily Journal*

As described in section 3, the purpose of this project is to compliment other initiatives occurring in Franklin. It does this at its most basic level, through the improvement of infrastructure from the curb to the extents of the public right of way.

However, the vision for the improvement of Jefferson Street goes beyond the basics of infrastructure improvement and addresses functional and safety issues such as building access and intersection uniformity and accessibility. Additionally, and perhaps more interestingly, is the improvement of this section of roadway from a part of downtown into the first phase of identifying a downtown district. The district will embrace the historic small town character while creating a more walkable streetscape with accessible businesses, restaurants and entertainment and a District Identity Icon.

Project Description

The Jefferson Street Project is composed of a number of components that will need to be examined and developed in more detail prior to construction. However, the key components of the project are outlined below.

Sidewalks

The project involves the replacement of concrete curbs and sidewalks throughout the project area generally to the outside of the Jefferson Street / SR 44 public right of way. Most of the sidewalk provides a 6-8' clear pedestrian path with a 3-4' utility band behind the curb line. At Jackson Street, the project may need to address improvements to the sidewalk on the east side of Jackson and north of Jefferson to accommodate an accessible ramp.

All of the proposed new sidewalks are replacing existing sidewalks. The pavement will be concrete with integral colored concrete banding to differentiate the primary pedestrian zone from the utility band and to create an identifiable district identity. The rationale for the banding is to identify a clear utility zone, indicate a sidewalk grade change in a few instances and to complement previous work by the city using integrally colored concrete as part of their sidewalk improvement program along SR 44. The banding is indicated on the plan with a red color. However, the final color of the concrete will be determined during schematic design prior to construction.

Accessible ramps will be placed at each intersection. In some instances mid-block or three way crossings occur and are illustrated on the plan with the crosswalk striping.



Figure 4.02: The intersection of Jefferson Street at Jackson Street is a strong example of ADA inaccessibility and the elevation changes that will be resolved by the infrastructure improvements.

Source: Storrow Kinsella Associates



Figure 4.03: Along the north side of Jefferson Street multiple elevation changes occur that create ADA accessibility issues.

Source: Storrow Kinsella Associates



Plan Key

- A – Improved 4-way Intersections
- B – Consistent Urban Pedestrian Zone
- C – Mid Block Crossings
- D – Improved Alley Aprons
- E – Improved 3-way Intersections
- F – Ornamental Street Lights
- G – Public R/W Standard
- H – District Icon / Identity Element
- I – New Enhanced Sidewalks
- J – Planted Local Street Bump Outs

Plan Notes

1. Jefferson Street/Pavement Improvements including intersections and crosswalks by INDOT
2. North Main Street Improvements by INDOT.
3. Jackson Street Improvements may be necessary to provide an accessible ramp at the NE corner of Jefferson and Jackson Streets.

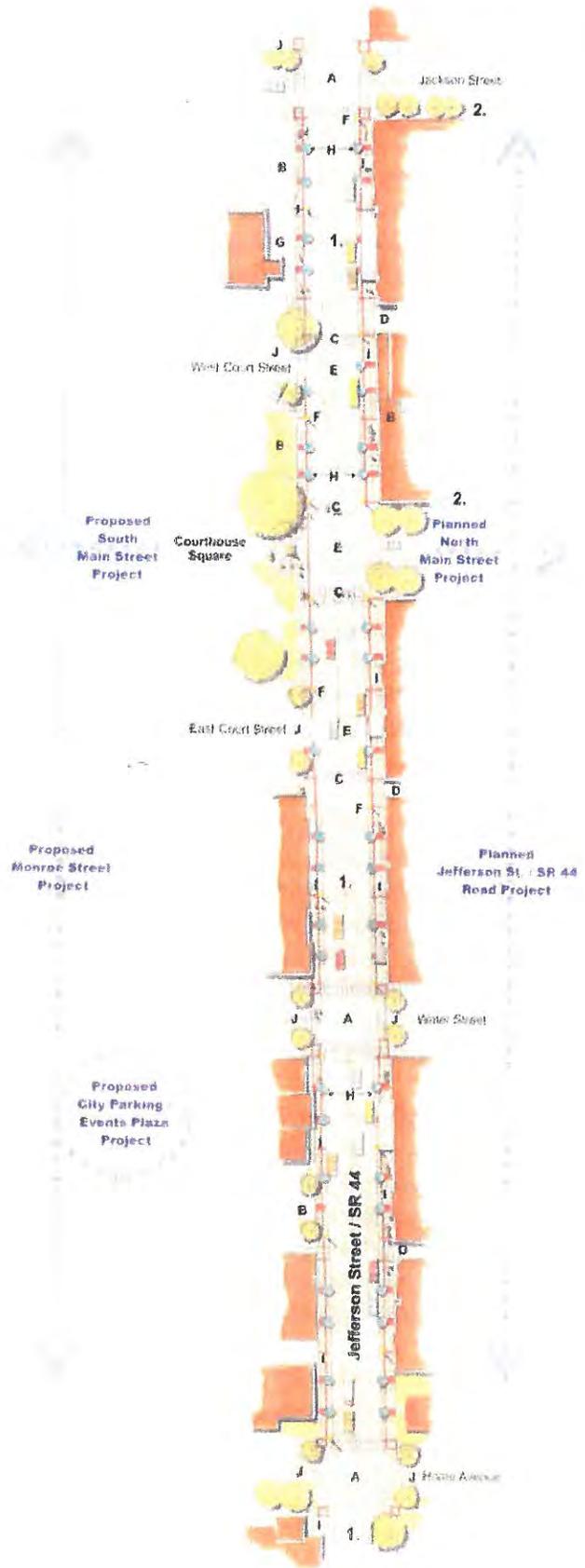


Figure 4.04: Jefferson Street / SR 44 Catalyst project sketch

Street Furnishings

Street furnishings will be installed as part of a citywide standardization program. Benches, trash receptacles, planters, and other amenities will be included in the plan and will be similar to those illustrated to the right. The placement of the benches will be determined during schematic design and considered with input from the Franklin Street Department, Discover Historic Franklin, Franklin Heritage Inc, Franklin Beautification Committee, business owners, and the general public.

It is recommended that the stakeholders and interest groups work together to formulate a rationale for street furnishings to apply to the catalyst project and for all of downtown.

Street Trees, Landscape and *District Icons*

Street trees will be planted as part of this project as part of bump outs on the side or local streets. These plantings will provide a transition from the urban streetscape to the neighborhoods both north and south. A small number of trees (6) will be replaced as part of the project .

Street tree locations along Jefferson Street / SR 44 have been identified in the plan. However, a community discussion regarding the appropriateness of street trees along the corridor needs to occur. If the decision to install trees along the corridor is accepted, columnar and high branching varieties will be installed. Some varieties for consideration may include ginkgo, columnar maple varieties, and honeylocust.

Many communities adopt street tree standards with species and planting requirements for the health of the trees and to establish a standard of care for the urban forest. The stakeholders and interest groups may want to initiate this in concert with the department of public works and the parks department in advance of the catalyst project and to apply to the downtown district.

Landscape accents or smaller planting beds along the corridor occur at a number of locations outside of the public right of way and are not included in this project.



Figure 4.05: Street Furnishing examples

An alternative to street trees may be the introduction of a District Icon. The purpose of the icons would be similar to a street tree, occurring at regular intervals throughout the district. The icons would be proposed to be a vertical element unique to Franklin. The icon could stand alone as an architectural feature or vines or other vegetation could be planted and trained to the structure. The vegetation would provide a living element along the street and define the pedestrian zone.

This district icon could be incorporated into a signage and wayfinding program and establish a template for other districts and neighborhoods. *Additionally, the icons could celebrate the historic architecture of the downtown district and complement the self-guided walking tour.*

Lighting

Street lights along the corridor will be provided by PSI / Cinergy and are proposed to be the post top acorn luminaire. These lights are a pedestrian scale light that will replace steel cobra head style poles that are currently fed electricity through an overhead power line. The new lights will be fed with an underground cable conduit system. The light posts are proposed to be black with a fluted post.]

