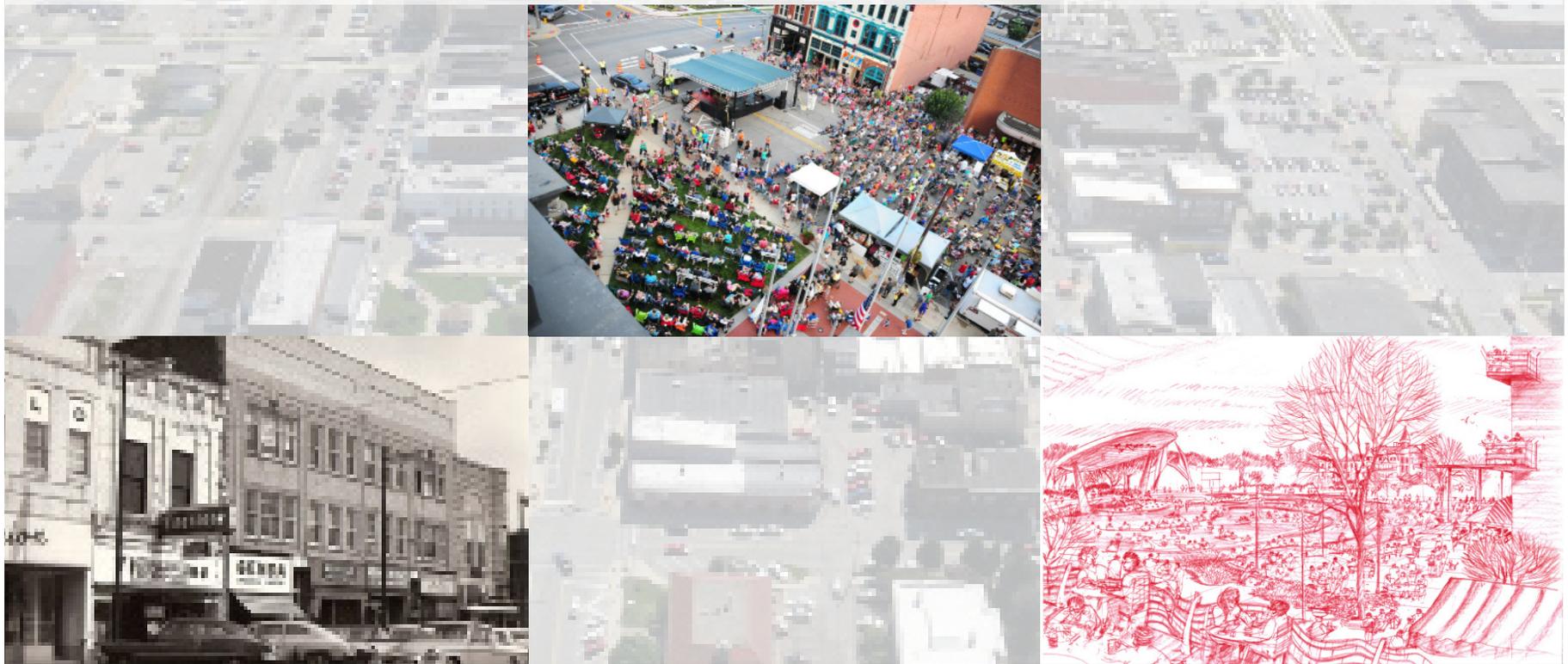


THE CITY OF FRANKFORT



DOWNTOWN REVITALIZATION PLAN

OCTOBER 11, 2016

SDg
planning & research solutions

ARCHitecture
trio

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ASSOCIATES**
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COMMON COUNCIL
CITY OF FRANKFORT, INDIANA

RESOLUTION NO. 16-15

A RESOLUTION APPROVING THE
DOWNTOWN FRANKFORT REVITALIZATION STUDY

WHEREAS, the City of Frankfort, Indiana, in accordance with Indiana PL-15-003, has heretofore identified adequate reasons to analyze the City of Frankfort's Downtown Revitalization Study dated September 2016, (the "Study"); and

WHEREAS, the City of Frankfort hired Strategic Development Group, Inc. to define and describe the issues facing the City with regard to the economic needs of its low and moderate income residents; which issues are identified and addressed in the Study; and

WHEREAS, THE City of Frankfort has received Federal Community Development Block Grant funds from the Indiana Office of Community and Rural Affairs to fund the City of Frankfort's Study and its plan to prevent or eliminate slum or blight; and the City of Frankfort has contributed \$4,500.00 as a local match for this project; and

WHEREAS, the City of Frankfort has reviewed the process and completed Study and plan thoroughly; and the City is satisfied with the services performed by its consultant, including the information contained in the study and the methodology applied; and

WHEREAS, the City of Frankfort has received ___ copies of the Study for its records and will keep such copies on file at the City's Clerk-Treasurer's Office; that the City shall keep one copy of the study on file at the Frankfort Public Library for future reference;

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Frankfort, Indiana, that the final Study and plan, as submitted by Strategic Development Group, Inc. dated September 2016, is hereby approved; that such approval is contingent upon comments,

and any proposed changes and final approval received from the Indiana Office of Community and Rural affairs.

BE IT FURTHER RESOLVED that the City of Frankfort shall fully consider all comments and suggested changes to the Study that may be proposed by the Indiana Office of Community and Rural Affairs. If such changes are determined to be in order, the City shall direct its consultant to amend the Study and the plan, in order to accommodate such changes and to provide the required number of copies of such amended document for filing.

ADOPTED this 11 day of October, 2016.

COMMON COUNCIL
CITY OF FRANKFORT, INDIANA

BY: Chris H. McBarnes
Chris McBarnes, President

ATTEST:

Judith Sheets
Judith Sheets, Clerk-Treasurer,
City of Frankfort, Indiana

Presented by me to the Mayor of the City of Frankfort, Indiana, for his signature and approval this 11 day of October, 2016

Judith Sheets
Judith Sheets, Clerk-Treasurer,
City of Frankfort

Approved and signed by me this 11 day of October, 2016.

Chris H. McBarnes
Chris McBarnes, Mayor
City of Frankfort, Indiana

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ACKNOWLEDGEMENTS

Community ownership is a key to the success of any plan, and so it's a pleasure to work in a city with such dedicated elected officials and residents. We are grateful to the wide spectrum of citizens who agreed to be interviewed, attend focus groups or take part in public meetings.

Special thanks to the steering committee that guided the planning process. The members were:

Chris L. McBarnes	Mayor
Sharon Bardonner	Main Street Secretary - The Frankfort Times
Fred Carter	Main Street Member
Isaac Chavez	Student Youth Council
Jordan Chynoweth	Business Owner, Phillips Saw & Tool
Tom Crawford	Main Street Treasurer - CPA
Richard Greeno	Plan Commission Representative
Wendi Hall	Studio 6 Art Gallery – Arts Guild
Don Henderson	Deputy Sheriff
Marc Hodges	Chamber of Commerce - Redevelopment Commission
Ben Hopkins	Industrial Park
David Hussey	Apex Security Systems, LLC
Joe Palmer	Main Street Vice President - City Council member
Maddox Macy	Parent
Mark Mills	Clinton County Area Plan Commission
Tom Morrison	Historic Preservation Commission
Jill Snyder	Dentist, downtown property owner

Kim Stevens	Main Street Executive Director
Susie Trees	Main Street Board Member
John Virtue	Main Street Board Member, business & property owner
Gregg Williamson	Library
Lewis Wheeler	City Council Member
Cindy Chambers	Main Street Board Member
Eric Woods	City Council Member
Crystal Reichert	Bankable Development
Chris Reichert	Bankable Development
Cindy Swope	Main Street Board Member – The Farmers Bank
Don Stock	Main Street President
Wanda Mitchell	City Council Member
Alan Dunn	Clinton County Council
Shan Sheridan	Clinton County Chamber of Commerce

Funding

This report was prepared with a grant from the Indiana Office of Community and Rural Affairs (OCRA) using the Community Development Block Grant (CDBG) program. Local match funds were provided by The City of Frankfort.

Consultants

Strategic Development Group: Scott Burgins.

Rundell Ernstberger Associates: Eric Ernstberger, Cecil Penland and Sami Bronowski.

Architecture Trio: Pat Jacobs & Rose Wernicke.



INTRODUCTION

INTRODUCTION

PURPOSE OF THE PLAN

Frankfort's prosperous past is evident in the grandeur of Old Stoney, the beautiful homes along Clinton Street and the historic buildings around the courthouse square.

The community still holds many attractive new neighborhoods and hosts a successful industrial park. However, changes in agricultural patterns, railroad lines, shopping habits and commuting practices have slowly altered Frankfort's central business district. Although it is still the cultural center of the city, downtown is no longer the busiest commercial area.

As a result, downtown and the city as a whole has lost both vibrancy and residents. In fact, more than 20 percent of the workforce commute and leave Clinton County each day after work.

The city is now working to reverse that trend.

This plan capitalizes on the energy and vision of Mayor Chris McBarnes and other community leaders who share an unusually strong partnership and equally strong determination "to get things going" downtown.

The plan provides everyone – elected officials, development groups, local businesses and investors – with a shared vision of downtown's future. This document serves as an advisory tool for the city council, plan commission, city staff, Main Street organization and interested citizens when changes are proposed.

SCOPE OF THE PLAN

Downtown is integrated into the whole of Frankfort's economy, but for this study it was treated as a separate entity. The general study area for this project centered on the courthouse square, which is bordered by Washington, Jackson, Walnut and Main streets.

This revitalization plan unfolds in stages, starting with the main elements – infrastructure, buildings and the economy – and then combines those elements into a unified implementation plan. The plan is long-range in orientation – intended to reach out 10 or more years – but also proposes projects that can be launched today.

EVENTS THAT LED TO THE PLANNING PROCESS

City leaders have been watching downtown's decline with increasing concern for years, and have been putting together the tools needed to combat it. These tools include a Main Street organization, a redevelopment commission, an effective chamber of commerce and others.

As the revitalization components fell in place, local leaders noticed increased interest in downtown buildings from a diversified group including everyone from local investors to the county commissioners. They realized that downtown needed an overall vision and detailed strategy for revitalization.

This plan addresses those concerns and re-affirms the community's goals, while providing information for decision making, including current data on infrastructure needs, building conditions and marketing opportunities.

INTRODUCTION

FUNDING

This report was prepared with grant funding from the Indiana Office of Community and Rural Affairs (OCRA) using the Community Development Block Grant (CDBG) program. Local match funds were provided by the City of Frankfort.

PLANNING PROCESS

An unusually large and involved steering committee of city leaders and residents oversaw the planning process. Acting as advisors and staff for the committee were representatives from Strategic Development Group (SDG), ARCHitecture Trio and Rundell Ernstberger Associates (REA).

Throughout the process the committee met with the consultants to review research and provide local input.

There were also numerous site visits to assess buildings, interview shopkeepers and visualize new public spaces. Other research included interviews with city utility workers and building owners.

Stakeholder meetings provided information on local goals, while a public meeting was used to gather reaction to recommendations.

DEMOGRAPHIC PROFILE

This section gives elected officials, community leaders, and ordinary citizens a snapshot of the main demographic features of their community—the trajectory of population growth, income indicators, and other factors.

Many of the indicators are not positive, but the statistics do not take into account the energy and determination of the community. They also do not reflect the tangible efforts underway downtown, such as building renovations and business investment.

INTRODUCTION

AT A GLANCE

Topic	Frankfort	Clinton County
Population Estimate (2014)	16,488	32,776
Growth since 2010 Census	-1.8%	-1.3%
Total Housing Units (2014)	6,651	13,308
Median Household Income	\$40,803	\$49,945
Poverty Rate (2014)	15.9%	12.6%
Mean Travel Time to Work (minutes) (2014)	21	23

Source: U.S. Census Bureau

By tracking changes over time, or comparing them to state averages, the following table shows how the city is doing in key growth indicators.

KEY INDICATORS

Topic	Frankfort	Comparison: Year/State	Difference: Year/State
Assessed value*	\$201,425,675 <i>2010-pay-2011</i>	\$197,031,750 <i>2011-pay-2012</i>	-2.2%
Population	16,442 <i>2010 estimate</i>	16,153 <i>2014 estimate</i>	-1.8% <i>Change '10-'14</i>
Per capita income level**	\$17,641 <i>Frankfort</i>	\$24,635 <i>Indiana</i>	-34%
Educational attainment	79.4% <i>H.S. Diploma or More '14 Frankfort</i>	87.6% <i>H.S. Diploma or More '14 Indiana</i>	-8.2%
	10.9% <i>Bachelor's or More '14 Frankfort</i>	23.6% <i>Bachelor's or More 2014 Indiana</i>	-12.7%
Public school enrollment	3,195 <i>Pre-K-H.S. '14-'15</i>	3,191 <i>Pre-K-H.S. '15-'16</i>	0%

* Total Certified Net Assessed Values by Taxing District Center Township 2010-2012 (Taxes Payable 2011-2013). Source: Department of Local Government Finance.

** Per capita money income in past 12 months (2013 dollars), 2009-2013.

HOW TO USE THE PLAN

This document expresses general community goals as interpreted through a 12-month process including steering committee meetings, interviews, focus groups and public hearings.

This report lays the blueprint for that action. It details goals for revitalizing the community and strategies to complete those tasks. It is a comprehensive approach, including projects for streets, sidewalks, building facades and business recruitment.

The plan itself is only the first step; local participation is absolutely vital to making it a success. To make sure everyone is starting with the same goals, the first step should be reviewing this plan with key stakeholders beyond the steering committee, such as the business community and the general public.

Every six months or so, downtown leaders should meet with elected officials to update the plan and make sure its goals and strategies are current. It would be a poor use of the resources poured into creating this plan to let it slowly grow outdated, while the need for a plan of action does not.



VISION & PLAN SUMMARY

VISION & PLAN SUMMARY

OVERVIEW

“We have a blank slate to work with, and we need a bold, visible change.”

That quote from Mayor Chris McBarnes early in the planning process set the stage for this report. The quote is based on the premise that downtown can play a much bigger role in Frankfort than it currently does. It can house more people, offer more opportunities to eat and shop, attract more events and lure more visitors.

In other words, downtown can do more of what it was designed to do. Like many of Indiana’s small downtowns, Frankfort’s central business district is underperforming as a cultural and economic hub. Unlike other towns, Frankfort has set itself up to succeed in revitalization - both the framework and the groundwork are already in place.

The framework is the attractive and ready-to-grow courthouse square. It has few empty storefronts and none of the crumbling sidewalks or other signs of neglect that stand in the way of revitalization elsewhere.

The groundwork is the up-and-running support system offered by city hall, the chamber of commerce, redevelopment commission and the Frankfort Main Street group.

For these reasons, downtown Frankfort has the capacity to reinvent itself, but the road back will require not only careful and sustained planning, but a unified vision.

VISION FOR DOWNTOWN FRANKFORT

Frankfort has to work with its strengths. It cannot completely reinvent itself, for instance competing with Lafayette for tourists or shoppers’ dollars.

Instead, the city should focus on improving its quality of life, building the parks, trails, streetscapes and overall amenity infrastructure detailed in this plan to create a place attractive for investment. For downtown specifically, it can create a greater sense of overall design and promotion.

How will this vision unfold? A natural progression might be:

1. Continue building a seamless system to aggressively attract entrepreneurs and new business expansions. This includes everything from offering façade grants to creating a local investment group that can quickly acquire key properties.
2. Work to create downtown housing. This can be on a small scale, such as a local building owner who adds a few lofts or second-story apartments. It could also include bigger housing units. Before it was sold to a local couple, a developer said the local market would probably support converting the old cigar factory into mixed-use housing. A key player during this step will be companies operating out of the industrial park, which now rent rooms for temporary housing for visiting employees in the Lafayette area. They might be induced to partner on plans for new downtown housing.
3. Create “a bold, visible change.” With steps one and two underway, review the Implementation Plan in the last chapter for ideas about large-scale, physical change downtown. Recruiting unique new shops or restaurants are important in revitalization,

VISION & PLAN SUMMARY

but new businesses alone will not dramatically alter downtown. In the long run, it will require the amenity infrastructure mentioned above to repopulate Frankfort's central business district.

Achieving this vision will require investment, which in turn requires risk. Is it worth it?

A more relevant question is this: can Frankfort afford to allow the continued deterioration of the economic and cultural heart of the city? Keep in mind:

- Downtown is a prominent employment center, providing jobs for hundreds of people.
- Downtown represents a significant portion of the community's tax base. If some of its largest structures are empty and crumbling, property values drop, placing a greater tax burden on other parts of the town.
- A healthy downtown core protects property values in surrounding neighborhoods.
- Downtown represents a huge public and private investment. Imagine how much it would cost to re-create all of the buildings and public infrastructure along Main Street.
- The commercial district is an ideal location for independent businesses, which in turn keeps profits in town with local owners, and supports local family-owned businesses.

If successful, the benefits of a revitalized downtown extend far beyond Main Street. A vibrant downtown can affect where workers in the information economy, especially younger ones, want to live and so is important for workforce recruitment and retention strategies.

And finally, revitalization will pull all elements of the community – business owners, city officials, residents – toward a unified purpose.

The Implementation Chapter gives details on how to launch this vision.

VISION & PLAN SUMMARY

COMBINING THE ELEMENTS: IMPLEMENTATION

This chapter zooms in on the proposed improvements listed for infrastructure/design, buildings and the economy, creating step-by-step project sheets for each recommendation. These project sheets can serve as guides for moving from planning to action.

The chapter also shows how recommendations from the different disciplines can work together to strengthen revitalization efforts. Various project sheets are grouped under categories:

Prairie Creek System

- Prairie Creek Park
- Prairie Creek Trail
- Revitalize the Ross Building
- Improve buildings along Prairie Creek

Revitalize Downtown Facades

- 50-62 West Washington Street
- 58-62 West Washington Street
- 2-10 North Main Street
- 51 and 55 North Jackson Street
- 259 and 265 East Clinton Street
- Revise Design Guidelines

Washington Street Corridor

- Promote Walkability
- Washington Street Multi-Use Trail
- Veterans Park Renovation
- Introduce New Infill Construction

Courthouse Square Improvements

- Downtown Street Improvements
- Create Incentives for Downtown Housing

Funding Revitalization

- Optimize Funding For Downtown Building Restoration
- Form a Local Investment Group

Building the Downtown Economy

- Encourage Local Entrepreneurs
- Build Toward Regional Tourism

Implementation is the most important factor in ensuring the success of a revitalization plan, so the final chapter includes a detailed implementation chart.

After implementation, periodic review is needed to keep the goals of the plan alive. Every year or so the mayor, Main Street and other leaders should review the implementation chart and make note of possible future changes.

This plan provides years' worth of suggestions for projects, and it can be overwhelming to think about undertaking them all. However, with leadership and perseverance, this plan will be a tool to guide public and private investment toward a more exciting, prosperous future.



ELEMENT: DESIGN/INFRASTRUCTURE

DESIGN: Existing Conditions

DOWNTOWN LAND USES

Frankfort became known as “Gem City” due to its advances in the new electric light era, acting as a beacon for miles around. The same could be said for its downtown as it was historically bustling with activity. Like most small midwestern communities, however, the once thriving downtown has experienced significant losses in downtown commerce, housing, and entertainment as a result of changing socio-economic trends and the pressure from sprawl development that has taken over so many communities.

Today, the majority of the downtown core that surrounds the courthouse square remains intact, however, the density of the historic commercial core reduces greatly as one travels away from the courthouse square in any direction. Vacant storefronts, accompanied by uninhabited upperstory apartments are evidence of the downtown’s continued struggles. These struggles are compounded by the proximity to larger communities such as Lafayette and Indianapolis, which draw people for their variety of offerings that include entertainment, dining, and shopping. Yet, as the county seat, downtown Frankfort remains the hub for Clinton County’s government. Despite the losses and challenges that downtown Frankfort has faced, there is still a strong interest in the long-term viability of the downtown, and new public and private investment can be found throughout the downtown, evidenced by improvements occurring to and within multiple downtown buildings.

Within the downtown, governmental presence includes the Clinton County Courthouse, Clinton County Circuit Court, Frankfort Municipal Utilities, the Frankfort Police Department, and Frankfort Community Public Library. The rest of the downtown is mainly comprised of service-related businesses, including two banks -- The Farmers Bank and Regions Bank. There are several

restaurants downtown which include Arni’s, Pepe’s, Flavors, Main Street Grille, and Johnny V’s Sports Pub. Retail still persevering downtown includes a couple of clothing boutiques, a flower shop, a couple of jewelers, and numerous antiques and collectibles shops.

Frankfort has very limited commercial options. Only a select number reside within the downtown area and are mostly comprised of antique shops. The Wal-mart and Rural King Supply, along with other chain stores and restaurants, are located on State Road 28 to the east.

DESIGN:
Existing Conditions



Jackson Street



Main Street



Washington Street



Veterans Park

DESIGN: Existing Conditions

ADJACENT NEIGHBORHOODS

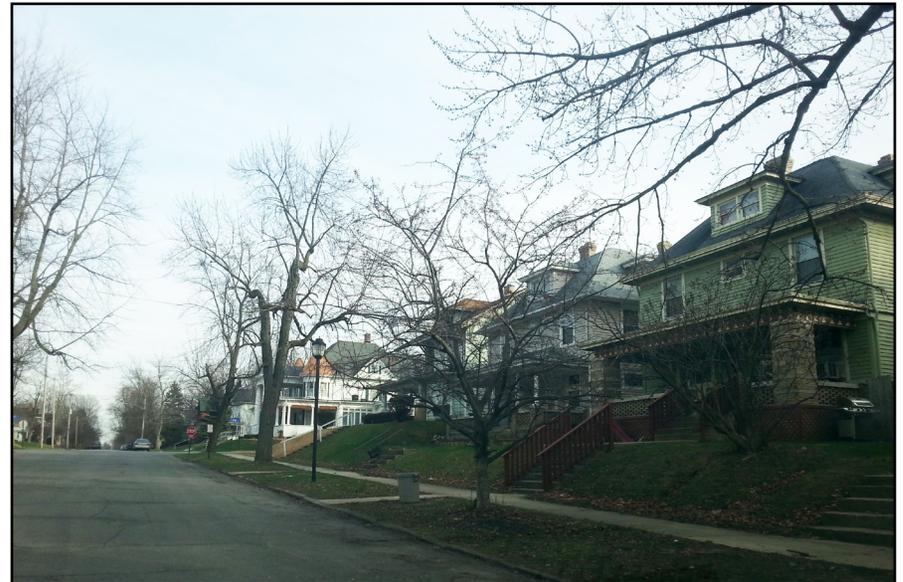
Primary residential neighborhoods are located north, south and east of downtown. To the west of downtown is the Frankfort Industrial Park (F.I.P.).

The residential neighborhood to the east of downtown is the Christian Ridge Historic District, as seen on the opposite page. This historic district is on the National Register of Historic Places. Its period of significance, according to the National Register, ranges from 1825 to 1949. Primary building types within the neighborhood included residential, educational, and religious structures, which architectural styles from the Late Victorian Era, and Late 19th and 20th Century Revivals. Old Stoney, the current city hall, and a former historic high school, is located within this neighborhood. Streets within this neighborhood are characterized by an abundance of trees in substantial tree lawns and roads large enough to accommodate two traffic lanes and on-street parking. The sidewalks are about three feet wide and in fair to deteriorating condition.

South Frankfort Historic District, also on the National Register of Historic Places, is to the south of downtown. It has a similar historic make up as the Christian Ridge Historic District, with similar architectural styles and building uses, though only dating back to around 1875. It generally has wider streets and fewer trees than the Christian Ridge Historic District. Sidewalks are standard size, about three feet wide, typically with a tree lawn next to the road. They are in good condition along Jackson Street, but are in different states of disrepair, from a little overgrown to non-existent,



Looking south on Jackson Street



On Clinton Street, just east of Sycamore Street

DESIGN: Existing Conditions

throughout the rest of the neighborhood. The wider streets are especially apparent along State Road 39.

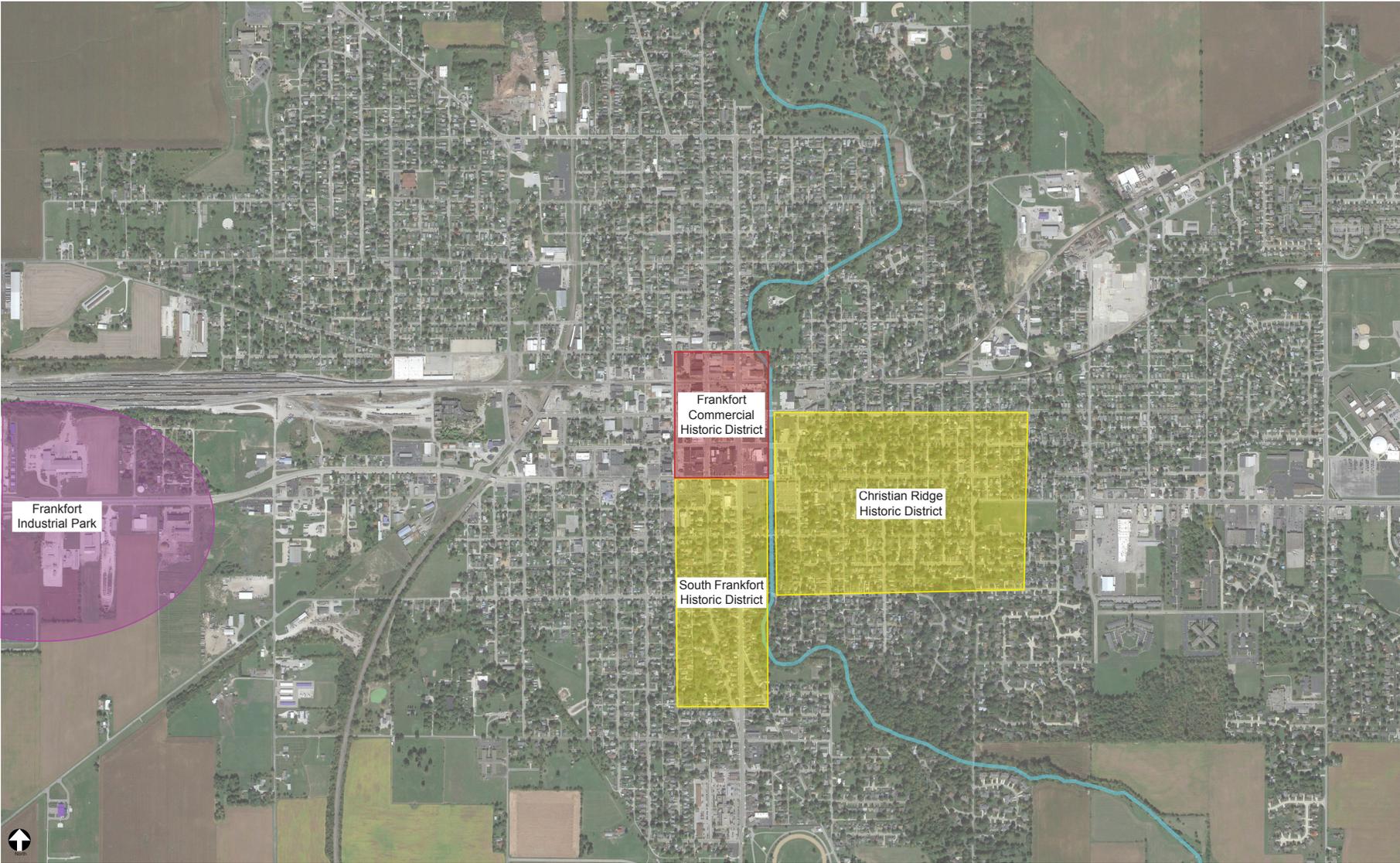
The Frankfort Industrial Park (F.I.P.) started back in the 1950s. With over 1,000 acres, it is one of the largest industrial parks in central Indiana. It has access to two railroads, the Norfolk Southern and CSX, and is bisected by State Road 28 which offers easy access to Interstate 65. The park is home to such industrial big shots as Frito-Lay/Pepsico and Land O' Lakes Purina Feeds LLC. Today F.I.P. employs over 3,500 people, most of whom do not live in Frankfort.

The residential neighborhood to the north is of a newer and more diverse housing stock. Streets are still substantially wide, though trees are fewer and younger. Some of the sidewalks appear newer, while others are fairly overgrown.



Southwest corner of Clinton Street and Van Buren Street

DESIGN:
Existing Conditions



Historic Districts Map

EXISTING CONDITIONS

VEHICULAR & PEDESTRIAN CIRCULATION

The City of Frankfort owes its physical character and historical prominence in part to its location on or near several major transportation routes. These routes include I-65, US 52, US 421, SR 28, SR 29, SR 38, SR 39, SR 75, and SR 26.

Over time, the routing of many of these major corridors through Frankfort has changed, a partial explanation for the change in development patterns throughout the community and for the downtown's recent and current struggles. Today, many of the downtown's streets, which were once servicing a much larger traffic flow, appear overly large with massive right-of-ways.

For these corridors that no longer serve as state or national routes, these large right-of-ways offer substantial opportunity in the downtown's redevelopment. Streets of specific interest to this study include Jackson Street, Clinton Street, Walnut Street, Main Street, and Washington Street.

JACKSON STREET

From the south, State Road 39 is a primary entrance into Frankfort. The Clinton County Fairgrounds and Green Meadows Intermediate Elementary School/Blue Ridge Elementary School form the gateway as State Road 39 enters Frankfort. Becoming Jackson Street upon arriving in Frankfort, it is a major north-south corridor in both the city and through downtown. Upon reaching downtown, Jackson Street forms the east leg of the courthouse square, even sharing the name for the governmental purposes residing on its west side. On the east side, Jackson Street is lined with a fairly intact historical street front, with the exception of an open lot at the intersection of E Washington Street. It has an approximately 80-foot right-of-way with sidewalks and angled parking on both



Corner of Jackson and Clinton Streets



Corner of Main and Clinton Streets

EXISTING CONDITIONS

sides and two lanes of traffic plus a turn lane. An alley is located midblock on axis with the east entrance to the courthouse.

CLINTON STREET

Clinton Street forms the southern edge of the courthouse square. It contains sidewalks and angled parking on both sides of the two lane road within its 80-foot right-of-way. The main entrance to the courthouse is located on the north side of Clinton Street with a commemorative plaza. Opposite to the courthouse, the block is fully occupied, although historic buildings have been removed and more modern buildings have been constructed which detract from the historical context. Outside of the square, Clinton Street connects to the Frankfort Community Public Library, Ivy Tech Community College in Frankfort, and Old Stoney, present home of City Hall.

WALNUT STREET

Despite not running through the courthouse square, Walnut Street is a vital thoroughfare through Frankfort. Its concurrency with both State Road 28 and U.S. 421 makes it a major point of access, especially if coming from Interstate 65 on the west. Its intersection at Walnut Street serves as one of the major gateways to downtown Frankfort. Unfortunately, this gateway is currently underutilized and persons arriving at this intersection are greeted with parking lots on each of the corners. Walnut Street also leads directly into the Frankfort Industrial Park (F.I.P.), a major employer within the city, and passes by the Frankfort Municipal Airport. On the east end, it passes by the Frankfort Middle School and High School, Wal-Mart, and some other larger retailers. The state has earmarked Walnut Street (SR 28) for improvements in the future. As improvements are made, strong consideration should be given for how to improve it as a gateway corridor into the community



Looking north on Main Street from Clinton Street



Looking at the north side of Washington Street from Jackson Street

DESIGN: Existing Conditions

MAIN STREET

Main Street forms the west side of the courthouse square. Similar to the other streets around the square, it has an 80-foot right-of-way with sidewalks and angled parking on both sides of a two-lane road. To the north, Main Street terminates at the Wesley Manor Retirement Community, and to the south, it converges with Jackson Street/ State Road 39.

