

# ECONOMIC DEVELOPMENT PLAN

## KIRKLIN, INDIANA

---

# 2014



PRESENTED BY



**HWC**  
ENGINEERING

**SDG**  
planning & research solutions



# TABLE OF CONTENTS

**CHAPTER 1** - Acknowledgements

**CHAPTER 2** - Introduction

**CHAPTER 3** - Demographic Analysis

**CHAPTER 4** - Evaluation of Existing Conditions

**CHAPTER 5** - Economic Development Vision & Strategies

**CHAPTER 6** - Downtown Streetscape & Gateway Elements

**CHAPTER 7**- Architectural Overview & Recommendations

**CHAPTER 8**- Economic Development Recommendations

**CHAPTER 9** - Economic Development Action Plan

**CHAPTER 10** - Funding Sources

**CHAPTER 11** - Appendices

1. Facade Cost Projections
2. Main Street Principles
3. Main Street Approach

# ACKNOWLEDGEMENTS



# ACKNOWLEDGEMENTS

Community ownership is key to the success of any plan. For this reason, we wish to acknowledge the participation and hard work of Kirklín's citizens. Residents who were interviewed, attended steering committee meetings or took part in public meetings all made valuable contributions.

The steering committee was comprised of:

Barth Hendrickson	Mary King
Dan Mann	Randy Weaver
Jim "Chip" Mann	Shan Sheridan
Lisa Lawler	

Members of the consulting team who facilitated the process are grateful for the opportunity to learn more about your community. Thank you!

Thayr Richey, SDG  
Claire Linnemeier, SDG  
Ohm Gore, SDG  
Hannah Percy, SDG  
Cory Daly, HWC  
Sam Miller, Arch Trio



# INTRODUCTION



## Commission of the Plan

This economic development plan was commissioned by the town of Kirklin.

## Events that Led to the Planning Process

In recent years, Kirklin began to see new investment in their downtown. This investment took the form of new owners of downtown buildings, a refurbishing of those buildings and the creation of new small businesses. The town council decided that they needed a plan to help guide future development to make sure they were in the best interest of the community.

## Purpose of the Plan

The purpose of this plan is to create a strategy for the town's economic development. This would include future development of downtown as well as an exploration of what other possible economic development should take place in the next five years.

## Scope of the Plan

The scope of the plan includes all of Kirklin. Areas of particular interest, include residential neighborhoods, downtown business development, small manufacturing operations throughout the community and long-term residential growth. Additionally, the consulting team looked at small manufacturers outside of Kirklin and found that recruitment of new large manufacturing was limited because of lack of access to natural gas.

## Process Used in Developing the Plan

A steering committee oversaw the entire planning process. The consultants served as both experts

in economic development as well as staff to the steering committee. The steering committee had a number of meetings to review findings and make recommendations on further work for the consultants. Staff looked at the demographic and economic trends including historical and projections.

The process considered the potential for new business development in Kirklin based on historic development patterns and the lack of natural gas. The consultants recommended a primary focus on new business development within the downtown. This also included pedestrian trails that extend throughout the town and connect a number of community assets, such as the park and the future Monon trail. The plan also recommended gateways and signage with particular interest in recent development in the community.

Kirklin is a small community with a residential population under 1,000. The town is unusual for a community its size in that it has begun to develop a small but strong set of businesses that are attractive to visitors from a multi-county region.

Kirklin does not have some of the economic assets required to successfully attract large basic employers; the community is relatively far from the nearest interstate exit, and it does not have access to natural gas.

However, the town's other utilities (electric power, water, and sewer) do have marginal capacity that would allow for additional small business development.

# INTRODUCTION

The SDG team recommends that for the next three to five years, the town of Kirklin focus on developing the community as a destination for visitors. The main draw for visitors will be unusual retail and service stores located in a unique and attractive small Indiana community.

To make this strategy successful, Kirklin should focus on the following goals:

- Continue to develop more retail and service attractions
- Improve the image and appeal of downtown and residential neighborhoods
- Encourage homeowners in and near the downtown with home restoration

## Analysis of the Community

- Kirklin's population has fluctuated between 624 and 788 persons since 1900
- In Kirklin today, 60 percent of the population is below the age of forty
- Kirklin has made advances in educational attainment
- Kirklin saw less of a decrease in household income between 2000 and 2007-2011 than the state of Indiana or Clinton County
- During the economic downturn of 2007-2011, Kirklin saw an increase in poverty levels
- Construction, manufacturing, and retail industries employ over fifty percent of all employees in Kirklin
- Kirklin's household values are consistently lower than the median household values of both Clinton County and the state of Indiana

- Kirklin has slightly lower vacancy and rental rates and a higher homeownership rate than the state
  - More community background demographic information in the Demographic Analysis chapter

## Downtown Streetscape and Gateway Elements

- Create a gateway into the downtown
- Early arrival along US 421 should reflect a boulevard or an "alley" of trees
- Continue boulevard treatment north from Jefferson to Ross Street/edge of town
- Enhance the historic character and charm of the community
- When visitors arrive at the downtown they should see that this is a special district with many attractions
- In organizing the downtown development plan, keep in mind the question, "What do visitors see, hear, feel, smell and taste when visiting? How do we improve that experience?"
- Create a lasting memory: give visitors something to talk about and a place to return to
- The streetscape should be in the spirit of the classic designers such as Olmsted and Kessler





# INTRODUCTION

- Pay attention to all of the physical elements - from buildings to signs - to create an appealing atmosphere
- Look for opportunities to create “pocket” assets in places such as the under utilized former Marathon station at the northeast corner of US 421 and Monroe
- Many first floor original storefronts have been lost to later alterations, but second floor character details remain
- Careful consideration should be given in respect to defining architectural features, preserving remaining historic character and to the reversal of obtrusive elements to a more architecturally compatible and visually striking design

## Marketing

- Market complementary assets together such as Kirklin as a high quality antique shop destination with coffee houses, restaurants and art galleries
- Work with Clinton County Tourism to develop a marketing campaign
- Use local and regional advertising as vehicles for a collective advertising campaign
- Look at the National Main Street Center for additional ideas

## Possible Kirklin Themes

- Historic Michigan Road
- Monon Rail Line
- Unusual resources such as Kid Domino
- Antiques / Boutiques
- Rural meets chic
- Quaint, quiet and charming
- Downtown districts “Arts & Cultural District”
- Second Saturday antiques walks (similar to first Friday events)

## Architectural Overview

- The existing building stock of downtown Kirklin is generally in sound condition with good examples of 19th and 20th century architecture

## Architectural Recommendations

- Inspection and repair of mortar joints should be undertaken annually
- Regular roof inspections are important
- Historic window units often become deteriorated or damaged through exposure to the elements and use over time
- Wood window sash and frames need to be inspected yearly for deteriorating components and peeling paint
- The various storefront remodels in Kirklin give the streetscape a unique character
- Storefront remodeling considerations should be given to the overall context of the building, the historic and architectural significance of prior storefront configurations and the nature and character of the business
- Implementation of sign guidelines within the downtown should be encouraged.

## Funding Sources

A list of Funding Sources is provided in the final chapter of this report.

# DEMOGRAPHIC ANALYSIS



# DEMOGRAPHIC ANALYSIS

## Introduction

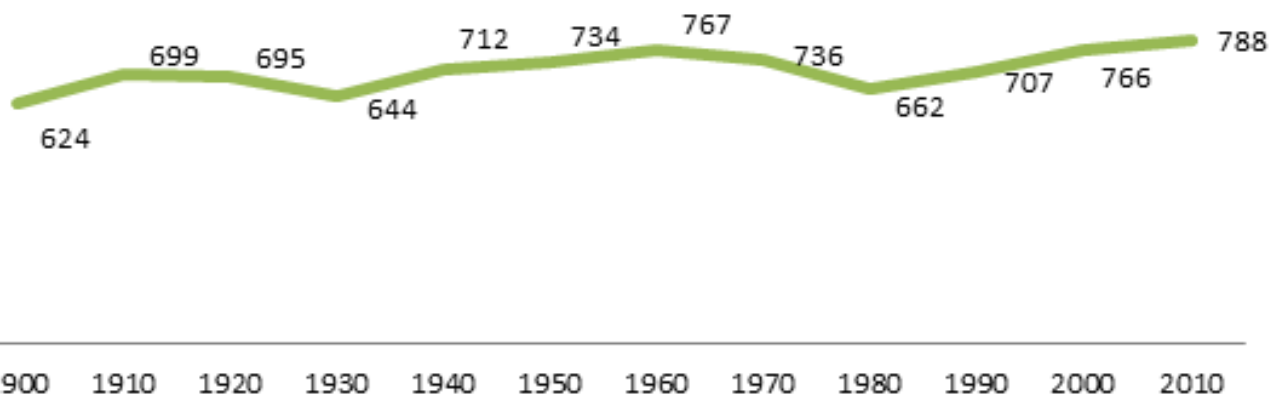
Understanding the demographic and economic trends in a community can help elected officials, community leaders, and ordinary citizens make informed decisions and craft policies. While these reports provide only a limited snapshot of the community, the information provided represents important information that can be used in creating an economic strategy. As Kirklin works towards solutions in the community, the trajectory of population growth, age, income distribution, and poverty statistics can provide necessary information.

However, because Kirklin is a small town, with a population under 1,000, percentage changes can be misleading. For example in the narrative on population change, it is noted that the town had a population decline of 0.6 percent. However, that difference equals a loss of five residents. Consequently, readers should weigh each statistic carefully.

The majority of the demographic data available to Kirklin comes from the U.S. Census Bureau, which was last conducted in 2010. The Census Bureau conducts their official population census of the United States every ten years, called the decennial census. The 2010 Census collected information on population, race, age, educational attainment, relationship status, and housing. All other statistical information including income, poverty, employment, etc. is now estimated through the American Community Survey which releases information in five-year estimates as a compilation from multiple surveys.

Additional sources utilized in this section include the U.S. Bureau of Labor Statistics, the Indiana Department of Education, and the Indiana Business Research Center. In some instances, information specifically on Kirklin was unavailable; in such cases, information on Clinton County was used instead. In every instance, the most current and specific data available were used.

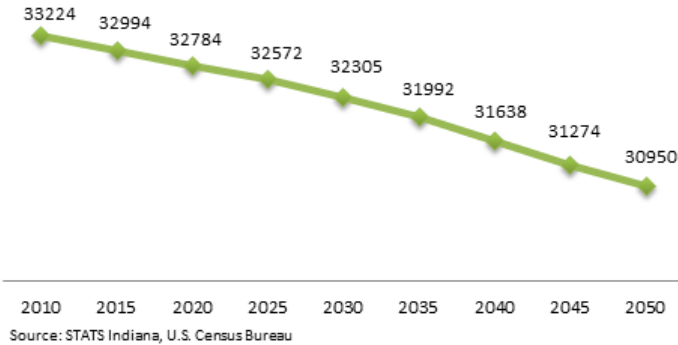
**Figure 1. Kirklin: Population (1900-2010)**



Source: STATS Indiana, U.S. Census Bureau

# DEMOGRAPHIC ANALYSIS

**Figure 2. Clinton County Population Projections**



Kirklin's population decreased by 0.6 percent from 2010 to 2011 and Clinton County experienced a similar downward trend.

## Population

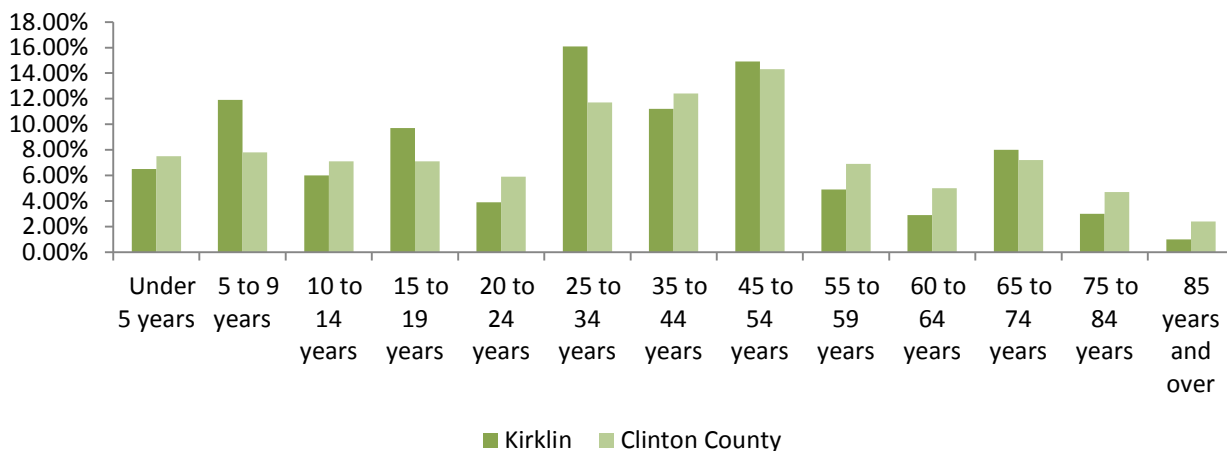
Kirklin's population has fluctuated between 624 and 788 persons since 1900 (See **Figure 1** on previous page). The population of Kirklin has been steadily increasing for the past three decades, resulting in a population increase of 27 percent. Kirklin, however, has seen both increases and declines of population since the start of the 20th century.

The most recent information on STATS Indiana, the State of Indiana's official data center, estimates that Kirklin's population decreased by 0.6 percent (a five person decrease) from 2010 to 2011. Clinton County as a whole has seen a similar decreasing trend in population as seen in **Figure 2**. Over the same time period, Indiana as a state had a population increase of 0.4 percent.

## Age

The age distribution in a geographic area has important effects on both the local economy and the community structure. **Figure 3** shows the age distribution of the population of Clinton County (represented by the dark green bars) compared to the age distribution of Kirklin's population (represented by the light green bars). Kirklin has a higher percentage of 25 to 34 year-olds than the county and slightly less percentage of 45 to 54 year olds.

**Figure 3. Age Distribution Comparisons**



Source: U.S. Census ACS 2008-12 5-Year Estimates

# DEMOGRAPHIC ANALYSIS

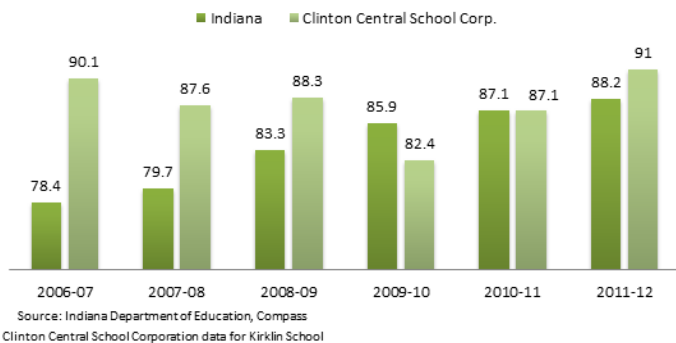


## Age (cont'd)

The median age in Kirklin is about 5 years less than the median age in Clinton County as a whole. The median age in Kirklin decreased by 2 years from 2000 to 2011. In Kirklin, 60 percent of the population is below the age of forty. The town has a fairly large working age population (16-60), however as a proportion of the town's total population it is only three percent larger than Indiana's total working age population. The predicted loss of population through 2050 (Figure 2) combined with the young age distribution in Kirklin, IN demonstrates important trends that could affect future growth and economic development.

Figure 4. Median Age			
	Indiana	Clinton County	Kirklin
2000	35.2	35.6	34.6
2011	36.8	37.6	32.5

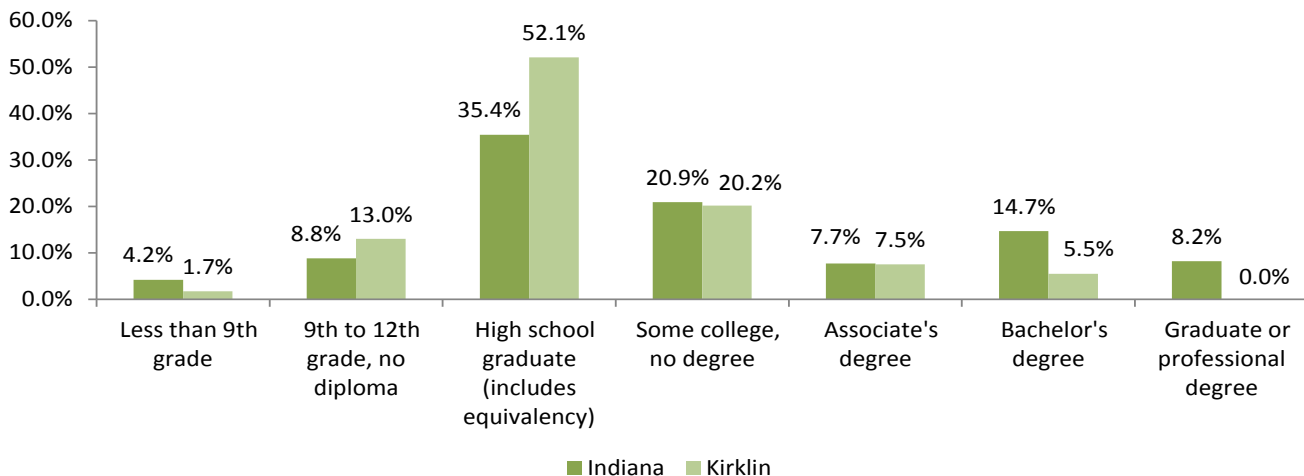
Figure 5. Four Year Cohort Graduation Trend



## Educational Attainment

As shown in Figure 6 below, Kirklin has a higher percentage of the population with a high school diploma than Indiana at 52 percent. However, it has a slightly lower percentage of those with some college, no degree at 20.2 percent.

Figure 6. Educational Attainment Comparisons



Source: U.S. Census ACS 2008-12 5-Year Estimates

# EVALUATION OF EXISTING CONDITIONS



# EVALUATION OF EXISTING CONDITIONS

The following chapter reviews the existing conditions in Kirklin as the town prepares for revitalization and growth.

## ECONOMIC BASE ASSESSMENT

### Businesses within the community

After years of slow decline, the town's central business district is undergoing a rebirth. Until recently, Kirklin's selection of downtown businesses had been small and mostly unchanging. There were a few antique shops and other small businesses, but not much else.

In the past year or so, however, developers James "Chip" and Dan Mann bought and restored empty or underutilized buildings downtown and started to lease them out to new businesses. The brothers now own 15 buildings and have been working with other community leaders on revitalization efforts.