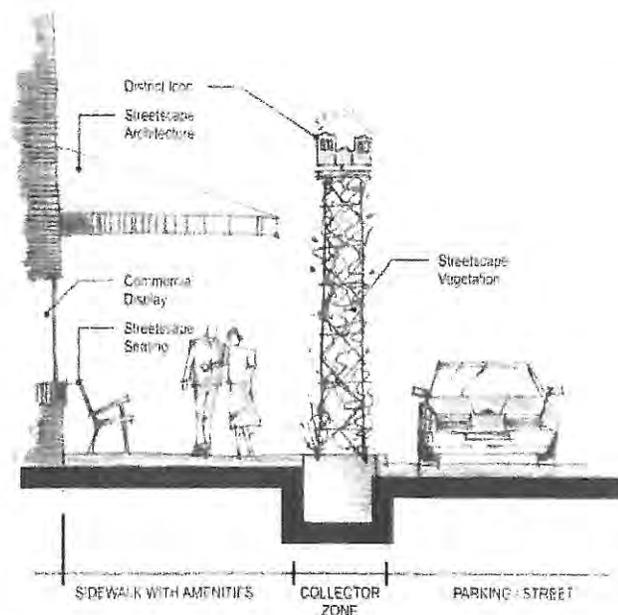


Figure 4.06: District Icon Character Sketch

Because lights are a vertical element along the corridor, they should be coordinated with the district icons and/or street trees.

Awnings

As a whole, awnings will not be disturbed as part of the proposed project. Where possible, posts may be updated from wood to a designed post that meets the street within the utility strip and compliments the lighting program, street tree and proposed District Icon system.

Drainage

In concert with the Jefferson Street / SR 44 project, storm inlets and castings will be adjusted to grade to improve drainage throughout the project area.

Adjacent Property Impacts

The proposed project will improve the properties along Jefferson by upgrading deteriorating sidewalks, reducing clutter along the street through the elimination of overhead electric lines, definition of a utility strip to gather street amenities, and improving accessibility.

Project Budget, Funding, and Phasing

The first phase of this downtown revitalization plan projected budget for the project is estimated between \$525,000.00 and \$600,000.00. This budget considered project demolition, concrete sidewalk and curb replacement, sign relocations, utility work, new street lighting, street trees where appropriate and the inclusion of district amenities and icons.

The Department of Public Works has identified the State of Indiana's Community Focus Fund Grant Program to fund part of this phase one revitalization initiative. An application will be submitted in 2005 requesting up to \$500,000 to initiate the project.

Note: Some costs for intersection improvements may be addressed by the INDOT SR 44 improvement project.

SIDEWALK ZONES

The sidewalk zone is typically located within public right-of-way between the curb to road edge and the property line.

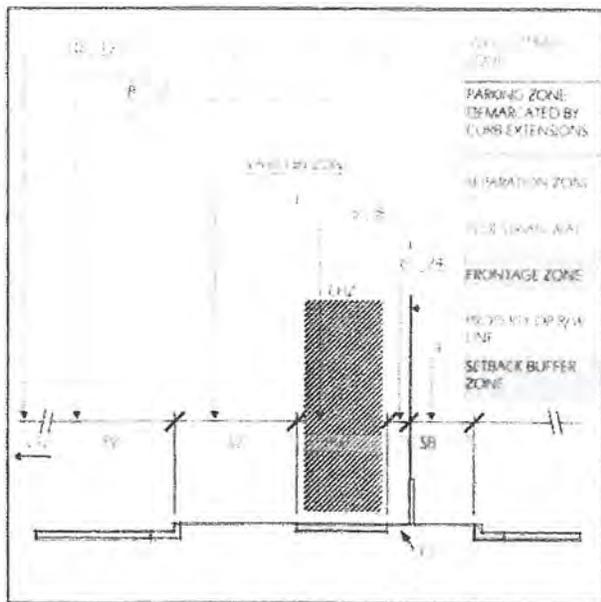
The public right-of-way accommodates many transportation activities, including walking. It also includes street furnishings such as signs, signals, lights, and in many cases, also includes public utilities.

Each of these functions has specific needs. Conflicts between needs of the competing functions have sometimes produced conditions that impede pedestrian travel.

In many of the Study areas, the existing sidewalk condition may be too narrow to accommodate the recommended zone width. Competing needs for streets can be resolved by either compromising on the minimum clearance for some or all of the zones or increasing the width of the sidewalk corridor.

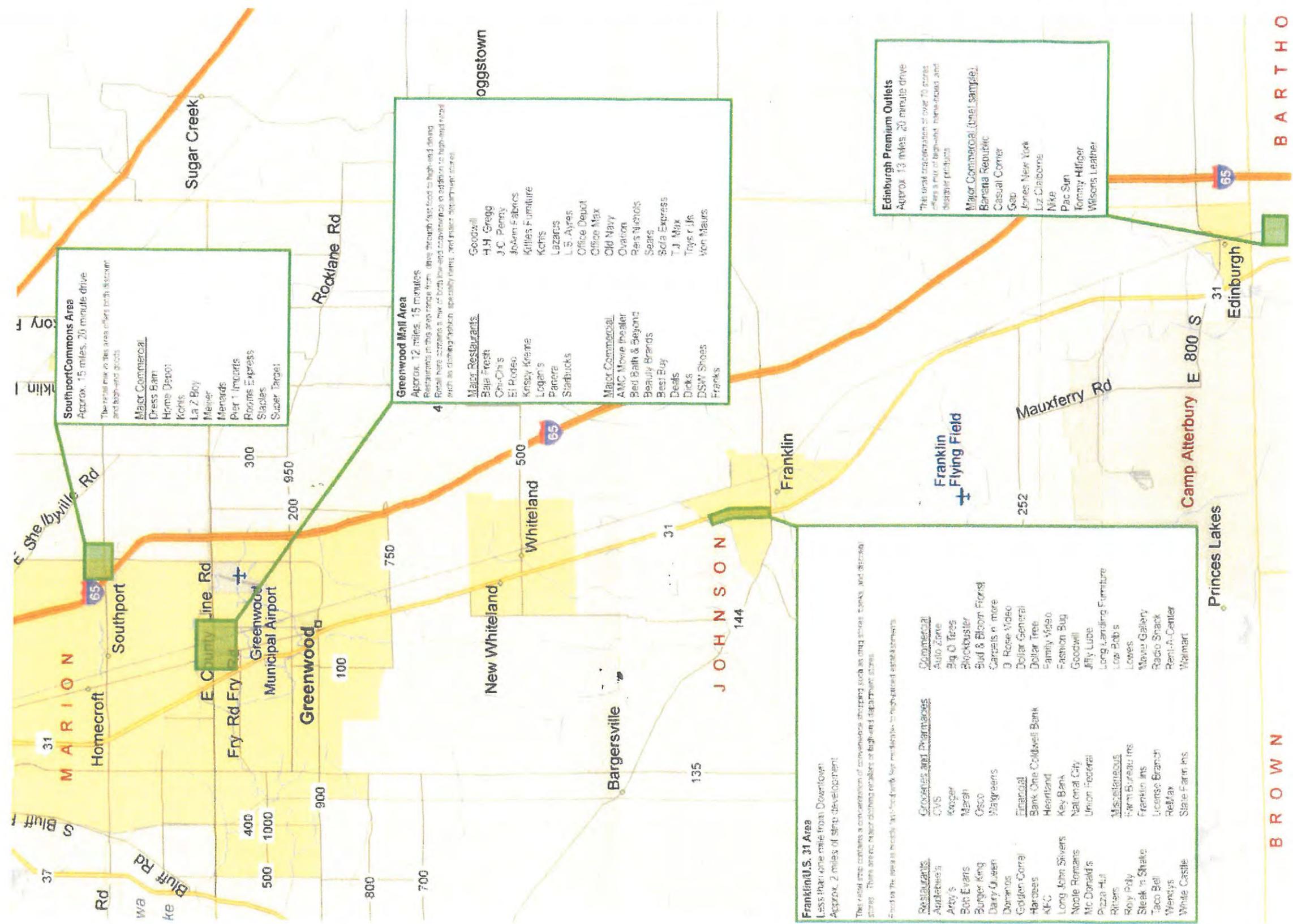
If there is a need to increase the definition of the sidewalk corridor,