WASHINGTON STREET

The northern edge of the courthouse square is Washington Street. To the east, Washington Street is anchored by Frankfort Middle School and High School. On the west side, it ends at Winski Brothers, Inc, a garbage collection company, and the old railroad switchyard, which is being investigated for reuse as a new sports facility. These anchors have the potential to make Washington Street a very strong corridor, connecting to other proposed destinations along the way, including parks, restaurants, and event spaces. Within the downtown area, Washington Street has the same makeup as the rest of the square, 80-foot right-of-way, sidewalks, and angled parking. Like Jackson Street, Washington has an alley midblock on axis with the north entrance to the courthouse.

ALLEYWAYS

Alleyways do not appear to be as prominent in downtown Frankfort as they are in many historic communities. Only two stem off of the courthouse square, and they lead to parking behind buildings. Other alleys lose their definition to incomplete blocks, open space or parking lots. One east/west alley located on the east side of Jackson Street, mid-block between Washington Street and the railroad track, has potential for connecting the courthouse square to a potential green space and Prairie Creek.



Looking east on Walnut Street



Looking north on Jackson Street toward downtown

DESIGN: Existing Conditions

GATEWAYS

Gateways are locations and amenities typically found along primary vehicular corridors that announce arrival to a place. Gateways can occur in a variety of locations; noting arrival to the corporate limits of a community, to a district within a community, or the point at which you feel you have arrived in a community. Gateways can be of a variety of types and sizes such as signs, artworks, structures, or as simple as landscape treatments.

In Frankfort, there are several potential gateway opportunities. At the perimeter of the city, these include State Road 39 near the Clinton County Fairgrounds to the south and State Road 28 through the industrial park to the west. There are no significant gateways to the north or east.

Within Frankfort, many opportunities exist to create gateways to the downtown. Some key locations for gateway opportunities are located at the intersections of Jackson Street and Walnut Street, and also at the intersection of Jackson Street and the railroad tracks.

Entire corridors, in particular Walnut Street (SR 28), on the west side of the community, should be considered gateway opportunities. This corridor should be enhanced with landscape treatments, improved pedestrian amenities, and opportunities for public art that could celebrate the local culture and history.



Veterans Park



Looking south on Main Street

DESIGN: Existing Conditions

PARKING

Parking issues have troubled many downtown retail areas, and Frankfort is no exception. Adequate access to retail business, restaurants, and offices is critical to the success of the downtown and while further developing a pedestrian-oriented district is a primary goal of this plan, lack of transit and bicycle facilities necessitate automobile parking to serve the area.

There is a significant amount of parking available within the downtown Frankfort study area. Within the street rights-of-way on the square alone, there is in excess of 125 on-street parking stalls, primarily angled parking. As illustrated in the graphic on the following page, within a 2.5 minute walking radius of the courthouse (approximately 1.5 blocks), there are 261 parallel and angled on-street parking spaces, and another 98 off-street public parking spaces, including the parking deck located north of Washington Street on the east side of Jackson Street. Private lots account for an additional 318 parking spaces. Within a 5 minute walking radius (approximately 3 blocks) of the courthouse, there are an additional 187 on-street parallel, parking spaces, 52 off-street, public spaces, and an additional 748 private parking spaces.



Parking structure on Jackson Street



Parking lot north of Washington Street

DESIGN: Existing Conditions

To put this in another perspective, the graphic on page 29 illustrates a shopping mall located in Lafayette overlaid on downtown Frankfort. The areas in red represent the mall's building footprint, and the areas in blue represent the mall's surrounding parking. There is a misconception that people are unwilling to walk any distance to their retail attraction, but as you can see, a person who parks in the mall's parking lot and walks through the structure from an anchor store on one end of the mall to an anchor store on the opposite end has walked the equivalent of four city blocks. People are willing to walk this distance for a number of reasons, but primarily because there are attractions and retail which draw their interest.

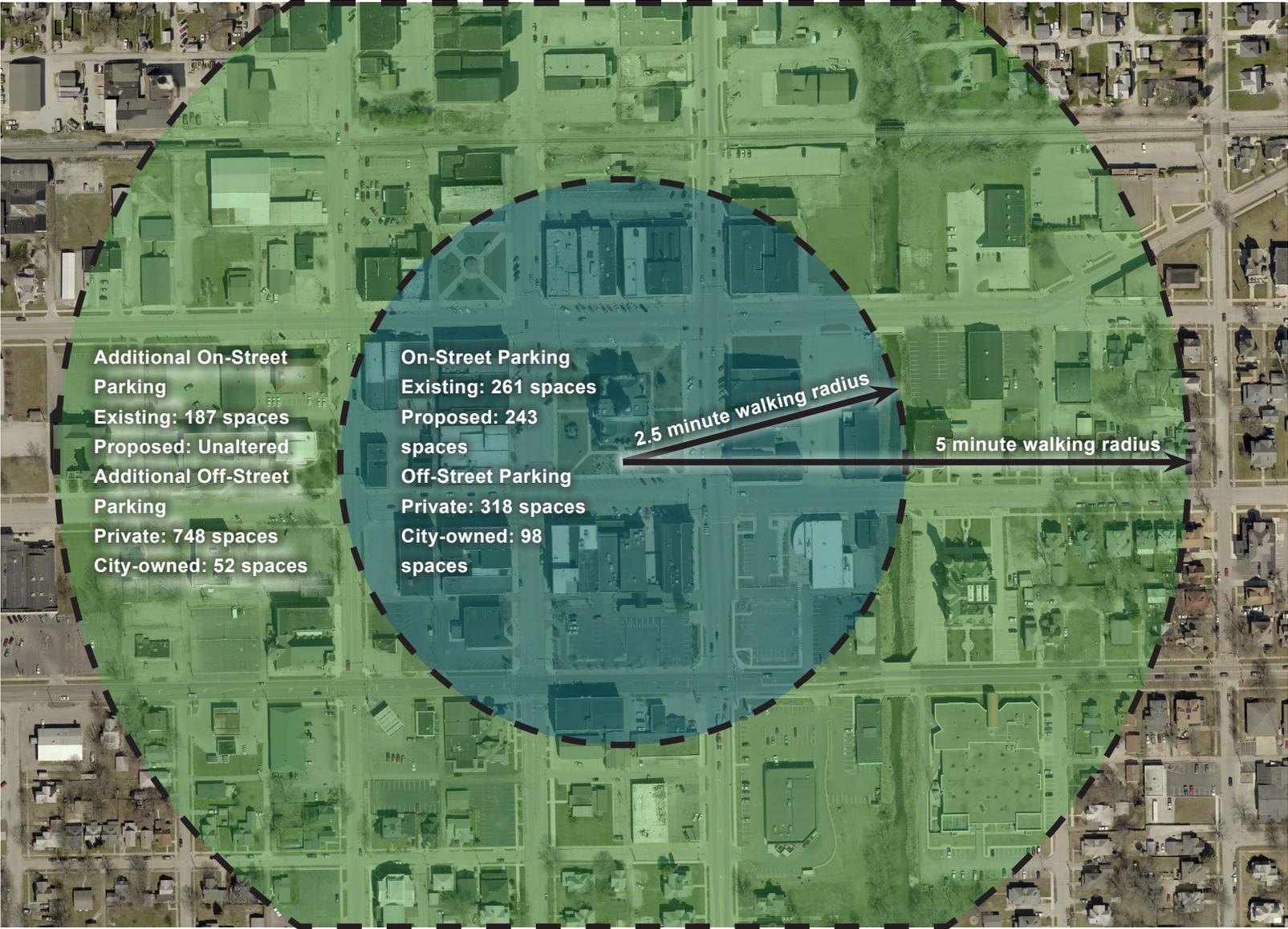
It should also be noted that the city-owned parking deck is unattractive and in poor condition. Rehabilitation or an adaptive reuse of the structure should be considered. Additionally, it is worth noting that a couple of the existing, private parking lots convert to public parking during evening and weekend hours. There are additional opportunities for similar private/public partnerships that should be explored moving forward.

If additional concerns regarding parking continue to exist, the city may want to consider commissioning a consultant to do a more in-depth parking study and analysis.



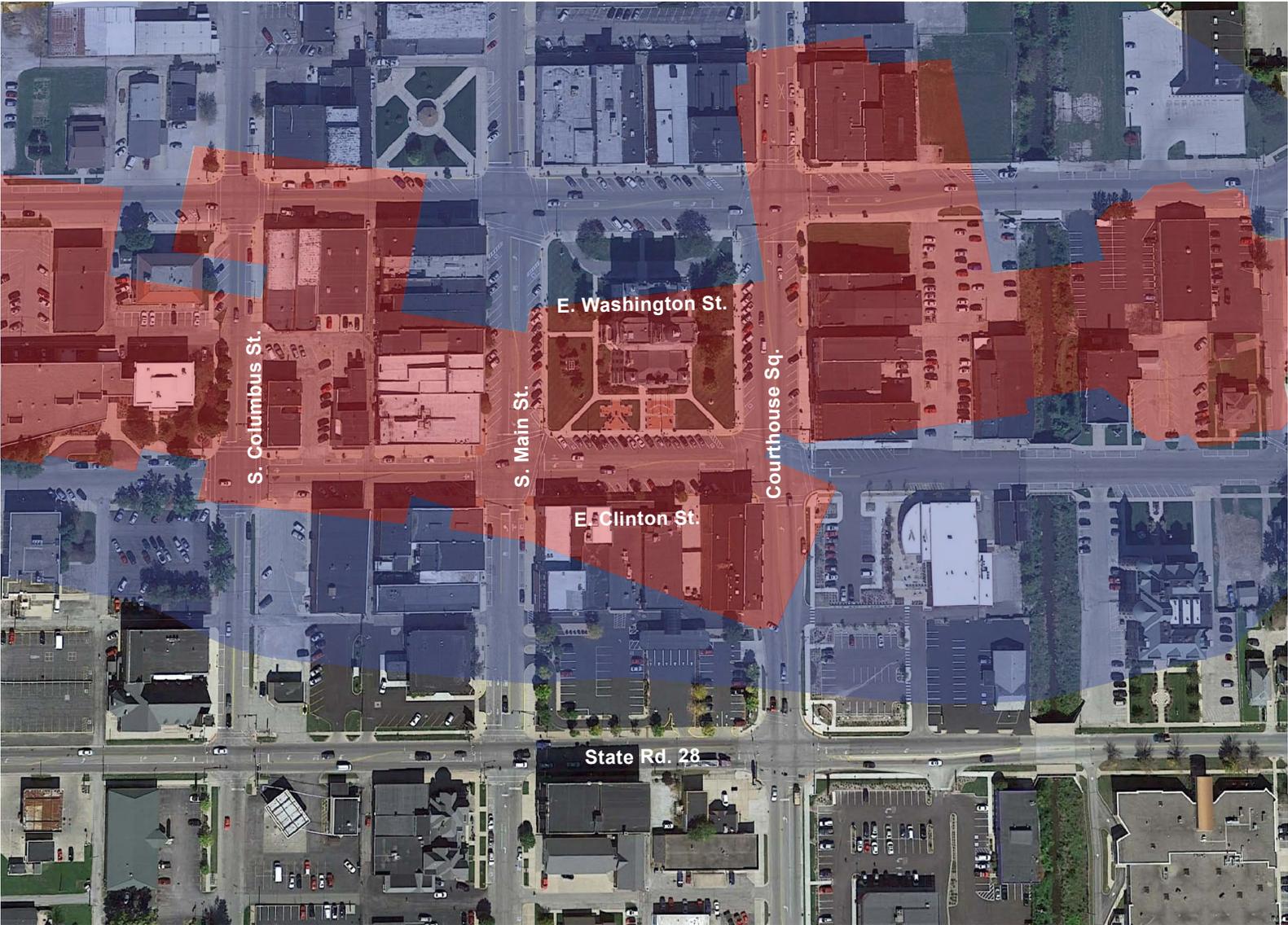
On-street parking on Jackson Street

DESIGN:
Existing Conditions



The above graphic illustrates timed walking distances from the center of downtown and provides an approximation of existing parking spaces.

DESIGN:
Existing Conditions



The above graphic illustrates the shopping mall in Lafayette overlaid over Frankfort's downtown. The red area indicates the mall structure's footprint, while the blue area represents the area of the mall's parking lots.

DESIGN: Existing Conditions

INFRASTRUCTURE

Fortunately for Frankfort, overhead utilities within the public right-of-way are limited to a few overhead wires that primarily service street lights. As improvements to the streetscapes are made, and new lighting installed, consideration should be given to relocating these wires underground. This will further improve the aesthetic of the downtown.

Within the core of the downtown, it appears storm drains and inlets are limited to only a few locations, and drainage appears to be functioning fairly well, with the majority of the study area naturally draining towards Prairie Creek on the east.

As improvements downtown are made, consideration should be given to utilizing green infrastructure options such as stormwater planters or rain discharge basins that will help alleviate the burden on the conventional storm sewer system and also help to cleanse the water prior to reaching Prairie Creek.



Looking north on Jackson Street



Looking north on Main Street



Storm drain on Jackson Street



Looking at Washington Street from Jackson Street

DESIGN: Existing Conditions

OPEN SPACE AND NATURAL FEATURES

Open spaces and natural features contribute to the vitality of downtown development, becoming part of an amenity infrastructure. They provide places to gather, play, eat, or just enjoy the outdoors. The City of Frankfort offers a number of open spaces and natural features. Parks within the community range in size from Circle Park with a simple playground to TPA Park's Olympic-size swimming pool and petting zoo. Additionally, Dorner's Park has horseshoe pits, and Lawrence Ferrell Park has 14 acres of open field for model airplane flying. There are lit baseball diamonds at Luther Howe Park and John Redmond Park.

In addition to these recreational parks, several open space opportunities reside within downtown itself. One such natural amenity passes right through downtown in the form of Prairie Creek. It is a great asset to have such a distinctive natural feature in a downtown setting. As people are naturally attracted to water, there are multiple opportunities for creating outdoor spaces adjacent to the stream. These spaces might encompass activities like outdoor dining, outdoor entertainment and performances, seating and lawn areas, spray plazas, and play opportunities.



Prairie Creek

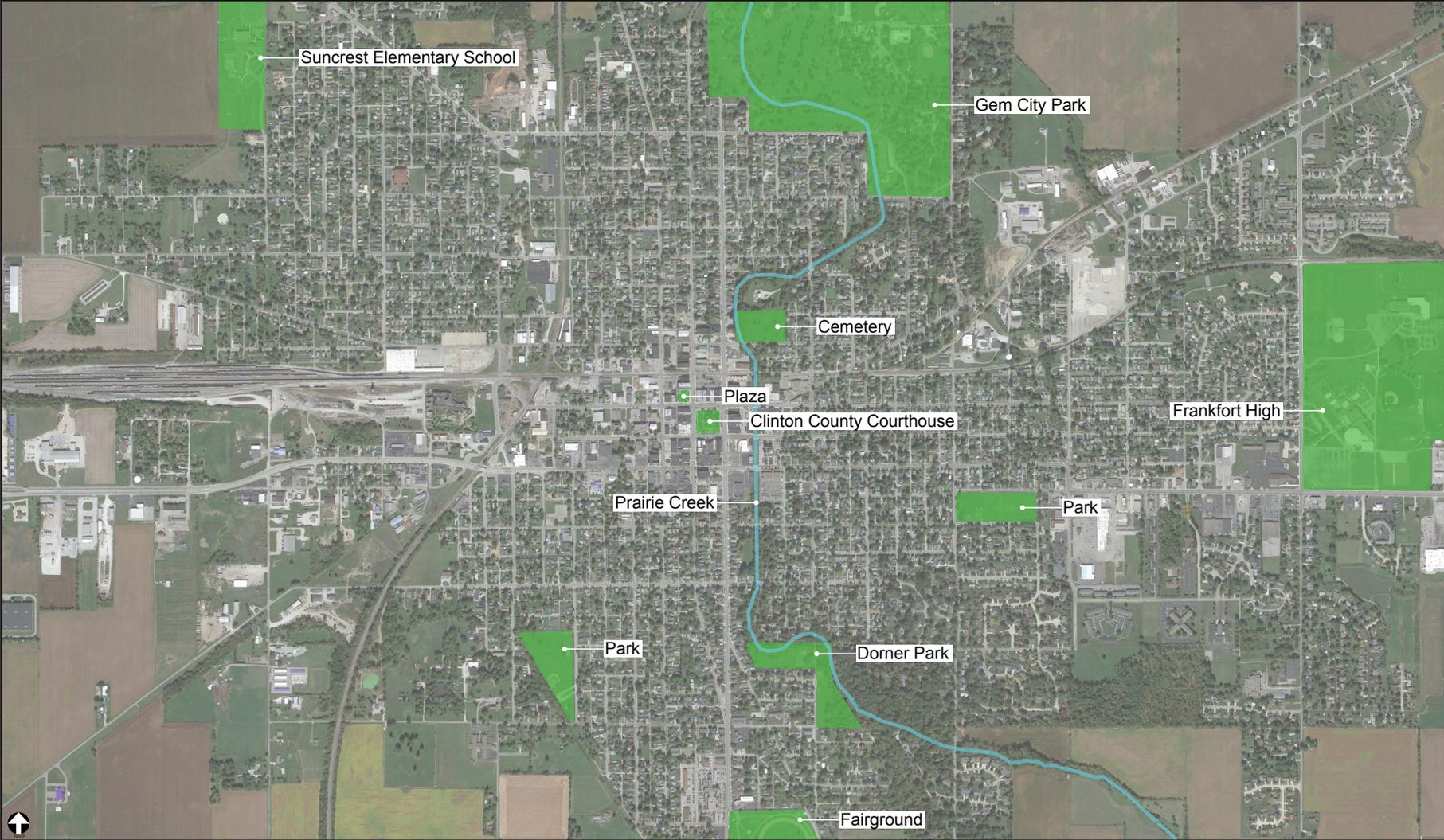
While having a keystone park or open space along the Creek would be a great asset to Frankfort, having a network of open spaces throughout the community is equally important. A network such as this would form a very strong amenity infrastructure for the community. Fortunately, Frankfort has the space and opportunity to develop such a network.

Another strategic open space is located at the northwest corner of Washington and Main Streets. While the current design of this space is not ideal, its location is in a prime downtown space that could further enhance an open space network and aid in the revitalization of the downtown core.

In creating an open space network, consideration must be given to how these spaces and parks are connected. Thus, the other asset that Frankfort can draw from is their ample road rights-of-way. At 80 feet wide around the courthouse square, there is more than enough room to accommodate vehicular traffic, so much so that there is room to start incorporating outdoor spaces right along the streets.

This can take the form of outdoor seating and dining, incorporation of planters and street trees, and even multi-modal trails. A trail would provide a visual and physical connection among the open spaces, potentially connecting to proposed trails reaching outside of the downtown area and extending to Frankfort's existing parks and open spaces, as well as other regional open spaces and trail networks.

DESIGN:
Existing Conditions



Open Spaces and Natural Features Map

DESIGN: Existing Conditions

CULTURAL FEATURES

Cultural features are an important part of downtown development, helping to create what are sometimes known as “third places”. These are places to go besides home and work. They are spaces, places, and amenities within a community that are well known and beloved by the citizenry and have been important historically for a variety of reasons. These can include local businesses, gathering places, historical features, churches, schools, civic facilities, trails and corridors, and recreational areas among others. These elements help define a community’s identity.

Frankfort is home to a number of cultural features. If approaching Frankfort from the south, one will pass the Clinton County Fairgrounds, with Green Meadows Intermediate and Blue Ridge Primary Elementary Schools across the street. To the east, one will find the Frankfort Middle School and Frankfort High School, home of the Hot Dogs, right next to the Wal-mart.

On the west side of the community is the former railroad roundhouse. This roundhouse was historically a stop for two major rail lines that were part of the Nickel Plate Road, formerly known as the New York, Chicago and St. Louis Railroad. The Lake Erie and Western Railroad, becoming part of the Nickel Plate Road in 1922, ran from Sandusky, Ohio to Peoria, Illinois, with legs extending to Rushville, Michigan City, and Indianapolis, Indiana, as well as a couple of cities in Ohio. The Toledo, St. Louis and Western Railroad, also known as the Clover Leaf, joined the Nickel Plate in December of the same year.



Clinton County Courthouse

DESIGN: Existing Conditions

At the center of downtown Frankfort lies the Clinton County Courthouse. Though on its third structure, the courthouse is perhaps the most important cultural feature, having served as an ongoing destination, gathering point, center of civic business, and point of attraction to Frankfort's downtown throughout the community's history.

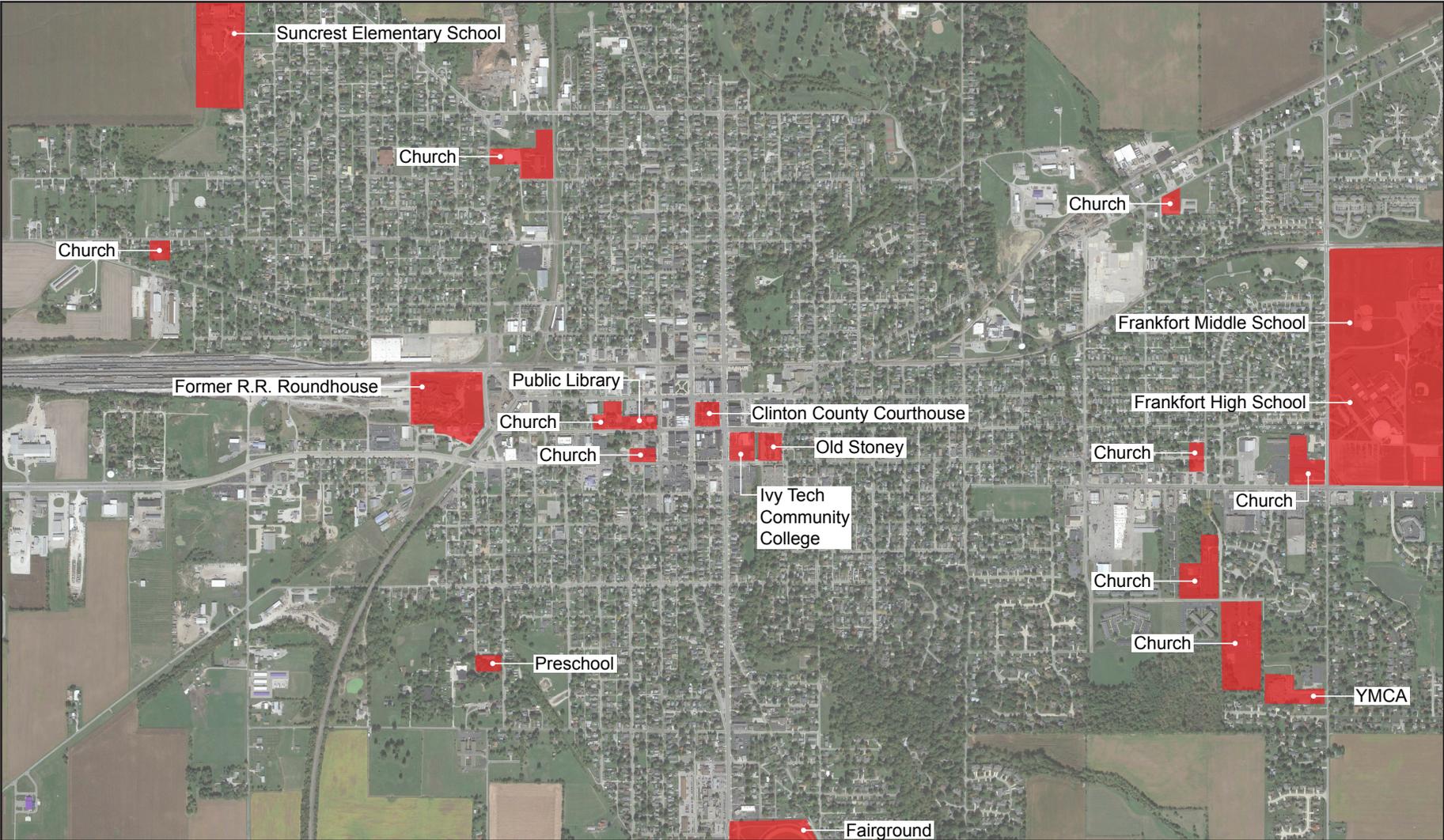
Two blocks to the east lies a landmark structure that is as well known as the Clinton County Courthouse, Old Stoney. Old Stoney is currently home to city hall and was previously a high school. The historic structure is currently undergoing renovations.

One more major cultural asset to downtown Frankfort is the Frankfort Community Public Library, one of the top five libraries in the country. It already hosts a variety of events year-round, including productions at the Skanta Theater.



Old Stoney

DESIGN:
Existing Conditions



Cultural Features Map

DESIGN: Existing Conditions

PUBLIC SIGN SYSTEMS

Downtown business signage in Frankfort varies in size and style and includes appliques on windows, signs, and banners suspended from storefronts and awnings. While some of the signage is quite nice and well done, other signage actually detracts from the overall appearance of the downtown. Standards for sign design and placement should be implemented to create a cleaner and more cohesive environment.

In addition, local wayfinding signs within downtown appear non-existent. The system of signs used by visitors for locating attractions and points of interest, known as wayfinding signage, is an essential component for the success of a downtown and should be implemented throughout Frankfort. Typically, this system of signs comprises a similar character and is visually distinct, making it easy for a visitor to recognize and follow.

SITE FURNISHINGS

Site furnishings are the amenities within an area that make a place pleasant to be within. Specifically, these refer to items such as benches, litter receptacles, planters, tables and chairs, etc. Within downtown Frankfort, existing site furnishings include litter and recycling receptacles. There are a limited number of benches and planters. A few isolated bike racks are scattered around the downtown.

Moving forward, the community should provide additional on-street seating and site furnishings throughout downtown. The community should choose a family of furnishings that have a similar character.



Signs around downtown Frankfort

DESIGN: Existing Conditions

PLANTINGS

Plantings in a downtown enhance the overall appearance throughout the changing seasons, shading seating areas and hardscapes, softening the oftentimes hard character of the downtown architecture, environment, and hardscapes, and modifying spaces within the urban environment. In addition, specific plantings can be used to filter and cleanse stormwater and reduce the urban heat island effect.

Existing plantings are primarily limited to the courthouse lawn, while a few poorly trimmed trees and small temporary seasonal pots can be found on many of the community's streets. As downtown revitalization occurs, consideration should be given to the installation of additional lawn panels with trees, planters, and stormwater planters, where a variety of colorful perennials can thrive.



A bench on the courthouse lawn



Street trees on Main Street

DESIGN: Existing Conditions

LIGHTING

Lighting in Frankfort consists of historical fixtures with the ability to support flags or planters. They are spaced and scaled appropriately to provide adequate evening light and at a pedestrian scale, but are often located in the middle of most sidewalks.

Detracting from the potential aesthetics these fixtures offer is the intermixing of aging cobra head style fixtures mounted on twenty-five-foot poles. These fixtures provide lighting on the streets for cars, but are outdated, inefficient, and do not reinforce pedestrian spaces. As improvement to downtown is made, the community should consider installing uniform lighting throughout the downtown, more consistent with the historical fixtures.



A historical light fixture on Main Street

DESIGN: Existing Conditions

EXISTING ENVIRONMENTAL CONDITIONS

According to the IndianaMap website, <http://www.indianamap.org>, multiple underground storage tanks are located within Frankfort. Within a two-block radius of the courthouse, ten underground tanks are noted, half of which are noted to be leaking. In addition, six brownfields are noted within this same area.

As redevelopment of the downtown occurs and select buildings and/or sites are razed/renovated/reused, it may be necessary to conduct additional environmental assessments to identify specific hazards and remediation procedures.

PUBLIC TRANSPORTATION

The only public transportation available in Frankfort is through Paul Phillippe Resource Center. The service serves all of Clinton County. Anyone can use the transportation service, however the Paul Phillippe Resource Center itself caters to senior citizens aged 55 and up. Rides are on an appointment basis and must be scheduled at least 24 hours in advance, with hours of operation from 7 a.m. to 5 p.m. It is a curb-to-curb service that can take you to the doctor, school, library, or grocery store, among others. A donation of eight dollars is suggested for local rides (less than 20 miles).

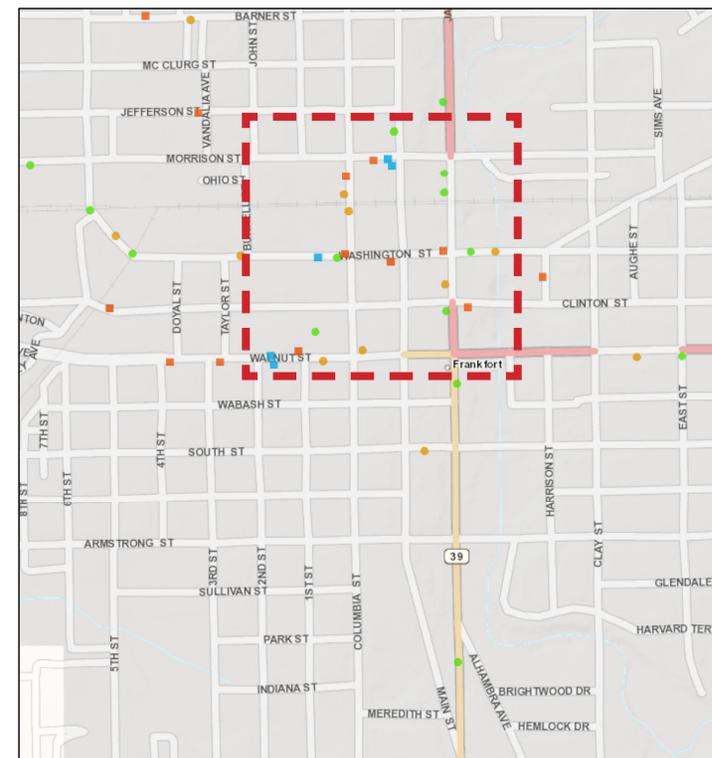
EXISTING PLANS

The City of Frankfort and Clinton County have been diligent in providing and updating planning efforts, as well as pursuing grant opportunities for construction projects. These efforts include:

- Southeast Neighborhood Livability Study
- The City of Frankfort 2035 Comprehensive Plan
- City of Frankfort Zoning Ordinance
- Frankfort Safe Routes to School Plan

- Clinton County Walkways
- Frankfort Economic Development Plan
- Mayor's Office 200 Day Plans
- Clinton County Comprehensive Plan
- Clinton County Interim Report

City of Frankfort - Environmental Map

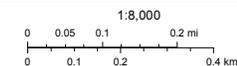


May 6, 2016

- Brownfields
- Leaking
- Cleanup Sites 2015
- Superfund Sites

Underground Storage Tanks

- Not Leaking



Indiana Department of Environmental Management, Office of Land Quality
Indiana Department of Environmental Management, Office of Land Quality
Indiana Department of Transportation (INDOT), U.S. Census Bureau
(USCB), Indiana Geographic Information Council (IGIC), UITS, Indiana
Spatial Data Portal

PROPOSED IMPROVEMENTS

Redevelopment of Frankfort's downtown will require a multi-faceted approach targeting the community's amenity infrastructure, its buildings, and the market place. This section has reviewed existing liabilities, issues, challenges, strengths and opportunities associated with the amenity infrastructure. Next it will describe general recommendations for improving the community's exterior amenities. Improvements focus on new and upgraded spaces, streets and parking, trails, signage, site furnishings, lighting, plantings, and gateways. In the "Combining the Elements" portion of this report, specific projects are described and cost opinions provided.