The Business Inventory Map on the following page shows the central business district and its current occupants. It shows that Kirklin has 6 vacant buildings, 5 service/community businesses, 2 buildings under construction, and 10 retail businesses. Looking at a wider circle, there are a total of 86 businesses within three miles of Kirklin.

### Local Trade Sector

The local trade area for Kirklin is relatively small because the town traditionally did not have the types of stores and services that drew people from nearby or regional communities.

However, U.S. 421/Main Street is a well-traveled north-south corridor, with an average of 4,500 vehicles per day. Additionally, the town is only about 10 miles from the much more densely populated cities of Boone County. For these reasons, a revitalized downtown Kirklin could draw in shoppers and tourists from a wide area of the Indianapolis region and beyond.

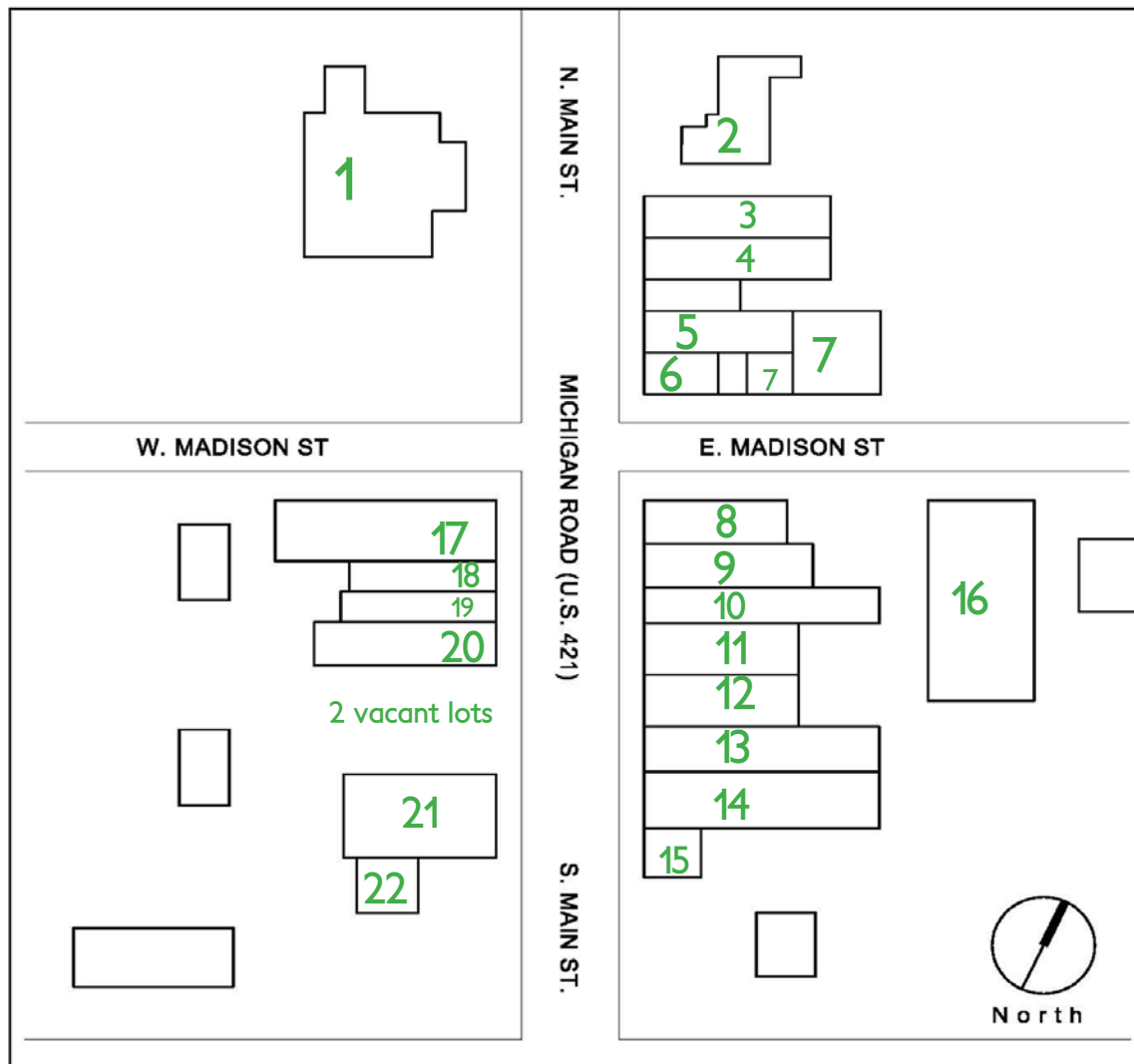
### Local retail, commercial and governmental services

The Business Inventory Map on the following page shows the current mix of commercial and governmental services. For this study, the consultants also performed a marketing analysis of Kirklin to assess its potential for new business growth.

The analysis identifies a gap between what local residents **spend** on goods and services and what local businesses **earn**. SDG used a national firm, ESRI, to obtain a Retail Gap Analysis for 3-, 6- and 12-mile trade areas outside of Kirklin's downtown core.

In an example on page 17, people living in the 6-mile trade area spend \$5.8 million at motor vehicle & parts dealers outside the trade area. A local entrepreneur could decide to open a shop or expand the type of merchandise they offer to capture even a small percentage of the \$5.8 million that people are already spending.

# BUSINESS INVENTORY MAP



<p><b>1 - Farmer's Bank</b> 110 S. Main Street</p>	<p><b>6 - Clementine's Retail</b> (1st Level) <b>NVN Insurance</b> (2nd Level) 101 N. Main Street</p>	<p><b>10 - Vacant Retail</b> 105 S. Main Street</p>	<p><b>17- Kid Domino</b> 102 S. Main Street</p>
<p><b>2 - Kirklin Community Center</b> 113 N. Main Street</p>	<p><b>7- The Black Crow Retail</b> 102 E. Madison</p>	<p><b>11- Lisa's Country Crafts &amp; Cuts</b> 107 S. Main Street</p>	<p><b>18- White River Mercantile</b> 104 S. Main Street</p>
<p><b>3 - The Restaurant</b> (under construction) 109 N. Main Street</p>	<p><b>Wickerdoodle's Retail</b> 104 E. Madison</p>	<p><b>12 -Old Bank Antiques</b> 109 S. Main Street</p>	<p><b>19- Traveler's Pizzeria</b> 106 S. Main Street</p>
<p><b>4 - Finished Retail</b> (Vacant) 107 N. Main Street</p>	<p><b>8 - Downstairs retail, upstairs apartment</b> (under construction)</p>	<p><b>13 - Three Stray Cats</b> 111 S. Main Street</p>	<p><b>20 - Larry's Liquor Store</b> 108 S. Main Street</p>
<p><b>5 - Vacant Retail</b> 103 &amp; 105 N. Main Street</p>	<p><b>9 - The Bridge</b> 103 S. Main Street</p>	<p><b>14 &amp; 15- The White Lion</b> 113 S. Main Street</p>	<p><b>21 - Village Upholstery</b> 114 S. Main Street</p>
		<p><b>16 - The Kirklin American Legion</b> 105 E. Madison</p>	<p><b>22 - Old Pottery Barn</b> (vacant) 116 S. Main Street</p>



# EVALUATION OF EXISTING CONDITIONS

## 6-Mile Radius Opportunity Gap by Retail Store, 2013 (Sample)

Retail Store	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Motor Vehicle & Parts Dealers	\$6,108,946	\$225,523	\$2,883,423

The Leakage/Surplus Factor listed below presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (**total leakage**, meaning none of the money spent by local people is going into local businesses) to -100 (**total surplus**, meaning customers from outside the town are buying from local businesses.)

In other words, a positive value represents 'leakage' or retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. Types of stores with the biggest leaks (where the most money is lost outside of the trade area) are:

### 6-Mile Trade Area (leak amount):

- General Merchandise Stores (\$6.6 million)
  - Leakage / Surplus Factor: **100**
- Motor Vehicle & Parts Dealers (\$5.8 million)
  - Leakage / Surplus Factor: **92.9**
- Lawn & Garden Equipment Stores (-\$886.3 thousand)
  - Leakage / Surplus Factor: -66.2
- Beer, Wine & Liquor Stores (-\$23 thousand)
  - Leakage / Surplus Factor: -3.2

### 12-Mile Trade Area (leak amount):

- Clothing & Clothing Accessories Stores (\$19.5 million)
  - Leakage / Surplus Factor: **73**
- Motor Vehicle & Parts Dealers (\$17.1 million)
  - Leakage / Surplus Factor: **12.4**
- Used Merchandise Stores (-\$242 thousand)
  - Leakage / Surplus Factor: -8.8

The complete retail analysis can be found in the Appendix of this report.

### Industrial Base of the local economy

Kirklin has a small inventory of local industries, however manufacturing constitutes 21 percent of local jobs. **Table 1** below lists the local manufacturers.

Table 1: List of Manufacturing Businesses in Kirklin	
Organization Name	Location
Carmel Engineering	413 East Madison Street
Communications By West	6475 County Road 1000 E
E & R Manufacturing, Inc.	504 North Illinois Street
Excel Tool & Engineering	307 South Main Street
Gear Headz Auto	105 West Monroe Street
Metzinger Construction	702 North Main Street
Potato Supply	203 East Harrison Street

# EVALUATION OF EXISTING CONDITIONS

**Table 2: List of Manufacturing Businesses in Clinton County**

Organization Name	Location
Archer Daniels Midland (ADM)	2191 West County Road - Frankfort
Bell Machine & Fence	1400 Magnolia Avenue - Frankfort
C.F. Industries	6446 W. State Road 28 - Frankfort
Coomer & Sons	804 West Kyger Street - Frankfort
Custom Building Products	3800 West State Road 28 - Frankfort
Donaldson Company, Inc.	3260 West State Road 28 - Frankfort
DSM	3110 West State Road 28 - Frankfort
Emerson Appliance Controls	3405 West State Road 28 - Frankfort
Frito Lay / Pepsico	323 South County Road 300W - Frankfort
Land O' Lakes Purina Feeds, LLC	2472 West State Road 28 - Frankfort
LEP Special Fastners, Inc.	3281 West County Road 0 N/S - Frankfort
National Cigar Corporation	407 North Main Street - Frankfort
NHK Seating of America	2298 West State Road 28 - Frankfort
NTK Precision Axle Corporation	741 South County Road 200W - Frankfort
Philips Saw and Tool, Inc.	1403 Maish Road - Frankfort
Sun Chemical	2542 West State Road 28 - Frankfort
This Old Farm	9572 West County Road 650S - Colfax
Vicksmetal / Armco Association	150 South County Road 300W - Frankfort

## COMMUNITY ASSETS ASSESSMENT

### Community Capacity and Infrastructure

Kirklin does not have some of the economic assets required to successfully attract large basic employers; the community is relatively far from the nearest interstate and does not have access to natural gas.

However, Kirklin does have marginal capacity for development in water and sewer, enough to support a growing small business sector. In addition, Kirklin has improved its stormwater system in the past few years.

Additionally, Kirklin has adequate electric power that can serve small businesses and residential growth. However, while there is some three-phase power available, it is not available throughout the community. In fact, there is at least one small manufacturer that does not have access to three phase power.

For these reasons, this economic development plan makes small business development and tourism its top priority. Kirklin already has a head start in these areas.

# EVALUATION OF EXISTING CONDITIONS

The existing building stock of downtown Kirklin is generally in sound condition with good examples of 19th and 20th century architecture. The buildings grouped along Main Street (U.S. 421) define the heart of Kirklin. Many first floor original storefronts have been lost to later alterations, but second floor character details remain.

The town should focus on fundamental public investment in infrastructure and the SDG team recommends that the town first looks at bringing all downtown sidewalks up to code. This means the sidewalks need to be uniform, have no gaps in the concrete and be safe and attractive.

Town leaders should also review the current ordinance on unsafe and unsightly buildings and determine if all the buildings in the downtown meet the regulations within that ordinance, and if not, proceed to make that happen. An early win for Kirklin will be to create an economic asset out of some of the vacant lots, such as creating temporary installation pop-up shops that would come during festivals. Or, it could be a small pocket park that is attractive and shows that Kirklin values its land.

## **Comparative Advantage**

For a small community, Kirklin has a number of strong economic assets. The town council has developed important ordinances to help maintain the community and keep it safe.

Another advantage is the community's proximity to important visitor markets in North Central Indiana - specifically Hamilton, Boone and northern Marion Counties are an easy drive away.

In addition, the large amount of traffic driving through U.S. 421 provides an additional foundation of potential customers.

In the past few years, local leaders have begun to redevelop downtown buildings and establish new commercial operations in those buildings. Antiques have clearly led the resurgence in Kirklin as at least a weekend draw for the region. New festivals that have been created over the past few years have also been successful in bringing visitors to town on the weekends.

For a community such as Kirklin, trail development can have the benefit of providing a regional draw to the community and encouraging more people to get out of their cars and walk among the increasing number of shops and restaurants in the downtown district.

Initially focusing on local trail development will provide the quickest return on investment. The local trail can be routed in such a way as to benefit residents, visitors and businesses alike. The preferred routing for this trail would run through the heart of the downtown district and would cross U.S. 421 at the signalized Main Street/Madison Street intersection.

# EVALUATION OF EXISTING CONDITIONS

## Community Values and Vision

### Trade-Off Assessment

Based on input from the steering committee and the public meeting that kicked off the planning process, it is clear that Kirklin residents value the virtues of a small community. The residents had the following to say on the merits of a small community:

- “We know our neighbors.”
- “We help each other.”
- “We feel comfortable in the community.”
- “We value our history.”

There are many things that can be done in Kirklin, but in a town of 967 people, there’s only so much that can be done at any given time. Nonetheless, from day one of implementing this plan, Kirklin leadership needs to have in mind a long-term vision of what the downtown and overall community can become.

This should include such things as long-term plans for a walking/bike trail from the Monon through downtown, long-term plans for parking, opportunities for infill - either in new buildings or pocket parks. Another long-term option might be a senior housing facility.

Several residents in the first public meeting were somewhat concerned about possible changes in Kirklin if it were to grow too big. However, most of the residents recognized that Kirklin’s growth in the near future will be relatively modest and should not interfere with the town’s core values.

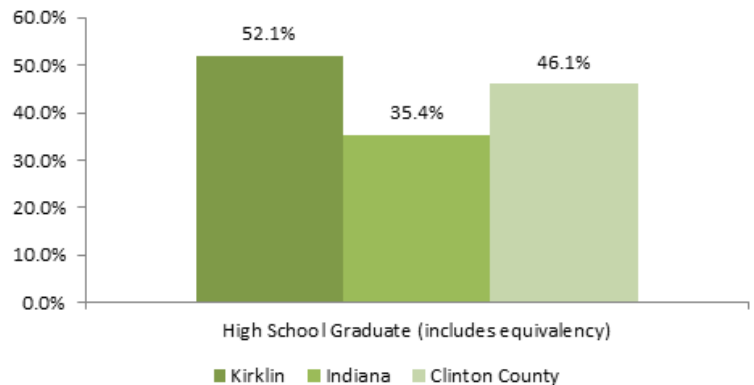
In the long term, as Boone County continues to grow and population density increases move closer to the town, it is possible that Kirklin will also see a significant increase in population. This might, over time, begin to change the nature of the community. The trade-off is that with more significant population growth come opportunities for income growth, retail shopping, and greater recreational opportunities.

## Labor Force, Education and Training

Kirklin has a labor force of 453 people.

As shown in Figure 1, Kirklin residents have a high school graduation rate of 52 percent; higher than Indiana (35 percent) and the county (46 percent).

**Figure 1: High School Graduation Rate Comparisons**



Source: U.S. Census ACS 2008-2012

# EVALUATION OF EXISTING CONDITIONS

As detailed in Table 3, the industries with the highest number of Kirklin residents employed are manufacturing, retail trade, and educational services, health care and social assistance.

Table 3: Comparison of Top Five Employment Industries in Kirklin			
Industry	Kirklin	Clinton County	Indiana
Agriculture, forestry, fishing and hunting and mining	-	3.3%	1.4%
Construction	6.2%	6.6%	6%
Manufacturing	<b>21.4%</b>	29%	18.4%
Wholesale Trade	5.6%	2.9%	2.7%
Retail Trade	<b>14.6%</b>	9.5%	11.4%
Transportation and warehousing, utilities	5.4%	6%	5.2%
Finance and insurance, and real estate and rental and leasing	4.8%	4.2%	5.4%
Professional, scientific, and management, and administrative and waste management services	8.7%	4.4%	7.7%
Educational services, and health care and social assistance	<b>14.4%</b>	18.1%	22.9%
Arts, entertainment, and recreation, and accommodation and food services	5.9%	6.8%	8.9%
Other services, except public administration	6.8%	4.8%	4.7%
Public administration	2.8%	2.5%	3.5%

# EVALUATION OF EXISTING CONDITIONS

## ECONOMIC OPPORTUNITIES

### Business Growth and Formation Potential

The SDG team recommends that for the next three to five years, the town of Kirklin focus on developing the community as a destination for visitors. The main draw for visitors will be unusual retail and service stores located in a unique and attractive small Indiana community.

The town's other utilities (electric power, water, and sewer) do have marginal capacity that would allow for additional small business development.

To make this strategy successful, Kirklin should focus on the following goals:

- Continue to develop more retail and service attractions
- Improve the image and appeal of downtown
- Encourage homeowners in and near the downtown to engage in home restoration

In addition, development requires financial resources – whether for basic infrastructure (e.g. sidewalk improvement) or private capital to open or expand businesses.

During the next 12 months, Kirklin should continue to look for new businesses to reinvigorate the downtown. The SDG team recommends that a new restaurant with regional market appeal could serve as a major draw for visitors. However, a new restaurant in Kirklin will need to have initial financial support. There are several factors involved here. Initially, this restaurant will likely not support a Tuesday-Thursday operation

and will have to depend on Friday–Sunday business. The town should also consider creating an ordinance in conjunction with the downtown business committee to ensure that every business that serves the general public in the community has clear signs of whether or not they are open that can be seen from the highway.

The SDG team suggests an example from Madison, IN, in which the city's merchants agreed to have coordinated large flags put out when the businesses were open so that drivers passing by could clearly see they were open. Additionally for the long-term, Kirklin should maintain a continued focus on finding resources to enable local businesses in the downtown area to upgrade and improve their facades to maintain the historic designs as outlined in the Architectural Overview & Recommendations chapter.

The SDG team recommends that Kirklin and community leaders continue to look at a mix of businesses. Currently, Kirklin has been successful with new antique stores. However, ideally they should have a variety of services that serve the regional market, such as a restaurant that draws from a multi-county area. Kirklin should also focus on infilling vacant spaces between downtown buildings.