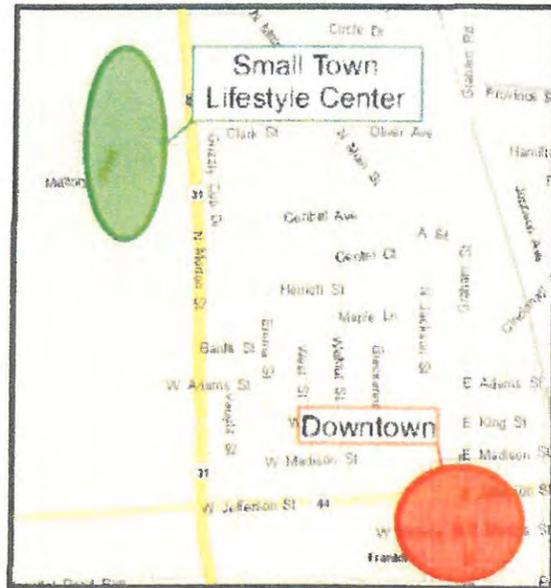
- acquisition of right-of-way
- public works projects
- widening vehicle travel lanes or reducing the number of vehicular travel lanes
- retaining a portion of the existing right-of-way or acquisition of additional right-of-way in roadway reconstruction projects
- the dedication of public right-of-way or easement as a requirement for obtaining a building permit or land use approval when a part of the development



Zones	Residential	Collector	Collector 3
Vehicle Travel Zone: speed and volume varies with type of street	18'-0"	20'-0"	22'-0"
Parking Zone: provide curb extensions to delineate and reduce	8'-0"	10'-0"	10'-0"
Separation Zone: provide wider separation as traffic speed and volume increases; accommodates street furnishings and urban forest features	6'-4'-0"	4'-0" min	5'-0" min
Pedestrian Way: varies based on number of pedestrians anticipated to use the facility, should be completely clear of barriers and obstructions	5'-0" min	6'-0" min	8'-0" min
Frontage Zone: "shy" distance from building fronts in commercial areas or	6"	6"	24"
Setback Buffer: where there is parking, to allow car overhang or car door swing without impinging on pedestrian way	4'-0" min	4'-0" min	4'-0" min
Clear Height Zone: vertical clear zone for freedom of movement and	7' PW 6' VTZ/PZ	7' PW 10' VTZ/ PZ	7' PW 12' VTZ/ PZ

2a.01 Supplemental Market Analysis – Retail Competition



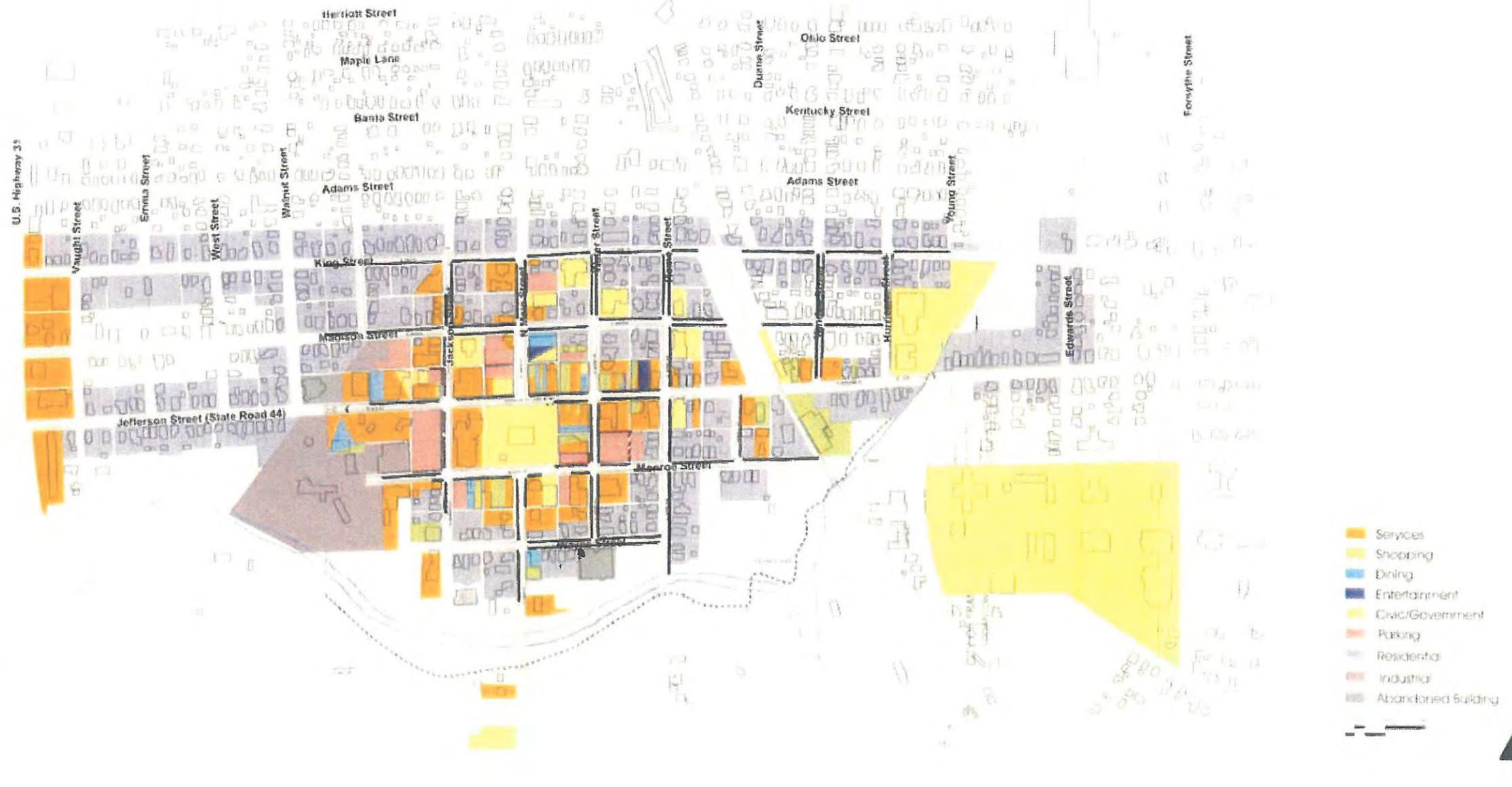


Small Town Lifestyle Center
 1.5 miles, 3 minute drive

- Future retail development of approximately 190,000 square feet
- Ace Hardware Store
- Canary Creek Cinemas



Developer: K.L. Presnell Development, Inc., Greenwood, IN

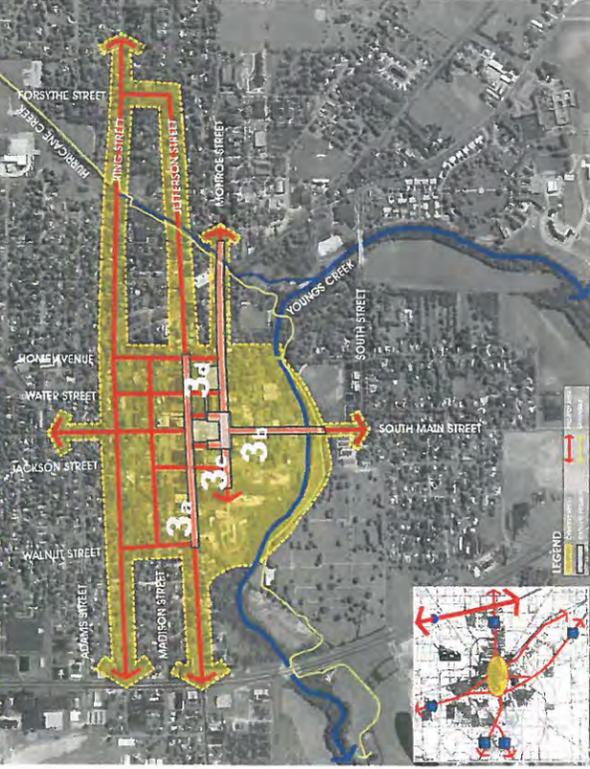


FRANKLIN DOWNTOWN REVITALIZATION PLAN

PROJECT INTRODUCTION

VISION

To support the City's vision of a well-balanced community through infrastructure renewal that encourages new businesses, housing, recreational, and cultural opportunities, resulting in an active and healthy urban center!