SUMMARY OF LIABILITIES AND CHALLENGES

- Lack of new downtown housing in the core.
- Lack of a functioning amenity infrastructure.
- Expansive roadways that are intimidating to pedestrians and decrease walkability.
- Few streetscape amenities/site furnishings/street plantings throughout the downtown.
- Lack of a physical pedestrian connection between downtown and the city's cultural and natural amenities.
- Underutilized open space opportunities.
- Lack of a downtown gathering/open space/family-oriented activities.
- Lack of physical gateways and community branding/identity in general.
- Lack of gateways to downtown.
- Lack of destination activities and attractions that catalyze new mixed-use development, particularly urban storefront retail and housing.

- Development of the Wal-mart and Rural King Supply, along with other chain stores and restaurants away from the downtown.
- Larger communities drawing people away for their variety of offerings like entertainment, dining, and shopping.

SUMMARY OF STRENGTHS AND OPPORTUNITIES

- Large population of transient workers commuting to and from Frankfort on a daily basis.
- Active building owners investing private dollars in historic buildings in the core area.
- Expansive roadways providing opportunity for additional pedestrian, multi-modal, and streetscape amenities.
- Significant amount of downtown parking.
- A large number of buildings that are currently occupied by a variety of business types.
- A large number of buildings and spaces that are available for redevelopment.
- Extensive natural and cultural assets near the downtown and opportunities for developing physical connections between them.
- Prairie Creek running through the downtown, with space around it for recreational development.
- The Clinton County Courthouse and additional civic entities that provide a continuous and consistent downtown presence.
- Two alleyways within the downtown providing potential pedestrian connectors between points of interest.
- Several locations offering opportunities for the development of new community gateways.
- Significant industry and jobs located west of downtown in the industrial park.

DESIGN: PROPOSED IMPROVEMENTS

PROPOSED IMPROVEMENTS

It takes a comprehensive understanding of a city's amenity infrastructure, its buildings, and its economy to assess how things can be improved. This section addresses some key issues that can help in improving Frankfort's downtown. While a general formula lends itself to improving many downtown places, specific pieces help in creating a unique identity for Frankfort, making it an exciting place to be. In the "Combining the Elements" portion of this report, these issues will be synthesized into specific projects, complete with cost opinions.

STREET IMPROVEMENTS

All of the streets surrounding the historic courthouse square are recommended for improvements to enhance the downtown's character. The primary goal is to create complete streets that are functional and attractive to business owners, residents, and visitors alike. The image on the right illustrates an example of a complete street located in Bloomington, Indiana.

Specific improvements for Washington, Jackson, Clinton, and Main include:

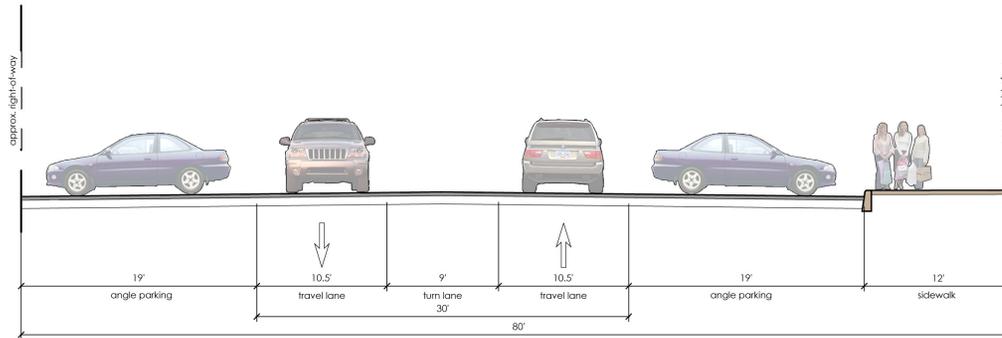
- Narrow the street to establish a more traditional asphalt roadway.
- Convert angle parking to parallel parking on the north side of Washington Street maintaining angled parking on the opposite sides.
- Construct new curbs and upgrade the storm sewer to correct drainage and accessibility issues.
- Implement stormwater planters to capture and cleanse storm runoff at intersections and midblock points around the courthouse square.

- Construct curb bump-outs to reduce the pavement width that a pedestrian must cross and install crosswalks to allow crossing the street.
- Add new street lighting, trees, benches, litter receptacles, and planters as further discussed in the following sections.
- Implement the separated-use cycle path along the north side of Washington Street. (Reference the "Combining the Elements" section for more information). Implement a combined-use cycle track along the north side of Washington Street upon leaving the downtown area.

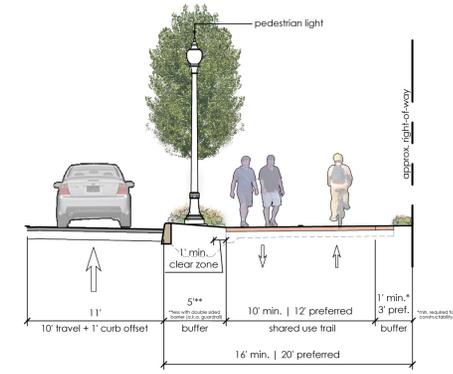


Kirkwood Ave., Bloomington, Indiana

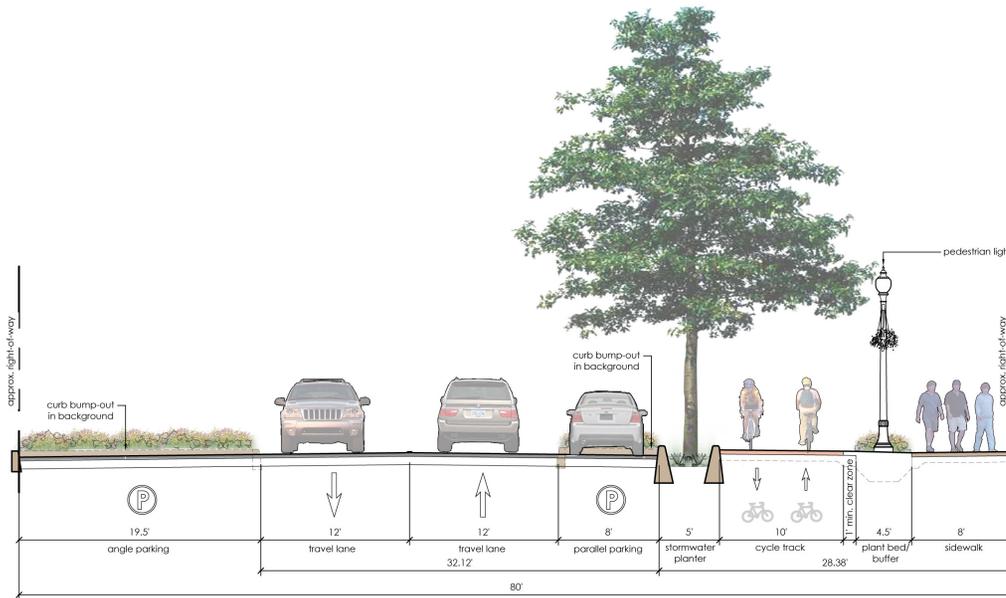
DESIGN: PROPOSED IMPROVEMENTS



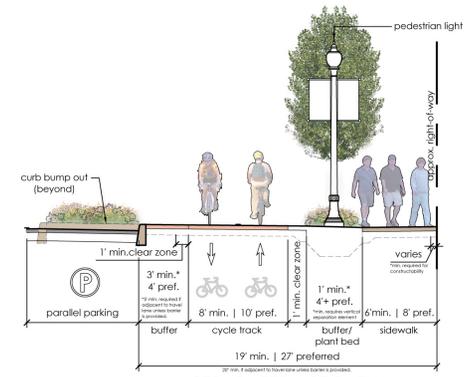
WASHINGTON STREET (EXISTING)



SHARED USE PATH



WASHINGTON STREET (PROPOSED)



SEPARATED USE PATH

DESIGN: PROPOSED IMPROVEMENTS

- For Main Street, reconstruct part of the street as a pedestrian plaza that removes the need for curbs and allows positive drainage away from the buildings. This will allow the remainder of the narrowed street to be used by vehicles during normal business hours, but will allow the street to be shut down and used as a pedestrian gathering area for special events.

SIDEWALKS

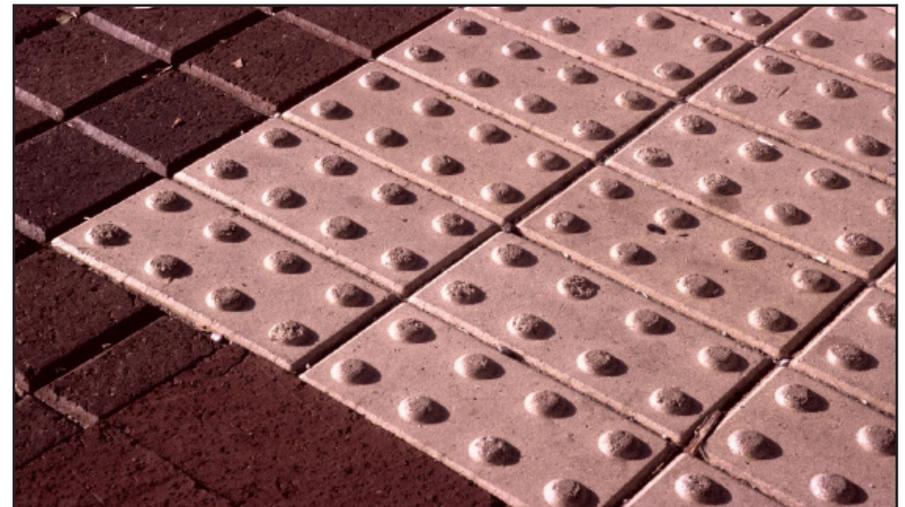
In general, sidewalks should be free of obstructions and provide adequate passing space for pedestrians. Sidewalk grading should be smooth and without breaks. At intersections, every sidewalk should include a curb ramp with a contrasting, detectable warning and a clear landing at the top of the ramp. Detectable warnings are often in the form of raised tactile devices. Raised tactile devices alert people with visual impairments to changes in the pedestrian environment. They are often used at:

- The edge of depressed corners
- The border of raised crosswalks and intersections
- The base of curb ramps
- The border of medians

Contrast between the raised tactile devices and the surrounding pavement is important as it alerts people with low vision to the presence of the devices. All new sidewalks and sidewalk reconstructions should contain ADA compliant curb ramps. Existing curb ramps that are not compliant should be replaced as resources become available.



Wide sidewalks improve accessibility and create opportunities for dining, display of merchandise, and amenities like benches and bicycle racks.



All new sidewalks and curb ramps should be constructed to current Americans with Disabilities Act (ADA) standards.

DESIGN: PROPOSED IMPROVEMENTS

CROSSWALKS

Just as it is important for people to be able to safely walk along streets, people must be able to safely cross streets. Crossing a street should be easy, safe, convenient, and comfortable. A number of tools are available to improve safety and make crossing easier. Crosswalks are used to assist pedestrians in crossing streets and help to alert motorists to their possible presence. Crosswalks legally exist at intersections whether they are marked or not, unless the pedestrian crossing is specifically prohibited. At non-intersections, crosswalk markings are used to legally establish the crosswalk. Parallel striping is the most basic type of crosswalk marking. Continental or ladder crosswalk markings provide greater visibility of the crossing location. The ladder style crosswalk is recommended to be the standard in Frankfort. Decorative pavements, brick pavers, and other enhanced markings may be used to enhance the aesthetic appearance of crosswalks at key locations.

In developing a complete and connected pedestrian system, crosswalks should not be isolated to intersections. Appropriate locations for marked crosswalks are:

- All signalized intersections
- Crossings near transit facilities
- Trail/path/greenway crossings
- Near land uses that generate high pedestrian volumes
- Where there is a preferred crossing location due to sight distance

Higher visibility crosswalk treatments, including raised crosswalks or intersections, rectangular rapid flashing beacons, in-street signage, and pedestrian hybrid beacons, are beneficial where pedestrian volumes are expected to be higher and/or pedestrian vulnerability is increased. This includes school zones, mid-block

crossings, and at unsignalized intersections. It is important to note that at unsignalized intersections where vehicular speeds exceed 40 miles per hour, marked crosswalks alone should not be used.



Simple parallel striped crosswalks are not as visible and are more easily worn than continental and ladder style crosswalks.



An example of a ladder crosswalk and high visibility tactile warnings.

DESIGN: PROPOSED IMPROVEMENTS

DOWNTOWN PARK

Located on the city-owned lots near the intersection of Washington Street and Prairie Creek, a new urban park is central in making the downtown attractive to a wider range of residents and visitors while also attracting investment for new development and redevelopment. This prominent location is ideal for a park given its visibility and centralized location, uniquely sited in a prime redevelopment area, and on the banks of Prairie Creek.

Features in downtown urban parks should include an open lawn for general gathering and play as well as viewing performances on a proposed event stage and canopy. During the winter, the lawn can repurpose as an ice skating rink to maintain seasonal interest. Additionally, the park should include a spray pad or some other form of water play to be enjoyed by families with children. Other features recommended for the park include public artworks, shaded seating areas, playgrounds, food vendor spaces, spaces for reflection, and bicycle parking.



Main Street Square in Rapid City, South Dakota is an urban park that attracts people downtown in spring (top photo), winter (above photo), and throughout the year.



DESIGN: PROPOSED IMPROVEMENTS

MULTI-USE TRAILS

Multi-use paths and bicycle facilities can take a variety of forms and can be designed in a multitude of ways. When planning for these facilities, it is important to consider the context within which the trail or path will be located and the design standards that are offered by organizations such as the National Association of City Transportation Officials (NACTO). For instance, in a rural area with limited vehicular traffic and a lot of open space, a simple asphalt path may be appropriate. In an urban area, where there is a lot of activity, and potential for conflict between trail users and vehicles, it may be more appropriate to consider a facility such as a protected cycle track.

Cycle tracks are the most attractive facilities for various user groups and are the safest facilities for families using trails. They are visually distinct and offer amenities such as wayfinding signage, lighting, benches, and unique pavements. Cycle tracks have also been determined to encourage healthy living, improve local real estate values, and encourage new development and investment.

It is recommended that as the proposed trail system connects various points of interest throughout the City's corporate limits, and specifically downtown, consideration be given to constructing it as a protected cycle track. Protected cycle tracks separate the trail use from the street, and in many cases, separate the trail from the sidewalk. This is an ideal design in urban areas where the trail will be located immediately adjacent to storefronts. By separating the uses, the potential for conflict between the various user groups is minimized.

Through downtown Frankfort, consideration should be given to developing a separated-use cycle track along the northern



The Indianapolis Cultural Trail, a recreational, protected cycle track, that connects the cultural districts of Indianapolis has spurred significant investment and development throughout the City.

edge of Washington Street between Columbia Street and Prairie Creek. This would require the shifting of the northern curb line and changing existing angled parking to parallel parking, resulting in an estimated total loss of eighteen parking spaces. Angled parking could be maintained along the southern curb line. West of Columbia Street, as the trail travels towards the old railyard, the trail could convert to a shared-use trail, replacing the existing sidewalk, and utilizing the large tree lawn that is available.

It should be noted that while the loss of any on-street parking will be a controversial subject, the benefits of the multi-modal facilities will far outweigh the disadvantages of lost parking; parking which can be easily restored and accommodated in other, convenient

DESIGN: PROPOSED IMPROVEMENTS

locations through means previously discussed in the existing conditions portion of this report.

Adjacent to Prairie Creek, the cycle track would travel east along the north side of Washington Street as a shared-use trail, providing a connection to Frankfort High School and Frankfort Middle School. While this would just provide one leg to a trail, connecting routes should link to the plans laid out in the Frankfort Bicycle and Pedestrian Plan.

Temporary improvements for implementing the trail facility may include patching ravelling sidewalks and installing signage and benches to aid in accessibility and wayfinding, but the long-term plan should be to construct an asphalt or paver pathway meeting NACTO standards.

PUBLIC SIGN SYSTEMS

While business and building signage is covered under the “Element: The Buildings” section, improvements to wayfinding signage are recommended within this section to enhance navigability throughout the Frankfort community for both pedestrians and motorists.

Suggested improvements include:

- Develop a design standard for public signage within Frankfort that offers at least two types of signs: smaller, more detailed signs located along walks and directed towards pedestrians, and larger, less detailed signs directed towards motorists.
- Develop a physical design character for the signage that has an urban yet historical character and complements other streetscape amenities such as benches, litter receptacles, street lights, and planters.

- Locate signs at heavily trafficked and key places such as downtown, parks, key intersections, and along proposed trail corridors.
- List points of interest and provide directional markings and distances. Signs designed for pedestrians can also offer interpretive information about historic, cultural, and social places and events and can provide key maps of the larger community.



This wayfinding signage in Detroit, Michigan is geared towards pedestrians and provides directional signage to points of interest throughout the city.

DESIGN: PROPOSED IMPROVEMENTS

SITE FURNISHINGS

New site furnishings are recommended throughout downtown Frankfort and should include benches and litter receptacles at a minimum. These amenities will provide character to the streetscape, seating opportunities, and help to maintain the downtown's cleanliness.

Specific recommendations for site furnishings include:

- Select furnishings that have a similar character and complement the other streetscape amenities including benches, litter receptacles, street lights, and planters.
- Place furnishings at common intervals and locations that are used by downtown patrons and do not impede pedestrian circulation by placing items directly in a path of travel.

STREET LIGHTING

Street lighting is a critical component for a downtown such as Frankfort's. It not only provides security in the evening, but acts as an amenity that can add to, or detract from, the downtown's character. Street lighting can also provide multiple functions, and offer opportunities for banners that highlight local events or celebrations, as well as offer arms for hanging baskets and plantings.

Specific recommendations for street lighting include:

- Select lights that have a similar character and complement the other streetscape amenities including benches, litter receptacles, street lights, and planters.
- Select lights that are pedestrian scaled, twelve to fourteen feet tall and that illuminate both the sidewalk and roadway.
- Locate lights at regular intervals.
- Select high efficiency fixtures such as LED that will be low maintenance.



These site furnishings represent a "family" of furnishings that designed to complement one another and to offer a character that is appropriate for a variety of applications.



The various street lights above depict only a few of the lighting options available for pedestrian scale lighting. As shown, lights can be more contemporary in design or historical in nature while still offering the same efficiency.

STREET PLANTINGS

Street plantings of a variety of types provide color to an urban area that can make it feel warm and inviting. They also provide functional purposes that offer shade to downtown patrons and can be used to cleanse and treat stormwater. Plantings can be provided in a variety of ways that include above-grade planters, in-grade/depressed planters, hanging baskets, and at curb bump-outs.

When considering street plantings, specific recommendations include:

- Select perennials and annuals that are relatively low maintenance.
- When using above-grade planters, select planters that complement other downtown site furnishings and that are movable in lieu of fixed constructions. Movable planters offer more flexibility in the design and use of the streetscape.

When using trees, select trees that have an upright branching habit to minimize the need for pruning and to minimize conflict with pedestrians and vehicles. Select trees that do not bear nuts or fruit as they become a nuisance when maintaining downtown sidewalks and also attract birds and other wildlife.



The use of stormwater planters in conjunction with the use of perennial plantings and street trees create an appealing streetscape environment.

DESIGN: PROPOSED IMPROVEMENTS

GATEWAYS

A gateway is a marker that announces arrival, or serves as a landmark, in a place and that helps a community evoke a specific brand or character. Gateways can be of a variety of types and sizes, and can occur in a variety of locations. Gateways can span roadways, or be located within or adjacent to roadways. The City of Frankfort has limited signage located at the corporate limits that announces arrival to the community. Within Frankfort, there are no real gateways to the downtown.

Recommendations for gateways within the City of Frankfort include:

- Develop gateways with a similar character that evoke a character/brand/theme by which the City of Frankfort can be identified.
- Construct new gateways along all of the major routes into the city (SR 39 and SR 28).
- Construct a new gateway at the intersection of Jackson and Walnut Streets.
- Construct new gateways along the new Washington Street corridor— one near Prairie Creek and one near the old railyard, future home to.



The City of Fishers, Indiana celebrates its Geist Reservoir through gateways that evoke a nautical theme.



This gateway in Carmel, Indiana announces arrival to the community's Arts & Design District - Photo Credit: City of Carmel



Mooresville, Indiana will celebrate the Town's history and the legacy of Paul Hadley, designer of Indiana's State Flag.



ELEMENT: THE BUILDINGS

ARCHITECTURE OVERVIEW

The Architecture section analyzes the built environment of historic downtown Frankfort and offers suggestions for restoring vibrancy to the buildings, while preparing them for future uses. The area surrounding the Clinton County Courthouse encompasses the heart of the historic downtown. These buildings represent the commercial past of Frankfort and offer potential for future vitality.

The Frankfort community already has many resources to facilitate the restoration of downtown. Recognition of the importance of the historic buildings began with listing the Frankfort Commercial Historic District on the National Register in 1998. The city's historic residential districts are also listed on the National Register: The Christian Ridge Historic District east of Prairie Creek and the South Frankfort Historic District south of downtown and west of Prairie Creek. The city has a historic district ordinance in place to protect the existing character of downtown and make provisions for new development.

The sections that follow begin with a listing of preservation related organizations and the roles they play within the community. Next, Block Descriptions provide an analysis of the historic character of buildings along the Courthouse Square. The Proposed Improvements section contains recommendations for Design Guidelines revisions and a checklist for Historic Structure Maintenance.



Clinton County Courthouse

BUILDINGS: EXISTING CONDITIONS

The Downtown Revitalization study area falls within the Frankfort Commercial Historic District. Preserving these buildings offers a tangible link to Frankfort's past and provides the context for future development. The following Best Practices, adapted and paraphrased from the Secretary of the Interior's Standards for Rehabilitation, offer general guidance for preservation and restoration. (For the complete Standards see: <http://www.nps.gov/tps/standards/rehabilitation.htm>.)

PRESERVATION BEST PRACTICES

1. Use a property for its historic purpose or place it into a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. Retain and preserve the historic character of a property, with emphasis on the historic materials, features and spaces that characterize a property.
3. Recognize each property as a physical record of its time, place, and use. Therefore, avoid changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings.
4. Most properties change over time; retain and preserve those changes that have acquired historic significance in their own right. Historic significance is generally considered to be 50 years old or older.
5. Preserve distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a historic building.
6. Repair rather than replace deteriorated historic features. Where the severity of deterioration requires replacement, match the new feature to the old in design, color, texture and other visual qualities and where possible, materials. Substantiate the replacement of missing features by documentary, physical or pictorial evidence.



7. Fabricate new additions, exterior alterations, or related new construction in a way to retain the historic materials that characterize the property. Differentiate the new work from the old and make it compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.

BUILDINGS: EXISTING CONDITIONS

ORGANIZATIONS REVIEW

Preservation of a downtown begins with active participants in the community. Frankfort has a number of organizations in place to support the mission to preserve, maintain and revitalize the historic downtown. These organizations are summarized below, detailing their contribution to the preservation of the district.

Frankfort Main Street, Inc. is the nationally accredited Main Street program for the city. Frankfort Main Street supports preservation of the downtown through its focus on the National Main Street's design approach. The Main Street group administered the 2012 RECAP Grant Project which facilitated a total of \$200,000 invested in downtown facades. The group is active in many other projects in the downtown.

The **City of Frankfort** has embraced the preservation of the historic buildings through the adoption of a Local Historic District and creation of the **Historic Review Commission**. These ordinances serve the community by promoting positive growth and development, maintaining the uniqueness of historic residential neighborhoods, enhancing property values, attracting new residents, and encouraging tourism to the traditional downtown.

The **Frankfort Redevelopment Commission** has created the **Façade Improvement Matching Grant Program** to assist in the enhancement of the downtown buildings. Grants may be awarded to property owners or tenants with a 50% match on eligible expenses.

The **Frankfort Future Leaders Advisory Council** offers high school students a voice in the Frankfort community. Mayor McBarnes formed the council to teach leadership skills and give the students a real community project to plan and carry-out.



View north on North Jackson Street in the heart of the Local Historic District.



The historic Frankfort Post Office, now the local police station.

BUILDINGS: EXISTING CONDITIONS

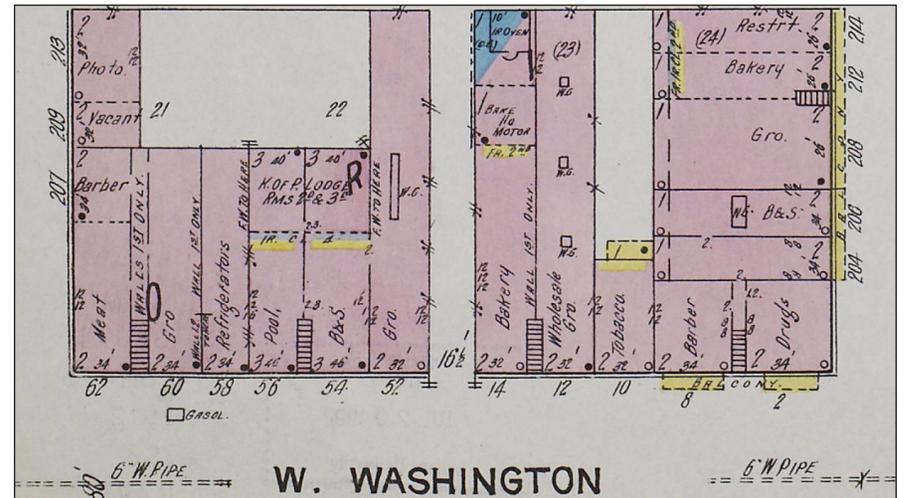


2-64 East Washington Street

WASHINGTON STREET

Located on the north side of the courthouse square, Washington Street serves as a primary east/west thoroughfare through the heart of the city. Over half of the block retains much of its historic integrity. Sanborn Map research suggests a block character, particularly at the east end of the block, which is much unchanged from what existed from the early 1900's.

The north block is bookended by two prominent buildings, one marking the late nineteenth century and the other representing the latter part of the twentieth century. The Regions Bank building was remodeled in the 1980's, while the Harker Building (Heather's Flowers) was constructed c. 1890.



1912 Sanborn Map #8.

BUILDINGS: EXISTING CONDITIONS

The Regions Bank building (2 E. Washington Street) is stylistically representative of its period of significant remodel. The massive brick building maintains the massing and setbacks of the underlying historic buildings; however, the façade changes in the 1980s are generally foreign in the arrangement and size of windows, and lack of detail and traditional storefronts.

Arni's Restaurant (12 E. Washington Street) is located in a building constructed c. 1890. While the storefront has been altered, the general character of the original building remains including the ornamental balconette at the second floor windows. The block is divided by a north/south alley between 12 and 52 E. Washington Street. The former Frankfort Crescent Newspaper Office (52 E. Washington Street) was constructed c. 1890 and retains its upper story window proportions and stepped brick cornice, while the storefront cornice appears to have been removed probably at the same time as the storefront remodel. The adjacent commercial building at 54 E. Washington Street (Athletic Annex) was also constructed slightly earlier (c. 1880s) and maintains its ornamental metal cornice and detailed brick masonry work. The second floor windows have been replaced while respecting the original openings. The more recent remodel of the storefront has eliminated any evidence of the original storefront configuration.

The Meifeld Building (56-62 E. Washington Street) is classified as notable in the Clinton County Interim Report. The building is unique to the square, having been designed in the Chicago style c. 1910. The Harker Building (64 E. Washington Street) was designed in the Richardson Romanesque style c. 1890 and retains beautiful rusticated limestone detailing and rounded corner turret. Evidence of the original openings remains with a slight recess in the later installed flush limestone and recently installed replacement windows. While the storefront materials have been replaced with a newer aluminum storefront, the original proportions remain. Even what appears to be the marble kickplate has been preserved.



Meifeld and Harker buildings 56-64 East Washington

East of the courthouse square, Washington Street provides much opportunity for its relationship to Prairie Creek and vacant land used for public activities. The Ross Building (208 E. Washington Street) provides a strong anchor at the northeast corner of the intersection of Washington and Jackson Streets. Built in 1897, the large two-story building retains its decorative brick and rusticated limestone masonry features. Second floor windows have been infilled with wood shutters, however local grant funding has been awarded for replacement windows, reintroducing natural light to the upper floor and a potential second floor new use. The ground floor storefronts have been altered with some evidence of the original bays. Reinstallation of the storefront transoms and larger display windows would provide additional natural light into the first floor and would introduce a greater relationship to the pedestrian. Immediately adjacent, a two story brick building was demolished, expanding the vacant parcel adjacent to the creek.

BUILDINGS: EXISTING CONDITIONS

West of the courthouse square, the turn of the century architectural character continues and provides much opportunity for the expansion of the core downtown. At the northwest intersection of Main and Washington Street the Veterans Park provides a public gathering space with expansive murals depicting local history and celebrities. The adjacent two and three story buildings date from the 1870's and 1880's and include the Italianate style Frankfort Masonic Temple-Labor Hall (58-62 West Washington Street) classified as notable in the Clinton County Interim Report. The building retains its decorative metal cornice and detailed brick work with full arched second story windows with ornate window hoods. Windows have been replaced with smaller units but the original openings remain exposed, awaiting a future, more appropriate replacement. The storefronts have been altered at later dates. The arched entry to the upper lodge room is still accessed from the street.



Veterans Park



Ross Building 208 East Washington



Washington Street west of Main Street

BUILDINGS: EXISTING CONDITIONS



First Block North Main Street

MAIN STREET

The first block of North Main Street represents a collection of some of the oldest commercial buildings on the courthouse square. Prominent on the north end of the block is the H.H. Bradley-Hillis & Avery Building constructed c.1875 in the Italianate style. The finely articulated metal cornice with double brackets and expansive arched original window sash with metal window hoods are separated from each other by ornate cast iron columns with column capitals in a stylized Corinthian order. In contrast, the storefront was remodeled, most likely in the 1950's and retains its modern sleek appearance with a projecting metal awning and an aluminum storefront. The transom area has been covered over with ribbed metal panels.

Adjacent to the south is the Allen Block (56 N. Main) constructed c.1900 and the Aughe Block constructed c.1870 also in the Italianate style. Next to the Aughe block and constructed in the same period is the Mammoth Block, c.1870 in the Italianate commercial building style. While much of the historic upper story character and materials remain, the first floor storefronts have experienced unsympathetic later remodels diminishing the historic character at the pedestrian level.

BUILDINGS: EXISTING CONDITIONS



Ionic Capitals at 16 North Main

The First National Bank Building (16 N. Main Street) is noted as an outstanding example of the Neoclassical style in the Clinton County Interim Report. The building was originally constructed in 1871 and c.1915 was remodeled to look much as it does today. The two story Ionic fluted columns and massive limestone entablature create a stately permanence mid-block.

Significant alterations in the 1960s to the buildings at 10 North Main and the former Henderson Block at 2 North Main have designated them non-contributing to the Frankfort Courthouse Square Historic District as noted in the Clinton County Interim Report.

Across Clinton Street south is the Wirt Block (2 S. Main Street), c. 1885 and the Canfield Block (4-8 S. Main Street), c. 1885. Both were constructed in the Italianate style in c. 1885 and are classified in the Interim Report as notable. Storefront alterations have left minimal historic fabric remaining at the pedestrian level.



2-10 North Main



Wirt Block 2 South Main

BUILDINGS: EXISTING CONDITIONS



First Block of East Clinton Street

CLINTON STREET

The prominent building in this block of East Clinton Street is the Farmers Bank building (9-51 E. Clinton Street) and the adjacent two-story commercial building, both constructed in the mid-1980s.

Historic buildings bookend the block and include the J. H. Paris Store (63 E. Clinton) and the Aughe Drug Store (59-61 E. Clinton) constructed c.1890 and 1884 respectively, and both in the Italianate Commercial style. These two buildings with their ornate cornices, three-story height, decorative masonry detailing, and original windows are feature buildings on the square. Despite later storefront alterations, elements of the cast iron structural elements and decorative storefront cornices remain. The Neoclassical J. Cohee Building (1 E. Clinton Street) is located at the west end of the block and is listed as notable in the Interim Report.