Every new business in Kirklin and all entrepreneurs that express interest should be connected with the small business development center that serves Clinton County. This center can help entrepreneurs develop realistic business plans and keep them from investing money needlessly.

# EVALUATION OF EXISTING CONDITIONS

Kirklin should continue to sponsor and host weekend festivals, particularly in the spring, summer and fall, and encourage its businesses to be open during that time. This is a chance for every business that serves the public to be exposed to a much larger group of potential customers.

## Land Use Constraint and Opportunities

To complete the transformation of the downtown district, Kirklin also needs to begin looking for opportunities to convert currently underutilized or vacant lots in the heart of the community.

These parcels can be purchased and developed into usable public spaces such as outdoor café space, sculpture parks, or pocket parks along the US 421/Main Street corridor. Taking this approach also allows the town to gain control over these key parcels and utilize them to attract future development opportunities to the community.

Specific opportunities within Kirklin include the following locations:

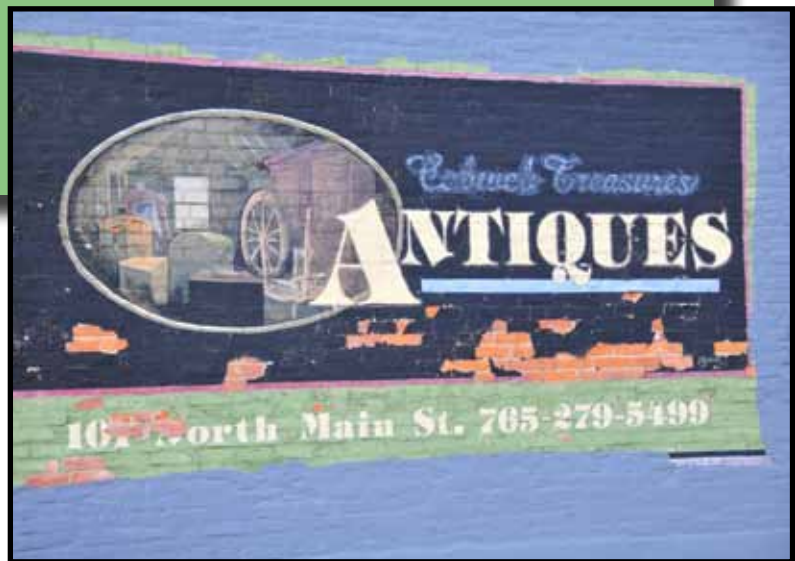
- Underutilized former Marathon station lot at northeast corner of US 421/Main Street & Monroe Street
- Old garage/vacant lot at northwest corner of US 421/Main Street & Monroe Street
- Vacant lot located midblock on the west side of US 421/Main Street between Monroe Street and Madison Street (possible pocket park space)
- Lawn area between the Farmers' Bank parking lot and street at northwest corner of US 421/Main Street & Madison Street (Community Focal Point)

- Vacant lot at northwest corner of US 421/Main Street & Jefferson Street – possible trailhead and festival parking lot (town parking lot)
- Vacant land surrounding water tower – possible park/festival/events space

With the reality of future growth, Kirklin would be well advised to consider expansion of the town's boundaries at some point, likely in the next 10 years. The reasoning is simple: maintain the current town grid, support walkability and access to downtown, keep infrastructure compact, and maintain the quality established in the original Housing Improvement Area. Kirklin could also seek to encourage infill housing within the existing town limits.



# ECONOMIC DEVELOPMENT VISION & STRATEGIES





# ECONOMIC DEVELOPMENT VISION & STRATEGIES

## Introduction

For a small community, Kirklin has a number of strong economic assets. The Town Council has developed important ordinances to help maintain the community and keep it safe and maintain its appearance. The community's proximity to important visitor markets in North Central Indiana - specifically Hamilton, Boone and northern Marion Counties make it an easy drive. In addition, the large amount of traffic driving through US 421 provides an additional foundation of potential customers.

History is important in Kirklin as the town sits on the Indiana's first official state highway, Michigan Road. Further, in contrast to many communities, Kirklin has retained some of its historic character in both downtown buildings and near downtown residences. This also is an economic asset.

In the past few years, local leaders have begun to redevelop downtown buildings and establish new commercial operations in those buildings. Antiques have clearly led the resurgence in Kirklin as at least a weekend draw for the region. New festivals that have been created over the past few years have also been successful in bringing visitors to town on the weekends.

## Economic Development Vision - Next 12 Months

Developing a community economy is a complex enterprise. It requires a combination of building on current economic assets, working to create new economic assets, and bringing leaders together both elected and non-elected to oversee the process.

In addition, it requires financial resources – whether for basic infrastructure (e.g. sidewalk improvement) or private capital to open or expand businesses.

Kirklin has been fortunate in the past several years to have drawn the attention of developers who have an interest in expanding Kirklin's businesses and doing so in a careful, thoughtful manner.

For the next 12 months, Kirklin should continue to prioritize fundamental activities on downtown revitalization. At the same time, it should continue to keep a long-term lookout for the community as a whole, whether it is Kirklin's residences or commercial/ industrial operations located away from downtown.



# ECONOMIC DEVELOPMENT VISION & STRATEGIES

## Step 1: Explore Tax Increment Financing (TIF) for downtown Kirklin.

TIF has the potential of creating additional revenue for downtown development that does not require an increase in taxes. This would require action on the county redevelopment commission to first have a municipal financial consulting firm review TIF revenue potential downtown.

## Step 2: Ensure that sidewalks are in good condition and that downtown is clean.

Repairing sidewalks and curbs that are in poor condition may require the town to apply for a grant to help cover the cost. For the longer term, Kirklin could pursue creation of a walking/bike trail from the Monon trail line through downtown along Madison Street. More information about this proposal can be found in the **Downtown Streetscape & Gateway Elements** chapter of this report. Potential grants are listed in the **Funding Sources** chapter of this report.

## Step 3: Become an official Main Street community with OCRA.

Keeping Kirklin in good condition is one element of the Main Street Program. The SDG team recommends that Kirklin consider talking with the Office of Community and Rural Affairs (OCRA) which manages the statewide Main Street program to create one for Kirklin. Kirklin's Merchant's Association could potentially serve as the core membership of this Main Street program. Additional elements of the Main Street Program involve marketing and promotion of the community. The Merchant's Association in Kirklin should develop individual business signage so that drivers along US 421 can tell whether or not a business is open or closed at any given time.

## Step 4: Kirklin Town Council should create a design ordinance.

This ordinance would be created in order to maintain and improve the downtown's historic design. More information on this topic can be found in the **Downtown Streetscape and Gateway Elements** chapter of this report.



# ECONOMIC DEVELOPMENT VISION & STRATEGIES

## Step 5: Improve the marketing of Kirklin to attract visitors.

The current marketing efforts that the downtown merchants are doing could be complemented by a new tourism program that is done in conjunction with the Clinton County Chamber of Commerce's tourism activities. This would include having each business that serves visitors listed on the Clinton County Tourism Map. In addition, we recommend that Kirklin's Merchants Association work with the Clinton County Chamber of Commerce to develop new marketing programs for regional tourism.

The marketing program should also be involved with the state of Indiana's Tourism Program. For example, the community should explore how to get listed on the state's tourism map. Another possibility would be to develop a regional network of communities along the historic Michigan Road to promote tourism along that highway.

## Step 6: Improve the gateways into Kirklin and other signage.

Improving these elements of Kirklin will help support downtown business and further attract visitors to the town. More information on this topic can be found in the **Downtown Streetscape & Gateway Elements** Chapter of this report.

## Step 7: Continue to look for new businesses to reinvigorate the downtown.

During this 12-month period, Kirklin should continue to look for new businesses to reinvigorate the downtown. The SDG team recommends that a new restaurant with regional market appeal could serve as a major draw for visitors. However, a new restaurant in Kirklin will need to have initial financial support. There are several factors involved here. Initially, this restaurant will likely not support a Tuesday through Thursday operation and will have to depend on Friday – Sunday business. Secondly, the initial cost of opening a new restaurant will be hard to cover upfront, so a low-interest loan with the community – working with business owners and landlords – to explore implementing a rent that gradually increases in line with cash flow might be required.



# ECONOMIC DEVELOPMENT VISION & STRATEGIES

## Longer Term

There are many things that can be done in Kirklin. But with a small town with 967 residents, there's only so much that can be done at any given time. Nonetheless, from day one of implementing this plan, Kirklin leadership needs to have in mind a long-term vision of what the downtown and overall community can become. This should include such things as long-term plans for a walking/bike trail from the Monon through downtown, long-term plans for parking, opportunities for infill - either in new buildings or pocket parks. Some specific recommendations for long-term development are included in the **Downtown Streetscape & Gateway Elements** Chapter.

## Managing the Plan

Plans do not get done by themselves; they require people to manage the implementation and respond to change. Given Kirklin's relatively small population, the SDG team recommends that it depend upon a combination of leadership from the Town Council, including the Treasurer's Office and Merchants Association for overall long-term planning and reviewing plans when things change. For day to day operations, the SDG team recommends key developers who have already expressed an interest in downtown development to help carry out and oversee some of the operations.



# DOWNTOWN REVITALIZATION PRINCIPLES

These principles are the blend of history and current trends underlying much of the work being done to restore downtowns. The following section outlines these basic principles and then matches them against Kirklin's current market.

## LOCAL INVESTMENT

Business owners can't be expected to pour their livelihoods into a struggling downtown unless they see that the city is backing them up. Are the streets clean and policed? Is the city going to do anything about empty, crumbling buildings on the main road? Is the city's own property well maintained? As a general rule, public investment must come before private investment.

**IN KIRKLIN:** The town should focus on fundamental public investment in infrastructure and the SDG team recommends that they first look at bringing all downtown sidewalks up to "code." This means the sidewalks need to be uniform, have no gaps in the concrete and be safe and attractive. The second item to approach is to review the current town ordinance on unsafe and unsightly buildings and determine if all the buildings in the downtown meet the regulations within that ordinance, and if not, proceed to make that happen.

An early win for Kirklin will be to create an economic asset out of some of the vacant lots such as creating temporary installation pop-up shops that would come during festivals. Or, it could be a small pocket park that is attractive and shows that Kirklin values its land.

## LOCAL MONEY OR OUT-OF-TOWN MONEY

When trying to recruit new businesses, a key decision is picking who the new business will serve: local residents or out-of-town visitors? Will the new enterprise make life easier for residents by providing the goods and services they now must leave town for? Or will it lure tourists with specialty stores or regional attractions?

If a business serves mostly residents, it means that dollars are just circulating from local business owner to business owner; there is little outside money enriching the community. Similarly, a new shop can revive even a jaded resident's interest in revisiting downtown, and eventually attract out-of-towners.

**IN KIRKLIN:** A micro-population such as Kirklin will not be able to attract a large amount of retail and service stores to serve only the local people in Kirklin. The good news is that Kirklin can serve as the base for a number of regional and retail businesses. On a small scale, Kirklin is succeeding in attracting those businesses and the SDG team recommends that it continue to put a major focus on recruiting regional businesses from north central Indiana that could serve the Indianapolis, Zionsville, Hamilton County and Clinton County markets.

# DOWNTOWN REVITALIZATION PRINCIPLES

---

## BAITING THE HOOK

Many businesses have been launched after an entrepreneur glanced out the windshield at a beautiful streetscape and thought, “What a nice looking little town. You know, this is just the kind of place I’ve always dreamed about starting a business in.” Baiting the hook can include landscaping (that hasn’t become withered), banners and storefront lighting even for buildings that are empty.

**IN KIRKLIN:** The town should consider creating an ordinance in conjunction with the downtown business committee to ensure that every business that serves the general public in the community has clear signs of whether or not they are open that can be seen from the highway. The SDG team suggests an example from Madison, IN in which the city’s merchants agreed to have coordinated large flags put out when the businesses were open so that drivers passing by could clearly see they were open. Additionally for the long-term, Kirklin should maintain a continued focus on finding resources to enable local businesses in the downtown area to upgrade and improve their facades in keeping with the historic designs as outlined in the Architectural Overview & Recommendations chapter.

## RISK AND EXPERIMENTATION

The decline of America’s small downtowns happened over many years and was not an unforeseeable accident. Changes in consumer shopping and commuting patterns – and the business community’s adaptation to them – will not be reversed in the immediate future. In other words, waiting for the good old days to return is not a productive strategy. Instead, some boldness is required, and boldness requires risk. What’s at risk is not only money and time, but morale. It can be discouraging to see the community launch a new business only to see it fail. Too many of these unsuccessful launches can lead to paralysis; where business owners grow increasingly reluctant to take a chance and residents don’t give them much encouragement.

A community can break this cycle in one of two ways. They can get lucky; someone with all the right skills and resources starts a business at just the right time in just the right place and is smashingly successful. If that seems like a long-shot, a community must create an atmosphere of experimentation in the recruiting and support of new businesses.

**IN KIRKLIN:** The SDG team recommends that Kirklin and community leaders continue to look at a mix of businesses. Currently, Kirklin has been successful with new antique stores. However, ideally they should have a variety of services that serve the regional market, such as a restaurant, that draws from a multi-county area. Kirklin should also focus on infilling vacant spaces between downtown buildings.

# DOWNTOWN REVITALIZATION PRINCIPLES

## LOCALLY GROWN

National chains will show interest in a community when – and only when – all the correct variables are in place. These factors include population density and spending patterns. National chains don't all have the same requirements, but few vary from their patterns. For example, have you ever seen a Cracker Barrel any place except off a busy interstate or a Dollar Store at a thriving urban mall?

Because their requirements are so exact, these chains use their own researchers to determine when and where to put their next store. This means it is very difficult to recruit them.

That leaves smaller regional chains, independent business owners and entrepreneurs as the prime candidates for recruitment. Generally speaking, regional chains are the hardest to attract because they have the biggest investments to protect. Independent business owners, in order to move, would have to increase the size of their business or relocate the whole operation to the new location. Entrepreneurs can be the most flexible and ready to go but often carry the risk of having unproven business skills.

**IN KIRKLIN:** The SDG team recommends that every new business in Kirklín for all entrepreneurs that express interest should be connected with the small business development center that serves Clinton County. This center can help entrepreneurs develop realistic business plans and keep them from investing money needlessly.

## LONE PIONEER SYNDROME

After a long dry spell a community may rejoice when a new business, such as a restaurant or coffee shop, finally opens. In their excitement, the new owner may decide to be the only business downtown that's open evenings or on Saturday.

Sometimes the owner can make it work, but more often they find themselves stranded. There is not enough supporting business to buffer them. If other businesses don't follow along, the pioneer may have to cut back on hours or days. Some businesses survive the scale-back and some don't. Any new business in a fragile economy needs a support system.

Leaving individual businesses entirely to the mercy of market forces is one reason that many downtowns struggle like they do.

**IN KIRKLIN:** The SDG team recommends that Kirklín continue to sponsor and host weekend festivals, particularly in the spring, summer and fall and encourage its businesses to be open during that time. This is a chance for every business that serves the public to be exposed to a much larger group of potential customers.

Secondly, Kirklín's population is still too small to promote consistent business hours. Some of the businesses will only be open on weekends, or only weekdays. Relatively few will open at night.

# DOWNTOWN REVITALIZATION PRINCIPLES

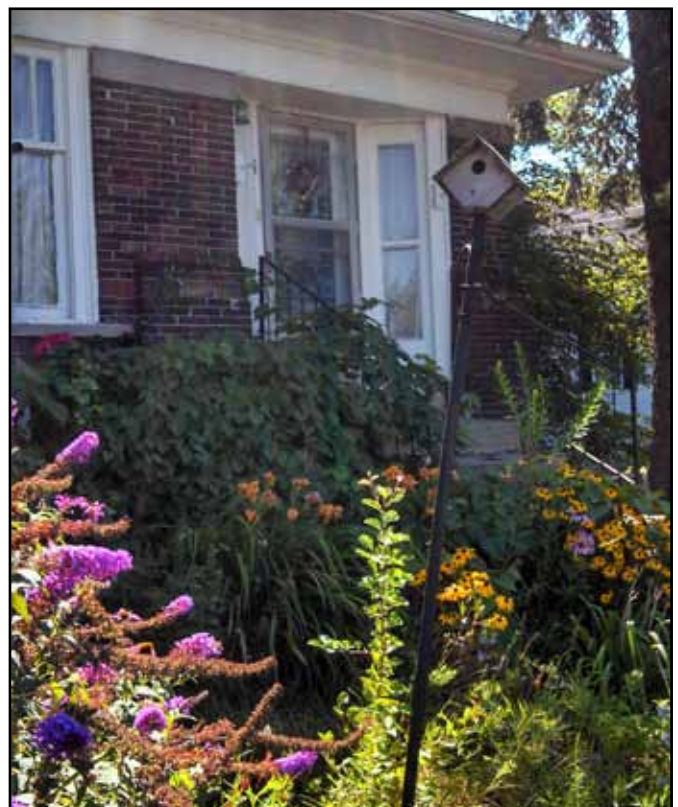
What Kirklin can do is to continue to encourage local business owners to meet together in small and large business groups and discuss ways to do joint marketing and have some common hours on a business-by-business basis. Kirklin, if it can find the resources, might also consider bringing in small business experts to speak with their downtown merchants on how to grow their businesses. The business owners have their own visions; to the extent possible, successful communities should encourage these business owners to talk on a regular basis in a structured collaborative fashion. You never know when one person is going to have a great idea that will strike a strong response among his or her colleagues.

## EXPECTATION MANAGEMENT

It took decades for most downtowns to sink into underutilization and it will take years to even partially restore them. In some cases it may not be possible at all. An additional miserable thought is the current economy, where frozen credit and the aftermath of a national recession make it even harder for new businesses to launch.

It is important, though, to coldly study these conditions in order to not be discouraged. Simply realizing that it's a long, steep hill – with guaranteed setbacks - can help the community settle in for the long haul.

**IN KIRKLIN:** The key to success here is to continue to remind the Kirklin residents that this is a marathon, not a sprint. One approach that is often successful is to focus on small, periodic wins rather than trying to get one major thing to happen. In baseball terminology, we want to hit singles rather than home runs. It might be that we get the merchants together with local officials to discuss and create events. Another approach is to increase the town's universe, rather than thinking of the town as only a small community. You may think of yourself as having multiple identities: Historic highway, part of Clinton county, has a unique set of interesting buildings that a wide range of people from all over the region might be interested in visiting. The key to attract visitors here to spend their money is to wear multiple hats, or have multiple markets in which you can advertise.







# DOWNTOWN STREETScape & GATEWAY ELEMENTS



# DOWNTOWN STREETScape & Gateway Elements

## Gateway Treatments

Gateways are the front door to your community. They provide the first impression of your town for visitors and residents alike. If the impression is a good one then the stage is set for a more positive experience and lasting memory, meaning a potential return trip for visitors and a more positive impression of the community for residents.