Context Map

1" = 350'

PURPOSE

The Downtown Revitalization Projects' purpose is to support the vision statement through a Market and Physical Infrastructure Assessment resulting in the identification of a near term/catalyst project and subsequent priority projects and initiatives.

OVERVIEW

The project has assessed both the Downtown Market and the associated Physical Infrastructure. Compared with many communities, Franklin's downtown and central neighborhoods are in good condition. There are many businesses in downtown, investment is occurring and efforts to market the city center are ongoing. This private momentum will be supported by a catalyst public infrastructure project selected with your input tonight.

Market Analysis

Residents of the Indianapolis MSA realized the small town charm of Franklin and its close proximity to Indianapolis. During the 1990s, the City of Franklin experienced and continues to experience high growth both residentially and commercially with subdivisions and retail stores lining U.S. 31. The downtown and its surrounding neighborhoods are finding it difficult to compete with the new developments along U.S. 31. Downtown Franklin and the City of Franklin are unique communities in the Indianapolis area. The proximity to a small liberal arts college, a historic square and courthouse, and charming neighborhoods and parks allow Downtown Franklin to market itself to the entire MSA as a small academic community with a high quality of life, access to numerous amenities, and close proximity to Indianapolis.

Physical Infrastructure

The Streetscape or physical environment of Franklin could generally be characterized as fair to good. Sidewalks and ramps, while generally in good condition, are often inconsistent in design and application. Parking within the city's center is relatively plentiful, but is also inconsistent in design. Street furnishings such as benches and planters are welcome additions to the street but need to be coordinated in style and placement. Buildings, both historic and non-historic within the center, are generally in good condition but could benefit from facade and street level improvements to create an improved pedestrian environment for a healthy downtown.

Review the alternative catalyst projects on the following banners. Help us select the best project that supports the identity and function of a reinvigorated downtown and provides opportunities for new business, new events, and incentives for the private sector to continue investing in their private property.



Street Environment on Jefferson Street
Note ramp condition and furniture/amenities



Street Environment on Monroe Street
Note sidewalk and parking conflicts



Private investment on South Main
Infrastructure should support investment



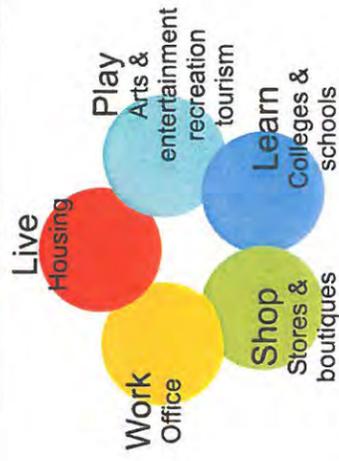
City/Visitor Parking Lot
The city needs improved space for visitors and events

FRANKLIN DOWNTOWN REVITALIZATION PLAN

2a

MARKET ANALYSIS

- Services
- Shopping
- Dining
- Entertainment
- Civic/Government
- Parking
- Residential
- Industrial
- Abandoned Building



Opportunities

- Housing market is strong – capture share of growth in downtown
- Reinforce retail market – define niches
- Reinforce unique market segments – creating a sense of place (i.e. arts, culture, history, river, parks)
- Reinforce near-downtown neighborhoods – create synergy
- Explore new economy business trends
- Broaden market appeal to attract downtown investment
- Explore potential for partnerships in education and training in downtown

Conclusions and Assumptions

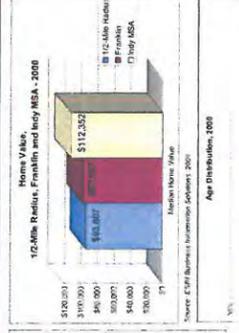
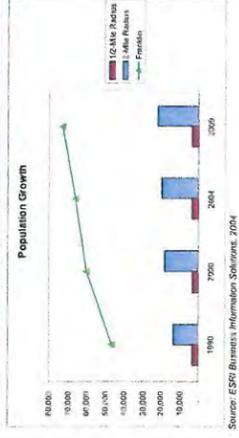
- Continue high residential growth for next five years.
- Moderate economic growth in next five years, especially in manufacturing, warehousing, retail trade, and services.
- Downtown retail is competing with more convenient U.S. 31 markets from Franklin to Greenwood and I-65 from Edinburgh to Southport Road (Indianapolis).
- No link between downtown retail and area shopping destinations.
- Employment base predominantly comprised of manufacturing and retail trade, with manufacturing earnings being the highest for employees.
- Downtown median household income low, but competitive with Franklin and MSA.
- Significant market potential within 15-minute drive of downtown, with the opportunity to market Franklin to MSA residents.
- Franklin College is a major economic development resource for Franklin and downtown

LIVE

Did you know?

Downtown and surrounding viable housing options for a growing number of people. In particular, two groups are being missed by the present single-family market. Aging baby boomers seek "senior villages" with shopping facilities, which often means 60+ independent houses and occasional family lots in drive and walk away suburb (desirable downtown houses & desirable drive to live for the young adults).

Young Professionals, 25-34: 30-year olds who have not yet started a family and often enjoy amenities and services found in urban environments. The group also has an interest in new residential housing construction for both rent and purchase.



WORK

Did you know?

As the area economy continues to grow, technology and internet use is expected to triple in the next five years. These growing businesses demand support and services, communities should consider what attracts high-tech companies.

- Physical infrastructure that supports data-intensive communications
- Technology workers such as engineers and software programmers
- Civic and cultural amenities that attract entrepreneurs and their families
- Financial capital to fund companies and their growth

Business Summary

Employment Business (2008)	12-Mile Radius	Franklin	City of Franklin	Percentage of Total Business/Population			
Total	110	606	246	1,962	844	6,985	13.5%
Manufacturing	4	1	1	1	1	1	0.1%
Construction	1	1	1	1	1	1	0.1%
Retail Trade	1	1	1	1	1	1	0.1%
Food/Drink Accommodation	1	1	1	1	1	1	0.1%
Health/Professional Services	1	1	1	1	1	1	0.1%
Government	1	1	1	1	1	1	0.1%
Other	1	1	1	1	1	1	0.1%

Commuting into Johnson County



Commuting from Johnson County



Amount of Johnson County Workforce from commuters: 16.2%

Amount of Johnson County Labor Force leaving the county: 41.0%

MARKET ANALYSIS

SHOP

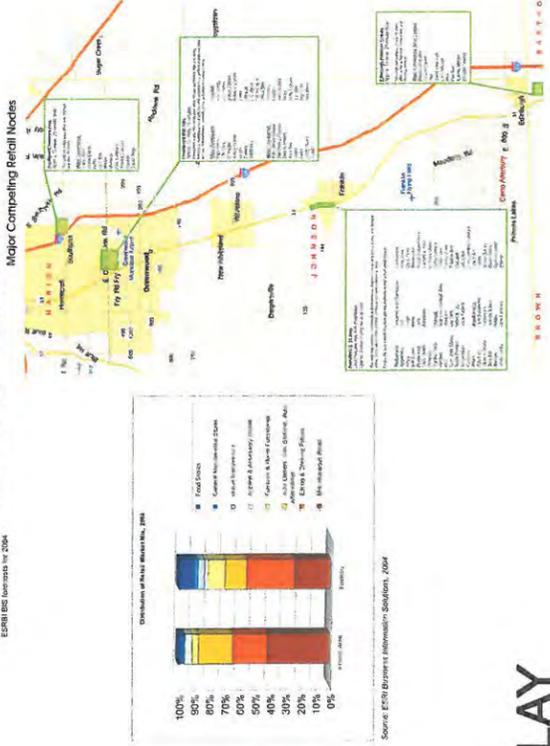
Did you know?