59-61 East Clinton

BUILDINGS: EXISTING CONDITIONS

Immediately west of Prairie Creek on East Clinton the south streetscape offers uniquely scaled buildings for small local retail/restaurant opportunities. The one-story, masonry commercial building (259 E. Clinton) constructed c.1920 is the right size for a small business. Adjacent is a small vernacular frame commercial building in poor condition that was constructed c.1890.



East Clinton Street.

East and across Prairie Creek is the old Frankfort High School, now commonly referred to as 'Old Stoney.' The high school was constructed in the Richardson Romanesque style in 1892/1926 and is classified as outstanding in the Interim Report and is also individually listed on the National Register of Historic Places. The building is currently undergoing a substantial renovation.



Former Frankfort High School – "Old Stoney"

BUILDINGS: EXISTING CONDITIONS



First Block of North Jackson Street

JACKSON STREET

The east side of the courthouse square is defined by the relatively intact streetscape of the 100 block of North Jackson Street. The block is mostly comprised of three story commercial buildings dating from 1873 to 1915. A contemporary commercial building was demolished recently at 57 North Jackson Street as a result of fire leaving the southeast corner of the intersection of Jackson and Washington vacant and ripe for appropriate infill construction.

The 100 block of North Jackson Street is anchored on the south by the Barner Block building constructed in 1873 in the Italianate Commercial style. This stately brick structure retains its bracketed metal cornice, articulated brick, gothic arched window hoods, and elongated windows (now with replacement sash). Elements of the

limestone colonnaded storefront remain on one half of the building. Immediately adjacent and to the north (5-9 N. Jackson Street) is another Italianate Commercial building constructed slightly later c.1890. Its unique architectural features include the shallow arched window details with triple windows and transoms (the furthest bay north has lost the original window configuration), heavily bracketed metal cornice, and intact storefront cornice at two of the storefronts. All three storefronts have been altered reflecting a later period. Both the Barner Block and the adjacent building are classified as notable in the Interim Report. Adjacent to the alley at the center of the block is the notable Neoclassical Laverty Building dating to c.1915. The more simplistic detailing is reminiscent of the period of construction. The storefront alteration most likely dates to the 1970's.

BUILDINGS: EXISTING CONDITIONS



55-51 North Jackson Street

The Cushwa Block (55 N. Jackson Street) completes the block and dates to c.1890. The building suffers from an open roof causing structural damage to the interior. The character defining architectural features of the façade remain including bracketed cornice, large arched third floor window opening, second floor windows with transom, storefront beam, transom area (now covered) and structural elements of the storefront. The side wall from the adjacent building demolition is in need of repairs and stabilization.

Across the alley, the Dinwiddle Building (51 N. Jackson Street) later became the J.C. Penney Building. This outstanding structure was built in 1885 in the Romanesque Revival style. While the painted brick surface is wearing thin and boarded third floor windows give the appearance of being vacant, this three story structure retains much of its upper story historic architectural features including the heavy cornice, finely articulated brick masonry work, and tall double hung windows with transoms. The paired windows at the second floor still have their large fanlight transom above. The installation of a later storefront, most likely from the years of J.C. Penney, remains including the now covered storefront transom.



Cornice details at 55-51 North Jackson

BUILDINGS: PROPOSED IMPROVEMENTS

PROPOSED IMPROVEMENTS

Integral to revitalizing Frankfort's Downtown Historic District is the rehabilitation of the historic buildings. This section suggests tools to accomplish this goal. The summaries listed below outline the architectural strengths and liabilities in the district. The Design Guidelines section offers suggestions for additional guidelines to supplement the Historic District Ordinance. The Historic Structure Maintenance section lists actions for all building owners to preserve the longevity of their structures.

Summary of liabilities and issues

1. General lack of understanding among the community of the benefits of preservation principles and policies to promote appropriate design for the Historic District.
2. Vacancies and appearances of vacancies with closed in storefronts and upper windows boarded or otherwise obscured.
3. Lack of understanding of Historic Review Board authority and design review process.
4. Inappropriate façade remodeling resulting in unsympathetic building presence in the Historic District.
5. Lack of incentives for incremental façade improvements.
6. Unkempt commercial lots which deface the charm of the district.

Summary of strengths and opportunities

1. Historic Review Board and Design Guidelines already in place so the community is aware of rules and recommendations.
2. Existing local façade program to encourage restoration.
3. Cohesive stretch of historic buildings especially on Main, Jackson and Washington Streets in a variety of architectural styles.
4. General good condition of buildings.
5. Storefronts are available for retail and upper floors are available for office or residential use.
6. Impressive anchor buildings, especially the Clinton County Courthouse, and at gateway intersections of Washington and Clinton and Jackson and Washington.

INTRODUCTION

A clear set of design guidelines in an easy to use format will allow the city and property owners to successfully navigate the restoration and permitting process in Frankfort. The City of Frankfort has established a historic district and Historic Preservation Commission. Revisions to the Downtown Frankfort Historical District Ordinance (Revised 5/29/15) set forth additional clarification to the existing code (Ordinance 08-05, passed 9-8-08). Further modifications may help the Commission and building owners to understand and navigate the design guidelines process.

In order to make the guidelines a living document, they need to be readily available, user friendly, and illustrative in nature. In revising the text, the Frankfort guidelines could be divided into residential and commercial sections or into two separate documents, allowing building owners to quickly find the standards that apply to them. The document should also be published on the city's website. Once the guidelines have been revised and updated, they should be promoted as a positive tool for home and business owners to find answers to the special needs of historic buildings. Educational sessions could be offered to introduce the new and improved guidelines and how to use them, explain the benefits of preservation, and answer questions and dispel myths.

The following suggested sections illustrate additional items to include in the guidelines and propose a format that will provide additional visual information for document users. The following suggested guidelines for restoration of Frankfort's historic façades are based on the Secretary of the Interior's Standards (<http://www.nps.gov/tps/standards.htm>). Utilization of state or federal funds to make improvements to a historic property or the use of Historic Preservation Tax Credits requires adherence to these standards.

There is no single approach for façade improvements appropriate

for every building. Guidelines are intended to be general in nature and are not meant to give case-specific advice or address exceptions or rare instances. When determining work to be performed, each building must be considered on a case-by-case basis. In order of priority, the following rules should apply:

- Address any structural damage or deterioration or significant threatening condition.
- Ongoing maintenance items such as repointing, painting, re-glazing windows, roof repairs and replacement if necessary, and other weatherization, is required to mitigate deterioration. See the Historic Structure Maintenance section included in this study.
- If a building is structurally sound, consider other improvements such as repair or replacement of architectural details which have been removed or are damaged or deteriorated; the installation of appropriate signs, awnings, or light fixtures; or other improvements that will not compromise the integrity of the historic building.

The following discussion details the suggested improvements in the areas of structural, storefronts, upper stories, rear entrances, and amenities.

1. ROOFS

When considering repairs, maintenance, or replacement of the roofing system, the following items are of primary importance: roofing material, roof decking and the underlying roof structure, flashing, chimneys, parapets, gutters and downspouts, scuppers, skylights and coping.

Roofs in the Frankfort Downtown Historic District are metal, shingle or EPDM. Seek professional guidance or the guidance of a qualified roofing specialist when making roof repairs or alterations.

RECOMMENDED

- Historic roof slopes, form, shape and materials should be retained or replicated when possible.
- New materials may be appropriate if they are not visible from the street and do not impact the historic building character.
- Retain original roof drainage system where possible.
- Direct downspouts to discharge away from the foundation.
- Provide sufficient positive slope on “flat” roofs to allow proper drainage.
- Retain original stone or tile coping (generally found at parapet walls) where present. Replace missing coping with new that replicates the original.
- Metal coping may be considered as an alternative coping material if it does not detract from the historic appearance.
- Install mechanical equipment and service equipment (solar devices, condensers, hatches, etc.) on the roof where they are inconspicuous from view and do not damage or obscure historic features.
- Retain and maintain chimneys and other historic rooftop components where they contribute to the overall character of the building.

NOT RECOMMENDED

- Replacing historic roofing materials with a dissimilar material that detracts from its original character.
- Failing to stabilize a deteriorated or failing roof or gutter system until complete work can be undertaken, thus allowing continued damage to occur.
- Removing historic roof elements which add to the original character of the building.



Maintaining the parapet wall and coping pictured above will protect the roof and masonry wall from water infiltration.

2. STOREFRONTS

Storefronts found in the downtown core of Frankfort primarily date to the late nineteenth and early twentieth century. Storefronts historically and now continue to serve as the face of the business within and are often the first place an owner will make updates to reflect contemporary trends or a business image. Often, storefront remodels give the streetscape its unique character and do not necessarily detract from its historic charm. Instead, the changes more represent a record of history over time. Sometimes, however a storefront remodel will detract from the historic character and will conflict with the traditional materials, scale massing and patterns of the overall context of the building.

Due to the significant role the storefront plays in the overall character of the streetscapes of Frankfort, it is important to maintain and preserve original features where remaining. Suggested façade improvements for Frankfort range from simple repairs and painting to a full storefront replacement. See also Anatomy

DESIGN GUIDELINES

of a Historic Storefront in the Appendix.

RECOMMENDED

- Maintain the original proportions, dimensions and elements when restoring, renovating or reconstructing a storefront.
- Retain or restore the glass transom panels, kick plates, and entry doors at their original locations and proportions.
- Restore details to the original, if evidence exists (photographic or original materials). Use simplified detail if original evidence does not exist.
- If the storefront has been covered with a later material, consider careful removal of the later material to reveal the original elements such as lintels, support walls, columns or piers to reestablish the original storefront “frame.” Removal of a test area of the materials should be conducted first to determine if removal would cause irreparable damage to the underlying materials.
- If the original storefront is gone and no evidence exists, construct a new storefront that incorporates traditional storefront proportions and elements such as display windows, transoms, kick plates, etc.
- When a replacement door is necessary, select a new unit that fits the original opening, emphasizes vertical proportion and retains original transom.
- In some instances, a door with an aluminum frame with all glass may be appropriate.
- Maintain the original storefront configuration such as recessed entry, door locations, etc.

NOT RECOMMENDED

- Using elements typically found in suburban commercial shopping strips that do not relate to the historic elements in the area.

- Setting new storefronts back from sidewalk and disrupting the visual order of the block.
- Creating new storefronts that replicate non-documented “historic” façades or evoke styles that pre-date the building or that evoke other places (e.g. Colonial Williamsburg).
- Introducing mechanical equipment, e.g. air conditioners, ventilating devices, etc. in storefronts.
- Avoid slab doors, doors of a residential style, or ones with a character that evokes a different time period than that of the building.



The photos above illustrate an appropriate storefront restoration: the reintroduction of transom windows and return to historic storefront proportions.

3. UPPER STORIES

Common features shared by many of the historic façades of Frankfort include the large vertical window openings on the buildings' upper stories, masonry detailing, and highly decorative, intricately detailed cornices of pressed metal, stone, or brick. It is these features that provide the color, texture and relief that make the streetscapes interesting. Extreme care should be taken to preserve these elements. In many cases, upper story windows have been neglected or boarded and present a vacant, desolate appearance to the downtown. Other windows have been replaced with undersized units. Consider a window restoration/replacement program to reintroduce “eyes to the square” projecting a heightened illusion of occupancy, safety and vibrancy.

CORNICE ELEMENTS

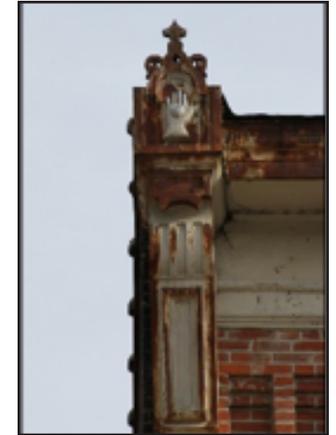
RECOMMENDED

- Repair and preserve the original cornice, trim and decorative elements, even if worn or damaged.
- Missing decorative features may be added when there is evidence that they existed. Evidence can be found from old photographs, remnants left on the building, paint lines, nail holes, old notches and cut outs where parts have been removed or fallen off.
- New materials may be considered if they can replicate the original in detail and provide the same visual effect.
- Retain decorative masonry cornice work and detailing.

NOT RECOMMENDED

- Fabricating a history that does not exist by using ornamentation that is foreign to a building or has no evidence to have existed.
- Removing decorative elements simply because they are not original to the building. They may have developed significance of their own and represent the evolution of the building.

- Adding decorative details to parts of the building that never had such details.
- Covering up original details.



Cornice details giving character to Frankfort downtown buildings include the decorative masonry craftsmanship and the pressed metal cornices and finials and wood brackets above.

MASONRY

Masonry repointing should be done with considerable care by a reputable mason with demonstrated experience with masonry restoration. Repointing is the partial removal of deteriorated or missing mortar from between masonry units and its replacement with new mortar.

For additional information see Preservation Brief 2 Repointing Mortar Joints in Historic Masonry, National Park Service, and US Department of the Interior: <http://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints.html>

RECOMMENDED

- Original brick, stone, terra cotta, cast concrete and other masonry original to the building should be preserved and maintained.
- Missing areas of masonry or areas of masonry seriously deteriorated to the extent the masonry unit no longer has integrity, should be reconstructed matching the historic masonry materials as close as possible including masonry unit size, type, coursing, color and strength. Replacement mortar should match the historic mortar in strength, color and composition and joint tooling. Masonry units should be toothed-in to the old masonry to disguise the joint between the old and the new.
- Masonry repointing should be done with considerable care and by a reputable mason with demonstrated experience with masonry restoration. Repointing mortar for historic buildings should typically be a soft, high lime content mortar. A mortar analysis is recommended to determine the components of the mortar and its strength.
- Masonry that has never been painted should remain unpainted unless the brick and mortar are extremely mismatched from repairs or patching.
- Historically painted masonry surfaces should be maintained and remain painted. When restoring, use only specialized coatings for masonry surfaces.

NOT RECOMMENDED

- Use of bag mix cement mortars for repointing.
- Use of power tools or grinders is not recommended for use on historic masonry. The use of hand tools is an effective and safer method for removal of mortar.
- Painting or application of coatings on to previously unpainted masonry.
- The use of sandblasting and other abrasive cleaning methods is prohibited on historic masonry.



Historically painted masonry wall surface with ghost sign image remaining.

WINDOWS

Windows help to define the architectural character and style of a historic building. They also make up a large percentage of a building's exterior walls. The integrity of a building is often lost with the removal of original windows or the introduction of inappropriate replacements.

RECOMMENDED

- In most cases, original windows are most appropriate and should be retained whenever possible.
- When original windows are deteriorated beyond repair (window cannot be made to fit tightly; or many parts of the window are either damaged or deteriorated beyond repair or missing), choose a replacement that fits the original opening and matches the original in type and method of operation, material, glass size and reflectivity and mounting division.
- Prevent deterioration of wood windows and doors by repairing, cleaning, and painting as needed.
- If wood elements are deteriorated beyond repair, replace by patching or piecing-in with wood consolidating with approved epoxy products.
- Install new storm windows that maintain the original size, shape and design of the original window. The storm window frame may be wood or metal and should be prefinished or paintable.

NOT RECOMMENDED

- Changing the original shape, size, dimensions, design, or pattern of the window configuration.
- Avoid using aluminum storms with clear aluminum frames, reflective glass, or high profile design, which detract from the original window character.



The original windows on the lower portion of the picture above are in good shape to be restored. The undersized replacement units above, detract from the historic character of the building.

4. SIDEWALLS/REAR AND/OR SIDE ENTRANCES

The back and sidewalls of commercial buildings are often overlooked when considering restoration and repairs. A side or rear entrance offers access to the building at a location that is often closer to available parking, and provide for an additional means of egress increasing fire safety. Traditional service functions of loading, unloading of merchandise and trash disposal should remain at rear entrances. Screen walls and storage bins can be designed to partially or completely conceal the clutter of trash bins. To remove the negative impact of multiple trash containers, several owners may find it convenient to establish a central location for the collective storage and pick-up of trash.

RECOMMENDED

- Restoration of ornate or finished sidewalls in the same manner as the front facades.
- Providing or restoring painted signs on sidewalls that historically had such advertising with designs evoking the character of the historic sidewall signage.
- Placement of all garbage and debris away from entrances.
- Install awnings over side and rear entrances to indicate the door is in use.
- Removal of failing add-on rear structures, not historic to the original.

NOT RECOMMENDED

- Using sidewalls for large inappropriate signs, billboards, or historically inappropriate signage.
- Cutting new openings in rear and sidewalls unless required for egress.



This property owner has found a way to conceal utilities and offer a secluded outdoor living space for the residence on the second floor.

5. AMENITIES - SIGNS/LIGHTING/AWNINGS/PAINT

SIGNS

A variety of signs add to the attractiveness and vibrancy of the downtown; however, too much of a good thing results in visual clutter and confusion. When determining the appropriateness of a sign, consider not only the business it represents but how it will fit within the context of the streetscape. A beautiful sign thoughtfully designed and professionally made reflects a solid, reputable business.

Businesses often need several types of signs to capture the attention of people passing by in a vehicle or on foot. The primary business sign identifies the business name or provides an image such as a business logo. A secondary sign may contain a listing of products and services and other contact information.

RECOMMENDED

- Projecting signs, attached perpendicular to the building in appropriate size, scale and design to the historic building.
- Awning or canopy signs affixed flat to the surface of the awning or canopy and of a size and scale such that does not dominate the awning/canopy.
- Historic signs contribute to the character of the district and should be maintained and preserved.
- Tablet signs integral with the buildings' construction, often as part of masonry construction.
- Wall signs located at the transition between the storefront and upper stories. The size of the sign should respect the scale and character of the building.
- Murals and painted advertising signs are appropriate for a secondary wall face based on size, design and location and whether or not the face has been painted previously.
- Window signs directly adhered to the glass through painting, silk-screening or other applied material and of a size and scale relative to the size of the window itself. The size should allow a minimum of 80% visibility through the window.
- Sandwich board signs displayed only when the business is open.

NOT RECOMMENDED

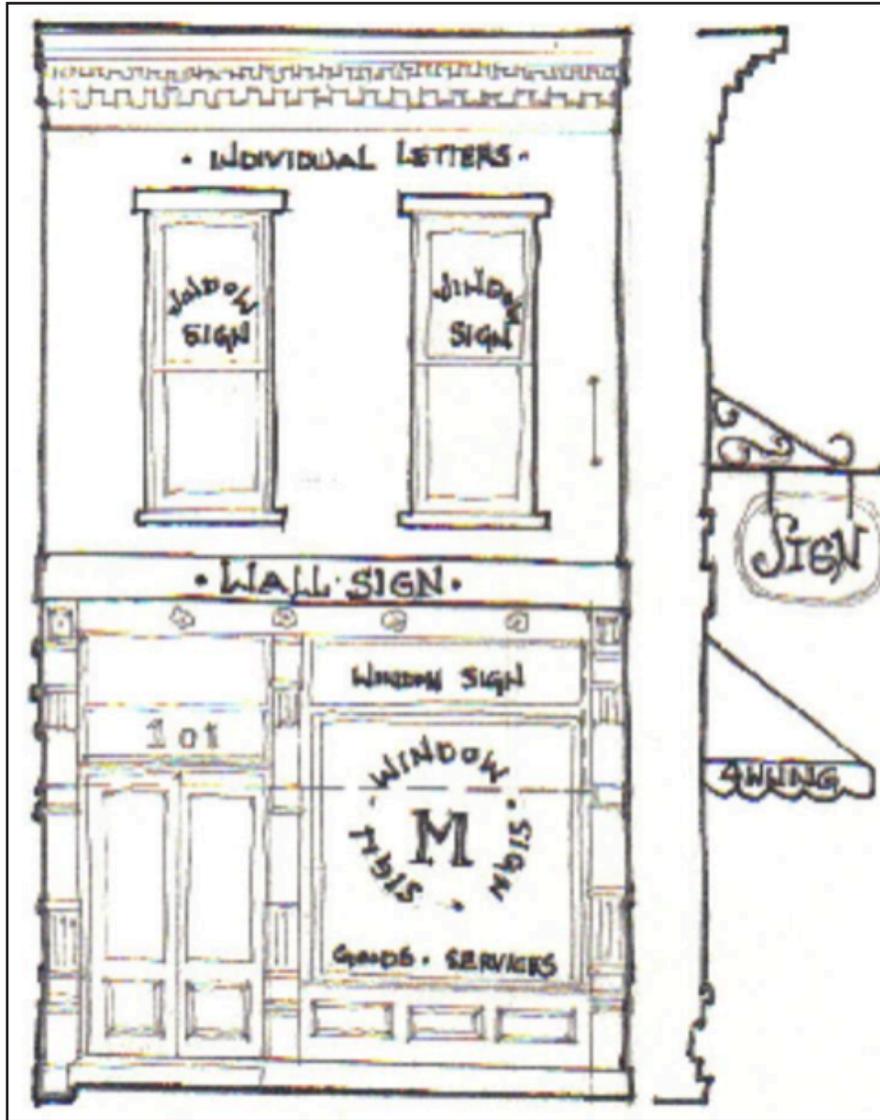
- Free-standing stationary and portable signs.
- Signs that obscure a window or door opening.
- Temporary signs or banners displayed more than 30 days.
- Internally illuminated signs.
- Changeable message board signs.



The quirky fishing lure provides business identification and interest for the fishing tackle business in the form of a projecting sign.

- Signs that serve as advertising (including but not limited to phone numbers, web sites, listing of more than three services or products, etc.), especially when not related to an onsite business.
- Box signs.
- Flashing signs.
- Ground mounted or pole signs.
- Obscuring architectural features with the sign.
- Attaching signs to historic materials, in particular where the attachment will damage materials and be irreversible.
- Billboard.

DESIGN GUIDELINES



This diagram shows the traditional placement for signs on a historic building.



The left pictures a window sign and the right, a wall sign, both in traditional locations for historic buildings.

LIGHTING

Light fixtures on the exterior of a building serve to illuminate the face of the building, highlight the storefront and the merchandise within, identify the entrance and provide the finishing touches to the design.

RECOMMENDED

- Retain historic light fixtures. If modification of the building is required to accommodate new energy requirements, it should be done with the least intrusion to the original character of the fixture.
- Replace fixtures with unobtrusive styles, concealing the light source to minimize glare and direct the light to the building.
- Add lighting to both the interior and exterior of storefronts.

NOT RECOMMENDED

- Contemporary fixtures that detract from the original character of the building.
- Light fixtures that are inappropriately scaled for the building.
- Fixtures that are from a different period or replicate another period of construction.



The gooseneck fixture above is appropriate for the historic downtown.



The well-lighted storefront welcomes pedestrians after dark.

AWNINGS

Awnings serve primarily to protect the large expansive storefront as well as patrons from high levels of sun exposure and rain, and secondarily to provide an opportunity for business identification. Originally made of canvas material on a metal frame, awnings were generally operable, giving the shopkeeper the ability to regulate the levels of light penetrating the interior. The hand cranked mechanism also allowed the awnings to be retracted in high winds or when the business was not open. During the twentieth century awning materials changed to metal and wood. These permanently affixed awning/canopies often obscured transom glass and other architectural details. Rarely did the installation of the later canopy respect the original storefront configuration or historic architectural features. Awnings add character, color and weather protection to a building and make for a more enjoyable experience for pedestrians and passersby.



Awnings may be made in a variety of styles, colors and prints, as shown above, to accent and individualize a business' storefront.

RECOMMENDED

- Historically significant awnings and canopies should be preserved and maintained.
- Awnings consisting of a metal frame covered with a weather resistant canvas are generally most appropriate.
- Storefronts and upper façade windows are generally appropriate locations for awnings.
- Use the structural columns/supports and storefront configuration to determine the appropriate width and placement of the awning.

NOT RECOMMENDED

- Wood framed canopies (often with asphalt or wood shake shingles).
- Bubble, concave, convex or barrel vaulted awning.

- Backlit or internally illuminated awnings.
- Avoid harsh or overly bright colored awnings.
- Awnings that are obtrusive in the streetscape or obscure other buildings and their features.
- Awnings constructed from cedar shake, concrete, fiberglass, plastic, aluminum or other non-traditional materials based on the period of the building.

PAINT

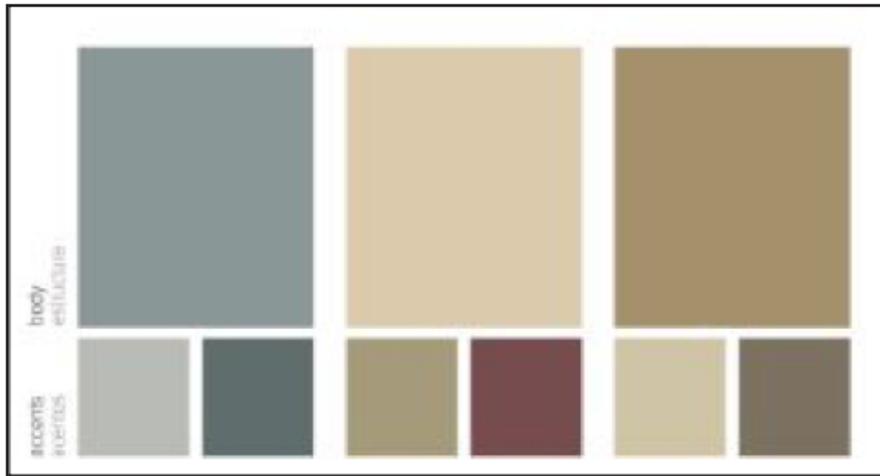
Paint colors should reflect the period and style of a building and should be used to best enhance the design features of a building. Paint is also an easy way to reflect the owner's personal style and taste while remaining compatible with the downtown historic district as a whole.

RECOMMENDED

- Use of manufacturer's paint recommendations for compatible paint colors representative of a particular period of construction.
- Consider lead paint hazards prior to any paint removal and adhere to Federal, State and local regulations for appropriate removal and disposal requirements.
- Maintain the surfaces of buildings that have historically been painted.

NOT RECOMMENDED

- Painting previously unpainted masonry structures, or applying stucco and concrete veneers to previously uncoated structures.
- Removing paint from masonry surfaces historically intended to be painted, such as windows and doors.
- Use of abrasive methods for paint or rust removal.



All national paint manufacturers have historic color palettes, such as the Benjamin Moore swatch above.

6. NEW CONSTRUCTION/ADDITIONS

When considering the construction of a new building or an addition onto an existing building, one of the most important factors is how the new design responds to its context. While new construction needs to harmonize with the historic context, it should not replicate historic buildings or details. It should reflect its own time period, current construction technologies and new materials that are aesthetically compatible. Most importantly, perhaps, new construction should be responsive to its context in height, proportions, alignment, façade composition, details, materials, colors and setback.

RECOMMENDED

- New construction should be compatible with neighboring properties through a consistency in size scale, massing, set-backs, height and established patterns.
- New construction should be distinguishable as a product of its own time period.

- Placement of any new construction should respond to the setbacks of the historic existing structures and adjacent and surrounding structures.
- Materials used in new construction should complement or match those used on nearby buildings.
- Most buildings in downtown Frankfort are of brick construction. Use of masonry as the primary construction material is encouraged for new construction.
- Color schemes for new construction should relate to, and not adversely impact, the surrounding buildings or the context.
- Window and door placement and heights should relate in proportion and pattern to those used on existing and adjacent properties.

Roofs of downtown buildings are generally flat with few exceptions. This should be the rule; however other roof forms may be considered based on the context.

- Mechanical equipment should not be visible from the public right of way.
- Additions to existing buildings should be limited to non-character defining elevations.
- Additions to existing buildings should be subordinate to the existing building.
- Additions should minimize damage to existing historic walls, roofs, or features.

NOT RECOMMENDED

- New construction (infill or addition) that conflicts or deters from the character, scale, patterns, massing or setbacks of the downtown district.
- Use of materials that are foreign within the context of the commercial downtown historic district such as vinyl siding, aluminum siding, wood siding of a residential character, cedar shake siding, Plexiglas, exterior insulation finishing system (EIFS), thin set brick or stone veneers, and reflective or mirrored glass.

HISTORIC STRUCTURE MAINTENANCE

General repair, maintenance, and cleaning not only preserve the longevity of buildings, but also contributes to the overall appearance of a community as welcoming and inviting. Below is a list of things you can do to maintain and improve the appearance of your building with little or no investment. For more detail see Preservation Brief 47 Maintaining the Exterior of Small and Medium Sized Historic Buildings at <http://www.nps.gov/tps/how-to-preserve/briefs/47-maintaining-exteriors.htm>.

ROOF

Leaking roofs, improper flashing and missing or undersized gutters create a threat to the integrity of a building. Water infiltration should be addressed as soon as it occurs. Water issues left unattended generally become larger threats and more costly to repair, especially if the water damage moves to the building interior. Regular roof inspections are important for all types of roofs. Inspect roofs annually, spring or fall or after a heavy storm. Inspect chimneys in the fall and every five years by a mason. Inspect gutters and drainage every six months, before and after wet season and during periods of heavy rain.

- Repair improper or loose flashing and reset missing or loose shingles.
- Clean clogged gutters and downspouts. Make sure water flows freely.
- Realign sagging or misaligned gutters so water flows to drains.
- Make sure water is sufficiently directed away from the building at downspouts with splash blocks.
- Repoint joints in chimneys and parapet walls using mortar similar to the original in consistency, color and rake. Have a professional repair chimneys and chimney caps, checking for cracks and adequate venting and exhaust.

WINDOWS

Windows are a significant architectural design feature of most buildings. Historic windows that remain should be preserved and protected whenever possible. Inspect windows seasonally to make sure they remain functional and weather tight.

- Paint steel lintels, often found in brick or stone buildings, to keep them rust free.
- Check stone or brick lintels for cracks or missing mortar joints and to make sure mortar is in good condition.
- Inspect wood window components for rot (soft spots) or peeling paint and paint if needed.



Maintaining mortar joints in the parapet wall will prevent water infiltration.

HISTORIC STRUCTURE MAINTENANCE

- Caulk joints between window frame and the wood or masonry opening.
- Reglaze (window putty) windows to make sure glass is secure and water tight.
- Install appropriate storm windows to protect original windows and improve the thermal efficiency of an older or historic window.
- Check window locks to make sure they fasten securely for best performance.

MASONRY

If maintained properly, masonry construction can last indefinitely. 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 cause step-cracking in the masonry joints, bulging of the wall surface, and potential failure of the masonry wall.

Inspect annually in the spring in both dry and wet weather. Walls should be even and show no signs of cracks. When walls are bulging and cracks appear, seek professional guidance as to the cause of the stress and appropriate corrective measures. For more information, see Preservation Brief 2 Repointing Mortar Joints in Historic Masonry Buildings at <http://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints.htm>.

- Repoint masonry where mortar is crumbling or missing.
- Remove climbing vegetation and mildew from surface.
- Clean surfaces, beginning with water and a natural bristle brush and avoid the use of abrasive methods.



Regular maintenance will keep historic windows operable and sound.

HISTORIC STRUCTURE MAINTENANCE

STOREFRONT

Storefronts serve as the face of the business within and are often the first place an owner will update a building. Regular maintenance, replacement of deteriorated components, scraping, sanding and repainting, is needed for all storefronts and will preclude the need for remodeling.

METAL ELEMENTS

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.

HVAC SYSTEMS AND PLUMBING

- Replace system filters per manufacturer's recommendations.
- Have systems serviced and cleaned per manufacturer's recommendations.
- Inspect sump pump.
- Clean air vents.