Kirklin has a number of opportunities to help define of in the arrival experience as you enter town. First, US 421/Main Street is a well traveled north-south corridor. With an average of 4,500 vehicles per day traveling this corridor, it makes it the most important arrival point for a high percentage of traffic entering town. This high percentage also means that the north and south entrances to Kirklin along this route are also the most highly visible, making it imperative that they be maintained and enhanced in a manner which sets the stage for what people will experience in the rest of the community.

The **Overall Plan Recommendations Map**, located on page 45, depicts a visual summary of the recommended gateway treatment area limits and recommended locations for specific treatment features.

Initial efforts at improving your gateways should be building anticipation and interest along the US 421/Main Street corridor. The existing conditions along this route are nice and with a few improvements could really create a nice sense of place for anybody entering Kirklin along this corridor.

Following are a few examples of strategies you can employ to help convey a more positive entrance experience into Kirklin from the north and south:

- Design and install appropriately scaled 'Entrance Monuments' at the north and south limits of town.
- Conduct in-fill tree plantings along the corridor to complete the classic rhythm and repetition of existing plantings along the route.
- Develop a street tree replacement plan to provide a quick response to losing an existing tree along the corridor.
- Take advantage of the wide tree lawns for enhanced seasonal annual plantings. Focus attention on intersections.
- Provide continuity with the downtown core by replacing existing standard signage and light poles with ornamental poles matching the selected community design standards.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Downtown Streetscape

There is a distinct character change as you enter the downtown district in Kirklin along US 421/ Main Street. At approximately Jefferson Street and Monroe Street the character shifts from a traditional classic residential character to a more urban 'Main Street' character typified by wide sidewalks and tighter building spacing. Kirklin should work to take advantage of this character change to help create a true sense of arrival at the Downtown District. The following recommendations will help transition a sense of arrival from suburban to urban in nature:

- Design and install appropriately scaled 'District Monuments' near the existing back of curb approximately one block from the actual suburban/urban character transition zones, which would equate to the following intersections:
  - US 421/Main Street & Adams Street (south)
  - US 421/Main Street & Harrison Street (north)
  - SR 38/Jefferson Street & Illinois Street (east)
  - SR 38/Jefferson Street & Ohio Street (west)
- Use the same approximate boundaries to begin the installation of custom 'Wayfinding Signage' directing people to points of interest within the Downtown District (parking, library, town hall, etc.) Wayfinding on U.S. 421 will need to conform to INDOT signage policies.
- Redesign and reconstruct the Downtown District streetscape to reflect a unified and unique character for Kirklin.



This image is typical of the existing character of Kirklin's gateway as you approach town from the north and south. Wide building setbacks with tree lawns and existing sidewalks are reminiscent of classic neighborhood developments.



As you approach the Downtown District, the visual character of Kirklin changes dramatically. Wide setbacks and tree lawns are suddenly replaced with a classic main street configuration with full building frontage, wide sidewalks, and plenty of room for traffic.

# GATEWAY TREATMENT MAP



This map summarizes the gateway treatment recommendations described in this chapter.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Gateway Design Elements

### Entrance Monuments

**Placement:** Entrance Monuments should be placed near the main entry points to the community, as determined by overall traffic volume. In Kirklín there are two logical locations for these features; the north and south edges of the town along the US 421/Main Street corridor. They should be placed within public right of way but outside of any required clear zones and sight distance triangles.

**Scale:** Entrance Monuments should be designed in a manner which allows them to be clearly seen from a distance. They should be scaled appropriately for vehicular traffic moving at higher rates of speed. Entrance monuments typically range between 10' and 20' in overall height and have a truly 'monumental' appearance which makes a grand statement as people enter the community.

**Materials:** Due to the harsh nature of the roadside environment Entrance Monuments must be made from durable materials. Exposure to wind, rain, sun, salt, and wide temperature variations requires the use of materials which can withstand harsh environments. Materials typically well suited for this type of exposure include cast in place concrete, natural stone masonry, brick masonry, stainless steel, and treated/coated metals.



Entrance Monuments should be appropriately scaled for their surroundings, such as this example from Fall Creek Place in Indianapolis. Materials should be used which reflect the local design character and proportions can be scaled to convey a presence proper to the surrounding environment.



In this image, an Entrance Monument is used in a manner appropriate for the surrounding neighborhood context. The scale of the monument is the same but it is featured as part of a small pocket park which fits the quiet nature of the surrounding neighborhood context.

# DOWNTOWN STREETScape & Gateway Elements

## District Monuments

**Placement:** District Monuments should be placed at key locations where an upcoming change in character needs to be enhanced. In Kirklin the District monuments should be placed within one block of the transition from urban to suburban character to urban character near the Downtown District. In addition, District Markers can eventually be included at the intersections of the Monon Regional Trail and the local Kirklin Trail to signify to trail users that they are in Kirklin. District Markers should be placed near the edge of the roadway or trail within public right of way but outside of any required clear zones and sight distance triangles.

**Scale:** District Monuments should be designed in a manner which allows them to be clearly seen from a distance but also be appropriately scaled to fit the context of their surroundings. They are often scaled in a manner which is more reflective of the typically slower traffic speeds within the areas they are located. District Monuments typically range between 8' and 12' in overall height and have a scaled down appearance and proportion in relation to the monumentally scaled Entrance Monuments. They should be large enough to be noticeable but not obtrusive to the context of their surroundings.

**Materials:** Due to the harsh nature of the roadside environment, District Monuments must be made from durable materials. Materials typically well suited for this type of exposure include cast in place concrete, natural stone masonry, brick masonry, stainless steel, and treated/coated metals. It is important to match the material selection and design details of other environmental graphics used throughout the community.



District Monuments should have a design style and material selections which reflects the character of the larger Entrance Monuments but at a reduced scale. This photo depicts an existing sign feature which is at a scale that would be more appropriate for the context in Kirklin.



The design of District Monuments in Kirklin can be another opportunity to incorporate a unique design and artistic expression unique to your community, such as in this example from the Old Northside neighborhood in Indianapolis.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Downtown Focal Point

**Placement:** The Downtown Focal Point should be a feature that draws people's attention and makes a statement that you have arrived in the heart of the Downtown District. An ideal location for the feature would be the northwest corner of US 421/Main Street and Madison Street. This location is in the geographic heart of the community and is located at the only signalized intersection in town. This location provides an opportunity to create a small central gathering space with the focal point feature as the centerpiece. It is also the point at which the proposed local Kirklin Trail route crosses US 421/ Main Street and heads north, making it a natural draw for activity within the community.

**Scale:** The Downtown Focal Point feature should be large enough to command a presence in downtown but sensitive to the height of the existing surrounding structures. It could range in height from 12' to 16' and have general proportions similar to the District Monuments.

**Materials:** Like any other feature exposed to the element the Downtown focal Point must be made from durable materials. This feature, unlike the others, is an opportunity to develop a unique design expression and details which reflect the atmosphere of the busy Downtown District. Using a material palette similar to the other gateway features will allow a unique design expression to blend well with the overall context of the other Gateway design elements.



The northwest corner of US421/Main Street and Madison Street intersection is ideal for the location of the Downtown Focal Point feature.



A focal point can depict a community's character and history in unique and interesting ways such as in this example in the Fountain Square District of Indianapolis. The panels on this piece depict various historic images in a sculptural expression which also lights up at night for additional interest.



# DOWNTOWN STREETScape & Gateway Elements

## Wayfinding and other Environmental Graphics

**General Concept:** The use of additional wayfinding features should be considered in Kirklin to allow people to easily understand where key features of the community are located. This wayfinding package could include many different components which work together to complete the overall appearance and atmosphere of the community. Some recommended components of Kirklin’s wayfinding features include:

- Decorative street signs on ornamental posts
- Ornamental frames and posts for standard regulatory signage
- Wayfinding signs indicating direction to key community features
- Information kiosks to provide helpful information for residents and visitors.
- Point of interest markers indicating the location of historically significant, interesting, or unique community features.

**Materials:** Selected materials for wayfinding elements should complement the finish, ornamentation, and materials of other prominent site furnishings such as light poles, benches, etc. Base materials should be durable such as cast aluminum or cast iron and should be finished with a fade and weather resistant coating system in a classic color such as black or dark green.

**Identity Graphics:** The development and use of an Identity Graphic unique to Kirklin is also recommended. The graphic would appear in all town signage at different sizes as appropriate and could include Information Graphics to provide specific directions or information like “Parking”, “Antiques”, “Food Trucks”, “Fall Festival, September 17-19”, etc.



Custom wayfinding signs can be designed to match the local character but should use common icons and nomenclature to clearly orient visitors to Kirklin.



Wayfinding elements can be custom designed to match the local historic context for Kirklin. Artisans and craftsmen can be solicited to design and fabricate custom designs such as these.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Parking

The existing design in downtown Kirklin provides on-street angled parking for two full blocks along US 421/Main Street between Monroe Street and Jefferson Street. On-street parallel parking is also provided along US 421/Main Street in the following locations:

- US 421/Main Street from the Jackson Street to Monroe street
- US 421/Main Street from Jefferson Street to Francis Street
- Monroe Street between Illinois Street and Ohio Street
- Madison Street between Illinois Street and Ohio Street
- Jefferson Street between Illinois Street and Ohio Street

In addition to these locations, many of the neighborhood streets have adequate width to accommodate parallel parking on both sides along their entire width. With more than 60 marked parking spaces in the downtown core, and a large number of additional unmarked parking spaces throughout the community there appears to be enough existing parking supply to meet the average daily needs of the community. However, there are circumstances when additional parking may be needed to accommodate demand associated with special festivals and events.

The following recommendations have been developed to help overcome this limited, short term, spike in parking demand:

- Delineate and clearly mark additional on-street parking spaces in the block surrounding the Downtown District. By clearly indicating the location of parking spaces you will encourage more efficient use of the on-street space surrounding your commercial district. This will also enable you to develop an inventory of existing on-street parking spaces which will help you proactively manage the need for additional spaces in the future.
- Work with owners of large private off-street surface lots to allow temporary use of their facilities during special events. Two likely candidates for this type of arrangement include the Kirklin Christian Church parking lot on E. Jefferson Street and the Farmers Bank lot located on the corner of Main and Madison.

# DOWNTOWN STREETScape & Gateway Elements

- Provide a small off-street surface lot located close to the heart of the Downtown District. One possible location for this lot is the vacant land at the northwest corner of US 421/Main Street and Jefferson Street. The image to the right depicts one possible configuration for a small permanent surface lot at this location. This location is ideally situated to provide a small amount of dedicated off-street parking suitable for multiple purposes including special events and trailhead parking.
- Provide a place where larger special event overflow parking can be located. One recommendation for the location of this parking is portions near the existing park which are currently underutilized. Developing a small surface lot in this location could serve the dual purpose of serving as a trailhead location for out of town visitors and there is enough turf area surrounding this location that a large number of cars could be accommodated.
- As commercial development continues and events grow in attendance, the demand for the spaces in the first two recommendations may be exceeded. This long term need may require the provision of additional, temporary, off-street parking for your larger audiences. For this need we recommend you work with the owners of large parcels of private vacant land within the town boundaries on an agreement to allow event specific temporary parking on their land.



The vacant parcels at the northwest corner of US 421/ Main Street and Jefferson Street is an ideal location for the construction of a small surface parking lot. Additional space to the north could be utilized as parking needs expand over time.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Trails

Trails have quickly become important quality of life indicators for communities both large and small.

Providing appropriately designed and well maintained shared-use facilities is one important way communities can encourage more walking and bicycling and also help see a reduction in local traffic issues.

For a community like Kirklin, trail development can have the added benefit of providing a regional draw to your community and encouraging more people to get out of their cars and walk among the increasing number of shops and restaurants in your Downtown District. Kirklin currently has two distinct opportunities for trail development, summarized below.

### Short Term Opportunity - Local Kirklin Trail

#### Route

Initially focusing on your local trail development will provide the quickest return on your investment. The local trail can be routed in such a way as to benefit residents, visitors, and businesses alike. The preferred routing for this trail would run through the heart of your Downtown District and would cross US 421 at the signalized Main Street/Madison Street intersection. Below is a summary of the recommended routing for this trail development, which includes approximately .70 mile of trail:

- o East along the north side of Madison from the Monon Line rail corridor to Main Street.
- o Cross Main St. @ the signalized intersection (Madison & US 421/Main) travel north on the west side of Main St. to Harrison (within the existing ROW)

o West along north side of Harrison to the loop driveway in the town park.

o This trail could eventually connect to the regional Monon Line rail corridor trail (explained below) north of the park, running along the west property line of park.

Because of the existing apparent right of way widths in Kirklin, this routing is feasible without acquiring any additional property, equating in lower project costs and time requirements.

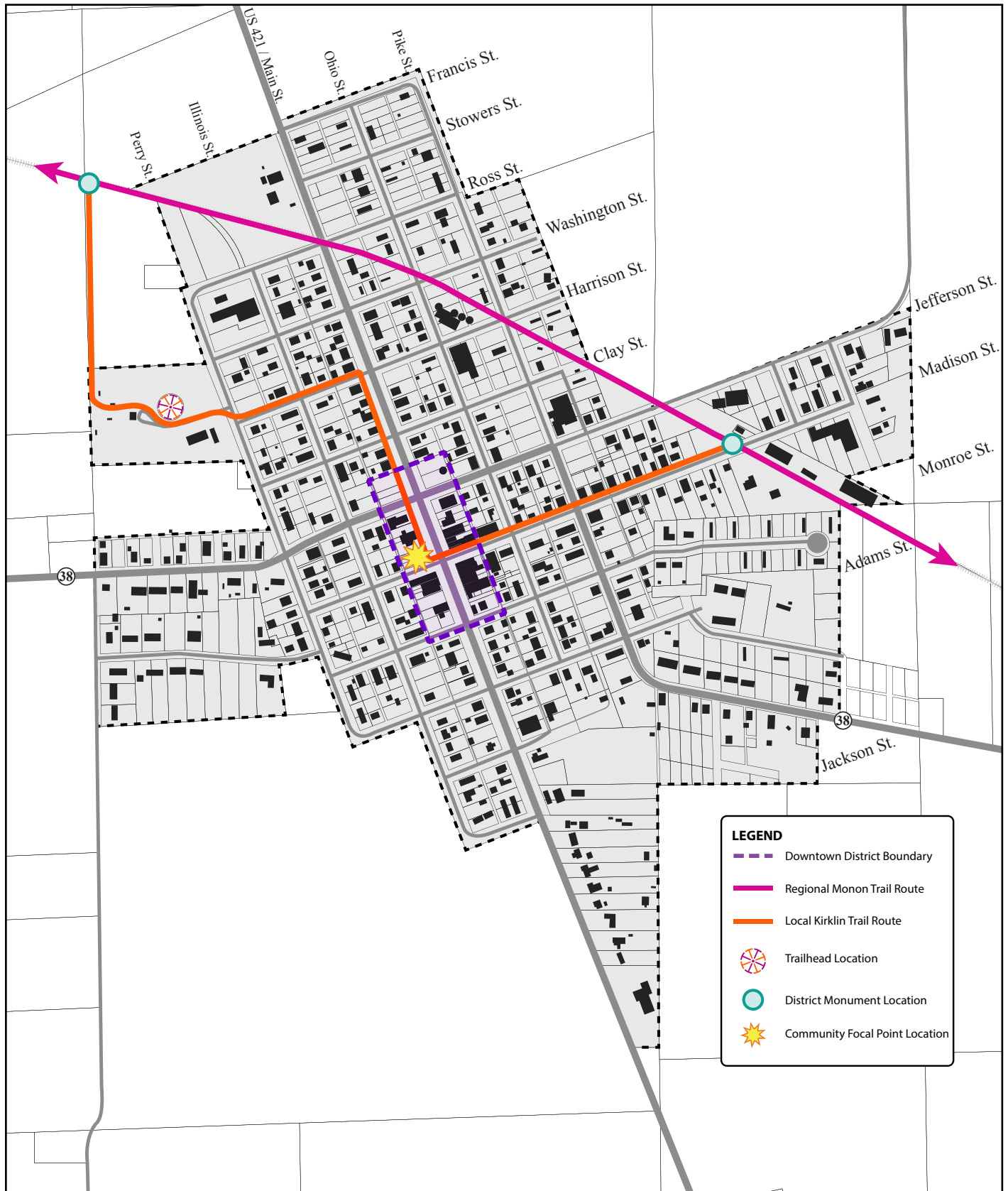
The two trail cross section images on the following page show how the trail can be configured within the existing ROW along Madison Street and along US 421/Main Street, respectively.

Because the routing also takes advantage of existing sidewalk connections the improvements could be installed as part of an overall sidewalk maintenance program. As the segments of sidewalk are replaced along the route they can be upgraded to meet trail standards.

### Long Term Opportunity – Monon Line Regional Trail Connection

The Monon Trail is an existing regional trail system with more than 30 miles completed between Indianapolis and Westfield. An additional 5 miles will be completed by 2015 which will take the trail into Sheridan, Indiana approximately 8.5 miles from Kirklin to the southeast.