The current trend in suburban retail development is open-air centers containing upscale specialty stores, dining and entertainment. Often called "lifestyle centers", these open-air malls are not usually anchored, but may include a large-format topstore and multiple cinema, discounter, atmosphere, and streetcarpools of the traditional Main Street (i.e. Downtown Franklin).

The growth of lifestyle centers across the U.S. is a strong indicator that open-air shopping is becoming popular once again. More than 100 lifestyle centers are in operation across the U.S. and that number is expected to increase to 200 by the year 2007. With lifestyle centers capturing the growth in the lifestyle center trend, Downtowns maintain a distinct advantage over lifestyle center developments that simply imitate traditional downtown shopping, but do not capture the rich and unique activity associated with real mixed-use downtowns.

Retail Goods and Services Expenditures by Households, 2004 Forecasts*		Franklin				
Average Household	Franklin	Average Household	Franklin			
Spent	Total	Spent	Total			
Apparel & Services	\$2,471.20	\$3,168.07	\$2,651.60	\$1,824.12	\$2,803.31	\$29,845.03
Entertainment/Recreation	\$2,359.60	\$3,025.07	\$2,665.59	\$18,301.63	\$2,789.47	\$29,287.197
Food at Home	\$4,728.83	\$5,420.97	\$4,654.15	\$32,006.77	\$4,898.78	\$51,785.479
Food at Restaurants	\$1,659.81	\$2,137.87	\$1,644.43	\$12,955.28	\$1,903.57	\$20,764.747
Home Furnishings & Equipment	\$1,659.81	\$2,137.87	\$1,644.43	\$12,955.28	\$1,903.57	\$20,764.747

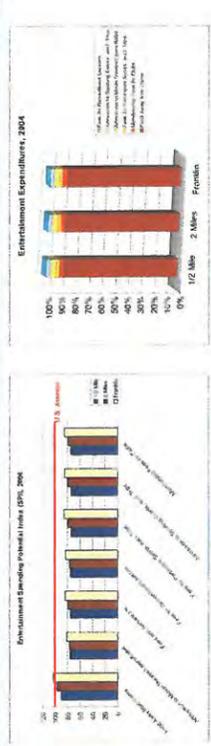
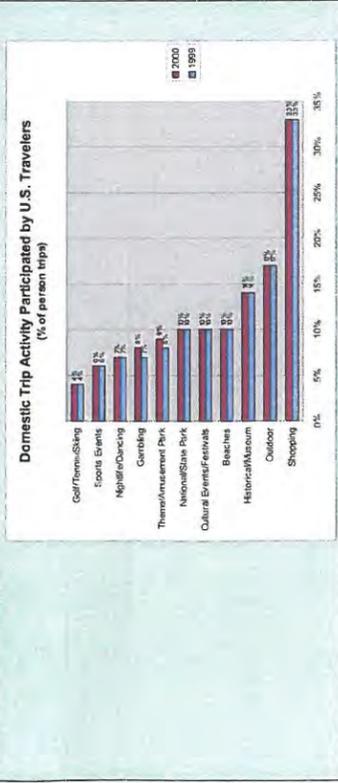
*Source: ESRI Business Information Solutions
 **Source: ESRI Business Information Solutions
 EPRI (2004) forecasts to 2004.



PLAY

Did you know?

Many of the benefits from entertainment, cultural amenities and recreation accrue to local residents, but opportunities for these activities can also attract visitors from outside the Franklin area. Of the 997.6 million person trips take by U.S. travelers in 2000, 24% (or 239.4 million) visited a museum or attended a cultural event.

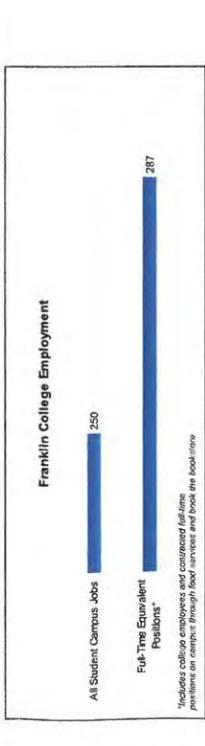


LEARN

Did You Know?

Colleges and universities are major and important economic development components of communities. They educate local students and impact the local and regional economies by being major employers that offer high wages and hire an educated workforce. They bring millions of dollars into the local economy through dollars spent by visitors. Such students and faculty on housing, goods, and services provided by area businesses, restaurants, and other services. In general, the dollars generated by college and universities create a "multiplier effect" that adds local jobs and demands to the local economy.

Outside of Indianapolis and Anderson, Franklin is the only city within the Indianapolis MSA to house a major college.



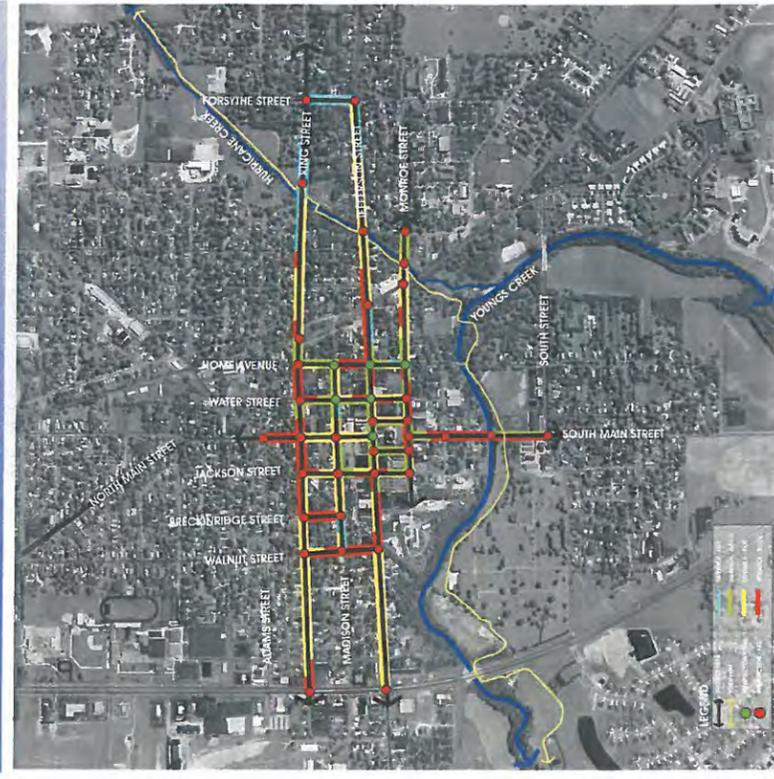
Franklin College as a Downtown Asset

Community. Franklin College is committed to community outreach and development through numerous programs and significant charitable contributions. For example, it developed a popular continuing studies program that offers non-credit courses to lifelong learners and those seeking professional development. 460 people participated last semester.

Economic Development. For example, the college is developing a small business incubator program that will use resources from the United States Small Business Administration to provide tools and give guidance to potential entrepreneurs. In partnership with the Franklin Chamber of Commerce, Franklin Heritage, Inc. and Discover Downtown Franklin, the incubator program is expected to launch in 2005.

Culture. The college brings a valuable quality of life through many cultural amenities to the City of Franklin. The campus hosts many art shows, lectures, music recitals, and films and presentations.