SITE

- Inspect annually or after a major storm.
- Remove excess mulch and vegetation from foundation.
- Prune landscape back from the structure.
- Check foundation for signs of rodent or insect infestation.
- Clean window wells.
- Clear drain grates of debris.



ELEMENT:
THE ECONOMY

ECONOMY: EXISTING CONDITIONS

DEMOGRAPHIC AND BUSINESS TRENDS

Frankfort's population was an estimated 16,153 in 2014, and is slowly declining. It dropped about 2 percent from 2010 to 2014. Clinton County's population, now at 32,609, has also lost residents.

A declining population is not a good sign, but it is in line with most of Indiana's 92 counties. Almost all of the state's growth is centered on its large urban areas, such as Indianapolis.

However, even with a shrinking population there is still room for development and new opportunities, especially since the recession has receded and the economy is slowly growing again.

There are 813 commercial and industrial businesses in the City of Frankfort, according to the Indiana Department of Workforce Development (IDWD). This list includes everything from Federal-Mogul Corp with 400 employees, to Bradley's Locksmith Shop, with one.

There are 105 retail establishments spread throughout the city, according to IDWD. Most of these are small businesses, but there are large national chains such as Walmart Supercenter with 220 employees.

Downtown has plenty of competition for customers. For example, there are much heavier concentrations of restaurants and retail stores along Wabash Street/U.S. 421 east of downtown, and other major arteries. To stand out, the central business district needs to build upon its distinct identity and offer shops, services and a pedestrian experience not found elsewhere in the city.

CULTURAL AND SOCIAL RESOURCES

The central business district is still the cultural center of the community, with attractions including the Clinton County Civic Theater. Some of the annual downtown events include:

- Farmer's Market
- Fire and Ice Festival
- First Friday Gallery Walks
- Animal Art on Canvas
- Hot Dog Festival
- Thursday Thunder Car Show and Main Street Concerts
- Oktoberfest, Ghost Tours, Trick or Treat on the Square
- Christmas Parade, Santa's House, Santa Express & TPA Park Light Tours

EXISTING ECONOMIC DEVELOPMENT PLANS

There is no shortage of plans about restoring downtown Frankfort, as shown in the following list. Plans and reports reviewed for this study include:

- 2013 Economic Development Plan
- 2012 Ivy Tech Feasibility Study
- 2012 Urban Land Institute - TAP Study
- 2012 Comprehensive Plan Update
- 2011 Railroad Roundhouse Study
- 2007 Comprehensive Plan

CURRENT IMAGE

During the steering committee and public meetings, there was recognition that downtown has untapped potential, but that a concerted effort was needed because many residents – especially young people – don't see the community as vibrant or a good bet for a prosperous future.

Some of the goals given for this plan include:

- Combat the culture of leaving Frankfort; give kids a reason to stay.
- There's potential for a common culture of learning – with Ivy Tech.
- Create an aggressive approach to revitalization.
- Entice employees who work at the industrial park to live here.

ECONOMY: EXISTING CONDITIONS

ECONOMIC DEVELOPMENT TOOLS

A community of Frankfort's size needs every advantage to build its economy, including local organizations with a vested interest in downtown. Many of the foundational groups needed to promote growth are already in place, including:

- Frankfort Main Street
- Clinton County Chamber of Commerce, which oversees:
 - o Partners in Progress for Clinton County, the county's economic development organization
 - o Clinton County Economic Advancement Foundation, which is set up to support local efforts
 - o Clinton County Tourism Bureau, which is funded with a countywide innkeepers' tax.
- Frankfort Redevelopment Commission (FRC), which oversees the TIF district.
- Clinton County Community Foundation
- Historic Preservation Commission
- An engaged mayor
- A supportive city council
- A good working relationship with Clinton County government

To be effective at attracting and expanding businesses, these groups require economic development tools. Following is a list of those tools and the city's preparedness.

1. Support programs for entrepreneurs and existing businesses
2. A tax increment financing district
3. A Revolving Loan Fund Program
4. Design guidelines and standards
5. A downtown investment group

Entrepreneurial Support Programs: Frankfort Main Street runs many of these programs including a recent course on marketing in conjunction with Purdue University, which was completed by 21

businesses including three located downtown. The Purdue University Extension Office (located by the fairgrounds) also offers business-related classes.

Tax increment financing (TIF) districts are essential because they generate money needed to fund downtown infrastructure repairs, façade programs, etc.

The Frankfort Redevelopment Commission (FRC), oversees the TIF district, which originates at the city industrial park but also encompasses downtown. The commission has made \$75,000 available for a façade program aimed at downtown buildings. Frankfort Main Street has also approached the commission about funding future sidewalk and lighting improvements.

Low-Interest Loan Program: There is a revolving loan fund with approximately \$400,000 for people needing assistance for business start-ups and expansion.

Design Guidelines and Standards: The city is making considerable investments in improving downtown, and has a right to protect its investment by indicating to the private sector what it expects in downtown development.

Design guidelines or design standards can be put in place to direct future streetscape or building work so that it creates an attractive setting for businesses and for the many diverse uses of the downtown. The rules can be very specific, covering building materials, colors, use of awnings, etc., or very general, such as specifying that all new buildings align with existing ones (to discourage parking lots in the front of downtown businesses).

Opponents claim standards discourage investment because they involve local government bureaucracy and can add costs for compliance. Supporters claim that without the standards one slipshod building owner can cheapen the look of an entire city block, despite the work that the rest of the community has put into it.

ECONOMY: EXISTING CONDITIONS

In Frankfort, the **Historic Preservation Commission**, a new group, is working on design guidelines for downtown buildings to accompany the façade grant program. However, the city council may also want to consider some design regulations for key areas downtown, such as the courthouse square.

A **downtown investment group** can be the most potent engine of change. With such an organization, local leaders can target areas and even specific buildings for revitalization. They do not have to wait for the marketplace to determine when and if a site is ready for reuse.

For example, the City of Dunkirk in Jay County has the Dunkirk Investment Group (DIG), which restored several buildings and created a public-private partnership with local government. In one restored building DIG recruited a new downtown medical practice. They also bought Dunkirk's grandest structure – a 1930, three-story masterpiece – and are restoring it.

TRAFFIC COUNTS

The amount of traffic moving through a commercial area is a key indicator of how many customers can be enticed to pull over to shop or look around. People looking to open new businesses can study traffic counts for promising locations.

In Frankfort, local traffic counts are done on state and U.S. roads by the Indiana Department of Transportation (INDOT). They use a system called Annual Average Daily Traffic (AADT), which is the average of all daily traffic that would use the road over a year. The number indicates the total vehicles moving in both directions.

State roads 28 and 39 both run through downtown Frankfort, along with U.S. 421. Some of the highest traffic counts are on East Walnut Street just south of the square, with 14,180 vehicles per day counted just before U.S. 421 turns north on Jackson Street, according to an INDOT report from 2013.

Many vehicles continue along that east-west road, but 7,619 were

counted on Jackson Street just south of the square, according to the 2013 study. It is encouraging to note (for businesses, anyway) that traffic has gone up since an INDOT count in 2011.

Another promising statistic is the 39,000 or so vehicles passing nearby at the I-65/SR 28 exit. With better signage and new destination shops and services, some of those drivers could be lured downtown.

ECONOMY: EXISTING CONDITIONS

RETAIL TRADE ANALYSIS

This retail analysis captures a snapshot of downtown Frankfort's economy as it stands in early 2016, including types of stores and services provided, along with the spending habits of customers and general earnings of local businesses.

Gaining an understanding of the existing retail outlets and preferences of consumers is the first step toward crafting an effective plan for economic revitalization. This information can then be leveraged to repurpose existing structures and attract new business. The following steps are needed for a retail trade analysis:

1. Define a retail trade area
2. Analyze demographic and traffic patterns inside the area
3. Perform a market analysis
4. Define local customers

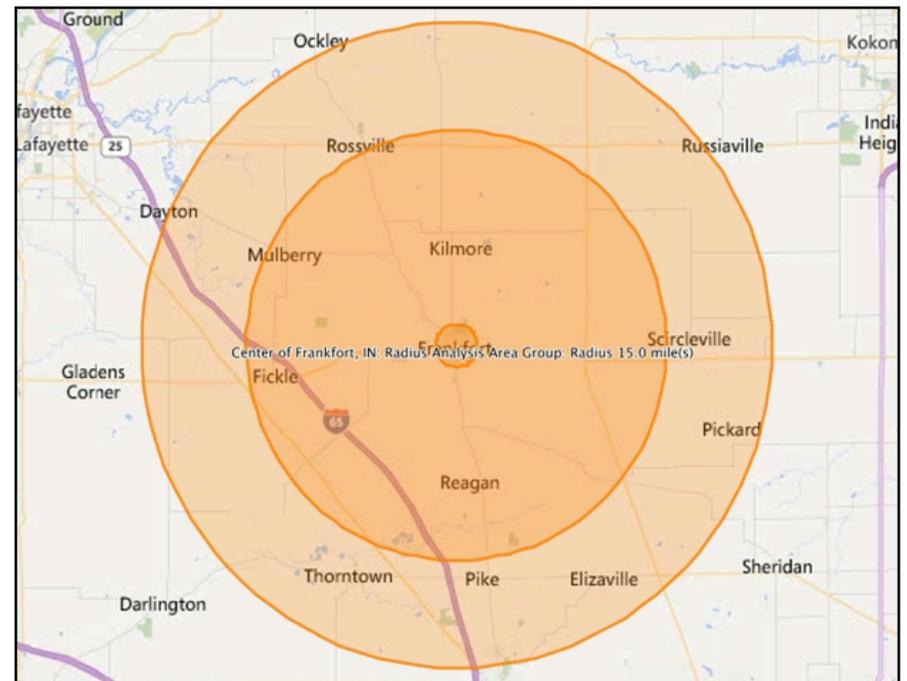
DEFINING THE RETAIL TRADE AREA

The map below shows the retail trade area around Frankfort. These imaginary circles divide the local population between groups that are likely to do their shopping in Frankfort and those who will probably go elsewhere. As shown from the map below, the trade area is broken into three sections based on the distance from the center of town: 1 mile, 10 miles and 15 miles.

Individuals living within 10 miles of town are considered to be Frankfort's core customers. These are the individuals who are most likely to purchase goods and services from local businesses or visit downtown routinely.

Consumers within the 15-mile radius are still fairly likely to shop in Frankfort, especially if Frankfort businesses offer better deals than neighboring competitors or products that are not readily available closer to home. The population beyond the 15-mile radius is increasingly less likely to drive into town for daily errands, but might be drawn to unique businesses or well-known restaurants.

The trade area boundaries serve as a reference point for the average consumer, but there are certainly exceptions. In the cases where Frankfort can differentiate itself, the city has an opportunity to draw from a wider pool of consumers. However, for daily activities the boundaries provide a broad overview.



Source: Nielsen Solution Center

DEMOGRAPHICS

The following table includes information about the population within the Frankfort trade area based on the three concentric rings (up to a 15-mile radius). Frankfort's population is slowly increasing, with about a 0.83 percent projected increase by 2021.

The information shows that within reasonable driving distance to

ECONOMY: EXISTING CONDITIONS

downtown Frankfort there are over 51,000 people, which is a good-sized base for attracting customers, and that the population’s median household income is \$54,914.

Table 1: 15-Mile Radius Demographic Profile

Characteristic	2016	2021 (projection)	% Change, 2016 - 2021 (projection)
Population	51,099	51,522	0.83%
Households	18,800	18,954	0.82%
Housing Units	20,737	20,990	1.22%
Average Household Size	2.67	2.67	0%
Median Age	39.3	39.6	0.76%
Median Household Income	\$54,914	\$59,066	7.56%
Median Housing Value	\$124,208	\$130,470	5.04%

Source: Nielsen Solution Center

Market Analysis

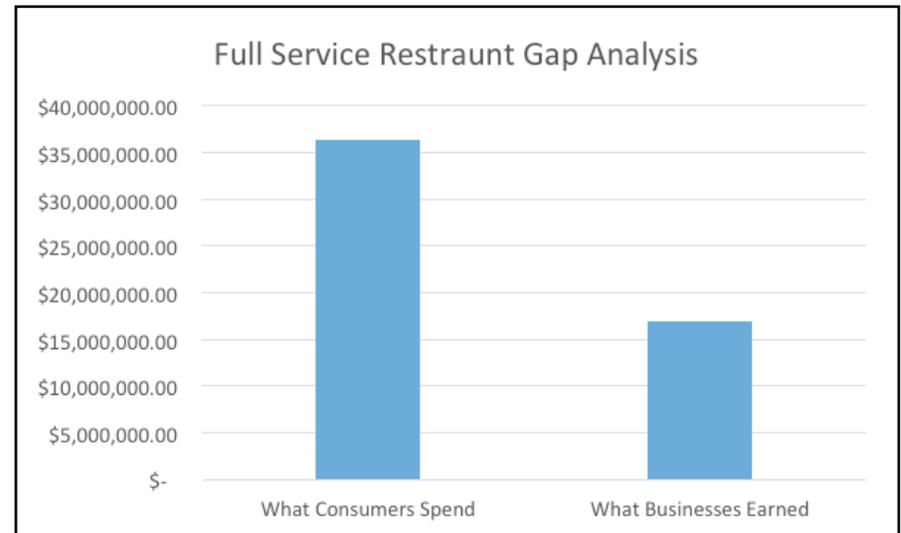
Understanding Frankfort’s economy begins with two questions:

1. How much do local people spend on food, clothes, etc.?
2. How much do local businesses earn on food, clothes, etc.?

Ideally, local business would receive nearly all of the dollars spent by the local population. In reality, this rarely occurs because of the accessibility of Internet sales and shoppers’ willingness to travel to obtain specific items.

Money is said to “leak” from downtown if residents spend more for goods and services than local businesses earn. In a hypothetical example, the chart below shows that local shoppers in an area spent \$36.3 million on full service restaurants, but local restaurants earned

only \$16.9 million. Thus, \$19.4 million dollars leaked out of the local economy. Understanding where this leakage occurs is an important step toward creating a retail strategy. SDG uses a national company called Nielsen Holdings N.V. for the following data on consumer spending.



Source: Nielsen Solution Center

Marketing firms perform opportunity gap analysis in two ways. One method is by type of retail store (hardware store, book store, etc.). The second method is by the kind of merchandise. For example, someone could buy a hat at a clothing store, hardware store, grocery store, etc.

Local entrepreneurs can sift through both lists (the complete information can be found in the appendix) to look for opportunities among underserved markets.

Gap Analysis: Retail Store Spending

This section focuses on opportunity gap analysis by retail store. For

ECONOMY: EXISTING CONDITIONS

instance, the following table shows that people within a 10-mile radius of downtown spent \$5.7 million at jewelry stores, but local businesses within that circle earned only \$946,124. Could a small shop recapture some of that money?

In another example, people within 10 miles of downtown (the core customers) spent about \$1.7 million dollars at hobby, toy and games stores, but local stores in that category only receive about 4 percent of that spending.

Table 2 lists stores where less than 50 percent of consumer demand is being met within the 10-mile Frankfort area, and how much money is being lost.

Table 2: Frankfort – 10-Mile Radius Opportunity Gap by Retail Store, 2015

Retail Stores	Total Spending	% Spent in Trade Area	\$ Lost to Other Areas
Hobby, Toy & Game Stores	\$1.7 million	3.83%	\$1.7 million
Clothing Stores	\$10 million	10.7%	\$8.9 million
Book Stores & New Dealers	\$744,431	16%	\$625,693
Jewelry Stores	\$5.7 million	16%	\$4.8 million
Shoe Stores	\$1.6 million	45%	\$891,503

Source: Nielsen Solution Center

Local entrepreneurs will also be encouraged to note that Frankfort doesn't just "leak" money, it can also capture a "surplus," which is when people who live outside the trade area buy things locally. For instance, building material/garden equipment stores within 10 miles made about \$57.3 million, but local people in that same area only spent \$44 million. Outsiders provided the additional \$13.2 million to the local economy.

The following lists highlight types of stores in the 10- and 15-mile trade areas that either leak or have surpluses in consumer spending in specific types of businesses.

10-Mile Trade Area (leak amount): -

- Automotive Dealers (\$43.6 million)
- Clothing & Clothing Accessories Stores (\$15.3 million)
- Furniture & Home Furnishings Stores (\$3.4 million)
- Pharmacies & Drug Stores (\$14.6 million)

10-Mile Trade Area (surplus amount):

- Gasoline Stations with Convenience Stores (\$11 million)
- Building Material, Garden Equipment Stores (\$13 million)
- Outdoor Power Equipment Stores (\$8.8 million)
- Nursery & Garden Centers (\$22.6 million)

15-Mile Trade Area (leak amount):

- Automotive Dealers (\$109.7 million)
- Health & Personal Care Stores (\$32.3million)
- Jewelry, Luggage, Leather Goods Stores (\$11.9 million)
- Limited-Service Eating Places (\$18.2 million)

15-Mile Trade Area (surplus amount):

- Building Material, Garden Equipment Stores (\$98.1 million)
- Outdoor Power Equipment Stores (\$99.7 million)
- Specialty Food Stores (\$5.4 million)
- Gasoline Stations (\$13.3 million)

The complete list of Retail Store Spending can be found in the Appendix.

Gap Analysis: Merchandise Spending

The following data focuses on types of merchandise consumers bought, regardless of the type of store. Table 3 below lists goods being purchased inside and outside the 10-mile Frankfort area.

ECONOMY: EXISTING CONDITIONS

Table 3: Frankfort – 10-Mile Radius Opportunity

Merchandise Lines	Total Spending	% Spent in Trade Area	\$ Lost to Other Areas
Televisions, Video Recorders, Video Cameras	\$2.2 million	70%	\$642,280
Jewelry	\$1.2 million	19%	\$1 million
Cars, Trucks, Other Powered Transportation	\$71.5 million	39%	\$43.4 million

Source: Nielsen Solution Center

The following lists show stores in the 10- and 15-mile trade areas that either leak or have surpluses in consumer spending on particular merchandise.

10-Mile Trade Area (leak amount):

- Footwear (\$3.2 million)
- Toys, Hobby Goods & Games (\$2.1 million)
- Drugs, Health Aids & Beauty Aids (\$24.6 million)
- Sporting Goods (\$1.6 million)

10-Mile Trade Area (surplus amount):

- Automotive Fuels (\$23.4 million)
- Lawn/Garden/Farm Equipment/Supplies (\$6.5 million)
- Alcoholic Drinks (\$252,617)

15-Mile Trade Area (leak amount):

- Meals & Snacks (\$35.8 million)
- Cars, Trucks, Other Powered Transportation (\$107.7 million)
- Furniture & Sleep Equipment (\$7.6 million)
- Hardware, Tools, Plumbing, Electrical (\$8.9 million)

15-Mile Trade Area (surplus amount):

- Groceries & Other Foods (\$57 million)
- Drugs, Health Aids & Beauty Aids (\$175 million)
- Women’s, Juniors’, & Misses’ Wear (\$3.4 million)
- Automotive Fuels (\$122.6 million)

The complete list of Merchandise Spending can be found in the Appendix.

CAUTIONARY NOTE

It is important to note that none of the supply and demand numbers for the trade area are entirely accurate.

Several national firms gather and process retail data. SDG uses a firm called Nielsen. All of their final numbers are estimates based on a formula which includes information from sources such as the U.S. Department of Labor’s Consumer Expenditure Survey.

Because they are estimates, it is likely that any one figure, such as retail clothing stores, is not entirely accurate.

Then why use the data?

The numbers are not meant to be viewed as accurate accounts of individual stores, but, taken as a whole, they provide reasonable estimates of expenditures and sales. Equally important, this type of data is reviewed by national chains when deciding whether to move into a new area. It is important to Frankfort’s retail market to see itself as others do.

ECONOMY: EXISTING CONDITIONS

MARKET CATEGORIES

Shops and services provide one side of a business transaction; customers provide the other. When a national chain is looking for a new location for a store or restaurant, they examine consumer characteristics of the local population. This information is contained in a psychographic profile which includes earnings, lifestyle characteristics and habits of the general population.

To obtain this data SDG uses the services of Nielsen, which collects information on the lifestyles of Americans and then breaks down local populations into individual market categories. These market categories have a specific name and the members of each segment share certain traits that characterize their consumption habits. Table 4, found below, provides information about Frankfort's local population as consumers.

Consumer expenditure data is drawn from Consumer Buying Power, Nielsen's database of estimated expenditures based on the Bureau of Labor Statistics' Consumer Expenditure Survey. Business data comes from Business-Facts, Nielsen's database of over twelve million businesses and professional records. Nielsen's partner, infoUSA, collects the base Business-Facts data which Nielsen enhances with additional information.

Table 4: 10-Mile Trade Area: Top Consumer Categories

Categories	Percent of Population
Mayberry-ville	9.4%
Big Sky Families	8.6%
Bedrock America	7.6%
Kid Country, USA	7.3%
Crossroads Villagers	6.9%
Fast-Track Families	6.5%
Old Milltowns	6.0%
Country Casuals	5.9%
Young & Rustic	5.8%
New Homesteads	4.8%
Golden Ponds	4.5%

Source: Nielsen Solution Center

Note that the top three categories in the above table comprise about 26 percent of the population. Two of those categories are for younger- to middle-aged adults and two out of three are upper-mid income levels.

ECONOMY: EXISTING CONDITIONS

Mayberry-ville Upper Mid Older w/o Kids



Like the old Andy Griffith Show set in a quaint picturesque burg, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, upper- middle-class couples like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles, and pickup trucks.

Lifestyle Traits:	Demographic Traits:
Has Discretionary Cash	Income: Upper Mid
Lives in Moderately Priced Housing	Age Ranges: 45-64
Hunts	Presence of Kids: Household without Kids
Watch Nighttime TV	Homeownership: Mostly Owners
	Employment Levels: Blue-Collar Jobs
	Ethnic Diversity: Mostly White

Big Sky Families: Upper Mid Younger w/ Kids



Scattered in placid towns across the American heartland, Big Sky Families is a segment of middle-aged rural families who have turned high school educations and blue-collar jobs into busy, upper-middle-class lifestyles. Residents enjoy baseball, basketball, and volleyball, as well as fishing, hunting, and horseback riding. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market.

Lifestyle Traits:	Demographic Traits:
Upper-Middle-Class Lifestyles	Income: Upper Mid
Blue-Collar Jobs	Age Ranges: 25-44
Enjoys Sports	Presence of Kids: Households with Kids
Large buyers of sporting equipment	Education Level: Mostly High School Educations
	Ethnic Diversity: Mostly White

ECONOMY: EXISTING CONDITIONS

Bedrock America: Low Income Younger w/ Kids

	<p>Bedrock America consists of economically challenged families in small, isolated towns located throughout the nation’s heartland. With modest educations, sprawling families, and service jobs, many of these residents struggle to make ends meet. One in five live in mobile homes. One in four haven’t finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking, and camping.</p>
Lifestyle Traits:	Demographic Traits:
Rural Lifestyle	Income: Low
Enjoys Outdoor Activities	Ethnicity: White, Black, Hispanic Mix
Modest Educations	Age Ranges: 25-44
Service Jobs	Presence of Kids: HH w/ Kids
Simple Lifestyle	Homeownership: Mostly Renters

The traits of middle-to-low income and education continue through the next few most common segments in the 10-mile radius: Kid Country, USA and Crossroads Villagers.

These customer segments lead to a discussion about price points, which focus on what a business can charge for a product in a given market. Put simply, business owners can’t charge more for their pizza, sporting goods or jewelry than local people are willing to pay – they must either lower their prices, change merchandise or close shop. These restrictions are particularly confining in areas with a small or declining population and relatively lower incomes.

New business owners, reviewing this data, must either work hard to capture the smaller percentage of high-income shoppers or somehow attract more affluent visitors from elsewhere.

BUSINESS CLIMATE

The previous section described the current state of downtown Frankfort’s customer base and inventory of businesses. This section explains the basic principles that guide new growth and outlines the challenges facing revitalization efforts.

At the most basic level, certain “raw materials” are needed to pump new life into a downtown business climate. These building blocks include:

1. An inventory of available buildings (and some cooperating business owners).
2. An acceptable amount of pedestrian and automobile traffic.
3. A belief by at least some local business people that revitalization is possible.
4. The political will to plan for – and invest in – downtown.

Getting right to the point, Frankfort scores high in all of these categories.

The courthouse square and surrounding blocks meet the first standard; there is large stock of available downtown buildings and infill space for new creations. Some buildings need remodeling, but many others are ready to go. In fact, the market for downtown buildings seems to be heating up, with many structures changing hands during the course of this planning process.

As for the second point, the Indiana Department of Transportation counted about 14,000 vehicles daily at U.S. 421 and Jackson Street, just two blocks from the square. Another promising statistic is the 39,000 or so vehicles daily passing nearby at the I-65/SR 28 exit.

ECONOMY: EXISTING CONDITIONS

Regarding the third point, there have been encouraging signs, such as a local couple buying the old cigar factory. However, most of the recent investment has been led by the public sector. City hall has acquired several downtown properties (and is renovating Old Stoney) and the Clinton County Chamber of Commerce has restored a key building downtown and converted it to several uses, including a new co-work space.

The fourth point gets the highest marks. The city's current administration is clearly leading the charge in downtown revitalization. City government has acquired buildings and lots, is working with county government and has unusually strong relationships with most stakeholder groups (the chamber, business owners, Main Street, etc.). These tight affiliations greatly increase the chances of steady downtown progress.

DOWNTOWN REVITALIZATION PRINCIPLES

SDG uses revitalization principles to provide a framework for understanding how projects usually unfold. They are a blend of history and current trends that underlie much of the work being done to restore central business districts across America. The following section briefly describes these national trends and then compares them against Frankfort's current market.

LOCAL INVESTMENT

Business owners can't be expected to pour their livelihoods into a struggling downtown unless they see that the town is backing them up. Are the streets clean and policed? Is the city doing anything about empty, crumbling buildings? Is the city's own property well maintained?

As a general rule, public investment must come before private investment.

In Frankfort: As mentioned, the city is investing considerable resources in downtown. Having "put its money where its mouth is," local leaders will be in a much stronger position to recruit and steer new private sector growth in the central business district.

LOCAL MONEY VS. OUT-OF-TOWN MONEY

When recruiting new businesses, a key decision is knowing 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 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.

On the other hand, there are many examples where a small restaurant or specialty store attracts loyal customers from far away. It is great to have money come into town from outside the community, of course, but a downtown must make sure it has something for out-of-towners to spend their money on.

In Frankfort: The city is the county seat, and – as the marketing study showed – it does attract shoppers from outside its boundaries. However, aside from special events and festivals, it does not yet have the density of unique stores and services to attract a steady tourism trade.

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 Frankfort: There are signs that downtown is ready for a greater concentration of private investment. Several people in town bought one or more downtown buildings with the expressed desire to launch new local businesses.

ECONOMY: EXISTING CONDITIONS

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 Frankfort: As described in the Economic Development Tools section of this chapter, the city has all the partners and services needed to offer comprehensive assistance to business start-ups. As an additional benefit, many of the services are collected under one roof – the Clinton County Chamber of Commerce. Frankfort Main Street is the other key partner.

While the low-interest loans and various other services are already available, local leaders should take the next big step and actively recruit both new entrepreneurs and existing business owners looking to expand. The goal is to create a seamless system for providing everything from help with the business plan to low-interest loans to marketing. As a starting test case, the couple who bought the cigar factory have asked for assistance.

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 Frankfort: Until it builds its capacity to support more regional-drawing businesses, Frankfort should concentrate on independent business owners and entrepreneurs. Committing to this decision can help focus marketing efforts. As these efforts lead to increased pedestrian traffic, the likelihood of attracting regional draws will grow.

THE 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

ECONOMY: PROPOSED IMPROVEMENTS

scale-back and some don't. Any new business in a fragile economy needs a support system.

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

In Frankfort: Restaurants are one of the first types of businesses that can lead to downtown revitalization, and Frankfort is fortunate to have several successful ones already on the square. In that sense, they have paved the way for other new ventures.

SWEETEN THE POT

The free market is already at work in Indiana's towns – it's done everything it wants to do. If your downtown does not have all the businesses you want, you must change the economics in order to lure new investment.

Offering subsidized buildings, rents, tax abatements or other support can minimize risk and lead to new growth.

In Frankfort: Through building and land acquisition, the city administration is already positioning itself to have a hand in directing downtown development.

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.

PROPOSED IMPROVEMENTS

Primary Challenges

As this chapter has shown, many exciting things are happening in Frankfort, but the downtown hasn't reached that tipping point of sustained revitalization – yet. Here are the main reasons why:

- **Competition from Lafayette and other communities.** Even steering committee members admitted they do most of their weekend shopping and big nights out in Lafayette, West Lafayette or Indianapolis. Frankfort won't be able to match those metropolitan areas for selection
- **Lack of regional shopping and tourism destinations.** Even small towns can compete for visitors if they offer a unique experience or a density of specific shops. For instance, Nashville, IN, is nationally known for its quaint art galleries. In a more recent example close to home, Kirklin is reinventing itself as a regional destination for antiques. So far, Frankfort has not put itself on the "must see" tourism map.
- **Capturing the local workforce.** About 4,420 people – 21 percent of the county's workforce – leaves Clinton County each day after work. Additionally, many of those workers – about 36 percent of the county workforce – have manufacturing jobs, which are relatively high paying. That's a huge loss of people living and raising their families outside Frankfort.
- **Chicken vs. Egg:** Where to start. People won't come downtown in large numbers until there is a greater variety of offerings, but shop owners are hesitant to open new businesses until downtown pedestrian traffic picks up. Breaking this deadlock takes a strategic, long-term plan.

ECONOMY: PROPOSED IMPROVEMENTS

Primary Opportunities

- **Move people back downtown:** In answer to the chicken vs. egg question, go with the egg, which in this case is people living downtown. From the nucleus of downtown residents comes a fountain of demand for shopping and services.

For reasons varying from national housing trends favoring renting to the preferences of Millennials, there are new opportunities for attracting downtown residents. This has been true in larger cities, including Indianapolis, but is increasingly noticeable even in smaller Indiana towns. Proof of this trend can be found in the developer who visited Frankfort and said several properties could be successfully converted to new housing.

Downtown residents are built-in customers, and offer the city's greatest opportunity for sustained revitalization. Start the ball rolling by offering incentives to create residences in the central business district.

- **Putting Together a Local Investment Group.** As the economy continues to improve, things can happen fast downtown. Buildings that have sat empty for years may be quickly bought. Building owners, some of who haven't invested any money in maintaining the property, may suddenly decide the structure is worth a fortune.

Another common occurrence is an entrepreneur wanting to open a business downtown, but finding no suitable or available building and so moving on to another part of town. Yet another scenario: People acquire a key building with good intentions but lack the resources to restore it properly.

Of course, there are also "perfect fit" transactions, where everything turns out right and the new business opens, but the previous scenarios show how complications are just as likely to arise.

So, without some tool to steer the uses of downtown buildings, local leaders have to rely on the whims and plans of others, who may not be aware of local revitalization efforts. One effective tool for directing

growth has been a local investment group.

The group can be formed in many ways, and there are several examples around Indiana. In Rochester, the economic development director organized local business owners to buy a key plot of land at the entryway to downtown. It will be converted into a park.

In Akron, which is also in Fulton County, the Akron Revitalization Committee bought a building, rehabbed it and then recruited a dentist to use it.

In the 2,370-person City of Dunkirk, seven local people (some of them not even businesses owners) got tired of seeing empty and crumbling downtown buildings. They pooled their money, bought a small building and restored it, then recruited a chiropractor to set up shop. They have since bought and restored three more buildings and are working with the city council to recruit new businesses and provide incentives.

In Frankfort, many stakeholders have already expressed interest in downtown growth, and there is a good chance that an investment group can be formed.