# TRAIL RECOMMENDATIONS MAP

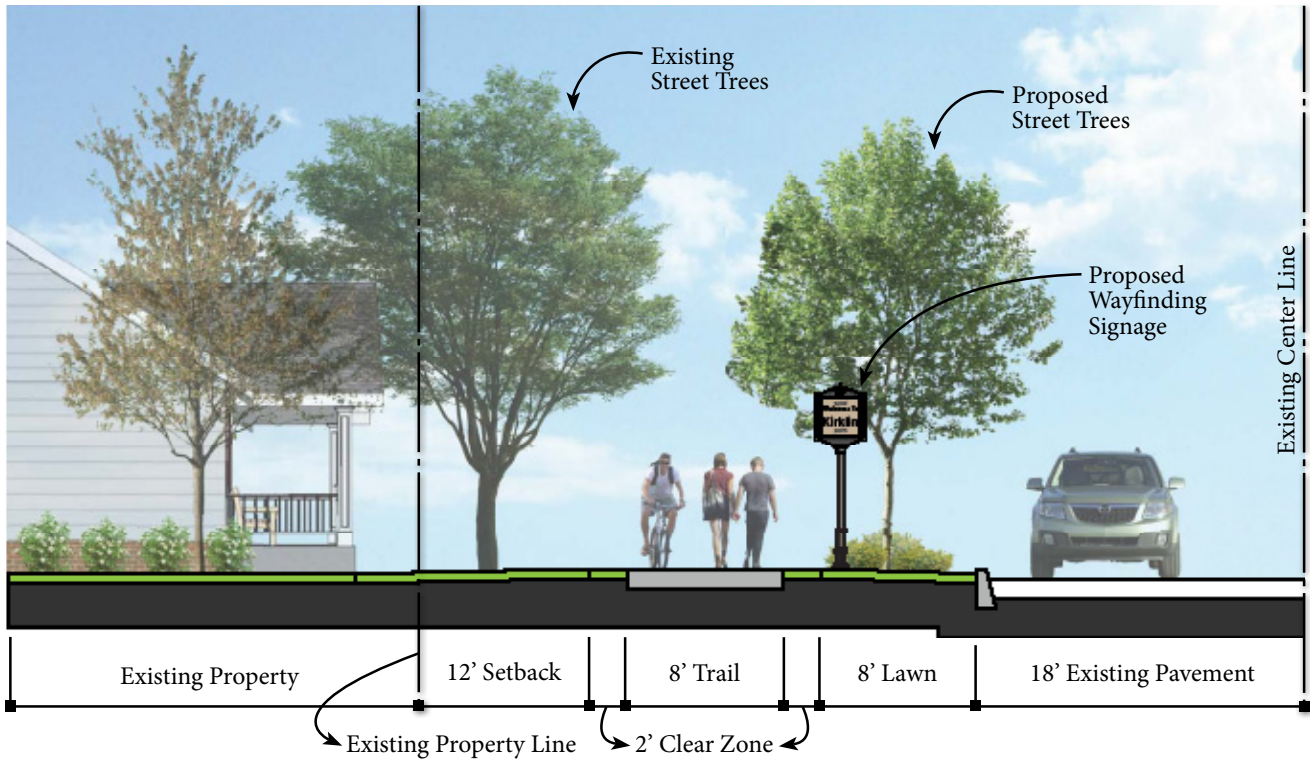


**LEGEND**

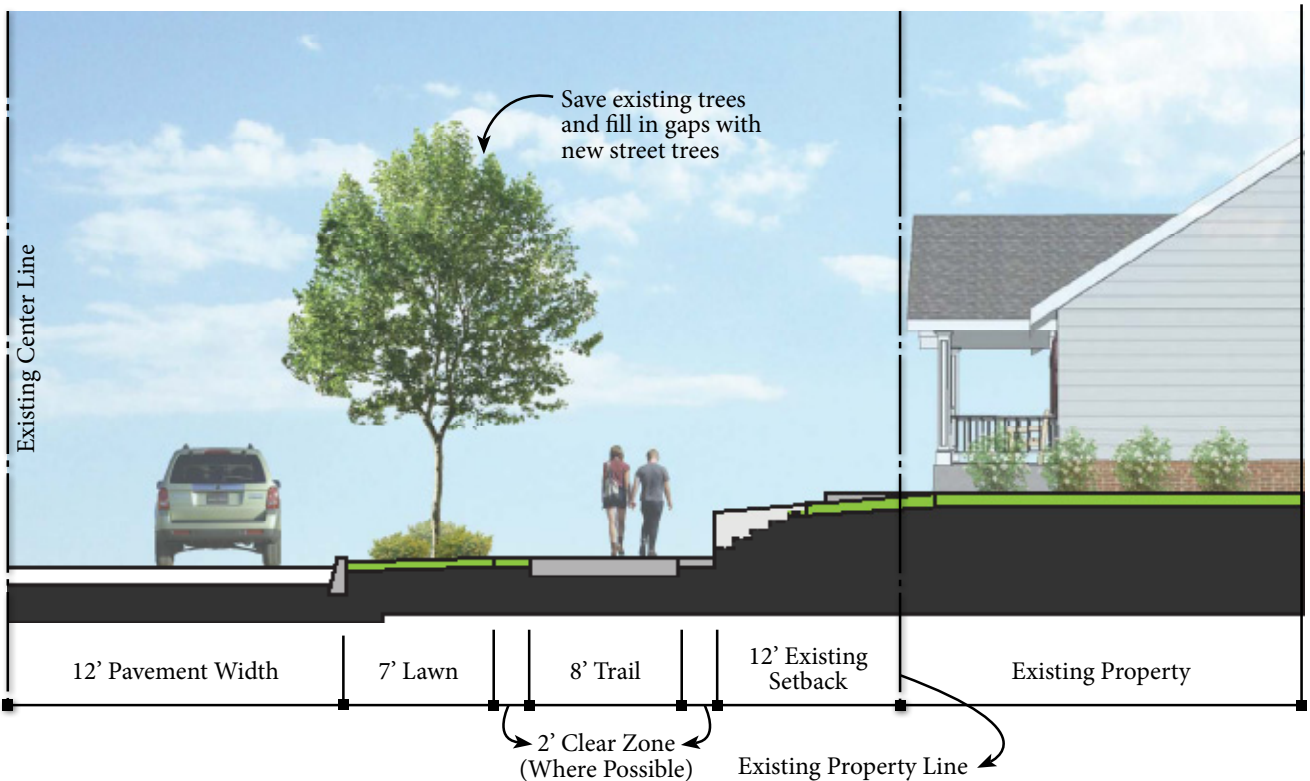
- - - Downtown District Boundary
- Regional Monon Trail Route
- Local Kirklintown Trail Route
- Trailhead Location
- District Monument Location
- Community Focal Point Location

# DOWNTOWN STREETScape & Gateway Elements

CROSS SECTION 'A': Depicts how the trail can be routed within existing ROW along US 421/Main Street.



CROSS SECTION 'B': Depicts how the KirklIn Trail can be routed within existing ROW along Madison Street.



# DOWNTOWN STREETScape & Gateway Elements

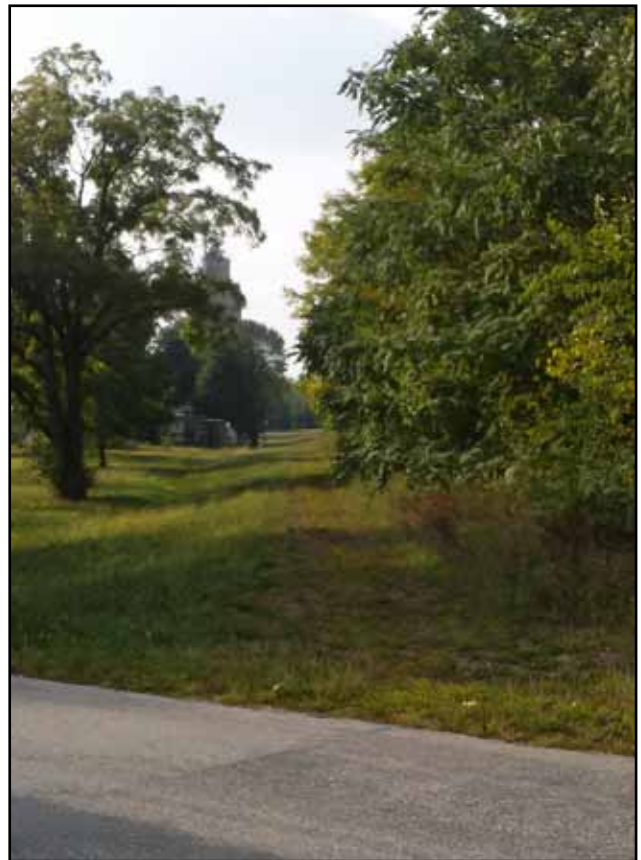
As this regional trail continues to expand Kirklin has a real opportunity to leverage the past success of this project into future plans for the community.

The **Trail Recommendations Map** on page 35 shows the recommended route for your initial trail projects in Kirklin. To date there have been no measurable plans to extend the trail beyond Hamilton County. With the close proximity of Kirklin to Sheridan and to Frankfort there could be some real benefits for the town if it were successful in connecting to the larger Monon Trail system.

- Kirklin should begin investigating the feasibility of extending the Monon from Sheridan by initiating conversations with Hamilton County Communities who have completed the trail development process.
- By convening a working group of local communities, such as Frankfort and Sheridan, ideas can be shared and resources can be consolidated to help leverage additional 'buying power' from locally available trail development resources. Combining efforts with other interested communities will help alleviate some of the administrative burden of an effort like this and will also help make any future grant funding requests more appealing to the administering agencies.
- Original embankment between Kirklin and Sheridan appears to be largely intact, based on and aerial review (Google Earth Pro) but ROW/property acquisition will be a costly and

time consuming part of the project (costs will be based on number of parcels & number of different property owners).

- It is recommended that Kirklin begin early planning efforts now for a trail they would like to build within the next ten years



The former Monon Line embankment is largely intact throughout Kirklin. This corridor can eventually be utilized to complete portions of the local trail system.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

Even without the development of a regional Monon Trail extension, Kirklin can take advantage of the opportunity to develop the existing rail corridor for the benefit of its local trail system.

- From the park, a loop trail could be completed by connecting to the Monon corridor again. It is approximately .28 miles from town park north back to the Monon Line rail corridor west of Town limits
- Completing this segment of trail would effectively create a 'Triangle Loop' of approximately 1.5 miles in length within Kirklin with approximately 1 mile of 'in town' trail.

Below are some additional recommendations relating to future trail development within Kirklin:

- FHWA recommended trail standards for multi-use trails should be adhered to when developing all trails including:
  - 8' minimum recommended width for two way bicycle traffic
  - 2' minimum clear zone on each side of trail
  - Minimum/maximum side slope requirementsSpecial paving should be used at intersections and potential conflict points to increase awareness of pedestrian activity
- Proper signage and pavement markings should be employed, using the Manual of Uniform Traffic Control Devices (MUTCD) guidelines.

Enhanced crossing features such as pedestrian signals, and lit crosswalks should be used to increase trail user visibility and safety and enhance the overall appearance of the trail system.

Use District Monuments to act as a distinctive marker alerting people on the Monon that they can detour into Kirklin for a break, food, or event, and learn about a charming small town in the heart of Indiana. Kirklin can become an attraction along the Monon Trail corridor for visitors who stop along the way or depart from Kirklin on a planned trip to points east and south. At this point the trail may also become a draw for potential residents interested in a healthy lifestyle provided in town and by its connection to the trail.

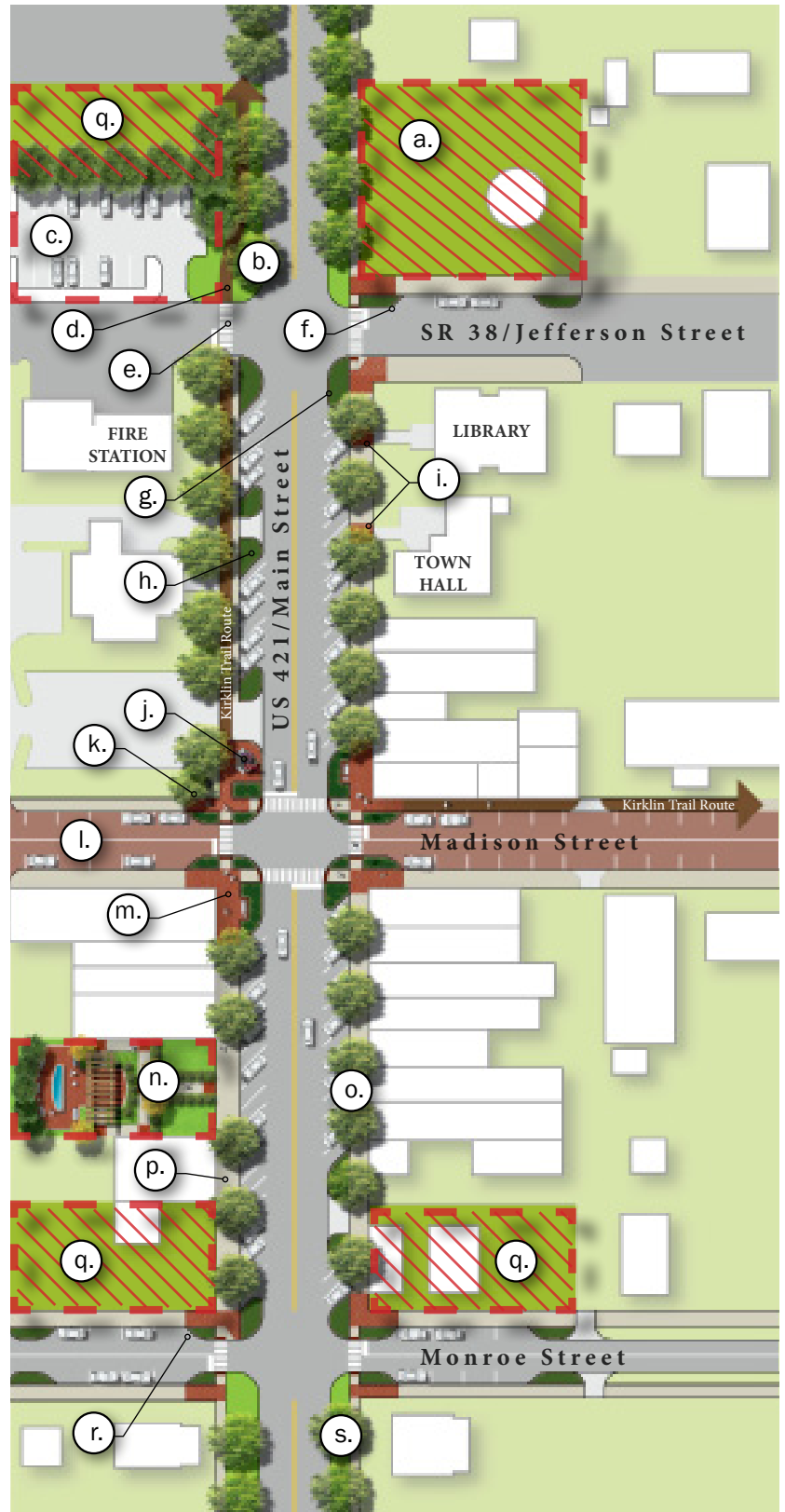
For the **Downtown Plan Rendering Map** on the following page, the improvements should maintain a historically sensitive design character yet provide a uniquely distinctive appearance that reminds people of Kirklin. A more detailed description of the individual elements are provided on the pages after the map.



# DOWNTOWN PLAN RENDERING MAP

## LEGEND:

- a. Water Tower Site Opportunity Area
- b. Begin Gateway Treatment
- c. Event Parking
- d. Kirklin Trail Route
- e. Crosswalk Upgrade
- f. New Curb and Defined Parking Spaces
- g. Curb Extensions
- h. Planting Area
- i. Brick Paving Accents at Key Points
- j. Community Focal Point Location
- k. New Shade Trees
- l. Restore Brick Paving on Madison Street
- m. Brick Paving Accents at Intersections
- n. Infill Opportunity Area, see page 40
- o. Commercial Friendly Street Trees
- p. Decorative Concrete Sidewalks
- q. Infill Opportunity Area
- r. New Curb and Defined Parking Spaces
- s. Begin Gateway Treatment



# DOWNTOWN STREETScape & GATEWAY ELEMENTS

## Downtown Redevelopment

Kirklín has an opportunity to enhance the historic character and visual appeal of its Downtown District. Recent efforts at building revitalization have proven very successful in improving the over-all appearance and appeal of the Downtown district but additional steps must be taken to ensure that the character and charm of the community is enhanced for visitors. The **Overall Plan Recommendations Map** on page 45 depicts the recommended limits of the Downtown District reinvestment area and the following graphic. The following graphic depicts one concept for overall improvement recommendations within Kirklín's Downtown District.

- **Curb Extensions:** Providing curb extensions at key intersections will help calm traffic and will increase pedestrian visibility while decreasing the time it takes to cross the intersection. Curb extensions also help define the dedicated on-street parking space and provide spaces for generous landscaping and screening.



Curb extension at the US 421/Main Street intersection at both Madison Street and Jefferson street can help make downtown Kirklín a more pedestrian oriented environment which encourages residents and visitors to walk around the Downtown District

- **Enhanced Crosswalks:** Crosswalk enhancements, along with the previously described curb extensions, help improve pedestrian visibility in an auto oriented downtown environment. Reducing the crossing distance at corners and providing highly visible crosswalk markings helps reinforce the idea that the Downtown District is a pedestrian friendly environment. Additional enhancements such as in ground crosswalk lighting can further this benefit beyond daylight hours and also make for an interesting night time pedestrian experience.



Using enhancements such as highly visible markings, crossing refuges, and highly visible signs will help make the Downtown district safer and more comfortable for pedestrians, possibly resulting in increased foot traffic for downtown businesses.

# DOWNTOWN STREETScape & Gateway Elements

- **Decorative Sidewalk Paving:** We recommend using decorative paving which can provide a distinctive feel to your downtown sidewalks. The use of integrally colored and uniquely scored and textured concrete can provide a cost-effective way of adding visual appeal to an otherwise mundane sidewalk. We recommend using clay brick accents at major intersections and key points of interest to help add an additional layer of visual awareness at these important locations. Brick paving systems are more expensive than most concrete to install and maintain so using them as accents throughout your Downtown District will help increase their visual impact and help save some project cost for investment in more impactful ways.



Innovative colors and patterns can be used on traditional paving materials such as concrete to create an interesting and attractive appearance. When used with brick paving accents, such as in this photo, the overall visual impact can be greatly amplified.

- **Street Trees:** Street trees should be used throughout the Downtown District to provide shade and a more comfortable pedestrian environment during the summer months. Spacing and placement of the trees can be done in a manner which allows you to receive the inherent benefits of street trees while also maintaining visibility of store fronts and signage. Proper planting space (minimum 5' square) should also be provided to ensure the long term health of the street trees while also minimizing potential for long term pavement damage due to root girdling. Although all street trees require some maintenance, species of trees that have low upkeep include:

- Ginkgo biloba - Select female varieties that do not produce fruit.
- Zelkova serratta (Japanese)
- Gleiditsia triancanthos var. inermis - Vaiours cultivars, thorn-less honey locust.

- **Street Lighting:** Decorative street lights should be installed along the US 421/Main Street corridor in Kirklin. A cast aluminum or cast iron decorative pole should be used with a pendant style hanging light fixture. The selected design should reflect the desired historic character of the Downtown District and should be coordinated with the style and color of other decorative poles used throughout town (wayfinding, regulatory, etc.) In addition, the pole design needs to be designed to accommodate the future addition of bolt on features such as banner arms and hanging planters.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

- **Site Furnishings:** Bicycle racks, benches, planters, and trash receptacles should be provided at strategic locations throughout your Downtown District. For example, placing a bench and trash receptacle in front of an ice cream parlor provides an opportunity to create a pocket of interest in front of the establishment and provides a convenient way to encourage appropriate disposal of litter in a concentrated location. Additionally, we recommend concentrating new furnishings and features at corners and other key locations to create ‘gathering places’ and pockets of quiet reprieve throughout the community.
- **Landscape Plantings:** Landscape plantings should be incorporated throughout the Downtown District. The recommended curb extensions provide a natural location for traditional at-grade landscape planters. In addition to these spaces additional planting space can be provided for with the inclusion of free standing planters and hanging planter baskets. Free standing and hanging planters provide a great opportunity to plan a seasonal rotation of annual plants which will provide color and interest throughout the calendar year.