PHYSICAL ANALYSIS



Sidewalk Assessment 1" = 350'

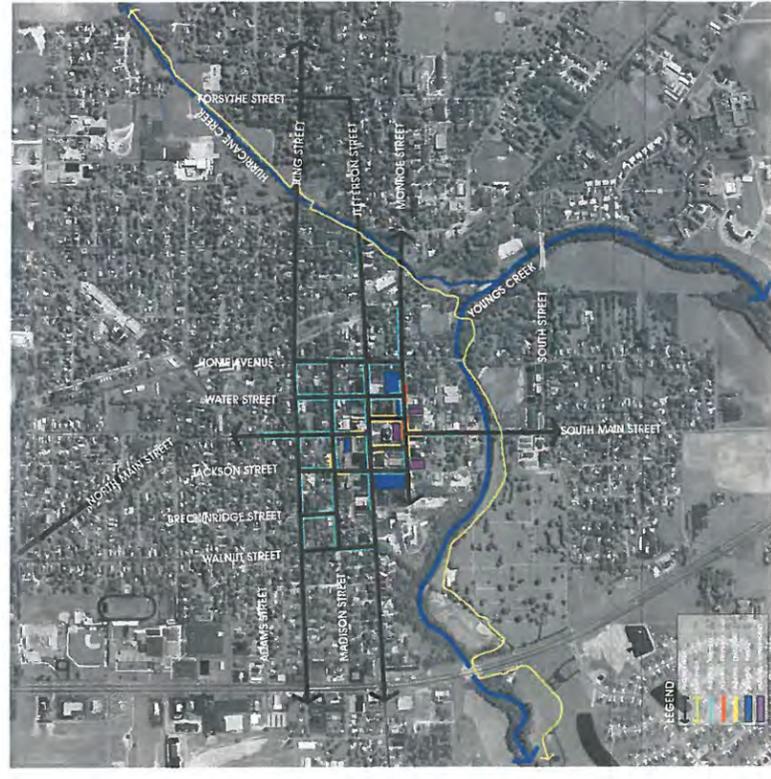
Sidewalks are the fundamental component of any urban area. Sidewalks are the beginning and end to all trips a person makes whether it be to work, shop, play, or learn. It is essential for a town center to have a functional and well connected sidewalk system to encourage activity.

Above is an analysis of the current condition of the sidewalk system within Downtown Franklin. Each city block within the project area was carefully reviewed and given a condition rating which is broken down into four categories. The condition categories were developed based upon the following criteria:

- ADA Accessibility
- Surface Condition
- Obstructions
- Ramp Location and Slope
- Appropriateness of materials

Conditions

- New: Recently replaced. Does not reflect above criteria.
- Good: Solid Condition. Above standard for above criteria.
- Fair: Functional. Does not meet all the above criteria.
- Poor: Lacking. Immediate concerns for accessibility.
- None: There some areas that did not contain any sidewalks.



Parking Assessment 1" = 350'

Parking is vital to any downtown core. Without visible, clearly marked parking a downtown may struggle to keep a critical mass of consumers in the area. In the case of Franklin, the downtown has multiple public parking lots and several different varieties of on-street parking. This 'variety' may in some way work against the downtown visitor understanding where to park and may create an environment that is confusing and easy to use.

Public Parking lots were found to be identified by signage coming into the downtown in only a few directions. Once within the parking areas there were no orientation information to help a guide a visitor to there destination. This again creates a situation of uneasiness and may not promote an atmosphere that encourages visitors to come back downtown.

3a

FRANKLIN DOWNTOWN REVITALIZATION PLAN

INTERSECTIONS / JEFFERSON ST.

PURPOSE

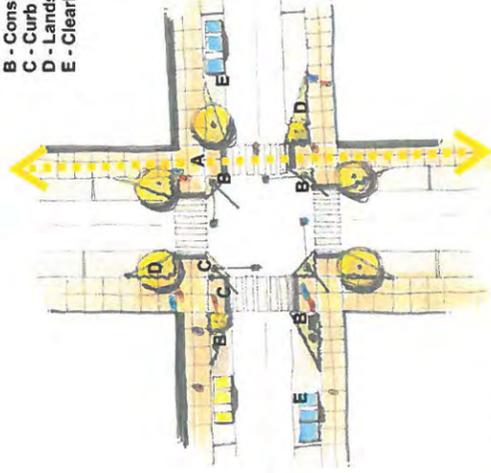
To complement and complete hardscape improvements initiated by the SR 44 and North Main Street projects. Specific and related intersection improvements will enhance accessibility, safety, and character..



Jefferson Street Intersection

INTERSECTION / SKETCH KEY

- A - Clear Pedestrian Route
- B - Consistent Urban Streetscape
- C - Curb Ramp Directs Pedestrian Traffic
- D - Landscape Enhanced Bump-Out
- E - Clearly Defined Parking



Typical Intersection

Case Studies

The following are examples seen throughout Franklin of existing intersection and accessibility issues:

Clear Pedestrian Routes are zones within the sidewalk system that are clear of obstruction by utilities, signage, and other streetscape amenities.

- Limit obstructions along the sidewalk such as signage, utilities to allow for ease of pedestrian circulation.

Consistent Urban Streetscapes develop a strong sense of place. Urban amenities and materials contribute heavily to develop a consistent urban fabric.

- Development of a furnishings program would improve function and identity.

Curb Ramps are the connectors between the street and sidewalk systems. Their role is so great that without them many citizens cannot move throughout a downtown on foot.

- Development of a sidewalk and ramp standards would improve function and accessibility.



3b

FRANKLIN DOWNTOWN REVITALIZATION PLAN

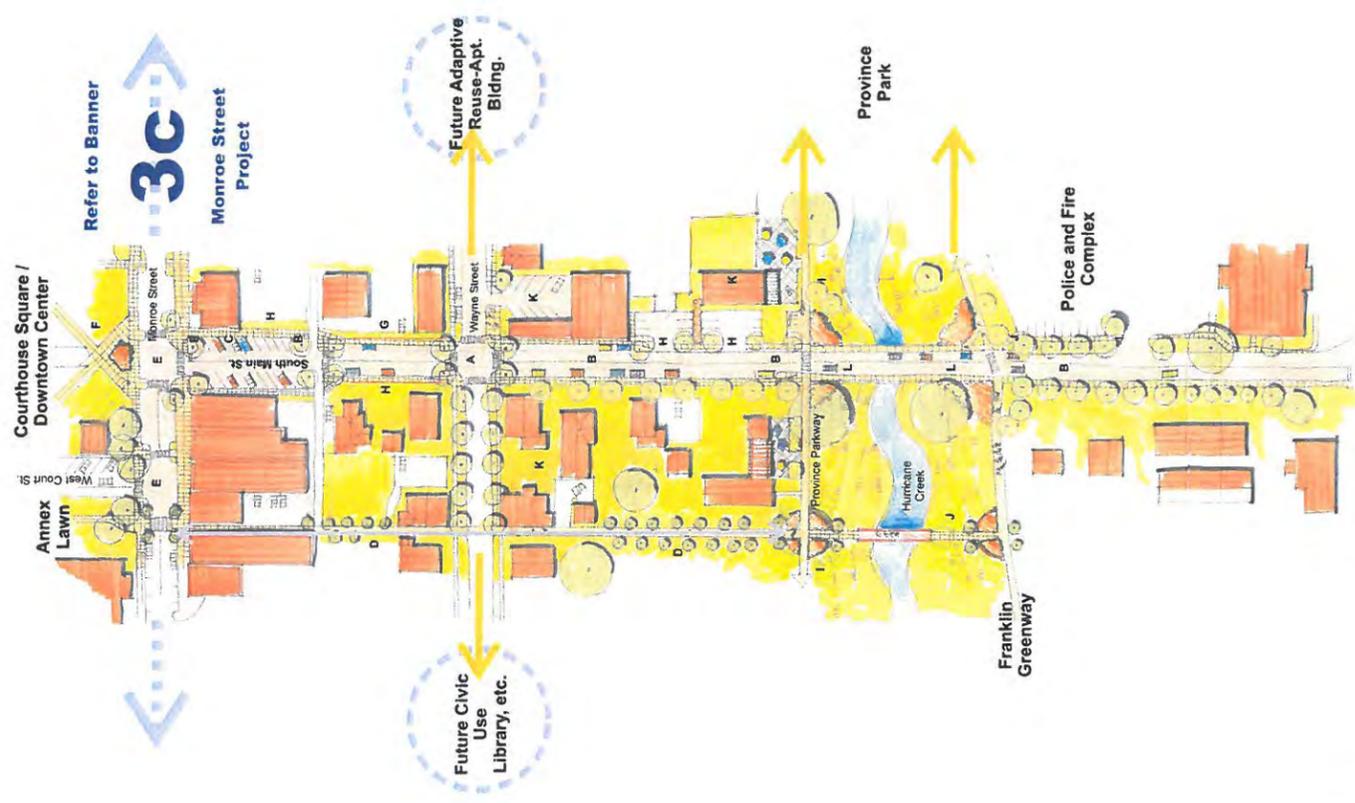
SOUTH MAIN STREET

PURPOSE

To complement the North Main Street project effort and to serve as a catalyst for continued public and private investment along South Main Street.