- **Unifying a System for Encouraging Entrepreneurs.** Creating incentives for downtown housing and forming a quick-moving investment group sets the stage for new business opportunities. As mentioned, Frankfort has all the pieces needed for entrepreneurial development, so the main challenge here will be encouraging new business owners and guiding them through the process.

Projects for capitalizing on these opportunities can be found in the Implementation Chapter.



COMBINING THE ELEMENTS: IMPLEMENTATION

INTRODUCTION

FRANKFORT URBAN DESIGN/PROJECT RATIONALE

Frankfort is situated in Indiana's rich farm belt, the Tipton Till Plain and continues to be home to hardworking peoples. It has served for a hundred years as the seat of government in Clinton County due in large part to the confluence of multiple state highways and rail service which served the location. As a result of these prominent assets, the town's urban core established itself around the Courthouse and at or near the transportation corridors.

Stately multi-story masonry structures, standing shoulder to shoulder, housed a diverse community of merchants and their families in the vicinity of the lively square, offering friendly density and friendly scale and a wide variety of goods and services to the immediate residents and to incoming guests from the far reaches of the county. Street and sidewalk activity was sustained year-round. As a result, a permanent resident population thrived in the core of the town within two blocks of the square...and the town grew steadily, enjoying prosperity as a regional hub for commerce and public gathering, for pride filled celebrations...all, nested within a relatively compact and pleasant walkable urban environment.

But, insidiously, this idyllic urban form slowly began to change about fifty years ago...to erode in a tangible sense...as the popularity of the automobile supplanted the citizenry's' previous contentment with the shape of things. New developments on the outskirts of town that were easily accessible by automobile and where land was expansive and affordable became the new destinations of choice. In order to compete and seemingly survive, many downtown merchants demanded parking for their businesses...thus scores of buildings were removed to make room for parked cars...resulting in a patchwork of bland vacant spaces...unfriendly pedestrian corridors, and a disconnectedness within the community fabric. In their heyday, these buildings had housed hundreds of downtown residents and had contributed to the density and pleasant character that made the downtown a primary destination.

Today, only a fraction of the buildings remain one block off the square, as a ring of parking lots has replaced them. Most new buildings that have been constructed, do not provide the same street front connectivity, intimate character and/or the comfortable scale of their predecessors. These factors, in combination with competition from the "auto zone" businesses on the fringe of town, have diminished the core and its activities into a shell of its former self.

What then shall we do? How can Frankfort regain an active, sustainable and memorable core? The answer is simply this. The downtown, if it is to thrive, must become an attractive place where people want to live...and subsequently shop, seek services, dine and recreate. It must become a place where investors are willing to take a risk...to invest in building new housing and mixed use developments. Young families of today are seeking locations where not only schools are good, but also where amenities are abundant, where resources and natural features are available. In our free market society, development will follow where these opportunities exist...it's as simple as that.

We understand that a reversal of fortunes like this will require time... and can't be accomplished overnight. As urban designers we also understand that rebuilding or reviving an urban center in a physical sense happens a half a block at a time, a few destinations at a time to create a nucleus for growth. What we propose in this document is a new amenity infrastructure plan. This plan will become a catalyst for new investment in the blocks near the square and most importantly, a reason to come to Frankfort on a regular basis, open a business, or even take up residency here. This formula for creating walkable, livable places is proven.

The amenity infrastructure plan will require significant financial resources from community businesses, corporations, banks, foundations, and everyday taxpayers to make it a reality. If it is implemented in less than a stellar way, however, it will likely fail to thrive. Quality in design, construction, programming, and ongoing maintenance is primary in insuring its success as a sustainable economic engine.

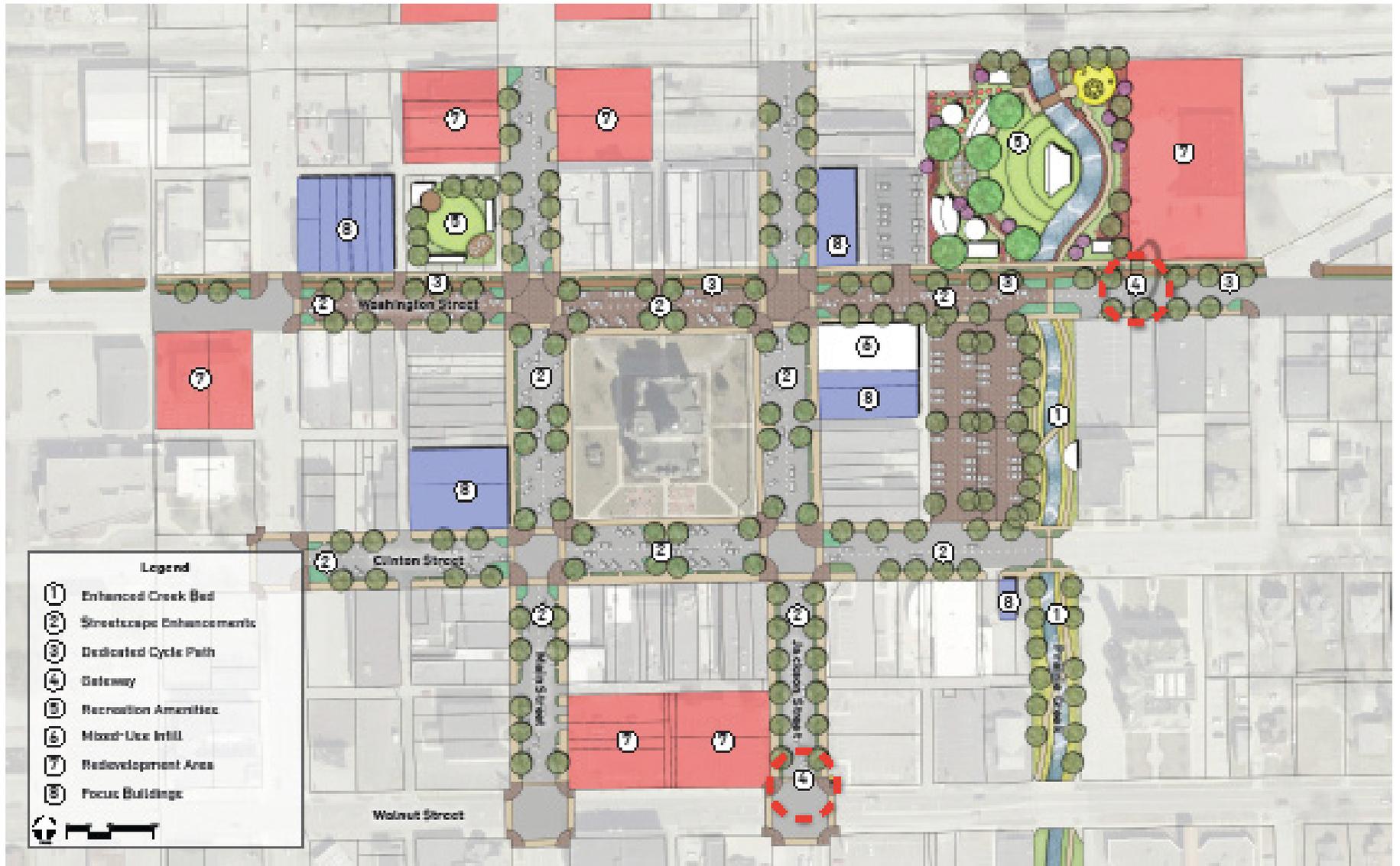
INTRODUCTION

Following are the strategies, first steps, and implementable projects recommended to inspire a new day for Frankfort!

Discussed further in the following pages, these specifically include recommendations for:

- Prairie Creek System
- Revitalize Downtown Facades
- Revise Design Guidelines
- Washington Street Corridor
- Courthouse Square Improvements
- Funding Revitalization
- Building the Downtown Economy

INTRODUCTION



One of the goals of this plan is to create spaces and activities that attract more people to downtown during evenings and weekends.

PRAIRIE CREEK SYSTEM

PROJECT: PRAIRIE CREEK PARK

Serving as a major destination for the City of Frankfort, and as an anchor for both the Prairie Creek and Washington Street corridors, will be Prairie Creek Park. With a substantial amount of real estate adjacent to both downtown and the creek, it creates a great opportunity to develop an active and exciting park in a currently underutilized space.

Imagine this space being transformed into an active space used throughout the year that attracts people of a variety of ages and backgrounds to gather for performances, festivals, farmer’s markets, movies on the lawn, food trucks, splashing around, and more. This space is capable of supporting such activity and energy while maintaining vital connections to Prairie Creek.

Running through the site, the creek becomes a major asset to the park. Some rerouting will help to create more useful spaces that can be emphasized by the creek. To further make the creek an attraction, weirs would be installed to create interest on the surface of the water.

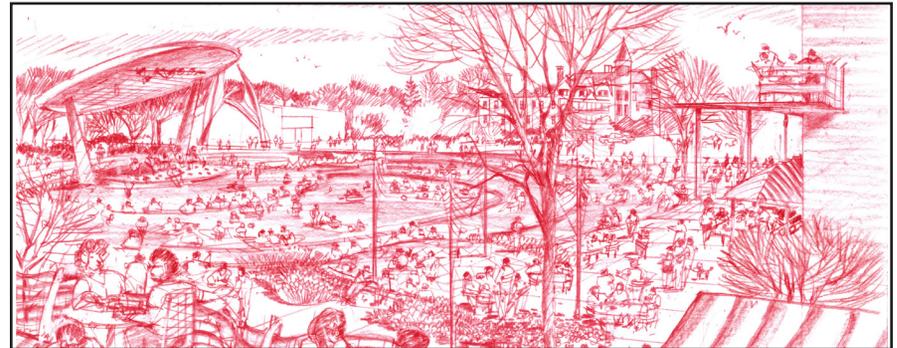
While the creek is a great asset and provides a complex backdrop for the park, the amphitheater becomes the focal point of the space. Emphasized by the creek, the amphitheater provides the main source of entertainment and attracts a great diversity of visitors. The amphitheater then opens up to a large terraced lawn area. This can either be for people enjoying the entertainment provided by the amphitheater or simply for relaxing, enjoying the outdoors, or people watching.

Framing the terraced lawn area are more active opportunities. This could include cafes, ice cream vendors, splash pads, and ample space for flexible activities. Further complementing these active spaces are a beer garden on the top of the adjacent parking garage and opportunities for the nearby building to take advantage of outdoor seating. This change in levels brings another dimension to the already bustling activities happening in the park.

On the east side of the park, the creek forms a space appropriate to provide a myriad of play opportunities for both youth and adults that

would be protected from visual exposure, buffered from the railroad, and yet still connected to the rest of the park.

The resultant activity and energy injected into these spaces as a result of the physical improvements and ongoing programming would encourage development in the surrounding buildings and help to support new businesses and housing, attracting new visitors, residents, and patrons to the downtown.



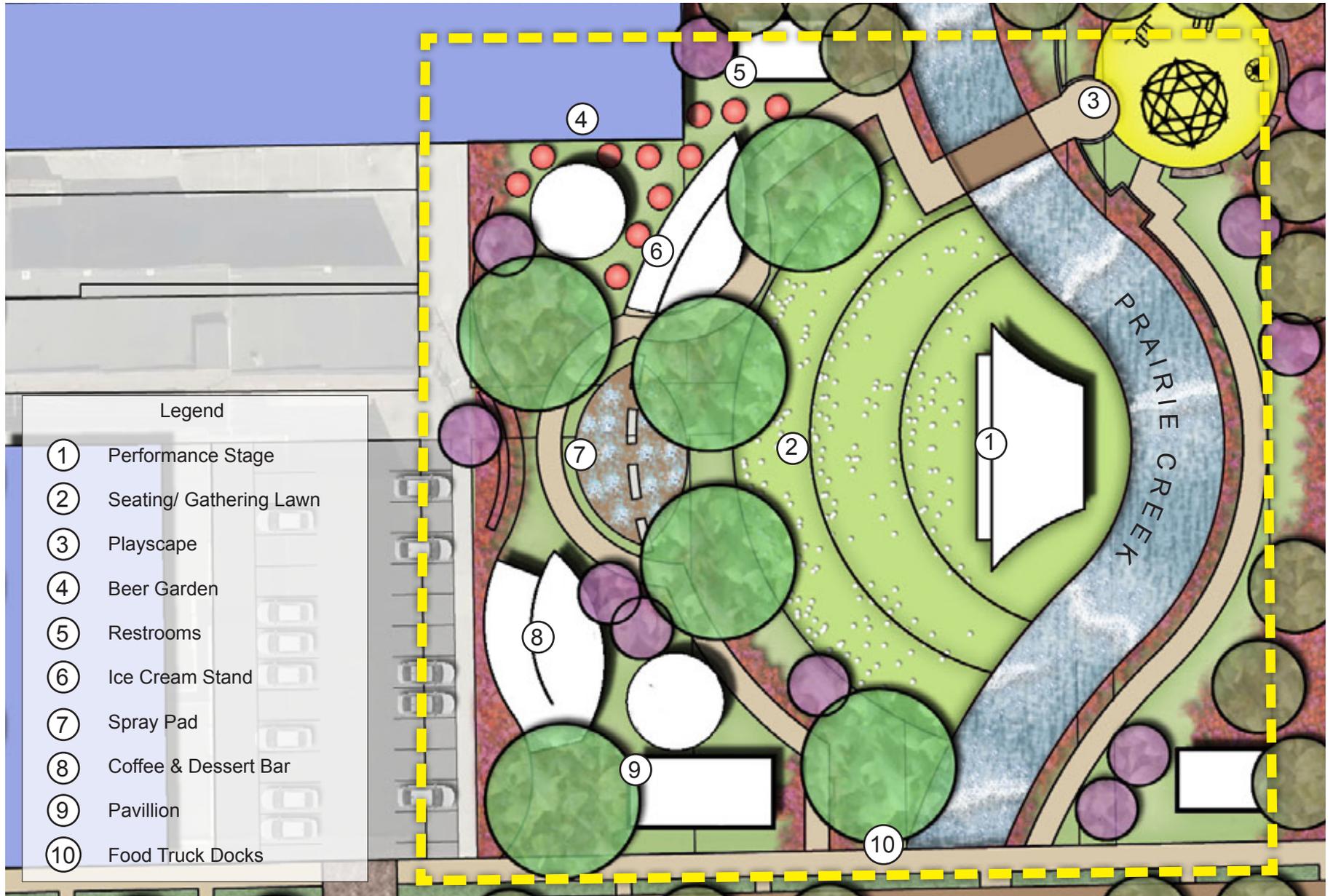
Prairie Creek Park Cost Opinion

Item of Work	Costs
Prairie Creek Realignment	\$200,000
Prairie Creek Park	\$4-5.8 million

First Steps:

- Begin discussions with surrounding property owners about goals for the site and Prairie Creek and garner public support.
- Commission design professionals to assist in public space design.
- Develop a schematic design with accurate project costs.
- Raise funds.
- Proceed with construction documents.
- Construct Prairie Creek realignment.
- Construct Prairie Creek Park.
- Discuss building improvements and cutouts with building owners.

PRAIRIE CREEK SYSTEM



PRAIRIE CREEK SYSTEM

PROJECT: PRAIRIE CREEK TRAIL

Flowing north/south through the community and touching the eastern edge of the downtown, Prairie Creek is an under utilized opportunity. While Washington Street would provide the main commercial trail corridor through downtown, Prairie Creek offers a secondary recreational corridor opportunity that would provide connections to Prairie Creek Park, the Washington Street corridor and downtown, Old Stoney, and ultimately to points of interest and residential neighborhoods on the north and south ends of the community.

The creek banks would be reconstructed and lined with gabion baskets for stabilization. The weirs in the park would continue along the creek, extending the surface interest along the trail. Above the gabion baskets, the banks would be covered in ornamental grasses and colorful perennials, accentuated by trees for shade, creating a lush waterfront along the creek and enhancing the stream ecology.

To further make the creek an attraction, weirs would be installed to create interest on the surface of the water. Weirs are small barriers, similar to dams, that interrupt the flow of water. The enhancements to Prairie Creek would then provide a wonderful setting for a trail to run through. The proposed trail would allow for multiple stream crossings, and at points, paths on both sides of the stream would be present. Along with the Washington Street corridor, the Prairie Creek Trail would also connect with Frankfort's Bicycle and Pedestrian Plan for the rest of the city.

Being close to downtown and next to the creek, the trail has some exciting opportunities to explore. Considering parking lots and generous landowners, outdoor spaces could be developed for relaxing or entertaining along the trail. There is space for art installations, which could even be incorporated into the bridges over Prairie Creek.

Prairie Creek Trail Cost Opinion

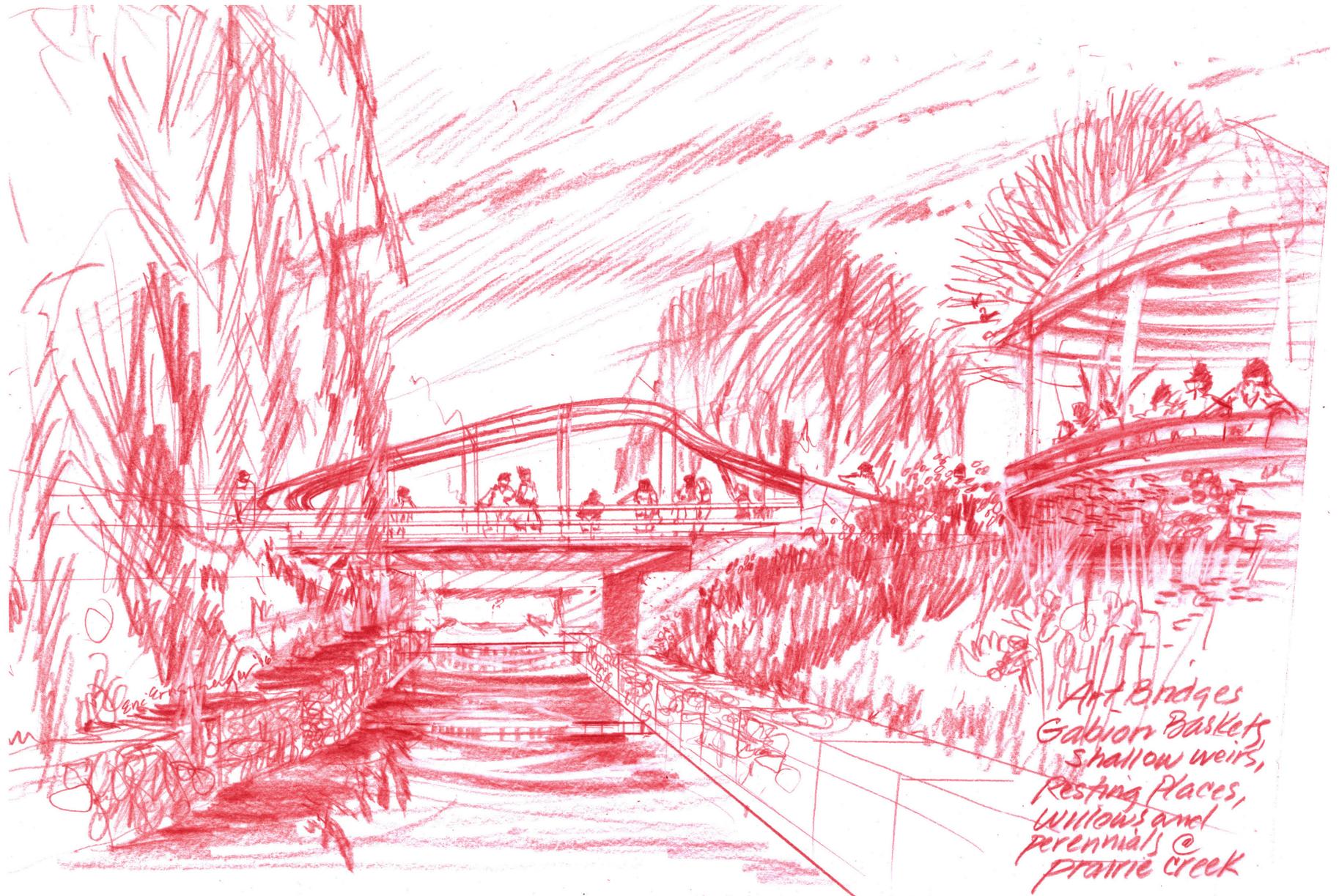
Item of Work	Costs
Prairie Creek Bank Stabilization	\$200,000
Prairie Creek Trail construction	\$1.1 million
County Parking Lot	\$850,000



First Steps:

- Begin discussions with surrounding property owners about goals for Prairie Creek and garner public support.
- Commission design professionals to assist in public space design.
- Develop a schematic design with accurate project costs.
- Raise funds.
- Proceed with construction documents.
- Construct Prairie Creek bank stabilization.
- Construct trail along Prairie Creek.
- Discuss opportunities for county parking lot.

PRAIRIE CREEK SYSTEM



Art Bridges
Gabion Baskets,
Shallow weirs,
Resting Places,
Willows and
perennials @
prairie creek

PRAIRIE CREEK SYSTEM

PROJECT: IMPROVE BUILDINGS ALONG PRAIRIE CREEK

Goal

Revitalize the built environment adjacent to Prairie Creek with restored and new buildings.

Description

Key buildings and an open lot provide an opportunity to enliven the experience offered by the proposed extensive upgrades to the outdoor spaces along Prairie Creek. Recent demolition of two buildings west of Prairie Creek on East Washington Street left only the Ross Building to anchor the corner at Washington and Jackson Streets. Across the street, a vacant lot facing Jackson Street is available for new infill construction (see Introduce New Infill Construction project). South, along the creek, the proposed improvements to the building at 259 Clinton Street offer business potentials to support the activities along the Prairie Creek Trail.

Additional Information

The maximized and continued use of the Ross Building (208 East Washington Street) is an important piece in the revitalization efforts of the Courthouse Square and the Prairie Creek System. The building was constructed in 1897 and is classified as contributing to the Frankfort Courthouse Square Historic District. The first floor is currently occupied by medical offices and the upper floor is unused. Reintroducing storefronts and display windows along both the Jackson and Washington Street frontages would reinforce the pedestrian connection. Reuse of the upper level for a new use such as a hotel, apartments or executive rentals should be encouraged so that visible activity is experienced around the clock. The illumination of the storefronts and the upper floor with lighting, movement and people with eyes to the street lend a feeling of safety and security to the downtown in the evening.

As the image below shows, this block is an island within the downtown context, surrounded by open space and parking. The addition of the street, this intersection will begin to reestablish itself as a hub of activity.

Action Steps

1. Consult with the building owner.
2. Encourage the use of grant funds available to achieve restoration.



Ross Building 208 East Washington Street

REVITALIZE DOWNTOWN FACADES

PROJECT: REVITALIZE DOWNTOWN FACADES

Goal

Revitalize the character of the downtown facades through appropriate building restoration and rehabilitation.

Description

The following focus building examples represent the potential impact of prioritized and incremental façade improvements throughout the downtown. Tackling projects of different scales and cost magnitudes illustrate that everyone has an opportunity to participate in the improvements and revitalization at some level. With available opportunities to help defray the often overwhelming expense of maintaining and renovating a historic building, Frankfort has positioned itself well to not only take advantage of local funding resources but to competitively seek State grants and other funding. The resulting effects and energy generated from historic preservation provide the impetus for further improvements. Utilization of appropriate preservation and restoration techniques in accordance with local revised design guidelines and the Secretary of the Interior's Standards for Rehabilitation (<https://www.nps.gov/tps/standards/rehabilitation/rehab/stand.htm>) set good examples for other future projects to emulate. Frankfort has a wealth of remaining historic building stock. Ongoing maintenance of these resources and investment in improvements will serve the community well in its revitalization efforts.

Action Steps

- Seek the assistance of a grant writer to educate the City regarding grant requirements and prepare the Letter of Intent
- Hire an architect familiar with the MSRP grant process and the design requirements
- Apply for OCRA MSRP Façade Improvement Grant



REVITALIZE DOWNTOWN FACADES

50-62 WEST WASHINGTON STREET

Building Information:

West of the courthouse square, the turn-of-the-century rich architectural character continues and provides much opportunity for the expansion of the core of downtown. Because of the public activity at this major intersection and the recommended improvements along the Washington Street corridor, these historic and significant facades serve as an ideal location for focused facade improvements.



50-62 West Washington Street

REVITALIZE DOWNTOWN FACADES

50 WEST WASHINGTON STREET

History: Commercial Building

Style: Italianate

Construction Date: c.1870

Classification: Contributing

The building's side wall serves as the canvas for the history of the City of Frankfort mural. Ideally located next to Veterans Park, there are many opportunities for this historic structure's reuse.

Two stories in height, this brick building retains much of its historic detailing, particularly at the cornice and decorative window hoods. Restoration of the façade includes masonry repointing, restoration and painting of the cornice and window hoods, reintroduction of the second floor windows and storefront reconstruction. The addition of an awning and new paint colors add to the building's vibrancy within the streetscape.



50 WEST WASHINGTON STREET		
	ITEM OF WORK	COSTS
1.	Demolition: Remove existing storefront and plywood infill at second windows.	\$6,000
2.	Masonry repairs and repointing and cleaning	\$8,000
3.	Paint	\$6,000
4.	Storefront reconstruction: • New storefront. • Transoms • New entry door	\$22,000
5.	Awning	\$3,000
6.	Structural improvements at storefront	\$8,000
7.	Repair and restore cornice	\$3,000
8.	Signs (allowance)	\$1,200
9.	Second floor windows	\$5,000
	<i>Sub-total</i>	\$62,200
	Contingency/OH & P (30%)	\$18,660
	TOTAL	\$80,860

REVITALIZE DOWNTOWN FACADES

52-56 WEST WASHINGTON STREET

History: Commercial Building

Style: Italianate

Construction Date: c.1880

Classification: Notable

This impressive three story building central to the block has a commanding presence through its sheer height and grand, vertical, third story windows. Probably during the early 1900's the building received a updated look through the application of a rusticated limestone-like surface treatment. Years later this treatment is beginning to fail exposing underlying original brick, now damaged. The two storefronts have also undergone substantial alteration. Elements of the original upper story entrance remain.

Restoration of the façade includes careful removal of the surface treatment, study of the underlying masonry conditions, masonry repointing, application of a specialized silica/lime based restorative treatment to bind, protect and finish the existing masonry, restoration and painting of the window hoods, installation of new windows at the second floor and replication of the existing four/four windows at the second floor, and storefront reconstruction and restoration.



52-56 WEST WASHINGTON STREET		
	ITEM OF WORK	COSTS
1.	Demolition: Remove existing storefront and plywood infill at third floor windows.	\$10,000
2.	Removal of surface treatment, masonry repairs and repointing, application of appropriate surface coating	\$25,000
3.	Paint	\$10,000
4.	Storefront reconstruction: • New storefront • Transoms • New entry door	\$52,000
5.	Upper floor entry doors and transom restoration	\$6,000
6.	Repair and restore metal window hoods	\$3,000
7.	Signs (allowance)	\$2,400
8.	Second and third floor windows	\$32,000
	<i>Sub-total</i>	<i>\$140,000</i>
	Contingency/OH & P (30%)	\$42,120
	TOTAL	\$182,120

REVITALIZE DOWNTOWN FACADES

58-62 WEST WASHINGTON STREET

History: Frankfort Masonic Temple-Labor Hall

Style: Italianate Commercial

Construction Date: c.1880

Classification: Notable

The two-story Frankfort Masonic Temple/Labor Hall completes this block of late 19th Century buildings. Much of the historic detailing remains and the building is generally in good condition. The decorative metal cornice and windows hoods, and masonry arched openings add architectural interest to the streetscape. The expansive upper floor offers great opportunity for reuse, while the first floor provides three distinct storefront spaces.

Restoration of the façade includes masonry repointing, application of a specialized silica/lime based paint, restoration and painting of the window hoods, installation of new arch topped 1/1 windows at the second floor and, and storefront reconstruction and restoration.



58-62 WEST WASHINGTON STREET		
	ITEM OF WORK	COSTS
1.	Demolition: Remove storefront infill	\$6,000
2.	Masonry repairs and repointing, application of appropriate surface coating	\$25,000
3.	Paint	\$10,000
4.	Storefront reconstruction: • New storefront • Transoms • New entry door	\$40,000
5.	Upper floor entry doors and transom restoration	\$6,000
6.	Structural improvements at storefront	\$12,000
7.	Repair and restore metal window hoods	\$3,000
8.	Signs (allowance)	\$2,400
9.	Second floor windows with transoms	\$28,000
	<i>Sub-total</i>	\$132,400
	Contingency/OH & P (30%)	\$39,720
	TOTAL	\$172,120

REVITALIZE DOWNTOWN FACADES

2-10 NORTH MAIN STREET

Building Information:

The west block fronting the courthouse has experienced little change with the exceptions of the substantial alteration of the two building facades at the south end. Located within a strong historic building context, rehabilitation of these structures will strengthen the character of this end of the block and the length of the streetscape. Evidence remains of the original façade proportions at 10 North Main as well a ghost sign on its south upper side wall. The one-story Henderson Block still has its characteristic 1950's expansive storefront glazing and granite panels.



View of North Main Street

REVITALIZE DOWNTOWN FACADES

2 NORTH MAIN STREET

History: Henderson Block
Style: Commercial Vernacular
Construction Date: c.1950
Classification: Non-Contributing

The building is certainly reminiscent of the 1950's, but is very uncharacteristic with the remainder of the block. The large expansive aluminum display windows are of the classic 1950's department store style. The façade character has been somewhat compromised with the introduction of a surface treatment of heavy aggregate, a common treatment from possibly the 1970's.

One story in height, this building is set apart from the balance of the block, which include buildings generally two-stories tall with cornices running at a consistent height. Recommended façade improvements include: removal of the aggregate finish, restoration of the brick masonry substrate if in good condition and application of a lime/silica based paint system. If the substrate is compromised, a complimentary granite panel facing would be an appropriate alternative. A new contemporary flat metal canopy and new logo sign will provide the building with additional visual interest and pedestrian protection.

2 NORTH MAIN STREET		
	ITEMS OF WORK	COSTS
1.	Removal of aggregate finish	\$5,000
2.	Masonry repairs and repointing, application of a lime/silica based paint system	\$18,000
3.	Installation of new insulated aluminum storefront system on existing granite kickplate	\$26,000
4.	New metal canopy	\$3,000
5.	Granite restoration	\$1,500
6.	Sign (allowance)	\$2,000
	<i>Sub-total</i>	\$55,500
	Contingency/OH & P (30%)	\$16,650
	TOTAL	\$72,150



REVITALIZE DOWNTOWN FACADES

10 NORTH MAIN STREET

History: Commercial Building

Style: Indeterminate

Construction Date: c.1860/c.1960

Classification: Non-Contributing

The character of the original 1860's building are somewhat evident but have been obscured through the alteration and infill of upper story windows and a total remodel of the storefront. The dentiled masonry cornice remains unpainted while the balance of the building has been washed with a thin coat of paint.

Proposed work scope includes restoration of the cornice and masonry repointing, installation of new windows in the infilled openings and reconstruction of a more traditional storefront pattern.



10 NORTH MAIN STREET		
	ITEMS OF WORK	COSTS
1.	Demolition: Remove existing storefront	\$10,000
2.	Removal of brick masonry infill from window openings, masonry repairs and repointing, and masonry cleaning	\$20,000
3.	Lime based paint	\$15,000
4.	Structural improvements at storefront	\$10,000
5.	Signs (allowance)	\$3,000
6.	Second and third floor windows	\$16,800
7.	Storefront reconstruction	\$25,000
	<i>Sub-total</i>	<i>\$99,800</i>
	Contingency/OH & P (30%)	\$29,940
	TOTAL	\$129,740

REVITALIZE DOWNTOWN FACADES

51 AND 55 NORTH JACKSON STREET

Building Information:

A recent fire left the southeast corner of Jackson and Washington vacant, but thankfully left standing the two adjacent buildings to the south. With the recommended corridor improvements to Washington Street as well as the proposed Prairie Creek Community Park to the north across Washington Street, the development of this intersection to reestablish the built corner and introduce retail and residential amenities is highly suggested to reintroduce activity both in the day and night.