Site furnishings such as benches, trash receptacles, street lights, and sign poles should all reflect a similar design character and complimentary finish to help maintain visual uniformity throughout the Downtown District.

## Additional Downtown Site Development Opportunities

To complete the transformation of the Downtown District Kirklin also need to begin looking for opportunities to convert currently underutilized or vacant lots in the heart of the community. These parcels can be purchased and developed into usable public spaces such as outdoor café space, sculpture parks, or pocket parks along the US 421/Main Street corridor. Taking this approach also allows the town to gain control over these key parcels and utilize them to attract future development opportunities to the community.

# DOWNTOWN STREETScape & Gateway Elements

If these spaces are designed and improved for short-term or medium-term temporary uses the community gets a double benefit of cleaning up and improving currently underutilized and/or vacant lots while also preserving their availability for additional developmental uses as local demand increases.



Purchasing and converting under utilized sites, such as this one on Main Street, provide an opportunity to gain long term site control in key locations while also improving the appearance of the Downtown District.

Specific opportunities within Kirklin include the following locations:

- Underutilized former Marathon station lot at northeast corner of US 421/Main Street & Monroe Street
  - Old garage/vacant lot at northwest corner of US 421/Main Street & Monroe Street
  - Vacant lot located midblock on the west side of US 421/Main Street between Monroe Street and Madison Street (possible pocket park space.)
  - Lawn area between the Farmers' Bank parking lot and street at northwest corner of US 421/Main Street & Madison Street (Community Focal Point).
- Vacant lot at northwest corner of US 421/Main Street & Jefferson Street – possible trailhead and festival parking lot (town parking lot).
  - Vacant land surrounding water tower – possible park/festival/events space.



Underutilized downtown parcels can be transformed into inviting and attractive spaces such as pocket parks. Utilizing this strategy helps alleviate a potential eyesore downtown and preserves the space for future uses once commercial demand increases.

# DOWNTOWN STREETScape & GATEWAY ELEMENTS

---

## Existing Neighborhood Revitalization

We know the development of Indianapolis and Hamilton County will continue to creep north and west respectively. As a result, housing in Kirklin, with its walkable community, safe environment, and small town charm will become an increasing draw for new residents.

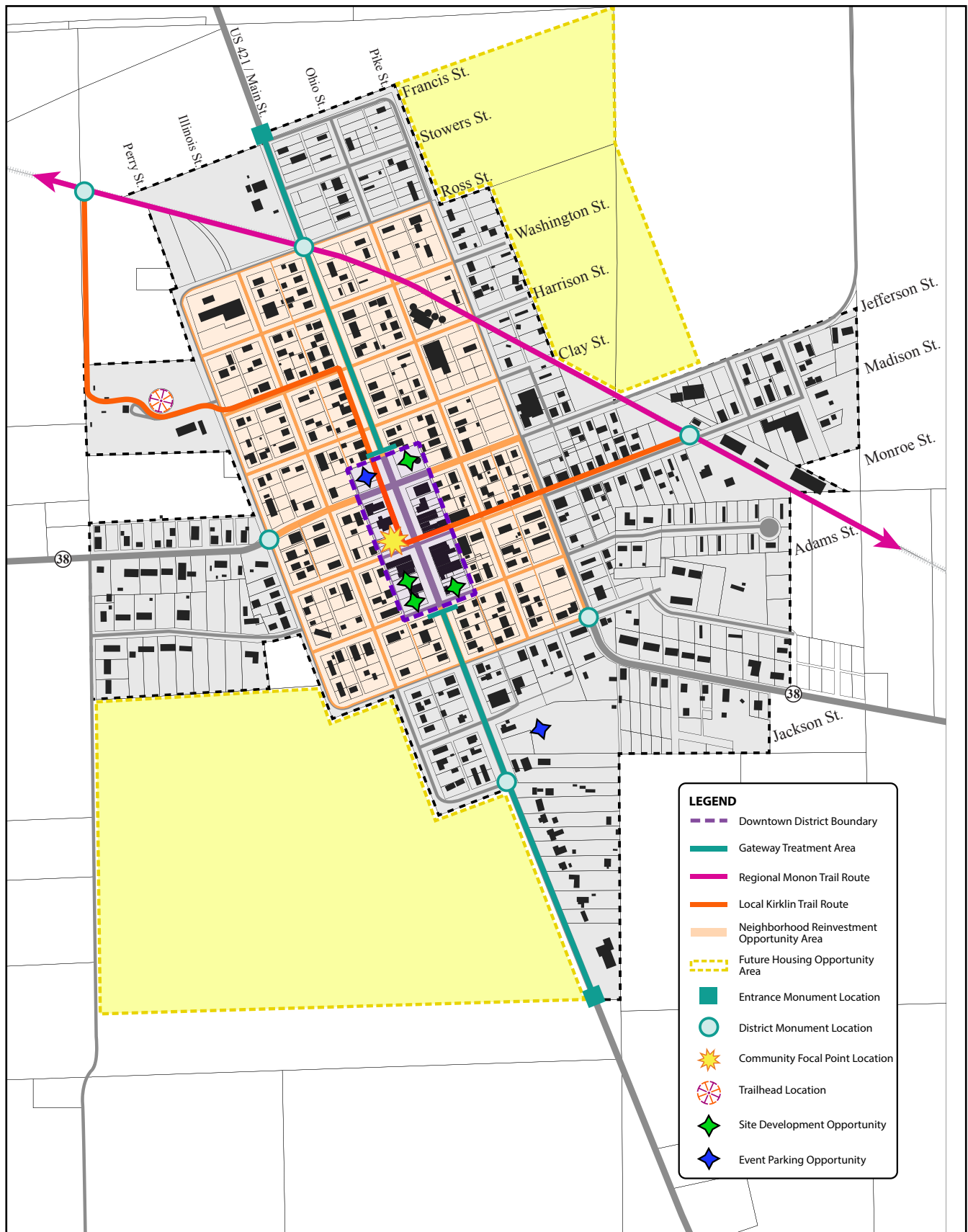
Within the town limits, local leaders should create opportunities for existing homeowners by establishing a “Neighborhood Reinvestment Area.” The recommended neighborhood investment areas are depicted on the **Overall Plan Recommendations Map** on page 45.

This map summarizes the location for all the recommendations mentioned in this chapter. This zone would allow low cost loans from a revolving fund and/or grants on an annual basis. These amounts, in the range of only \$5,000 to \$20,000, would be an incentive for existing and future homeowners. If just five homes could be upgraded annually, with each passing year, Kirklin would see a visible improvement in its housing stock. The bookend to the financial incentive described above is establishing design guidelines which create a level playing field for program participants. To qualify for a loan or grant, applicants agree to meet the design guidelines.

## Future Housing Needs

With the reality of future growth, Kirklin would be well advised to consider expansion of the town’s boundaries at some point, likely in the next 10 years. The reasoning is simple: maintain the current town grid, support walkability and access to downtown, keep infrastructure compact, and maintain the quality established in the original Housing Improvement Area. Kirklin could also seek to encourage infill housing within the existing town limits as well.

# OVERALL PLAN RECOMMENDATIONS MAP



# ARCHITECTURAL OVERVIEW & RECOMMENDATIONS





# ARCHITECTURAL OVERVIEW

## General Building Analysis

The existing building stock of downtown Kirklin is generally in sound condition with good examples of 19th and 20th century architecture. The buildings grouped along Main Street (U.S. 421) define the heart of Kirklin.

Many first floor original storefronts have been lost to later alterations, but second floor character and details remain. Careful consideration should be given to respect of defining architectural features, preserving remaining historic character and to the reversal of obtrusive elements to a more architecturally compatible and visually stimulating design.

Historic structures give character to a Town and building ownership comes with its own unique issues. The recommendations on the following pages relate to the common problems that arise with historic buildings and suggest ways to enhance the longevity of the structures. These recommendations provide basic information to restore and maintain a stable and weather tight structure. The following pages illustrate several local buildings and illustrate suggested restoration work that will improve the overall character of the downtown.

## Facades

Brick is a predominate material in downtown Kirklin. Through time mortar joints deteriorate which can lead to water infiltration causing exterior and potential interior damage. Stresses on the structure as a result of water infiltration and deterioration of structural members, unusual loading, or expansion and contraction of building components such as rusting steel lintels, often can cause step-cracking along masonry joints, bulging of the wall surface, and potential failure. Abrasive cleaning methods such as sandblasting remove the protective surface from the brick giving rise to deterioration of the units themselves.

Inspection and repair of mortar joints should be undertaken annually. When repointing masonry joints, care should be taken to use mortar of a similar composition, color, texture and rake to existing. When cleaning is required, non-abrasive methods will remove soil and paint and will maintain the integrity of the brick unit. *Preservation Brief 2: Re-pointing Mortar Joints in Historic Brick Buildings* provides guidance on these methods.

# ARCHITECTURAL OVERVIEW

## Roofs

Leaking roofs, improper flashing and missing or undersized gutters create a threat to the structure and integrity of an historic building. Water infiltration should be addressed as soon it occurs. Regular roof inspections are important for all types of roofs: metal, membrane (EPDM) and asphalt shingle. An inspection of the parapet wall and flashing is also critical to assure a water tight condition. Gutter maintenance should include periodic inspection, cleaning and repair. Verify downspouts are securely attached to the gutter system and are draining away from the building.



## Windows

Historic window units often become deteriorated or damaged through exposure to the elements and use over time. The units can become victims of a well-intentioned owner trying to modernize or become energy-conscious by using small replacement windows and infilling the balance of a masonry opening. The aesthetics of the building become compromised when replacement window units are of incompatible materials and style thereby robbing the façade of historic profiles of the original units. Additionally, periodic inspection of steel lintels supporting the structure above the window is required to ensure they remain painted and free of rust.

Wood window sash and frames need to be inspected yearly for deteriorating components and peeling paint. When the paint finish begins to fail it should be scraped, sanded and painted. Caulk joints between the wood frame and the adjacent masonry need to be inspected and re-caulked as required. When historic units become unsalvageable, replacement units should be of the same size and profile and material. Appropriate wood units with aluminum cladding may be acceptable if existing units are beyond repair or are missing. The installation of appropriately sized and configured storm windows can protect original windows and improve the thermal efficiency of a unit. When the replacement or repair of historic windows is not a financially viable option, temporary boarding helps to minimize further damage to the window unit, protects the interior, and prevents the public hazard of falling glass and wood components.

# ARCHITECTURAL OVERVIEW

## Storefronts

Storefronts serve as the face of the businesses within and are often the first place an owner will update a building. The various storefront remodels in Kirklin give the streetscape a unique character. A storefront remodel becomes a distraction when the reconstruction is incompatible with the overall context of the building in material, massing and scale.

When remodeling a storefront, consideration should be given to the overall context of the building, the historic and architectural significance of prior storefront configurations and the nature and character of the business within. Regular maintenance, replacement of deteriorated components, scraping, sanding and repainting, is needed for all storefronts and will preclude the need for remodeling.

## Miscellaneous

Steel support beams between the storefront and upper levels are vulnerable to failure if they are allowed to rust. Routine inspection, scraping and painting is the best protection for maintaining the viability of steel support beams. Decorative elements on the building's exterior should be inspected to make sure they are firmly attached and should be repainted when necessary. Rusting and loose decorative elements not only detract from the appearance of the building, but also become a safety hazard to pedestrian traffic below.

## Signage

Signs can serve many functions including business or service identification, information or direction. Building signage within the project boundaries is often absent, lacks creativity, provides little visual enticement, and/or contributes to the visual "clutter." Implementation of sign guidelines within the downtown should be encouraged. A well designed sign along with external lighting provides the invitation to enter into a retail establishment, promote a particular service or provide direction both during the day and night. Signs of differing types should be considered including surface mounted signs at storefront sign panels, projecting signs, painted window signs, blade signs and even painted wall signs when of an appropriate scale and design. Signs with visual clutter, garish colors, suburban character or internal illumination generally should be avoided.



# ARCHITECTURAL OVERVIEW

## Conclusion

Recommendations for improvements to the architectural assets of downtown Kirklin have been formulated by analyzing existing conditions with the long term objective of enhancing the character of the downtown. To accomplish this, improvements to the physical appearance, the aesthetic qualities and the economic vitality of the businesses must occur. Through its committed community leaders and residents, the Town of Kirklin has the potential to become a community that invites locals and visitors alike to experience the existing community assets, while preparing for future expansion of dining and entertainment. Success will depend on the collective efforts of business owners, government leaders and the support of the community to assure a lively downtown for present and future generations.



# BUILDING FACADES LOCATION MAP



Building Facades Location Map

Key:

- 1 - 110 S. Main Street
- 2 - 101 S. Main Street
- 3 - 101 N. Main Street
- 4 - 107-109 N. Main Street

To see Facade Cost Projections, please see Appendix 1

# ARCHITECTURAL RECOMMENDATIONS

---

1

## 110 S. Main Street (Larry's Liquor)



110 S. Main Street, Early Twentieth century

### Building Information

Construction date: c. 1885

Style: Commercial Vernacular

Interim Report Classification: Contributing

### Building Description

The building is a two story, painted masonry structure. The storefront is symmetrical with a single swinging door having a transom and sidelights in a central punched opening. Immediately above the entry door is an illuminated plastic sign. Adjacent the entry door are two punched window openings. One light remains glazed while the other is filled in with painted sheathing.

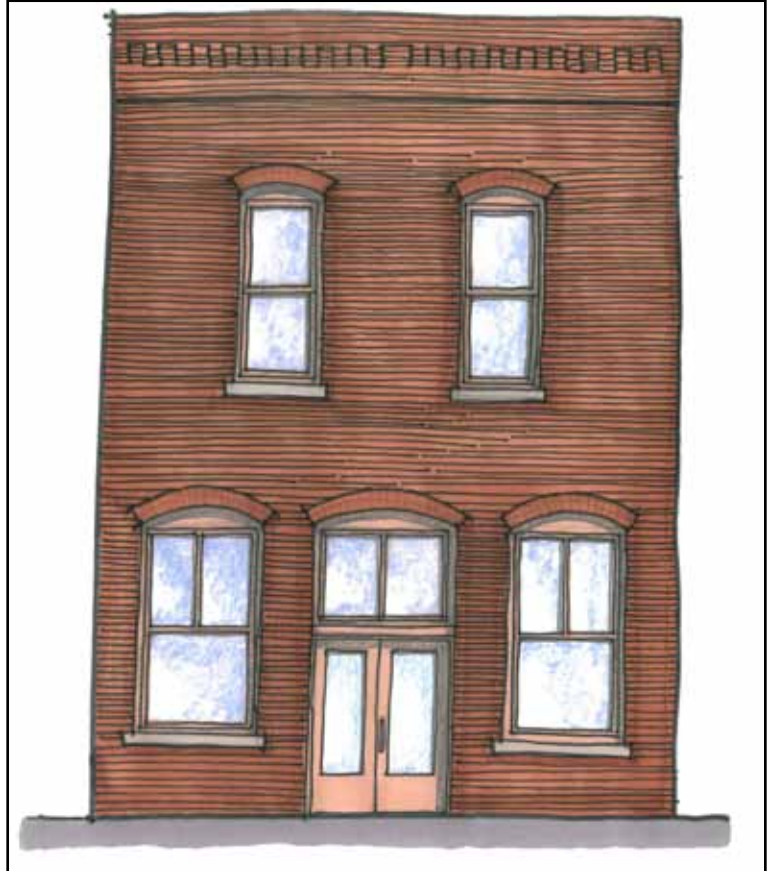
The remaining area of the first floor storefront consists of painted plaster. No trace of the original storefront remains. At the second floor, the original window openings are filled with T111 siding and vinyl replacement windows. The second floor window sills appear to be limestone, but the material is painted the same color as the brick. The cornice consists of patterned corbelled brick on an 8" module.

# ARCHITECTURAL RECOMMENDATIONS

## 1 110 S. MAIN STREET (LARRY'S LIQUOR)



Existing Elevation



Proposed Elevation Concept

### Existing Conditions

- Masonry is in fair condition
- Areas of the brick cornice require repointing

### Recommendations

1. Remove the existing storefront and provide a new historically appropriate storefront system based on historic photos.
2. Remove existing window infill at the second floor and replace with historically appropriate windows.
3. Remove existing illuminated plastic sign. Provide new historically appropriate signage.
4. Repoint areas of the existing brick cornice as required.
5. Strip existing paint and expose the original brick and stone.

# ARCHITECTURAL RECOMMENDATIONS

## 2 101 S. Main Street



101 S. Main Street, Cast iron pilaster detail

### Building Information

Construction date: c. 1880

Style: Commercial Vernacular

Interim Report Classification: None

### Building Description

The building is a two story, masonry structure facing the corner of Main and Madison Streets.

The storefront is asymmetrical with a single swinging door with transom and sidelights opening to the corner. The adjacent storefront along Main Street consists of clear glass in clear anodized aluminum frames. The storefront kneewall is constructed of artificial masonry approximately 2 feet high. The area of the former storefront transom is covered with stucco.

A cast iron column remains at the northwest corner of the building. Immediately behind this column is a cast iron pilaster adjacent the existing angled entry door. At the second floor, the original window openings are filled with inappropriate replacement windows. The second floor window sills are limestone. The window rhythm continues down the northern façade fronting Madison Street. Above the window openings along Main Street are areas of patterned brick in a darker color than the main field of masonry. The cornice consists of patterned corbelled brick.



# ARCHITECTURAL RECOMMENDATIONS

## 2 101 S. Main Street



Existing Elevation



Proposed Elevation Concept

### Existing Conditions

- Masonry is in fair condition
- Areas of the brick cornice require repointing
- Cracking is evident at the southern corner of the facade

### Recommendations

1. Remove the existing storefront and provide a new historically appropriate storefront system based on historic photos.
2. Remove existing window infill at the second floor and replace with historically appropriate windows.
3. Scrape and paint the existing cast iron column and plaster.
4. Repoint areas of the existing brick cornice and facade as required.
5. Provide historically appropriate doors along the north facade.
6. Repair cracked brick.