SOUTH MAIN STREET PLAN KEY

- A - Improved 4 Way Intersections
- B - Consistent Urban Streetscape
- C - Mid Block Crossings
- D - Alleys as Pedestrian Ways
- E - Improved 3 Way Intersections
- F - Rehabilitate Courthouse Square
- G - Standardize Property Fronts
- H - Establish Urban/Green Edge
- I - Creekside Trail / "Parkway"
- J - Pedestrian Gateway to Downtown
- K - Encourage Mixed Use
- L - Gateway Bridge



Plan Sketch

1" = 40'

3c

FRANKLIN DOWNTOWN REVITALIZATION PLAN

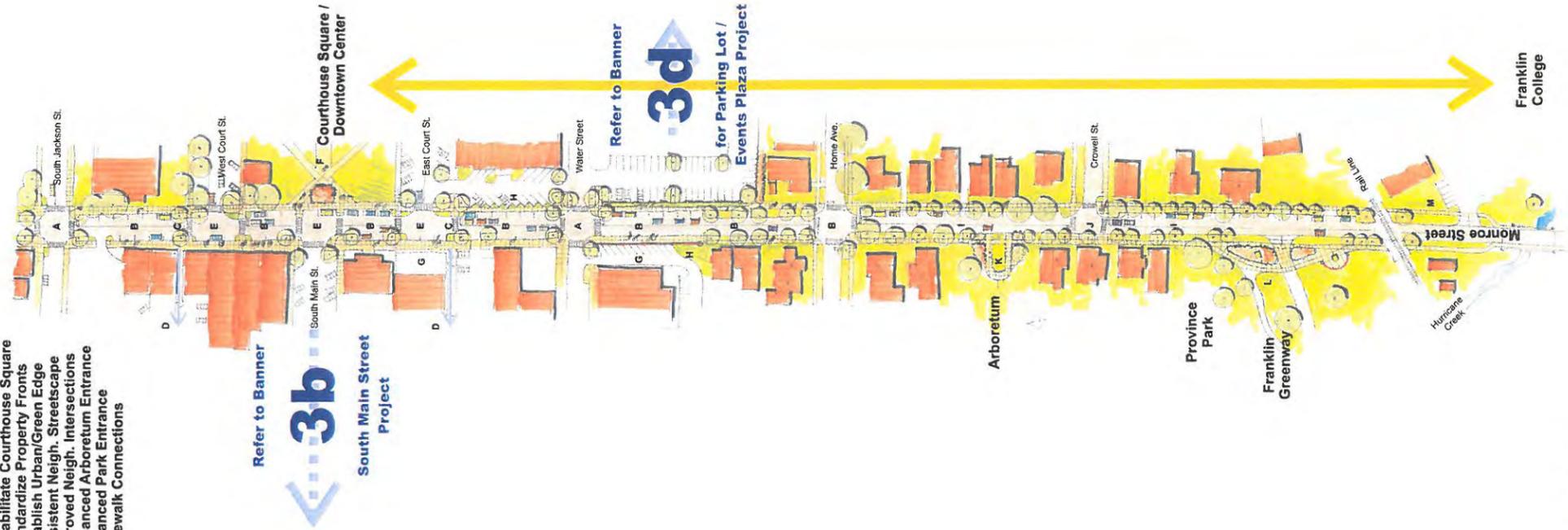
MONROE STREET

PURPOSE

To improve public infrastructure on Monroe Street and celebrate an important east-west connection linking the Downtown to neighborhoods, parks, and Franklin College.

MONROE STREET PLAN KEY

- A - Improved 4 Way Intersections
- B - Consistent Urban Streetscape
- C - Mid Block Crossings
- D - Alleys as Pedestrian Ways
- E - Improved 3 Way Intersections
- F - Rehabilitate Courthouse Square
- G - Standardize Property Fronts
- H - Establish Urban/Green Edge
- I - Consistent Neigh. Streetscape
- J - Improved Neigh. Intersections
- K - Enhanced Arboretum Entrance
- L - Enhanced Park Entrance
- M - Sidewalk Connections



Plan Sketch

1" = 40'

3d

FRANKLIN DOWNTOWN REVITALIZATION PLAN

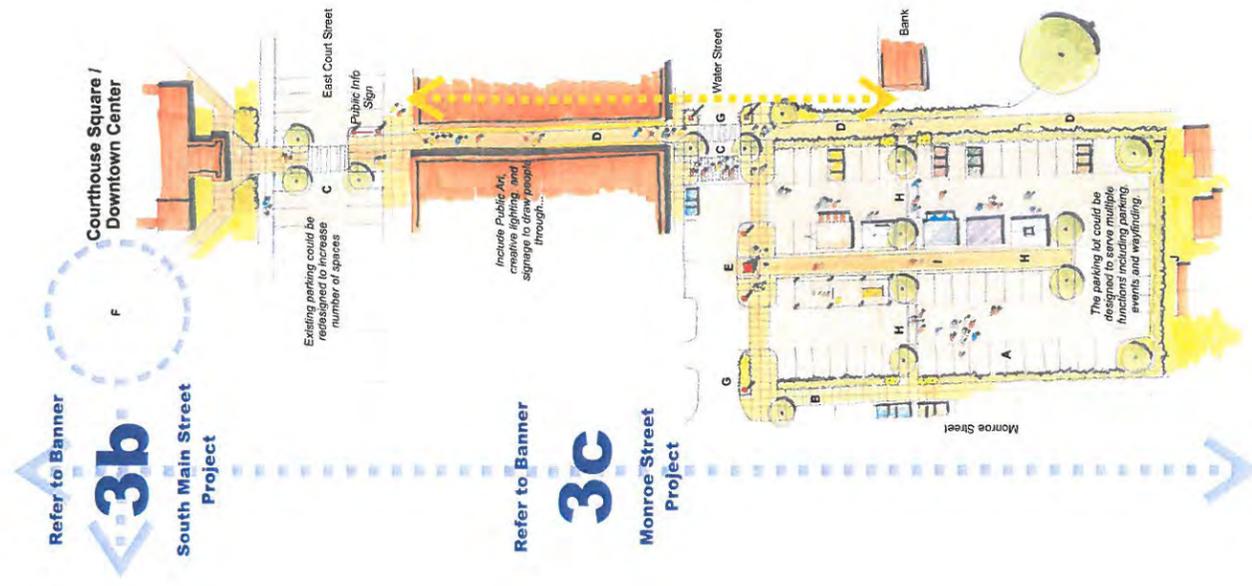
PARKING LOT / EVENTS PLAZA

PURPOSE

To improve the visitor experience and transform the City parking lot into an events plaza complementing the open space on the square. The project would be partnered with a signage and identity project extending beyond downtown.