View to 51 and 55 North Jackson Street

REVITALIZE DOWNTOWN FACADES

55 NORTH JACKSON STREET

History: Cushwa Block

Style: Commercial Vernacular

Construction Date: c.1890

Classification: Contributing

The condition of the Cushwa Block is community concern. The building is suffering from deferred maintenance and appears from ground level to have a compromised roof system allowing water into the interior. Water is often one of the greatest threats to a building's longevity. This building, while relatively simple in form, has a tremendous amount design integrity and attention to detail. The shallow arched third floor masonry opening, intricately detailed cornice and lovely proportions contribute greatly to the north portion of the North Jackson Street streetscape.

Of urgent concern is the elimination of water infiltration and structural repairs to return the building to a non-threatened condition. Façade improvements include masonry repointing and repairs, installation of new windows in the original opening at the third floor, restoration of the second floor windows and transoms, reintroduction of the storefront transom and storefront repairs.

4.	Clean masonry and repaint with lime based paint system	\$18,000
5.	Signs (allowance)	\$2,000
6.	Second floor window restoration and storms	\$8,000
7.	Storefront restoration	\$15,000
8.	Cornice restoration	\$3,000
9.	Paint	\$8,000
	<i>Sub-total</i>	<i>\$152,000</i>
	Contingency/OH & P (30%)	\$45,600
	TOTAL	\$197,600

55 NORTH JACKSON STREET		
	ITEMS OF WORK	COSTS
1.	Structural repairs and roof replacement	\$80,000 (allowance)
2.	Removal of plywood and non-historic windows from third floor masonry opening and installation of new transom and appropriate windows.	\$10,000
3.	Masonry repointing and repairs (west elevation)	\$8,000



REVITALIZE DOWNTOWN FACADES

51 NORTH JACKSON STREET

History: Dinwiddle-J.C. Penney Building

Style: Romanesque Revival

Construction Date: c.1885

Classification: Outstanding

The stately Dinwiddle-J.C. Penney Building is adjacent to the mid block alley which sits on axis with the Clinton County Courthouse. An outstanding example of Romanesque Revival architecture, the three-story structure has a solid presence at the southeast intersection of Washington and Jackson Streets. Due to its large footprint with easy access to parking, this building is an ideal candidate for maximized redevelopment. With an opportunity for potentially two storefront spaces as well as upper story residential or offices, this building, the Cushwa Block and an infill building at the corner could reinvigorate this quadrant of the downtown square.

Improvements include new third floor windows, restoration of second floor windows, reintroduction of the storefront transom, masonry tuckpointing, cornice restoration and storefront renovation.

51 NORTH JACKSON STREET	
ITEMS OF WORK	COSTS
Masonry repairs, repointing, and cleaning	\$12,000
Removal of plywood infill from window openings and installation of new windows at the third floor	\$10,000
Lime based paint on west facade	\$15,000
Cornice restoration and paint	\$6,000
Signs (allowance)	\$2,000
Second floor window restoration	\$10,000
Storefront renovation including reintroduction of the transom	\$38,000
<i>Sub-total</i>	<i>\$93,000</i>
Contingency/OH & P (30%)	\$27,900
TOTAL	\$120,900



REVITALIZE DOWNTOWN FACADES



REVITALIZE DOWNTOWN FACADES

259 AND 265 EAST CLINTON STREET

Building Information:

The two, one-story commercial buildings just east of Prairie Creek on East Clinton Street are paired nicely with the two slightly larger buildings, but also nicely scaled buildings across the street. Unfortunately issues with building conditions and vacancy have placed three of the four structures on the demolition list. The only building scheduled to remain is the building at 259 East Clinton. The building is ideally scaled and situated to be renovated into a small boutique retail or café-like food establishment. The forecasted vacant adjacent lot will provide a perfect opportunity to develop outdoor space facing Prairie Creek as well as any trail development. The walkout lower level at the back of the building offers direct access to the creek and future trail suitable for bicycle rental, sales or lower level dining.



265 and 259 East Clinton Street



259 and 265 East Clinton Street (Rear)

REVITALIZE DOWNTOWN FACADES

259 EAST CLINTON STREET

History: Commercial building

Style: Twentieth Century functional

Construction Date: c.1920

Classification: Contributing

The one story masonry building is very simple in form, but has nice details with various colored masonry units, the use of stone lintels and sills and almost residential-like punched window openings. The building appears to be in good condition and not been significantly altered.

Renovation includes masonry repointing, window restoration, introduction of a new door and sidelight, light fixtures and side awning.



259 EAST CLINTON STREET

ITEMS OF WORK	COSTS
Masonry repointing and masonry and limestone cleaning	\$7,500
Window restoration	\$2,000
New entry door and sidelight	\$4,000
Signs (allowance)	\$2,000
Awning	\$3,000
<i>Sub-total</i>	<i>\$18,500</i>
Contingency/OH & P (30%)	\$5,550
TOTAL	\$24,050

REVITALIZE DOWNTOWN FACADES



WASHINGTON STREET CORRIDOR

PROJECT: PROMOTE WALKABILITY AND PARKING EDUCATION

Goal

Starting this year, prepare the cultural and social grounds for walking and cycling through education, so that when the city develops the Washington Street project using complete streets design, the people would be ready to support it.

Description

Enhancing walking and cycling should not focus solely on improving infrastructure, but also tackle social and cultural factors that inhibit alternative transportation, according to PedBikeInfo, a research group. Therefore, both walk-ability and parking education are key and preliminary steps to future infrastructure or streetscaping projects.

Action Steps

The following are small and relatively inexpensive recommendations to build a walking and cycling mentality around Frankfort.

1. Partner with key stakeholders and create a walking or cycling coalition.
2. Create a year-round education program that includes the following:
 - a. Make walking and bicycling part of the people's daily lives by having a yearly or monthly Walk/Bike to work/school Day, car-free day with organized play streets in downtown, participating in national walking initiatives (National Walking Day, etc.), organizing Workplace Walking Programs, fostering walking and bicycling groups, etc.
 - b. Strengthen these initiatives by offering incentives such as winning coupons to local restaurants, shops and businesses; or offering walking gadgets such as pedometers, Fitbit, Heart monitors, speed monitors, wristband activity monitors, etc.
 - c. Educate people about the economic and other benefits by sharing success stories from Bloomington, Lafayette and

Lebanon Indiana.

- d. Make walking and cycling fun by holding special events (walk for a cause, art walks), installing interactive public art or playful urban interactions on the streets.
3. Create a holistic marketing and awareness campaign including:
 - a. Walking and bicycling maps with local attractions and practical amenities such as restrooms and adding walking routes to the Trails.com website.
 - b. Parking maps for parking around and in downtown with details such as directions, , hours, etc.
 - c. Getting Frankfort's name out there by registering on websites such as walkscore.com. With all the previous steps, Frankfort's walkscore will definitely increase – an improvement that people, in the region as well as the nation, need to know about. The walkscore in itself becomes an additional incentive for making Frankfort a walkable place).
 4. Consider changing parking regulations by introducing metered parking, making off-street parking a cheaper option, and restricting on-street parking for people with disabilities.

Additional Resources

The following document provides a list of additional websites with very helpful resources that support the previous steps: <https://www.inphilanthropy.org/sites/default/files/resources/Walkable%20Communities.pdf>.

WASHINGTON STREET CORRIDOR

PROJECT: WASHINGTON STREET MULTI-USE TRAIL

As mentioned, the long-term goal is to provide a city-wide network of multi-use paths and facilities to connect the residential, cultural, natural, and commercial amenities throughout Frankfort. This network would complement and work in conjunction with Frankfort’s Bicycle and Pedestrian Plan. These networks have proven to encourage economic development, mixed-use housing, and investment in and around the areas where they are developed.

Washington Street

Within downtown Frankfort, the first phase of this project is recommended to occur as a separated-use path along the length of Washington Street between Columbia Street to the east and Prairie Creek Park and Trail to the west as depicted in the graphic on the following page. This will provide maximum safety for pedestrians and cyclists, separating the two user groups and keeping cyclists from being immediately adjacent to storefronts. Parallel parking will buffer the cyclist from the roadways, and plant beds will buffer the cyclists from the dedicated sidewalks.

Within this target area, regularly spaced site furnishings (i.e. bicycle loops, wayfinding signage, pedestrian signalization, lighting, benches, etc.) would be provided.

The mid-term goal should be to continue the Washington Street cycle track west of Columbia Street, connecting to the old railyard and future location of Project: Home Run. This development could occur as a shared-use path, comprising the existing area occupied by the northern sidewalk.

It should also continue east on Washington Street so as to connect to the residential neighborhoods and Frankfort Middle and High Schools. Final routing for this extension will need to be determined.

The long-term goal should be to connect to a greater trail network throughout Frankfort. This network will be informed by the Frankfort Bicycle and Pedestrian Plan, that has been developed concurrently with the Frankfort Downtown Revitalization Plan.

Washington Street Improvements Cost Opinion

Item of Work	Costs
Phase 1: Columbia Street to Prairie Creek Park and Trail	\$2,656,000
Phase 2: Columbia Street to Railroad Switchyard (Project Home Run)	\$3,300,000
Phase 3: Prairie Creek Trail extension to Frankfort Middle and High Schools	T.B.D.

- First Steps:**
- Begin discussions with surrounding property owners and potential developers about goals for the downtown multi-use paths.
 - Commission design professionals to assist in design.
 - Develop schematic designs with accurate project costs.
 - Raise funds.
 - Proceed with construction documents.
 - Implement multi-use path improvements.

WASHINGTON STREET CORRIDOR



Washington Street Corridor Improvements

WASHINGTON STREET CORRIDOR

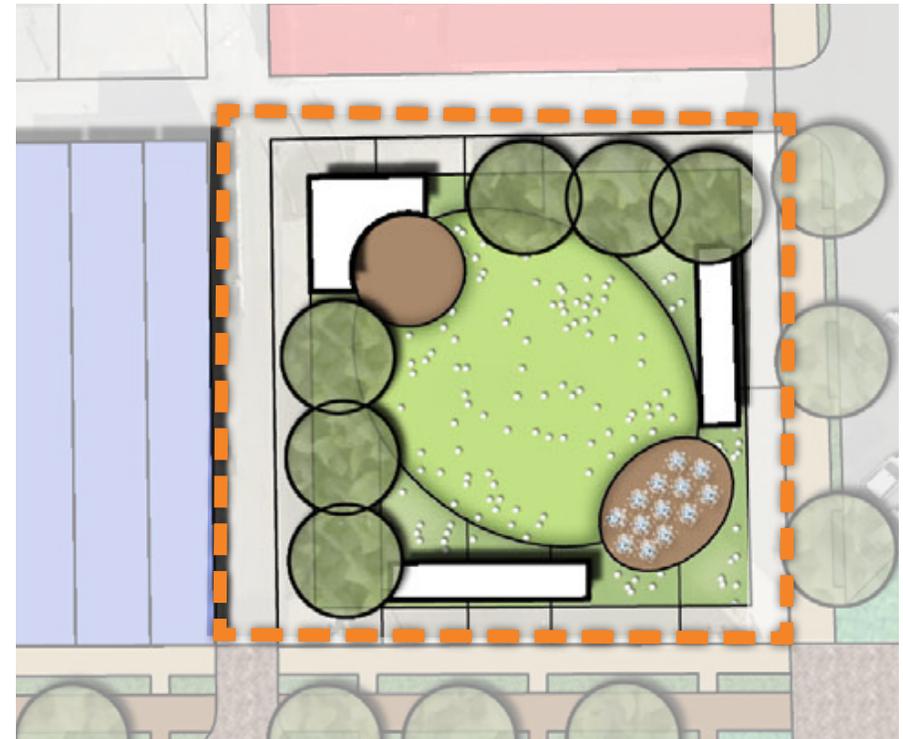
PROJECT: VETERANS PARK RENOVATION

While Prairie Creek Park would be one anchor to the Washington Street corridor, another anchor would capitalize on the existing Veterans Park. While the existing park is pleasant, it doesn't see an abundance of visitors. With the gazebo located in the center of the park, the surrounding lawn feels awkward.

A revamped park would create a lawn throughout the middle of the park, emphasized by a gateway at the intersection of Main Street and Washington Street. This lawn could be used as an ice-skating rink in the winter, even incorporating space for a Christmas tree for the City of Frankfort.

On the street sides of the park, there would be long open-air pavillions that could remain open in the summertime, but equipped to close up in the winter and provide hot chocolate and coffee for its visitors.

While a mural currently exists on the building walls facing the park, retractable screens could be installed to show movies in the park on the side of the building.



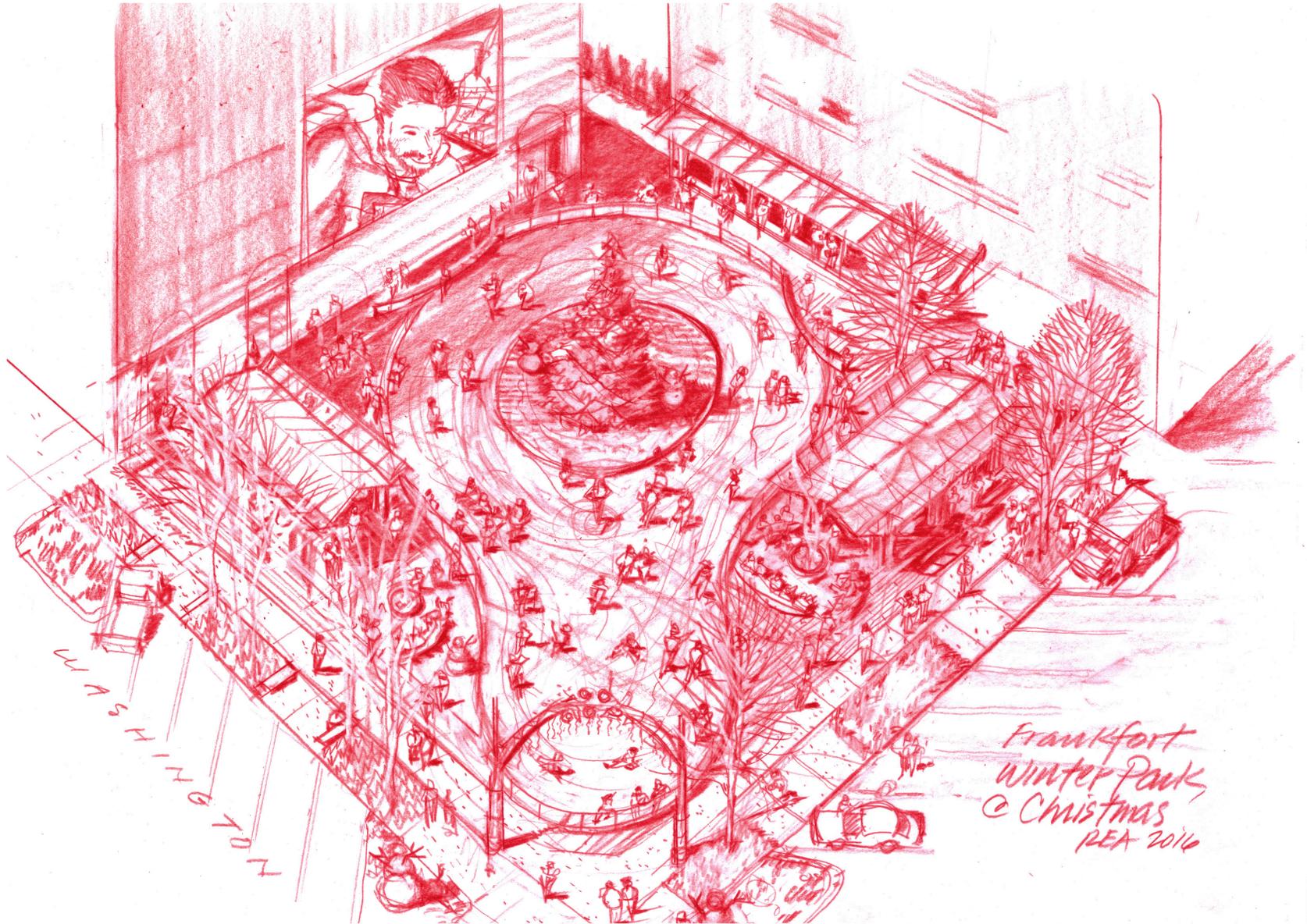
Veterans Park Cost Opinion

Item of Work	Costs
Veterans Park	\$1,035,000
Sub-total	\$1,035,000
Contingency/OH & P (30%)	\$ 310,500
TOTAL	\$1.35 million

First Steps

- Begin discussions with surrounding property owners about goals for the park and garner public support.
- Commission design professionals to assist in public space design.
- Develop a schematic design with accurate project costs.
- Raise funds.
- Proceed with construction documents.
- Construct Veterans Park renovations.
- Discuss building improvements and cutouts with building owners.

WASHINGTON
STREET CORRIDOR



WASHINGTON STREET CORRIDOR

PROJECT: INTRODUCE NEW INFILL CONSTRUCTION

Goal

Restore the density of the courthouse square streetscape by introducing innovative, yet respectful, new infill construction consistent with the scale, massing and setbacks of the existing historic buildings.

Description

The lot at the south east corner of the intersection of Jackson and Washington became vacant after a fire in the later part of the 1990's, destroying a contemporary structure built c.1990. Historically the lot was occupied by prominent structures, most notably the Coulter Opera House and M.B. Thrasher Department store (fire destroyed that block in 1910). M.B. Thrasher Department store remained in the same location until 1988, having rebuilt after the fire.

Introducing new construction in this location will redefine this critical corner. Utilizing local design guidelines for new construction and the Secretary of the Interior's Standards for Rehabilitation's recommendations for new construction is essential to ensure the design is compatible, scaled appropriately, constructed of materials of permanence and quality, similar in established window patterns and heights, yet of a design discernible as a product of the present.

The schematic infill design takes into consideration the importance of first floor storefronts/retail and suggests opening up the north façade to outdoor dining and plaza space allowing interaction between the commercial environment of the courthouse square and the proposed park to the north. Upper levels are prime for additional residential or hotel space.

Action Steps

- Develop promotional materials to share with potential developers/ investors regarding infill opportunities
- Introduce potential developers to infill opportunities
- Incentivize development costs to assure appropriate development



Photo Credit: top and bottom -Images of America - Frankfort, Janis Thornton is association with the Clinton County Historical Society



WASHINGTON STREET CORRIDOR



View to vacant lot looking east from North Jackson Street.

WASHINGTON STREET CORRIDOR



Proposed infill building and existing buildings along North Jackson Street.

COURTHOUSE SQUARE IMPROVEMENTS

PROJECT: DOWNTOWN STREET IMPROVEMENTS

Complementing the improvements to the Washington Street Corridor as previously described, improvements are suggested to rest of the streets and buildings surrounding the courthouse square—Jackson Street, Main Street, and Clinton Street. These improvements are intended to garner public and private interest in the downtown, improve the downtown’s aesthetic, make it more functional, and prepare the buildings and empty spaces for redevelopment and infill.

Improvements to these three downtown streets are all fairly similar. They include the narrowing of the roadway to improve walkability and increase pedestrian friendliness. Substantial sidewalks will remain as is. Planters will be installed between the sidewalks and angled parking to serve as a buffer. The turn lanes would then be removed and driving lanes narrowed. Lastly, bumpouts would be added at intersections and midblock pedestrian crossings. Trees would be incorporated into the bumpouts to create a comfortable pedestrian atmosphere while not interfering with storefronts. The street would also be fitted with new site furnishings, streets lights at a pedestrian scale, and wayfinding signage if needed.

With the implementation of these suggested improvements and addition of pedestrian amenities, existing buildings will become attractive for new investment and for use as downtown housing.

Downtown Street Improvements Cost Opinion

Item of Work	Costs
Jackson Street	\$845,600
Main Street	\$843,900
Clinton Street	\$708,600
Sub-total	\$2.4 million
Contingency/OH & P (30%)	\$720,000
TOTAL	\$3.12 million

First Steps:

- Begin discussions with surrounding property owners about goals and a vision for downtown Frankfort and garner public support.
- Commission design professionals to assist in public space design.
- Develop a schematic design with accurate project costs.
- Raise funds.
- Proceed with construction documents.
- Construct street improvements.
- Begin attracting more downtown businesses and residents.

COURTHOUSE SQUARE IMPROVEMENTS



COURTHOUSE SQUARE IMPROVEMENTS

PROJECT: CREATE INCENTIVES FOR DOWNTOWN HOUSING

Goal

Increase the number of people living downtown in lofts, apartments and eventually hotel rooms by filling underutilized spaces in downtown Frankfort. Downtown residents create around-the-clock customers for restaurants, shops and services.

Description

Having more people live downtown sounds like a great idea, but it raises the question: Why aren't they living there now? What are the barriers? Removing potential roadblocks to residential development downtown, in addition to creating new housing incentives will speed up Frankfort's revitalization, entice new developers and bring in permanent residents.

Action Steps

1. Zoning:
 - a. Review zoning ordinances: Residential units may not be a permitted use in the zoning districts applied to the downtown. Amending ordinances would also ensure density, lot size, floor area, building height and other requirements can be met for intended redevelopment uses. This step would therefore simplify the development process by minimizing required approvals or variances.
 - b. Rezone to a mixed-use live/work space or other appropriate zoning district.
2. Parking:
 - a. Assess current minimum parking requirements: Make sure on-site and off-site parking is not difficult, cost prohibitive or too far away to be useful.
 - b. Reduce or waive parking requirements for projects that meet city-defined objectives, and for current/future residents.
3. Make downtown housing affordable:

- a. Reduced fees: reduction or waiver of permitting fees for projects that meet city-defined objectives.
 - b. Loan programs: grants, low-interest loans, and revolving loan programs for residents.
 - c. Tax incentives: tax credits, deductions or abatements. Use TIF funds where applicable.
 - d. Start a program for supporting downtown loft. Vincennes is a case study.
4. Review current permit and impact fees, as well as code compliance to encourage the redevelopment of downtown buildings.
 5. Create a robust marketing strategy to fight any public misperceptions about living downtown, especially if Frankfort hasn't had a downtown population for some time.
 6. Form a downtown liaison to keep building owners, tenants, and trade professionals informed about codes, ordinances, and other regulatory issues.

This project sheet along with the other proposals are intertwined and mutually inclusive. These six steps will significantly be backed up by the indirect housing incentives that the local arts and entertainment district and the downtown walkable environment provide.

Downtown residents will be enticed by the full package of cultural and natural amenities, activities and events.

FUNDING REVITALIZATION

PROJECT: OPTIMIZE FUNDING FOR DOWNTOWN BUILDING RESTORATION

Goal

Optimize funding resources available to facilitate the building restoration and increase commercial and upper-floor residential density in the downtown district.

Description

Local and State grant programs are available to improve the downtown buildings. Promoting and applying to these programs will allow individual building owners and the City of Frankfort to achieve restoration goals.

Frankfort Matching Grant Program

City of Frankfort RDC Façade Improvement Matching Grant Program
The newly-established City of Frankfort RDC Façade Improvement Matching Grant Program offers matching funds to building owners in the Frankfort Historic District for façade restoration. As applications are received and grants awarded, the RDC may reevaluate the program and make changes to maximize the success of the program.

Action Steps

1. Offer application workshops and individual consultation to aid communication with building owners early in the design process.
2. Periodically evaluate the overall needs within the historic district (e.g. signage, second-floor residential density) and create a grant category targeting these needs.
3. Celebrate and promote projects completed with grant funds.

Apply for OCRA Grant Funds

Properties in Frankfort are eligible for the variety of grant funds offered by the Indiana Office of Community and Rural Affairs.



Historic Renovation Grant Program

The Historic Renovation Grant Program is a pilot program replacing the former State Historic Tax Credits. The goal of the program is to preserve historic properties resulting in economic development for a community. Eligible applicants include income-producing entities and non-profits with a focus on affordable housing. The grant offers 35% of eligible project costs up to a maximum of \$100,000 for exterior and structural projects.

Action Steps

1. Provide educational opportunities to inform interested application of the program requirements and deadlines.
2. Offer free technical assistance to those interested in applying for the funds.

FUNDING REVITALIZATION

MSRP Grant

The Indiana OCRA Main Street Revitalization (MSRP) Grant program accepts applications from communities during once each year for a competitive round of funding. The maximum award equals \$400,000 and requires a 20% community match. For 2016, a Letter of Intent, the initial application step, is due August 19 with October 14 the final application due date. More information about the program may be found at <http://www.in.gov/ocra/2583.htm>.

Action Steps

1. Consult with the OCRA Community Liaison for the Northwest District Gerry White 317.694.8372 gewhite@ocra.IN.gov.
2. Secure the services of a qualified grant writer to prepare the application, and an architect to complete the building analysis and cost sections.
3. Begin discussion with building owners in the district to evaluate properties for inclusion in the program.

Additional Information

Local support during the application process will only make for a stronger case. Leadership by organizations such as the City and Frankfort Main Street will help to recruit community participation, generate enthusiasm and support for the project, and educate building owners on the opportunities and responsibilities of participation.

Community leaders will also need to seek building owner participation. Building owners with a willingness to contribute matching dollars for approximately of 20-25% of the total renovation cost build the strength of the grant application. Key buildings for façade renovation typically include those that have been well maintained, are generally structurally sound (while the unknowns always exist), and will serve as a catalyst for future improvements.

Reviewing the experiences of other towns that have received OCRA grants may also be helpful during the Pre-Grand Award phase. City leaders or Frankfort Main Street may invite previous façade grant award recipients and their architect to a community discussion about their experience and success with the façade grant program. It is also helpful to visit other communities to see the results of the facade program.

Community support prior to and during construction comes in several ways. Some of the most important include to accentuating the positive changes and keeping the public informed about the process. Buildings Owners who allow selective demolition early in the design process streamline construction by uncovering underlying conditions and minimizing the potential for unknowns. When creating the final project budget, creating a “set aside fund” (a City or Building Owner’s contingency) provides a financial cushion for unknown conditions which result in cost increases (a recommended amount of 15% of renovation cost).

FUNDING REVITALIZATION

PROJECT: FORM A LOCAL INVESTMENT GROUP

Goal

Create a group of like-minded investors who can quickly buy key downtown properties as they become available and then work with city officials to prepare and market them to new businesses that match the revitalization plan's objectives.

Description

The key ingredient is people whose main interest is the long-term vitality of downtown Frankfort and not their own immediate profit. Sounds too good to be true? See below for case studies.

The following pieces are needed to form a successful investment group:

- People able and willing to invest in downtown.
- A vision that is shared by the investors, community organizations, city officials and citizens.
- A strong relationship with the city and support groups.

Action Steps

1. City and economic development officials approach potential investors to share their downtown vision and gauge their interest. Create a group identity rather than relying on individual investors.
2. Contact people from the case studies below to learn about forming a group and getting started.
3. Research supplementary funding and support:
 - City incentives.
 - Local not-for-profit groups with shared interests (housing, etc.).
 - The TIF district.
 - Banks (CRA credits).
 - Grants.
4. Acquire Property
 - Identify potential tenants.
 - Gain control of a building and determine best usage.

- Renovate for business.
- Make marketing sheet (square feet, traffic, etc.).
- Offer at subsidized rent initially.
- Recruit.
- Repeat.

Case Studies

There are many creative and inspiring national examples of local investment groups. When a bakery in downtown Clare, Mich. was about to close after 113 years of continuous operation, Clare's municipal police department heard the news and nine members decided to buy the business. Each person agreed to put in a modest equal initial investment and to make a small additional monthly investment for the next year. They would manage the business as volunteers and there would be no profits distributed for at least 12 months.

In Galesburg, Illinois, a handful of entrepreneurs banded together to acquire most of the buildings on downtown Seminary Street in order to reinvent the district.

In Indiana, the 2,360-resident City of Dunkirk is home to the Dunkirk Investment Group (DIG), which restored several buildings and created a public-private partnership with local government. DIG, which is comprised of local businessmen, invested over \$400,000 of its funds and has recruited a new downtown medical practice and is restoring the city's grandest building. The group is open to sharing its experience with other communities. Start by calling Jay County Community Development Director Ami Huffman at (260) 726-3497.

In 2011, a group of concerned citizens in Minneapolis came together to form the Northeast Investment Cooperative (NEIC) to buy and develop real estate in a struggling area of the city on Central Avenue.

The NEIC structured their group so that any Minnesota resident could join for \$1,000 and invest more by purchasing different stock. After one year of existence, the NEIC had enough members to buy two buildings on Central Avenue that the group had been eyeing

FUNDING REVITALIZATION

since the beginning of the NEIC. They sold one of the buildings to a project partner, Recovery Bike Shop, and funded renovation of the other building through a loan from the city and a local bank. The second building was then leased to two young businesses. The two buildings and three businesses created a thriving corner in northeast Minneapolis.

BUILDING THE DOWNTOWN ECONOMY

PROJECT: ENCOURAGE LOCAL ENTREPRENEURS

Goal

Catalyze growth by unifying and promoting existing programs that encourage entrepreneurs in downtown Frankfort.

Description

Because it will take time for national chains to “discover” Frankfort, the community must foster home grown shops and services. This is particularly true if local leaders want particular types of shops, and they do not just wait to see what prospective business owners propose.

The chamber and Frankfort Main Street already offer many programs, so what’s called for is a review of the existing system and recruitment of new business start-ups.

Action Steps

1. Review zoning policies. Zoning is key to developing an entrepreneurship system. Allowing vacant buildings to be turned into mixed-use buildings, stores, or any other creative space use will lower barriers to entry for small businesses.
2. Promote a walkable downtown (see project on walkability): small businesses heavily rely on passersby who tend to visit multiple businesses than if they are just driving to a specific store, shop or restaurant.
3. Simplify the business start-up process by:
 - a. Checking and using already existing resources and programs available at: Indiana’s Office of Small Business & Entrepreneurship (OSBE), the Indiana Small Business Development Center (ISBDC) and IHEDA’s Business Expansion And Entrepreneurial Development (BEED).
 - a. Creating a central online space on Frankfort’s government and the chamber’s websites that walk business owners through the process of getting started: specify the steps, forms, contact persons, and time required to do that.
 - b. Consulting existing business owners in the process to find out how they got started, and what they think can be improved. Review the process, cut any superfluous steps and reduce bureaucracy as much as possible.
 - c. Creating weekly opportunities (with an “open door policy”) to assist entrepreneurs in starting their businesses.
 - d. Working with banks, the chamber and other financial institutions to provide entrepreneurs easy access to loans and low-interest loan programs to start out their businesses. Provide entrepreneurs lists of financial or community organizations that may offer grants to new businesses.
4. Help people not only start, but also grow their businesses by offering educational, training, and coaching opportunities: Partner with the private sector, local colleges, community education programs and state bodies (OSBE and ISBDC) to offer business development classes or other support services. Classes can take the form of credited classes, short workshops, podcasts, self-paced classes (materials or videos either to view online or download), or even one-on-one business counseling sessions.
5. Organize different types of social and professional events (make sure to support them with a holistic marketing and advertisement strategy) either in the coworking space or in empty shops downtown. These could include:
 - a. Small business day: a monthly or annual event to encourage local businesses, that includes music, food stands, activities, host tables for local businesses to introduce themselves to the community or offer special discounts for the day.
 - b. Startup weekends: <http://startupweekend.org/>.
 - c. Empty buildings tour. A similar program in Webster City, Iowa filled 10 of 12 buildings with new businesses.