# ARCHITECTURAL RECOMMENDATIONS

3

## 101 N. Main Street



101 N. Main Street, early Twentieth century

### Building Information

Construction date: c. 1880

Style: Commercial Vernacular

Interim Report Classification: Contributing

### Building Description

The building is a two story, painted masonry structure with a gable roof facing the corner of Main and Madison Streets. The storefront is asymmetrical with a single swinging door. Adjacent at the first floor along Main Street is a single large clear glass storefront window. The balance of the former storefront up to the existing cast iron lintel is finished with painted stucco. A black and white striped awning is provided over the main storefront window.

At the second floor, the original windows have been replaced. The second floor window sills are painted limestone. The second floor window rhythm continues down the southern façade fronting Madison Street. Also along Madison Street is an attractive painted sign in fair condition.

# ARCHITECTURAL RECOMMENDATIONS

## 3 101 N. Main Street



Existing view from corner



Proposed Elevation concept

### Existing Conditions

- Existing roof gable and trim is in good condition
- Some minor areas of the brick require repointing
- A former opening along Madison Street is filled with wood framing and glazing

### Recommendations

1. Remove the existing storefront fronting Main Street and provide a new historically appropriate storefront system based on historic photos.
2. Provide decorative fabric awning to shield storefront from afternoon sun.
3. Remove existing infill at the first floor opening along Madison Street (South Facade) and replace with historically appropriate windows.
4. Touch up paint on existing brick.
5. Remove existing paint from limestone sills.
6. Repoint areas of existing brick as required.
7. Repair the existing painted sign along the Madison Street South Facade.

# ARCHITECTURAL RECOMMENDATIONS

---

## 4 109 N. Main Street



109 N. Main Street, early Twentieth century

### Building Information

Construction date: c. late 1800s

Style: Commercial Vernacular

Interim Report Classification: None

### Building Description

The building is a one story structure of two bays facing Main Street. Each bay presents a storefront with a single entry door and punched windows. Materials consist of vertical box car siding, applied trim, lap siding and a dark bronze finish on window and door frames. The roof coping appears to be metal with a dark bronze finish as well.

# ARCHITECTURAL RECOMMENDATIONS

## 4 109 N. Main Street



Existing Elevation



Proposed Elevation Concept

### Existing Conditions

- New materials are installed, but work is incomplete
- Brick masonry is visible behind unfinished areas of the first floor facade

### Recommendations

1. Remove the existing storefront and provide a new historically appropriate storefront system based on historic photos.
2. Return salvage storefront materials currently applied to the building to the owner since the materials remain serviceable.
3. Repoint and repair brick at the existing facades.
4. Reuse existing coping materials to the greatest extent possible.

# ECONOMIC DEVELOPMENT RECOMMENDATIONS



# ECONOMIC DEVELOPMENT RECOMMENDATIONS

## Economic Diversity

In the short term, Kirklin's primary focus should be on building up the offering of shops and services downtown. This, in turn, will promote new dollars coming into the community through tourism. Over time, the town may want to continue exploring other employment such as outside of downtown small manufacturers. First steps:

1. Create economic assets out of vacant lots by turning them into temporary pop-up shops during festivals or pocket parks to show that Kirklin values its land.
2. Recruit unique regional restaurants and retail stores from surrounding areas such as Indianapolis, Zionsville or Hamilton County to draw in visitors and reinvigorate downtown.
3. Continue to sponsor and host weekend festivals to draw visitors in and encourage businesses to be open during that time.

## Business Development Potential

The businesses with the greatest potential will be shops and restaurants that can attract people from the Indianapolis Metro Region. The town must support these fledgling businesses using the new Main Street Organization as a resource. First steps:

1. Explore Tax Increment Financing (TIF) for the downtown core with the understanding that some of the economic benefit will be lost because redevelopment has already occurred.
2. Become an official Main Street community with OCRA. Kirklin's Merchant's Association could serve as the core membership of this program.
3. Continue to develop more retail and service attractions.
4. Coordinate closely with the Small Business

Development Center in Boone County to draw entrepreneurs to Kirklin and help them create realistic business plans.

## Redevelopment and Revitalization

The town's greatest asset is the privately-funded redevelopment efforts already underway. These efforts must be supported through town-run projects such as sidewalk improvements, trail development, etc.

For the next 12 months, Kirklin should continue to prioritize fundamental activities on downtown revitalization. At the same time, it should continue to keep a long-term lookout for the community as a whole, whether it is Kirklin's residences or commercial operations located away from downtown. First steps:

1. Improve the image and appeal of downtown through infrastructure improvements.
2. Encourage homeowners in and near downtown to restore older homes.
3. Transform underutilized or vacant lots into public spaces such as outdoor cafe spaces or pocket parks. Specific example locations can be found in the Evaluation of Existing Conditions Chapter.
4. Maintain the quality that will be established in the Neighborhood Reinvestment Area and encourage infill within the existing town limits.

## Downtown Streetscape Recommendations

As Kirklin attracts additional visitors, continuing to build on the attractiveness of downtown is essential. Part of that attractiveness will include connecting the downtown and surrounding residential areas. First steps:

# ECONOMIC DEVELOPMENT RECOMMENDATIONS

1. Create curb extensions at key intersections to calm traffic and increase pedestrian visibility.
2. Implement enhanced crosswalks that reduce crossing distance and further improve pedestrian visibility.
3. Use decorative sidewalk paving that creates a distinctive feel in the downtown core.
4. Plant street trees throughout the downtown district to provide shade and a comfortable pedestrian environment. Choose a species that requires low maintenance such as:
  - Gingko biloba
  - Zelkova serratta
  - Gleiditsia tiacanthos
5. Install decorative street lighting along U.S. 421 (Main Street) that reflects Kirklin's historic character.
6. Add site furnishings, such as bicycle racks, benches, and landscape planters at strategic locations downtown.

## Architectural Recommendations

Kirklin has outstanding examples of architecture throughout the community including residences and commercial buildings. It is important for Kirklin's economic development plan that these residential and commercial historic buildings be maintained and in good condition. First steps for building owners:

1. Inspect and repair mortar joints of commercial buildings annually.
2. Conduct regular roof inspections.
3. Inspect wood window sash and frames yearly.
4. Consider storefront remodeling based on the historic and architectural significance of prior storefront configurations.

5. For building-specific recommendations, please refer to the Architectural Recommendations chapter of this plan.

## Neighborhood Revitalization Recommendations

The development of Indianapolis and Hamilton County will continue to creep north and west respectively. As a result, housing in Kirklin, with its walkable community, safe environment, and small town charm, will become and increasing draw for new residents. First steps:

1. Form a "Neighborhood Reinvestment Area" that allows for low-cost loans from a revolving fund and/or grants to be spent on this area on an annual basis.
2. Encourage infill of vacant houses and renovation of current homes.

## Labor force, Education and Training

As Kirklin continues to recruit new small businesses in a variety of sectors, it is important that people who work in these new businesses have adequate training.

First steps:

3. Identify training needs for workers among new businesses in Kirklin.
4. Have the new Main Street Program develop a service and retail working training program - perhaps in conjunction with a job-ready certification program.



# ECONOMIC DEVELOPMENT RECOMMENDATIONS

## Regulatory Processes

Historic towns such as Kirklin must do everything in its power to protect its main assets, its small town charm and its building stock. This protection should include regulations that give developers clear guidelines on what is and is not acceptable in the central business district. First steps:

1. Create sign guidelines for downtown businesses.
2. Review current ordinances on unsafe and unsightly buildings and determine if all buildings in the downtown meet those requirements.
3. Bring the sidewalks up to code (uniform, no gaps in concrete, etc.)
4. Create selected community design standards that provide continuity with the downtown core by replacing existing standard signage and light poles with pallettes that reflect the town's overall character.
5. Create an ordinance in conjunction with the Merchant's Association that requires businesses to have easily visible signs that indicate whether or not they are open (example from Madison, IN).
6. Create design standards to maintain and improve the downtown's historical and architectural elements.

## Urban Growth Area

Although Kirklin's population is growing faster on a percentage-basis than Clinton County as a whole, it has not seen significant growth. Consequently, new construction is not an immediate issue. However, the fast-growing urban center to the south could provide opportunities for future growth. In both the mid- and long-term, Kirklin needs to begin to address the

potential for more rapid population growth, including residential, industrial and commercial. First steps:

1. Pursue obtaining three-phase electrical power to increase capacity for potential future small industrial growth.
2. Within the next 5 years, consider expansion of the town's boundaries to prepare for residential and business growth.
3. In the long-term, Kirklin might serve as a good location for a senior housing facility.

## Resource Areas and Critical Areas

The town's main resource area and critical area are both the same - the central business district. For that reason, this area should be the local leaders' top priority for the foreseeable future. First steps:

1. Make connections between other parts of the community and downtown by creating a local trail that runs through the Main and Madison Street intersection.
2. A longer-term project might include extending this trail to connect with the Monon Trail.

## Compliance with Comprehensive Plan Elements

Kirklin is served by the Clinton County Area Plan Commission, which oversees growth issues in the town. The latest Clinton County Comprehensive Plan was reviewed as part of this planning process. First steps:

3. Encourage and coordinate partnerships with Clinton County.
4. Update Kirklin's section of the Clinton County Comprehensive Plan.

# ECONOMIC DEVELOPMENT RECOMMENDATIONS

## Gateway Recommendations

Gateways are the front door to your community. They provide the first impression of your town for visitors and residents. Kirklin has a number of opportunities to help define the arrival experience as you enter town. First, US 421/Main Street is a well traveled north-south corridor. An average of 4,500 vehicles per day makes it the most important arrival point for a high percentage of traffic entering town.

This high percentage also means that the north and south entrances to Kirklin along this route are highly visible, making it imperative that they be maintained and enhanced in a manner which sets the stage for what people will experience. First steps:

1. Design and install appropriately scaled 'Entrance Monuments' at the north and south limits of town.
2. Conduct in-fill tree plantings along the corridor to complete the classic rhythm and repetition of existing plantings along the route.
3. Develop a street tree replacement plan to provide a quick response to losing an existing tree along the corridor.
4. Take advantage of the wide tree lawns for enhanced seasonal annual plantings. Focus attention on intersections.
5. Design and install appropriately scaled 'District Monuments' near the existing back of curb approximately one block from the actual suburban/urban character transition zones, which would equate to the following intersections:
  - i. US 421/Main Street & Adams Street (south)
  - ii. US 421/Main Street & Harrison Street

(north)

iii. SR 38/Jefferson Street & Illinois Street (east)

iv. SR 38/Jefferson Street & Ohio Street (west)

6. Use the same approximate boundaries to begin the installation of custom 'Wayfinding Signage' directing people to points of interest within the downtown district (parking, library, town hall, etc.) Wayfinding on U.S. 421 will need to conform to INDOT signage policies.

## Parking Recommendations

While there is adequate parking for current business and residential use throughout Kirklin, the community should plan for short-term festival and event parking as well as meeting the community's long-term parking needs. First steps:

1. Delineate and clearly mark additional on-street parking spaces in the block surrounding the downtown district.
2. Work with owners of large, private off-street surface lots to allow temporary use of their facilities during special events. Two likely candidates for this type of arrangement include the Kirklin Christian Church parking lot on E. Jefferson Street and the Farmer's Bank lot on the corner of Main and Madison.
3. Provide a small off-street surface lot located close to the heart of the downtown district. One possible location is the vacant land at the northwest corner of U.S. 421/Main Street and Jefferson Street.
4. Provide a place for larger special event overflow parking. One recommendation is portions near the existing park, which are currently underutilized. Developing a small surface lot in this location could serve the dual purpose of

# ECONOMIC DEVELOPMENT RECOMMENDATIONS

---

serving as a trailhead location for out-of-town visitors and there is enough turf area surrounding this location that a large number of cars could be accommodated.

5. As commercial development continues and events grow in attendance, the demand for the spaces mentioned in the first two recommendations may be exceeded. Long-term need may require additional, temporary, off-street parking.



# ECONOMIC DEVELOPMENT ACTION PLAN



# ECONOMIC DEVELOPMENT ACTION PLAN

Economic Development Action Plan Table

	Short-Term (1-2 Years)	Mid-Term (2-5 Years)	Long-Term (5-10 Years)
<b>Community Infrastructure</b>	<p>Restore/Improve sidewalks.</p> <p>Inspect and repair commercial building mortar joints.</p> <p>Work with owners of large private off-street surface lots to allow temporary use of their facilities during special events.</p> <p>Provide a small off-street surface lot located close to downtown.</p> <p>Provide a place where larger special event overflow parking can be located, such as portions of the existing park that is under-utilized.</p>	<p>Install pedestrian-friendly improvements such as street bumpouts, crosswalk enhancements, and site furnishings.</p> <p>Restore/Improve sidewalks.</p> <p>Inspect and repair building mortar joints.</p> <p>Install custom wayfinding signage to direct people to points of interest within the downtown district.</p> <p>Delineate and clearly mark additional on-street parking spaces in the block surrounding downtown.</p> <p>Conduct in-fill tree plantings along the corridor to complete the classic rhythm and repetition of existing plantings along the route.</p> <p>Support Kirklin residents in maintaining and upgrading their homes.</p>	<p>Continue to pursue obtaining a natural gas service. Keep communication open with the natural gas provider.</p> <p>Inspect and repair commercial building mortar joints.</p> <p>Work with Duke Energy to secure Three Phase electric power.</p> <p>Restore/Improve sidewalks.</p> <p>Develop a street tree replacement plan.</p> <p>Design and install appropriately scaled “District Monuments” near the existing back of the curp approximately one block from suburban/urban character transition zones.</p>

# ECONOMIC DEVELOPMENT ACTION PLAN

Economic Development Action Plan Table

	Short-Term (1-2 Years)	Mid-Term (2-5 Years)	Long-Term (5-10 Years)
<b>Business Assistance</b>	<p>Invite State Main Street Representative to town to discuss the process.</p> <p>Form a Main Street Program through OCRA.</p> <p>Apply for Main Street status with OCRA.</p> <p>Visit successful Indiana Main Street Communities (Farmland, Plymouth).</p> <p>Inventory status and capacity of all commercial and industrial buildings.</p>	<p>Have the new Main Street Program develop a service and retail worker training program - perhaps in conjunction with a job-ready certification.</p>	<p>Adjust assistance programs to reflect national and local changes in the business environment.</p>
<b>Business retention, expansion, formation and recruitment</b>	<p>Travel to successful small town Main Street communities in Indiana for ideas and strategies.</p> <p>Provide incentives for entrepreneurs and regional business owners to locate downtown.</p>	<p>Identify training needs for new workers among new businesses in Kirklin.</p> <p>Work with the Clinton County Chamber of Commerce to promote Kirklin for new, small manufacturing operations.</p>	<p>Actively recruit successful businesses from other towns encouraging them to move to Kirklin.</p>

# ECONOMIC DEVELOPMENT ACTION PLAN

**Economic Development Action Plan Table**

	<b>Short-Term (1-2 Years)</b>	<b>Mid-Term (2-5 Years)</b>	<b>Long-Term (5-10 Years)</b>
<b>Process and Regulation</b>	<p>Create sign guidelines for downtown businesses.</p> <p>Review current ordinances on unsafe and unsightly buildings and determine if all buildings in the downtown meet those requirements.</p>	<p>Bring the sidewalks up to current code (uniform, no gaps in concrete, etc.)</p> <p>Create an ordinance in conjunction with the Merchant's Association that requires businesses to have easily visible signs that indicate whether or not the business is open (Example from Madison, IN)</p> <p>Create design standards to maintain and improve the downtown's historical and architectural elements.</p>	<p>Monitor the effect of new ordinances and change accordingly.</p>
<b>Communication, Marketing &amp; Promotion</b>	<p>Coordinate with the Clinton County EDC on tourism and marketing to expand Kirklins' reach and attract more visitors.</p>	<p>Market complementary assets together such as Kirklins as a high-quality antique shop destination with coffee houses, restaurants and art galleries.</p>	<p>As local tourism options grow, tie into regional and state promotional efforts.</p>
<b>Management, Monitoring &amp; Accounting</b>	<p>The plan will be implemented by the Town Council in conjunction with the Merchant's Association.</p>	<p>The Main Street Program will then take over this role in implementation management and monitoring. The clerk treasurer will be in charge of accounting.</p>	<p>The Main Street Program will officially take over the role of implementation management and monitoring and the clerk-treasurer will continue to be in charge of accounting.</p>

# ECONOMIC DEVELOPMENT ACTION PLAN

Economic Development Action Plan Table			
	Short-Term (1-2 years)	Mid-Term (2-5 years)	Long-Term (5-10 years)
<b>Financing &amp; Incentives</b>	<p>Evaluate and prioritize potential grants and develop a grant application for a community focus fund. Refer to the Funding Sources Chapter for more information.</p> <p>Establish a "Neighborhood Reinvestment Area" that allows for low-cost loans from a revolving fund and/or grants to be spent on this area on an annual basis.</p>	<p>Develop an incentive program for small business development.</p>	<p>Develop capacities beyond relying upon grants. These include efforts such as creating a TIF district downtown.</p>
<b>Timeframes and mechanisms for evaluation, monitoring and updating the plan</b>	<p>Coordinate leadership on managing the plan between the Town Council, Treasurer's Office and the Merchant's Association for overall long-term planning and updating of the plan.</p>	<p>When Kirklin receives its Main Street designation, the program will take over managing the plan in conjunction with the town council. At the end of each year, the town will evaluate progress and make changes.</p>	<p>Continue monitoring.</p>



# FUNDING SOURCES



# FUNDING SOURCES

Although there are many federal and state agencies that have grant programs that could be of interest to Kirklin as it continues to develop its economy, there are some preliminary steps that should be completed before the community starts working on its first grant application.

The first step is to join the Main Street program.

The Indiana Office of Community and Rural Affairs (OCRA) requires that communities have a designated Main Street program they may submit grant applications to the Main Street Revitalization Program (MSRP). MSRP is a part of the CDBG program and sidewalks are eligible as a part of a larger revitalization project.

Once Kirklin has a designated Main Street program it can apply for revitalization grants for such comprehensive activities such as: infrastructure (water, wastewater or storm water), streetscapes (including sidewalks) and/or facades.

Currently the maximum grant amount is \$400,000 with a 20 percent local match requirement.

The program has one round of funding, usually running from late winter to early spring. Kirklin could be in position to apply for an MSRP grant in early 2015. Steven Ray, Kirklin's OCRA representative, is the town's first point of contact for the Main Street program. He can be reached at: 317.460.4234 or [sray@ocra.in.gov](mailto:sray@ocra.in.gov).

The next recommendation on preparing for grant

funding is to consider tackling a relatively small project such as creating a pocket park in a downtown infill space. Creating this will show to prospective grant agencies Kirklin's commitment to improving its downtown in order to development the economy, and this type of project can also demonstrate to residents that the community is continuing to make progress.