PARKING LOT/EVENTS PLAZA PLAN KEY

- A - Redesign Parking Layout
- B - Consistent Urban Streetscape
- C - Mid Block Crossings
- D - Alleys as Pedestrian Ways
- E - Discover Historic Franklin Kiosk
- F - Rehabilitate Courthouse Square
- G - Identity / Sign System
- H - Clear Pedestrian Routes
- I - Event Median (Electric, H20)
- J - Neighborhood Buffer



Plan Sketch

1" = 20'

4a

FRANKLIN DOWNTOWN REVITALIZATION PLAN

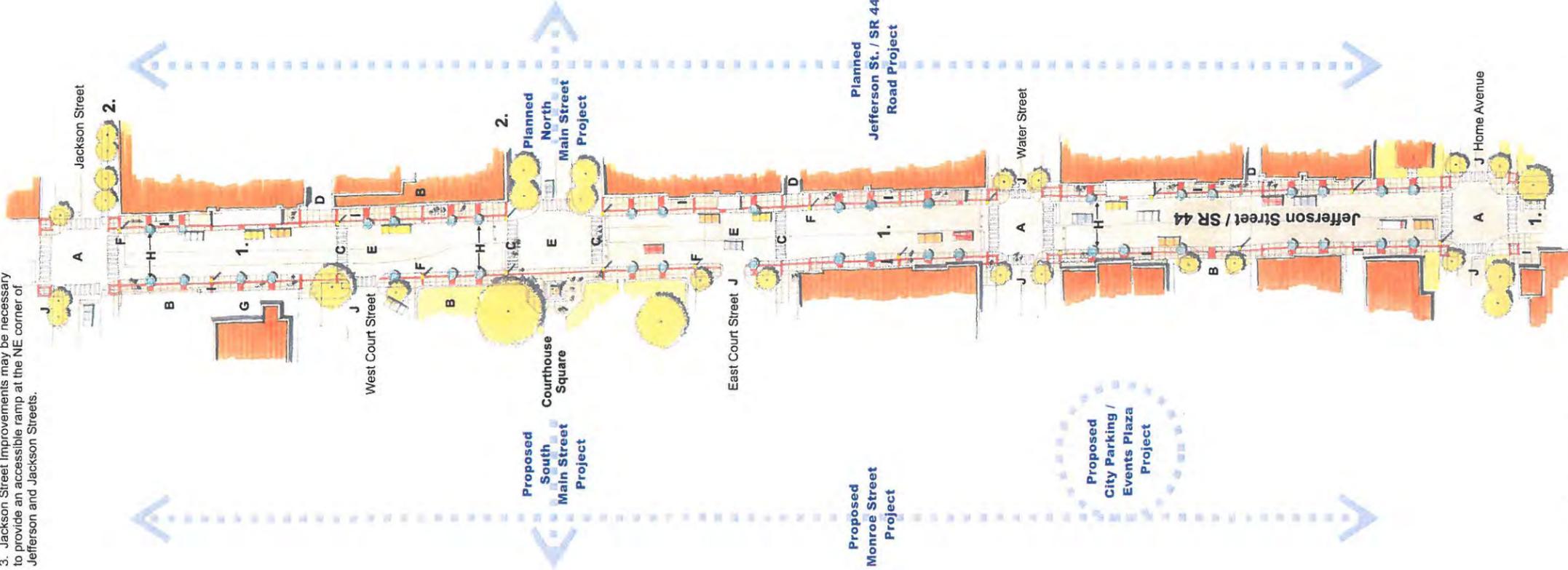
JEFFERSON STREET

JEFFERSON STREET PLAN KEY

- A - Improved 4 Way Intersections
- B - Consistent Urban Pedestrian Zone
- C - Mid Block Crossings
- D - Improved Alley Aprons
- E - Improved 3 Way Intersections
- F - Ornamental Street Lights
- G - Public R / W Standard
- H - District Icon / Identity Element
- I - New Enhanced Sidewalks
- J - Planted Local Street Bump Outs

PLAN NOTES

1. Jefferson Street/Pavement Improvements including intersections and crosswalks by INDOT.
2. North Main Street Improvements by INDOT.
3. Jackson Street Improvements may be necessary to provide an accessible ramp at the NE corner of Jefferson and Jackson Streets.

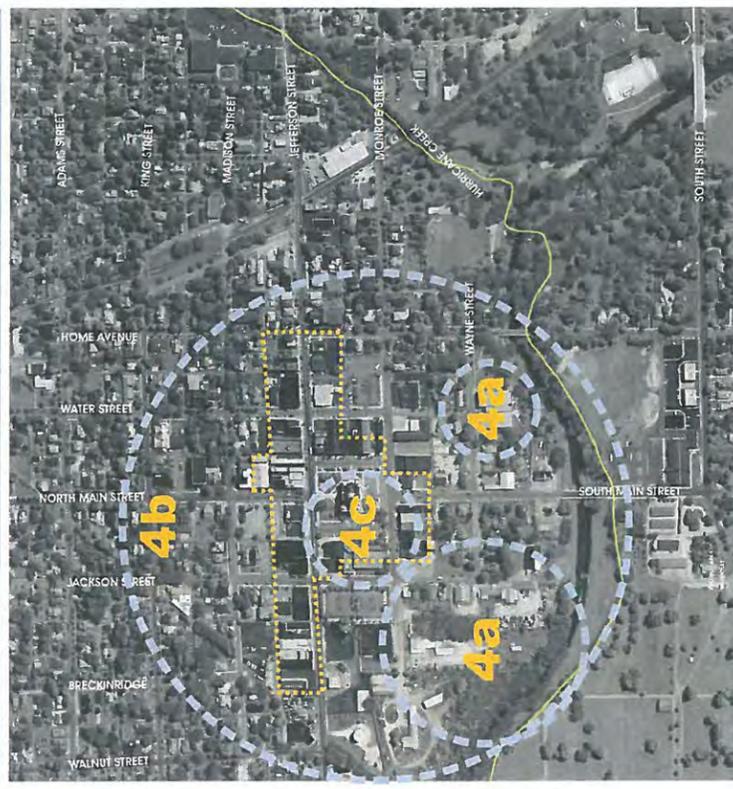


Jefferson Street / SR 44 Catalyst Project

4

FRANKLIN DOWNTOWN REVITALIZATION PLAN

COMPLEMENTARY INITIATIVES



Downtown and Vicinity Map No Scale

FUTURE INITIATIVES

The initiatives described below are proposed as future projects to extend and build upon near-term infrastructure and policy actions.

4a: Redevelopment Incentives

Attracting civic and public uses such as a library or other public institution will increase the downtown population and strengthen the need for more commerce.

Providing incentives for redevelopment such as facade grants or loans for both historic and non-historic structures will help downtown compete with regional malls. Additionally, the definition of what an historic and downtown property should be redefined to include a broader understanding of what is historic and valued in the community. For example, in addition to buildings, neighborhoods, landscapes, roadways/corridors and natural areas should be incorporated into the discussion of "significant". By recognizing and nurturing these unique attributes downtown can create its own market niche.



The ArtCraft Theater is essential Public Infrastructure should nurture business!

4b: Policy and Planning

Marketing Downtown with programs complementary to the "Discover Historic Downtown" campaign is important. Establish the message of downtown at key locations outside the urban core such as at US 31 and I-65. Consider targeting specific commercial uses that complement the downtown mix with a "buildings for lease or sale" brochure/website to encourage downtown investment.

Architectural and Urban Design Guidelines for not only the historic structures, but for non-historic structures, streets, and public and semi-public spaces so that public and private investment will add value and strengthen the identity of the downtown district.



New structure on the square Architecture should respond to context

4c: Parking and Connectivity

Evaluation of the Downtown Parking Program should include a County Parking Structure as part of the discussion. Additionally, the organization of on-street parking and its relationship and/or dedication to specific businesses should be examined.

Sidewalk Improvement Program and Provision of Bicycle Facilities should be a central component to an economic development strategy emphasizing connectivity, quality of life and alternative transportation. It should be directly relevant to where parking occurs and investment is desired.

The North Main Street project, currently in the design phase, provides an opportunity to include alternative transportation facilities.



Directions to public facilities is good An identity/sign program would help visitors



Parking in front of the Historic Courthouse Reconsider the purpose and identity of the courthouse