Following is general information on a wide range of funding sources. In its final report, the SDG team will identify specific funding programs for each major initial activity.

# FUNDING SOURCES

## OFFICE OF COMMUNITY AND RURAL AFFAIRS MSRP FAÇADE RENOVATION GRANT

- **Type of Grant:** The Main Street Revitalization Program (MSRP) is a grant program administered by the Indiana Office of Community and Rural Affairs (OCRA) and is funded with federal Community Development Block Grant (CDBG) dollars.
- **Funding:** There is approximately \$800,000 available each year through this program. The maximum award amount cannot exceed \$400,000. OCRA can fund a maximum of two (2) projects per year. If you receive funding, you must wait 7 years before applying again for MSRP funds.
- **Local Match:** Local match is a minimum of 20% of the total project cost. However, to be competitive a higher match would be required.
- **Overall Timeline:** (this is the cycle for 2014 – future years will be similar typically)
  - Proposal Submittal - May 2, 2014
  - Application Submittal – June 6, 2014
  - Award Announcement - August 22, 2014
- **Public Hearing:** Since these are federal funds, it is required that the community hold a public hearing prior to submittal of the grant proposal and a second one prior to the application submittal in order to provide the public an opportunity to give their views and comments on the project.

## Program Requirements/Participating Building Owners

Program Requirements:

- For each property, the City will obtain a façade easement upon, across and extending up to ten (10) feet into the façade for a period of five (5) years. Title searches must be completed and easements drawn up and executed on each property. Once the grant has been funded, the easements need to be recorded.
- All building façade improvements will be completed in accordance with the Secretary of the Interior's Standards for Rehabilitating Historic Buildings and any local requirements.
- All rehabilitation plans will be approved by the Indiana Department of Natural Resources, State Historic Preservation Office and Local Oversight Body.
- Each property owner must participate financially in the rehabilitation work by providing 20% of the final bid amount from the contractor in addition to any overages. For the grant application, each property owner will sign a Letter of Understanding which spells out all the requirements.
- During the 5-year term of the easement, property owners will be financially responsible for any maintenance, replacement or repair work in order to maintain the appearance of their buildings. However, they cannot make any modifications to the facades including (but not limited to) color changes or sign placement without the written approval of the City.

# FUNDING SOURCES

Timeline	
Task	Date
MSRP Grant Award	August 22, 2014
Sign and Return Grant Agreement	
Receive Environmental Release	
Complete Project Design	
Obtain Construction Permits	
Receive Sealed Bids for Construction	
Obtain Release of Funds	
Award Construction Contract(s)	
Hold Pre-construction Conference	
Start of Construction	
Complete Construction	
Receive and Disburse Final Drawdown	
Submit Close-Out Documents to OCRA	
* Environmental Release is due two (2) months after grant award;	
* Bid Deadline is six (6) months after grant award;	
* Release of Funds Deadline is eight (8) months after grant award	
* ALL ACTIVITIES MUST BE COMPLETED WITHIN 18 MONTHS OF GRANT AWARD DATE	

Following is general information on a wide range of funding sources:

### IHCDA: Community Investment Fund of Indiana

<http://www.in.gov/myihcda/2367.htm> (A dedicated website launch is scheduled for some time in 2014)

A Community Development Financial Institution (CDFI) provides capital, credit, and financial services to markets and populations that are underserved by traditional financial institutions. Communities can rebuild their physical environments and help businesses create jobs by accessing the capital and services of a CDFI.

CDFIs provide a unique range of financial products and services in economically distressed target markets, including mortgage financing for low-income and first time homebuyers and non-profit developers, flexible underwriting and risk capital for community facilities, and technical assistance, commercial loans and investments to start-up or expanding businesses in low-income areas. In 2010, IHCDA incorporated the Community Investment Fund of Indiana, Inc. (CIFI) to be certified as a statewide, non-profit CDFI. CIFI offers risk capital, loans, mezzanine financing, and other support for community revitalization initiatives, including commercial and mixed-use development, entrepreneurship and small business expansion, community facilities, and light industrial projects.

# FUNDING SOURCES

## Home Funds

<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>

### Types of Assistance

HOME funds are awarded annually as formula grants to participating jurisdictions. HUD establishes HOME Investment Trust Funds for each grantee, providing a line of credit that the jurisdiction may draw upon as needed. The program's flexibility allows States and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancement, or rental assistance or security deposits.

### Eligible Grantees

States are automatically eligible for HOME funds and receive either their formula allocation or \$3 million, whichever is greater. Local jurisdictions eligible for at least \$500,000 under the formula (\$335,000 in years when Congress appropriates less than \$1.5 billion for HOME) also can receive an allocation. Communities that do not qualify for an individual allocation under the formula can join with one or more neighboring localities in a legally binding consortium whose members' combined allocation would meet the threshold for direct funding. Other localities may participate in HOME by applying for program funds made available by their State. Congress sets aside a pool of funding, equivalent to the greater of \$750,000 or 0.2 percent of appropriated funds, which HUD distributes among insular areas.

## Indiana Arts Commission

<http://www.in.gov/arts/grant&programguidelines.htm>

All IAC grant applications and reports are now online. All direct grant programs will be applied to through IAC's Online Grant System. Even if your grant deadline is months away, you can start to enter your basic information and manage your grant application now. To start an application, select the program you wish to apply for below and read the section on how to apply.

Only one application is allowed per year, per organization or 501(c)(3) for a grant in any of the following IAC grant categories: Regional Initiative Grants (Arts Project Support and Arts Operating Support) Arts Operating Support II, Arts Operating Support III, Statewide Arts Service Organizations, Arts in Education, and Regional Arts Partnership Regional Block Grant, and Regional Arts Partnership Operating Support. If special funding opportunities arise, some deviation from this rule may be permitted on a case-by-case basis at the discretion of the IAC and the funding source. Public entities, chapters/affiliates, and fiscal agent relationship will be handled on a case-by-case basis.

### Types of Grants Available:

- One-time Grants
- Grants for Individual Artists
- Annual Grants for Organizations
- Biennial Grants for Organizations
- Special Programs

## Indiana Department of Natural Resources

### Historic Preservation Fund

<http://www.in.gov/dnr/historic/3671.htm#hpf>

- Type of funds: Federal
- Program occurrence: Annual
- Total funds available: Variable
- Maximum grant award: \$35,000 for Architectural and Historical; \$50,000 for Acquisition & Development and Archaeology.
- Matching share ratios: 50% federal / 50% local for most projects
  - 70% federal / 30% local for survey projects
- Length of program: 13 months
- Eligible applicants:
  - Municipal government entities
  - Educational institutions
  - Not-for-profit organizations with 501(c)(3) status
- Project categories: Architectural and Historical, Archaeological, and Acquisition and Development (Rehabilitation)

Of Indiana's annual HPF allotment, about 65% is set aside to fund a matching grants program and cooperative agreements to foster important preservation and archaeology activities, such as cosponsorship of the annual Cornelius O'Brien Conference on Historic Preservation. The remainder of this funding pays for office interns, Archaeology Month and Preservation Week programs, printing and mailing of the Division's newsletter and other public education materials, and the purchase of necessary office equipment for the Division.

Under the HPF matching grants program, grant awards are made in three project categories. When applying for grant funds, applicants must be certain to request and complete the appropriate application packet for their project category.

Each year, the DHPA receives funding under the Historic Preservation Fund (HPF) Program, which is administered by the U.S. Department of the Interior, National Park Service. The HPF Program helps to promote historic preservation and archaeology in Indiana by providing assistance to projects that will aid the State in meeting its goals for cultural resource management.

# FUNDING SOURCES

---

Architectural and Historical projects include: National Register nominations for eligible historic districts; public education programs and materials relating to preservation, such as workshops, training events, publications, and brochures; feasibility studies, architectural and engineering plans, and specifications for the rehabilitation and/or adaptive reuse of National Register-listed properties; historic structure reports for National Register-listed properties; and historic context studies with National Register nominations for specific types of historic resources.

Archaeological projects include: survey, testing, and research focused on specific geographic areas or cultural groups; National Register nominations for individual or multiple archaeological sites; and public education programs and materials relating to archaeology.

Acquisition and Development projects include the preservation, rehabilitation, restoration, and acquisition of National Register-listed properties. This category is often referred to as “bricks and mortar money,” and is used to help save buildings and structures that are severely threatened or endangered. Note that properties not listed in the National Register are not eligible to receive federal HPF funds.

## **Investment Tax Credit Programs**

<http://www.in.gov/dnr/historic/3680.htm>

Income tax credits are the principal governmental subsidy available for privately owned and funded

historic preservation activities. Both the federal government and the state of Indiana offer a Rehabilitation Investment Tax Credit (RITC) equaling 20% of rehabilitation costs for qualified work at income-producing properties that are certified historic buildings. A net subsidy equaling 40% of qualified rehabilitation costs may be yielded by participation in both programs. Eligible properties include commercial buildings, factories, or even old houses but they must be income producing, such as rental properties.

A taxpayer should claim the federal tax credit in the tax year during which the building (or phase of project) is placed in service. Because the Indiana state program limits the amount of credits that may be granted in a single year, the taxpayer is notified by the state when he or she may claim the Indiana credit. Both state and federal programs permit carryover of unused credit to subsequent tax years. The Indiana RITC is also limited to a maximum credit of \$100,000 per project. The taxpayer has up to 30 months following the claim of a federal tax credit to complete the certification that the project meets the Secretary of the Interior’s Standards. However, the Part 1 application, Determination of Eligibility, must have been submitted prior to filing the credit claim. Both Indiana state programs require that the completed project be certified as complete before a tax claim may be submitted. Indiana tax credits are assigned to specific Indiana fiscal years for purposes of tax filing.

# FUNDING SOURCES

## Indiana Finance Authority Programs

The Indiana Finance Authority offers several financial programs and incentives to businesses, manufacturing facilities and communities.

### Tax-Exempt Bond Programs

- These programs offer opportunities for manufacturing facilities, businesses and not-for-profits to finance projects through tax-exempt bonds.

### Indiana Brownfields Program

- The Indiana Brownfields Program offers educational, financial, legal and technical assistance to communities who wish to revitalize “brown-fields” - abandoned properties with actual or perceived contamination - in their area

### State Revolving Fund Loan Programs

- The State Revolving Fund (SRF) Loan Programs offer low-interest financing for political subdivisions and other eligible entities to construct or rehabilitate wastewater and drinking water infrastructure. Tax-Exempt Bond Programs

### Volume Cap Program (prerequisite for tax-exempt financing through IFA)

- The IFA awards Volume Cap to applicants within Indiana’s allotted capacity to issue tax-exempt private activity bonds. Volume Cap is competitively awarded based on jobs created and/or retained, wages, capital investment, project location, dedication to low-income housing and other factors.

A borrower who is not a 501(c)(3) must be awarded Volume Cap before issuing bonds through the IFA.

### Large Bond Program (for lower-interest borrowing of amounts more than \$3M)

- Applicants who need to issue more than \$3 million in bonds can utilize the IFA through this program. Also known as Industrial Revenue Bonds (IRBs) or Industrial Development Bonds (IDBs), these private activity bonds are issued by state or local government entities for the benefit of a private company.

Small Bond Program (for lower-interest borrowing of amounts \$3M or less)

- Applicants who need to issue \$3 million or less in bonds can utilize the IFA’s Small Bond Program. The bonds can be used for costs related to manufacturing, agriculture and non-profit organizations such as charter schools.



# FUNDING SOURCES

## Indiana Office of Community and Rural Affairs

### Community Development Block Grants

Rural communities have many pressing needs that require outside financial assistance. Through the Indiana Office of Community and Rural Affairs, Indiana requests federal funds to help rural communities with a variety of projects such as sewer and water systems, community centers, health and safety programs, and many others. These funds help communities improve their quality of life and ensure the health and safety of their citizens. Through these funded programs OCRA will help you sustain your Indiana rural community. More information can be found at: <http://www.in.gov/ocra/2617.htm>.

This website provides a portal to a variety of potential funding sources. Two are highlighted below.

### National Endowment for the Arts

This agency provides grants to organizations for a wide variety of programs including artist communities, arts education, dance, design, folk & traditional arts, literature, local arts agencies and several more. Grants generally range from \$10,000 to \$100,000.

### Small Business Administration

SBA offers grants for small businesses engaged in research and development under several federal agencies. The web address above provides a portal allowing access to different areas of the federal government that may be of interest to local businesses. In addition, a “Loans and Grants Search Tool” is also available on the site as well.

## Office of Community and Rural Affairs MSRP Facade Renovation Grant

Type of Grant: The Main Street Revitalization Program (MSRP) is a grant program administered by the Indiana Office of Community and Rural Affairs (OCRA) and is funded with federal Community Development Block Grant (CDBG) dollars.

Funding: There is approximately \$800,000 available each year through this program. The maximum award amount cannot exceed \$400,000. OCRA can fund a maximum of two (2) projects per year. If you receive funding, you must wait 7 years before applying again for MSRP funds.

Local Match: Local match is a minimum of 20% of the total project cost. However, to be competitive a higher match would be required.

Overall Timeline: (this is the cycle for 2014 – future years will be similar typically)

- Proposal Submittal - May 2, 2014
- Application Submittal – June 6, 2014
- Award Announcement - August 22, 2014
- Public Hearing: Since these are federal funds, it is required that the community hold a public hearing prior to submittal of the grant proposal and a second one prior to the application submittal in order to provide the public an opportunity to give their views and comments on the project.

## Program Requirements/Participating Building Owners

### Program Requirements:

- For each property, the City will obtain a façade easement upon, across and extending up to ten (10) feet into the façade for a period of five (5) years. Title searches must be completed and easements drawn up and executed on each property. Once the grant has been funded, the easements need to be recorded.
- All building façade improvements will be completed in accordance with the Secretary of the Interior's Standards for Rehabilitating Historic Buildings and any local requirements.
- All rehabilitation plans will be approved by the Indiana Department of Natural Resources, State Historic Preservation Office and Rediscover Martinsville.
- Each property owner must participate financially in the rehabilitation work by providing 20% of the final bid amount from the contractor in addition to any overages. For the grant application, each property owner will sign a Letter of Understanding which spells out all the requirements.
- During the 5-year term of the easement, property owners will be financially responsible for any maintenance, replacement or repair work in order to maintain the appearance of

their buildings. However, they cannot make any modifications to the facades including (but not limited to) color changes or sign placement without the written approval of the City.

# APPENDIX



# APPENDIX 1: FACADE COST PROJECTIONS

<b>1 110 South Main Street</b>			
	<b>Scope of Work</b>	<b>Cost</b>	<b>Ranges</b>
		<b>Low</b>	<b>High</b>
1	Demolish existing storefront	\$5,000.00	\$6,000.00
2	Remove paint from existing brick	\$2,500.00	\$3,500.00
3	New first floor windows	\$7,400.00	\$8,400.00
4	New coping at roof/top of cornice	\$600.00	\$1,000.00
5	Replace second floor windows	\$4,200.00	\$5,400.00
6	Remove illuminated plastic sign	\$600.00	\$800.00
7	Masonry tuckpointing: 50% of wall	\$2,000.00	\$2,400.00
8	New entry doors and transom	\$6,000.00	\$7,200.00
	<b>TOTALS:</b>	<b>\$28,300.00</b>	<b>\$34,700.00</b>

<b>2 101 South Main Street</b>			
	<b>Scope of Work</b>	<b>Cost</b>	<b>Ranges</b>
		<b>Low</b>	<b>High</b>
1	Demolish existing storefront	\$5,000.00	\$6,000.00
2	Remove paint from existing brick	\$2,500.00	\$3,500.00
3	New first floor windows	\$7,400.00	\$8,400.00
4	New coping at roof/top of cornice	\$600.00	\$1,000.00
5	Replace second floor windows	\$4,200.00	\$5,400.00
6	Remove illuminated plastic sign	\$600.00	\$800.00
7	Masonry tuckpointing: 50% of wall	\$2,000.00	\$2,400.00
8	New entry doors and transom	\$6,000.00	\$7,200.00
	<b>TOTALS:</b>	<b>\$28,300.00</b>	<b>\$34,700.00</b>

# APPENDIX 1: FACADE COST PROJECTIONS

<b>3 101 North Main Street</b>			
	<b>Scope of Work</b>	<b>Cost</b>	<b>Ranges</b>
		<b>Low</b>	<b>High</b>
1	Salvage existing awning	\$200.00	\$300.00
2	Remove existing storefront	\$7,400.00	\$8,200.00
3	Strip, scrape and paint cast iron	\$1,300.00	\$1,600.00
4	New storefront at west	\$28,000.00	\$31,000.00
5	Paint existing gable eave	\$1,800.00	\$2,400.00
6	New decorative lighting	\$600.00	\$800.00
7	New entry & window on south	\$7,200.00	\$8,000.00
8	New paint sign on south	\$3,200.00	\$4,000.00
	<b>TOTALS:</b>	<b>\$49,700.00</b>	<b>\$56,300.00</b>

<b>4 107-109 North Main Street</b>			
	<b>Scope of Work</b>	<b>Cost</b>	<b>Ranges</b>
		<b>Low</b>	<b>High</b>
1	Remove & salvage existing siding	\$2,400.00	\$3,200.00
2	Remove & salvage entry doors	\$400.00	\$600.00
3	Remove & salvage windows	\$900.00	\$1,200.00
4	Repoint 100% of masonry	\$1,000.00	\$1,200.00
5	New storefront	\$48,000.00	\$53,000.00
6	New entry doors	\$6,400.00	\$7,000.00
7	Reuse existing metal coping	\$1,200.00	\$1,400.00
	<b>TOTALS:</b>	<b>\$60,300.00</b>	<b>\$67,800.00</b>

# APPENDIX 2: MAIN STREET PRINCIPLES

## The Eight Principles from National Main Street Center

1. **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street’s Four Points, is essential.
2. **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that “new things are happening” in the commercial district. As public confidence in the Main Street district grows and participants’ understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
3. **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they’ll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street’s revitalization. Each sector has a role to play and each must understand the other’s strengths and limitations in order to forge an effective partnership.
5. **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
6. **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and “cut and paste” efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
7. **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
8. **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

# APPENDIX 3: MAIN STREET APPROACH

## The Four Points Approach from National Main Street Center:

### 1. Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your Main Street program can provide effective, ongoing management and advocacy for the downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

### 2. Promotion

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

### 3. Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning. Productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers. Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

# APPENDIX 3: MAIN STREET APPROACH

---

## 4. Economic Restructuring

Economic restructuring strengthens your community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers. Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.