BUILDING THE DOWNTOWN ECONOMY

PROJECT: BUILD TOWARD REGIONAL TOURISM

Goal

Promote regional tourism by connecting with nearby towns or surrounding counties to create a stronger gravitational pull for tourists and a larger “sense of place,” with appealing, well-marked paths to good eating, interesting shopping and more specific attractions (agri-tourism, outdoor recreation, etc.).

Description

Because downtown Frankfort does not have the density of attractions to pull in people from other areas year-round, its best bet in the short term is getting tourists to discover the entire region. Multiple small communities - properly packaged and marketed - have more to offer than one. Coordinated local, or better yet, regional attractions can frame retail, dining, and tourist attractions thus encouraging longer stays, increased spending, greater trip satisfaction, word-of-mouth advertising and more visitors.

Action Steps

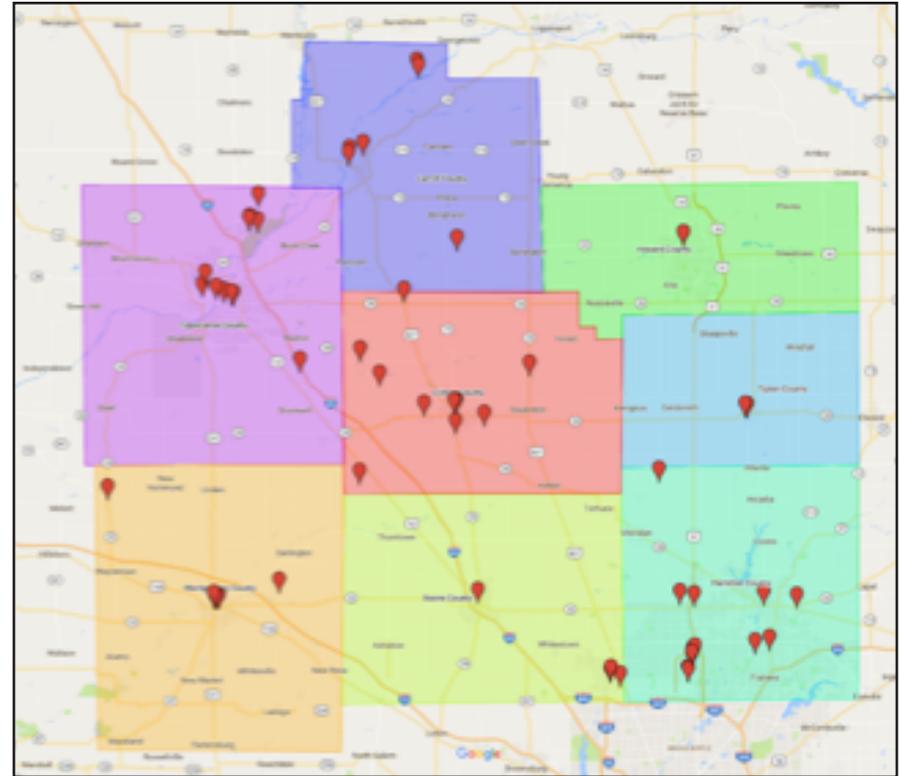
1. Inventory the existing tourism market in Clinton County and the surrounding counties including assets, resources, amenities and businesses. Associated data can come from many sources, including focus groups, individual interviews, and publicly available economic data.
 - a. Map the attractions. SDG prepared a basic template map that could be the starting point of this attraction inventory. Check the Appendix for directions.
 - b. Visitor Profile: including party composition, trip purpose, length of stay, demographic details, and lifestyle segment.
 - c. Opportunity Identification: assess purchasing preferences of tourists compared to existing businesses. Determine new expansion opportunities.
2. Approach possible partner towns or counties.
 - a. Form a regional group to build a regional tourism plan. Members

could include convention and visitor bureau reps, chamber of commerce representatives and other volunteers, state or local stakeholders.

- b. Based on existing tourism market analysis completed in step 1, create different self-paced tours. Create themed options (natural beauty, organic farming, history, outdoor recreation, art, architecture, etc.).
3. Consider the unrealized tourism opportunities available to existing businesses:
 - a. Are local businesses effectively reaching the visitor market?
 - b. Do local businesses compliment area attractions?
 - c. Are tourists looking for products that are not offered locally?
 - d. Do opportunities exist for businesses to cross-sell or work more cooperatively?
 - e. Are retailers doing all they can to promote return visits?
4. Align the efforts of seemingly competing entities. As a broad spectrum of businesses clamor to capture limited customer expenditures, they also serve as the foundation of the tourist experience.
 - a. Cooperate; don't compete.
 - b. Retailers should work together to form a unified theme for shoppers: Brand regional identity (Tag line, imagery, etc.)
 - c. Establish coordinated signage, facilities and services to increase perceptions of experiential quality.
 - d. Educate the community about regional tourism efforts.
 - e. Set up regional networking events to facilitate collaboration between businesses.
 - f. Encourage local entrepreneurship in key areas: Retail (outdoor supply shops, etc.), services (hiking and fishing guides, regional transportation, etc.), and restaurants (highlight local fare and unique dishes.)

BUILDING THE DOWNTOWN ECONOMY

5. Develop a marketing program for regional tourism:
 - a. Create a web presence (including social media).
 - b. Develop Must-See lists with maps.
 - c. Co-market through traditional and digital media (brochures, posters, billboards, coupons, contests, public announcements on TV, radio, community calendars, etc.)
 - d. Work with state parks to develop handouts for visitors.
 - e. Develop relationships with magazines and newspapers.
 - f. Cooperate with chambers of commerce and Indiana's tourism program to make sure that the program's assets get listed on the state's tourism map and other local maps.
6. Capitalize on traffic to maintain a sustainable tourism industry:
 - a. Capture guest-book information by creating mailing lists.
 - b. Periodically review/survey visitors and gather spending data.
 - c. Organize business workshops to educate on emerging trends, success stories, effective signage/marketing, funding opportunities.



Basic Template for a Regional Tourism Map

REVISE DESIGN GUIDELINES

PROJECT: REVISE DESIGN GUIDELINES

Goal

Renew vibrancy in the downtown district and restore historic facades based on revised Design Guidelines for the City of Frankfort.

Description

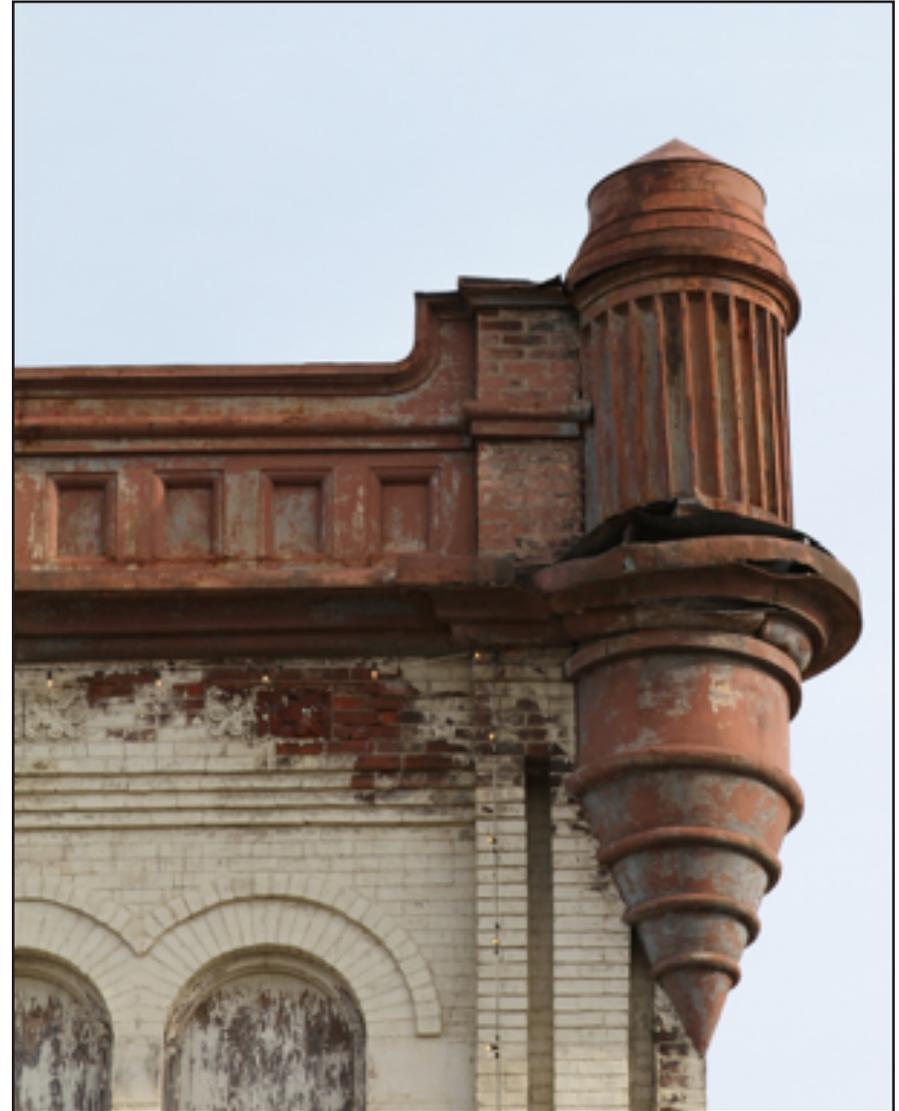
Design Guidelines provide the principles for preservation to building owners. As recommended in the Proposed Improvements Section, Frankfort's Design Guidelines are ready for an update. The revised document then creates an opportunity for educating the public and may be used to promote a sample restoration project, highlighting principles from the Design Guidelines. The services of a Preservation Architect may be needed to create the revised Guidelines.

Action Steps

1. Hire the services of a Preservation Architect.
2. Engage the City of Frankfort Redevelopment Commission and interested parties in the process.
3. Educate the public about the Design Guidelines.
4. Adopt Guidelines via City Council.

Additional Information

Education for the public and the City of Frankfort RDC will create an open environment for discussion about the Design Guidelines. A series of Community Conversations or workshop will offer the public an opportunity to learn about the policies, dispel myths and educate about the positive effects of following Design Guidelines. During this process important considerations include: reaffirming the overall goal of improving the appearance and economic base of the historic downtown. Additional programs to offer may also include: how to select a qualified contractor; budgeting for improvements; or technical seminars on common restoration topics such as appropriate masonry repointing or window restoration.



REVISE DESIGN GUIDELINES

A session providing education for members of the City of Frankfort RDC may also reinforce the spirit behind the Guidelines. The Indiana Landmarks document “The Role of a Local Preservation Commission” at http://www.indianalandmarks.org/SiteCollection/Documents/PreservComms_12.pdf.) is a good resource to start. For additional benefits of design guidelines for a historic district see the National Trust for Historic Preservation’s Top 10 List at <https://savingplaces.org/stories/10-on-tuesday-10-benefits-of-establishing-a-local-historic-district#.VpvGyfrK01>.

Hands on examples will also promote the Design Guidelines as a positive tool for change. For instance, Frankfort Main Street could partner with a property owner to undertake a sample project to illustrate the guidelines. Another tool could be highlighting and celebrating the incremental changes achieved on facade improvements made through the use of local financing or private investment.

Additional resources about historic preservation may include the following:

1. Frankfort Commercial Historic District National Register Nomination (accessible through the Indiana Department of Natural Resources SHAARD database <http://www.in.gov/dnr/historic/4505.htm>.)
2. The National Park Service’s Preservation Briefs website (<http://www.nps.gov/tps/how-to-preserve/briefs.htm>.)
3. Request acquisitions by the Frankfort Community Public Library related to historic preservation and building maintenance such as Old Building Owner’s Manual by Judith Kitchen; A Layperson’s Guide to Preservation Law: Federal, State, and Local Laws Governing Historic Resources by Julia Miller; What Style Is It?: A Guide to American Architecture by John C. Poppeliers and S. Allen Chambers; and The Economics of Historic Preservation: A Community Leader’s Guide by Donovan D. Rypkema.



IMPLEMENTATION CHART

The goals and objectives from the previous section have been reassembled below in a chart. Under timelines, short term refers to one-three years, mid-term to four-six year and long term to seven or more years.

Under Responsible Entity, FMS to Frankfort Main Street, COC to the chamber of commerce/ LIG to the local investment group and CVB to the convention and visitors bureau.

Goals/Objectives: Economic Development	Timeline	Cost	Funding Source	Responsible Entity
Goal: Encourage Local Entrepreneurs				
Review zoning policies to encourage entrepreneurs	Short-term	N/A	N/A	City, COC, FMS
Help existing business grow	Short-term	N/A	N/A	COC, FMS
Simplify and promote existing business start-up programs	Short-term	N/A	N/A	COC, FMS
Goal: Form a Local Investment Group				
Approach potential investors to share downtown vision and gauge their interest	Short-term	N/A	N/A	COC, FMS
Contact people from case studies to learn about structuring the group	Short-term	N/A	N/A	COC, FMS
Research supplementary funding and support	Short-term	N/A	N/A	COC, FMS, LIG
Acquire Property	Short-/mid-term	Unknown	Private investment	LIG
Goal: Create Incentives for Downtown Housing				
Review zoning ordinances to remove roadblocks and encourage housing	Short-term	N/A	N/A	City, city council, plan commission, FMS, COC
Assess current minimum parking requirements, making sure that on-site and off-site parking is not difficult or cost prohibitive	Short-term	N/A	N/A	City, city council, plan commission, FMS, COC
Make downtown housing affordable by reducing fees, tax incentives, loans and starting a loft program	Short-term	N/A	N/A	City, city council, plan commission, FMS, COC
Form a downtown liaison group	Mid-term	N/A	N/A	City, city council, plan commission, FMS, COC

IMPLEMENTATION CHART

Goal: Promote Walkability				
Partner with key stakeholders and create a walking or cycling coalition	Short-term	N/A	N/A	FMS, COC
Create year-round education programs	Short-/mid-term	Unknown	Unknown	FMS, COC
Create a marketing and awareness campaign	Short-/mid-term	Unknown	Unknown	FMS, COC
Goal: Build Toward Regional Tourism				
Inventory existing local and regional tourism market	Short-term	N/A	N/A	FMS, COC, CVB
Approach possible partner towns or counties	Short-/mid-term	N/A	N/A	FMS, COC, CVB
Develop a marketing program for regional tourism	Short-/mid-term	Unknown	Unknown	FMS, COC, CVB
Goals/Objectives: Design/Infrastructure	Timeline	Cost	Funding Source	Responsible Entity
Goal: Create Downtown Urban Park along Prairie Creek				
Begin discussion with surrounding property owners about goals for the site and Prairie Creek and garner public support.	Short-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to assist in conceptual and schematic design and prepare detailed cost opinions.	Short-term	+/-2% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street, other
Identify available city funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct Prairie Creek realignment.	Mid-term	\$200,000	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct Prairie Creek Park.	Mid-term	\$4-6 million	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Discuss building improvements and create new retail space in existing structures.	Long-term	T.B.D.	Grants, Private investment, Local Funds	Property owner

IMPLEMENTATION CHART

Goal: Develop Multi-use Trail along Prairie Creek				
Begin discussions with surrounding property owners about goals for Prairie Creek and garner public support.	Short-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to assist in conceptual and schematic design and prepare detailed cost opinions.	Short-term	+/-2% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street, other
Identify available City funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct Prairie Creek bank stabilization.	Mid-term	\$200,000	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct trail along Prairie Creek.	Mid-term	\$1.1 million	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Improve County parking lot.	Mid-term	\$850,000	Local Funds, TIF.	Clinton County, City, Frankfort Main Street
Goal: Develop an East-West Multi-Use Trail through Downtown along the Washington Street Corridor				
Begin discussions with surrounding property owners and potential developers about goals for the downtown multi-use paths.	Short-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to assist in conceptual and schematic design and prepare detailed cost opinions.	Short-term	+/-2% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street, other
Identify available City funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street

IMPLEMENTATION CHART

Implement multi-use path improvements from Columbia Street to Prairie Creek	Mid-term	\$3.5 million (based on graphics within report)	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Implement West extensions of multi-use path to Railroad Switchyard.	Long-term	\$3.3million (based on graphics within report)	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Implement East extension of multi-use path improvements to Frankfort Middle and High Schools.	Long-term	T.B.D.	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Goal: Renovate Existing Veterans Park				
Begin discussions with surrounding property owners about goals for Veterans Park and garner public support.	Short-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to assist in conceptual and schematic design and prepare detailed cost opinions.	Short-term	+/-2% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street, other
Identify available city funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct Veterans Park renovations.	Mid-term	\$1.35 million (based on graphics within report)	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Discuss adjacent building improvements and future plans.	Long-term	T.B.D.	Grants, Private investment, Local Funds	Property owner

IMPLEMENTATION CHART

Goal: Improve Downtown Streetscapes and Amenities				
Begin discussions with surrounding property owners about goals and vision for downtown Frankfort and garner public support.	Short-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to assist in conceptual and schematic design and prepare detailed cost opinions.	Short-term	+/-2% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street, other
Identify available City funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	City, Frankfort Main Street
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Construct street improvements.	Mid-term	\$3.12 million	Local Funds, TIF, Grants, Donors.	City, Frankfort Main Street
Begin attracting more downtown businesses and residents.	Long-term	\$0	N/A	City, Frankfort Main Street
Goals/Objectives: Buildings				
Goal: Optimize Funding for Downtown Building Restoration				
Offer workshops and individual consultation to provide information and facilitate communication regarding opportunities through the local matching grant program, OCRA Grants, MSRP Grants, Historic Tax Credits, etc.	Short-term	\$0	Multiple	RDC, Frankfort Main Street
Evaluate program success and identify target improvement areas	Ongoing	\$0	N/A	RDC
Develop an awards program or newsletter piece celebrating success grant projects	Short-term	\$0-\$1,500	RDC	RDC/ Frankfort Main Street
Apply for OCRA MSRP Façade Improvement Grant	Short-term	\$125,000-\$250,00 local match	City, RDC, Main Street, community partners, building owners	City, Frankfort Main Street

IMPLEMENTATION CHART

Goal: Revise Design Guidelines				
Hire the assistance of a Preservation Architect to evaluate existing guidelines and facilitate the development of updated guidelines	Short-term	\$5,000-\$8,000	City, RDC, Main Street	City
Develop an information series to educate the public about Design Guidelines	Short-term	\$0-\$500	Seek Sponsorships	Frankfort Main Street
Goal: Revitalize Downtown Facades				
Seek the assistance of a grant writer to educate the City regarding grant requirements and prepare the Letter of Intent	Short-term	\$5,000-\$7,000	City	City
Hire an architect familiar with the MSRP grant process and the design requirements	Short-term	\$12,000-\$15,000	City	City
Apply for OCRA MSRP Façade Improvement Grant	Short-term	See Above		
Goal: Introduce New Infill Construction				
Develop promotional materials to share with potential developers/investors regarding infill opportunities	Short-term	\$0-\$2,000	RDC, City, Real Estate Agent sponsorships	RDC, Frankfort Main Street, Real Estate community
Introduce potential developers to infill opportunities	Mid-term	\$0	N/A	RDC, City, Frankfort Main Street
Incentivize development costs to assure appropriate development	Long-term	Varies	City	City

CONCLUSIONS

MAIN STREET STATUS

Frankfort Main Street, which is an Indiana Main Street community, is managed by experienced Executive Director Kim Stevens and is well integrated into downtown revitalization plans and the community as a whole. They were key partners in this planning process and will continue that role into the implementation phase. “Main Street must be the organization that spearheads this plan,” said Don Stock, president of Frankfort Main Street. “I believe that downtown is tilting to the positive side and that this plan must move forward to create a reason to make Frankfort a place of destination.”

REVISIONS TO EXISTING PLANS & REGULATIONS

As detailed in the projects above, some legislation action by the mayor and city council will be needed to set the stage for downtown revitalization. In fact, these actions are key to removing barriers and creating the incentives needed to launch key projects such as encouraging downtown housing.

FUNDING SOURCES

An updated list of possible funding sources is included in the Appendix of this report.

MECHANISMS FOR EVALUATION AND UPDATING

Once a plan is adopted, the process still isn't over. It takes political will, resources and accountability to implement a downtown revitalization plan. Without effective implementation, all the efforts of the planning process are essentially wasted.

Fortunately, this is unlikely to happen in Frankfort, which has dedicated elected officials, experienced professionals and a unified vision on downtown's current deficiencies and most promising revitalization goals.

To keep that energy going, one of the most important things city leaders can do now is to schedule a regular review of how things are going and determine if changes are needed. That process will ensure the plan remains a living document, changing and growing along with the city.



APPENDICES

APPENDIX A: ARCHITECTURAL GLOSSARY

ARCHITECTURAL STYLES

ITALIANATE (1840-1885) Characterized by two or three stories, low-pitched roof with wide projecting eaves supported by large brackets and elaborate cornices. Balanced facades often feature decorative bracketed window and door hoods. Large storefront windows with cast iron columns.



Italianate building at 62 North Main.

RICHARDSONIAN ROMANESQUE (1880-1900) Characterized by round arch door and window openings, rusticated block cladding, and corbel table detailing. Use of deep window reveals, asymmetrical

facades, towers or turrets with conical roofs and porches with broad round arches supported by squat piers.



Richardsonian Romanesque Harker Building.

NEOCLASSICAL (1895-1950) Characterized by meticulous detail with causally interpreted classical ornamentation and modest scale. Door often centrally located with symmetrical window placement. Use of elements such as colossal columns, porticos, pilasters, keystones, pedimented openings and dentils along the cornice.

APPENDIX A: ARCHITECTURAL GLOSSARY



Neoclassical bank building at 16 North Main.

19th and 20th CENTURY FUNCTIONAL (1880-1910) Characterized by a functional façade with minimal exterior ornament often limited to brickwork. Character often derived from the grid fenestration pattern featuring large windows allowing for natural light and air to penetrate the building.

ARCHITECTURAL TERMS

ANCHOR A metal clamp that prevents masonry from bulging, often decorative in appearance such as stars.

ARCH A curved and sometimes pointed structural member used to span an opening. Types include: flat, Tudor, pointed, segmental, etc.

BAND Any flat horizontal member that projects slightly from the surface of which it is a part; often used to mark a division in a wall.

BEAM Principal horizontal structural member, primary function to carry loads such as floor joists or rafters.

BRACKETS Projecting support members found under eaves or other overhangs; may be plain or decorated.

BRICK A usually rectangular building or paving unit made of fired clay.

HEADER Bricks laid with their short end toward the face of a wall in a horizontal position.

STRETCHER Bricks laid with their long end toward the face of a wall in a horizontal position.

BUTTER JOINT Bricks laid with their long end toward the face of a wall in a horizontal position.

CAPITAL The upper decorated portion of a column or pilaster on which the entablature rests.

CLADDING Exterior wall coverings.

COPING The protective uppermost course of a wall or parapet; projects beyond the wall surface to direct rain away from the building. Materials include: clay tile, stone, concrete or metal.

APPENDIX A: ARCHITECTURAL GLOSSARY

CORBEL A series of projecting masonry units, each stepped out further than one below it; most often found on walls and chimney stacks.

CORNICE The projection at the top of a wall; the top course or molding of a wall when it serves a crowning member. Also refers to the upper projection of the entablature in classical architecture.



Cornice.

COURSE A horizontal row of brick, stones or other masonry units.

DENTIL Small square blocks found in a series on many cornices, moldings, etc.

EAVE The portion of the roof which projects beyond the walls.

EGG AND DART An egg-shaped ornament alternating with a dart-like ornament used on a decorative band.

FAÇADE The principal face or front elevation of a building.

FENESTRATION The arrangement of windows and other exterior openings on a building.

HOOD A protective and sometimes decorative cover found over doors, windows, etc.



Window hood with keystone motif.

KEYSTONE A wedge shape stone found at the center of an arch.

KICKPLATE Material at the bottom of a storefront or door. Used as a decorative element and/or to protect glass from being “kicked”.

LINTEL A horizontal structural member that supports a load over an opening; usually made of wood, stone or steel; may be exposed or obscured by wall covering.

MORTAR A mixture of plaster, cement or lime with a fine aggregate

APPENDIX A: ARCHITECTURAL GLOSSARY

and water; used for pointing and bonding bricks or stones.



Parapet wall at the Ross Building.

PARAPET A low wall or protective railing; often used around a balcony, or along the edge of a roof.

PEDIMENT A triangular or curved ornament above a window, door or other element.

PILASTER A rectangular column or shallow pier attached to a wall; quite frequently decorated to represent a classical column.

QUOINS The treatment of masonry joints by removing deteriorated mortar and filling in with a new mortar.

REPOINTING The treatment of masonry joints by removing deteriorated mortar and filling in with a new mortar.

STOREFRONT The front wall of the commercial space usually with large expanses of glass and the primary building entrance.

APPENDIX A: ARCHITECTURAL GLOSSARY

WINDOW TERMS:

COUPLED Two closely spaced windows that function independently but visually form a pair.

DOUBLE-HUNG A window with two sashes, each movable.

FIXED A fixed frame window that does not open.

MULLION The vertical bar between coupled window of multiple windows.

MUNTIN One of the thin strips of wood used for holding panes of glass within a window.

ORIEL A projecting bay window in an upper story of a building.

PANE A single piece of window glass. Synonym: Light

SASH The glass and framework of a window. May be moveable or fixed.

SIDELIGHT A long fixed sash located beside a door.

TRANSOM A small window above a door or other window.



Coupled double-hung windows with a central mullion.

APPENDIX B: FUNDING SOURCES

INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY (IHCDA): COMMUNITY LOANS

<http://www.in.gov/ihcda/2374.htm>

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 nonprofit 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 began incubating the Community Investment Fund of Indiana, Inc. (CIFI) with key community stakeholders such as Indiana Association for Community Economic Development IACED and Fifth Third Bank, 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.

SMALL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

<http://www.in.gov/ihcda/2351.htm>

Community Enhancement and Economic Development (CEED) Loan Program

The Community Enhancement and Economic Development Loan Program (CEED) is the State of Indiana's loan program under the Section 108 Loan Guarantee Program (24 CFR 570, subpart M). CEED provides communities with a source of loan financing for economic development, housing rehabilitation, public facilities, and

other large-scale projects.

Eligible applicants include all non-entitlement Local Units of Government (including Counties) in Indiana. Funds may be used by the Local Unit of Government or lent to another public or private entity (e.g. for profit or nonprofit housing developer, an operating business) that will undertake an eligible activity.

Activities eligible for CEED financing include:

- Economic development activities eligible under CDBG;
- Machinery and Equipment;
- Acquisition of improved or unimproved real property in fee or by long-term lease, including acquisition for economic development purposes;
- Site preparation, including construction, reconstruction, installation of public and other site improvements, utilities or facilities (other than buildings), or remediation of properties with known or suspected environmental contamination;
- Clearance, demolition, and removal, including movement of structures to other sites and remediation of properties with known or suspected environmental contamination of buildings and improvements on real property acquired or rehabilitated;
- Payment of interest on the guaranteed loan and issuance costs of public offerings; and
- Payment of issuance, underwriting, servicing, trust administration and other costs associated with private sector financing of debt obligations.

Business Expansion and Entrepreneurship Development (BEED) Program

In 2010, after recognizing the need for more microenterprise opportunities throughout the state, IHCDA created the Business Expansion and Entrepreneurship Development (BEED) Program, with the primary goal of assisting and fostering microenterprise development through community lending.

APPENDIX B: FUNDING SOURCES

Pairing business counseling with financial assistance, the BEED program loans business up to \$10,000 for start-ups and \$25,000 to expand existing businesses. The BEED program may be paired with the Individual Development Account (IDA) matched savings program as well.

IHCDA currently works with several community action agencies around the state, serving micro-entrepreneurs in 57 of Indiana's 92 counties. To apply, contact an agency in your area.

USDA RURAL DEVELOPMENT

<http://www.rd.usda.gov/in>

The USDA offers loans, grants and loan guarantees to support essential services such as housing, economic development, health care, first responder services and equipment, and water, electric and communications infrastructure. Technical assistance is also offered to help communities undertake community empowerment programs.

Community Facilities Direct Loan & Grant Program - provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Rural Community Development Initiative Grants - provides funding to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects in rural areas.

INDOT COMMUNITY CROSSINGS GRANT

<http://www.in.gov/indot/2390.htm>

Launched in 2016, the Community Crossings matching grant program provides nearly \$150 million in funding to cities, towns, and counties across Indiana to make improvements to local roads and bridges.

Community Crossings is a partnership between INDOT and Hoosier communities, both urban and rural, to invest in infrastructure projects that catalyze economic development, create jobs, and strengthen local transportation networks.

HOME INVESTMENT PARTNERSHIP PROGRAM

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

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

HOME funds are awarded annually as formula grants to participating jurisdictions (PJs). The program's flexibility allows States and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancements, or rental assistance or security deposits.

INDIANA ARTS COMMISSION (IAC)

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

The Indiana Arts Commission is an agency of State Government funded by the Indiana General Assembly and the National Endowment for the Arts, a federal agency. The Arts Commission advocates arts development opportunities across the state, and stewards effective use of public and private resources for the arts. It stimulates public interest in, and participation with, Indiana's diverse arts resources and cultural heritage. The Arts Commission works to enhance public awareness of the arts, life-long learning opportunities, and arts education programs.

APPENDIX B: FUNDING SOURCES

Arts Operating Support III (AOS III) / Multi-Regional: The Arts Operating Support III (AOS III) program provides two years of operating support for the ongoing artistic and administrative functions of eligible arts organizations that provide quality arts and cultural activities on a statewide or multi-regional basis, with special attention to underserved communities.

Regional Initiative Grant Program: The Regional Initiative Grant Program includes Arts Operating Support grants and Arts Project Support grants.

Arts Operating Support: The AOS grant is a Regional Initiative Grant that provides annual operating support for ongoing artistic and administrative function of eligible arts organizations that provide quality arts activities with special attention to underserved communities.

There are two AOS grant programs with different criteria needs: AOS I, an annual regional grant and AOS II, a two-year regional grant.

Arts Project Support (APS): The APS grant is a Regional Initiative Grant that provides arts project support for eligible organizations (arts or non-arts organizations). This is designed to support new and existing arts projects and activities produced or presented by eligible organizations to provide general public access to quality arts and cultural activities, with special attention to underserved communities. **Indiana Masterpiece:** This program supports projects that introduce Hoosiers to the best of Indiana's cultural and artistic legacy through special productions, commissions, exhibitions, performances, and/or artistic celebrations.

Regional Arts Partner Grant Program: In collaboration with the IAC, the Regional Arts Partner program exists to promote and expand participation in the arts in Indiana. It provides broad local access to arts services and funding opportunities throughout the State of Indiana. Services include, but are not limited to, information and referral, technical assistance, and regranting of state and federal funds.

Arts Midwest Touring Fund: With funding provided in part by the IAC, Arts Midwest offers grants directly to presenting organizations (organizations that book artists to perform in their venues). Funded engagements feature public performances and community engagement activities by professional touring artists that reach underserved audiences and foster exchanges between artists and Midwest communities.

INDIANA DEPARTMENT OF NATURAL RESOURCES Historic Preservation Fund

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

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.

Under the HPF matching grants program, grant awards are made in three project categories: Architectural and Historical, Archaeological, and Acquisition and Development. 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.

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.

APPENDIX B: FUNDING SOURCES

INVESTMENT TAX CREDIT PROGRAM

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

The federal government offers Income tax credits for privately owned and funded historic preservation activities. These Rehabilitation Investment Tax Credit (RITC) equal 20% of rehabilitation costs for qualified work at income-producing properties that are certified historic buildings. 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. The program permits 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. The program requires that the completed project be certified as complete before a tax claim may be submitted.

THE LAND & WATER CONSERVATION FUND (LWCF)

<http://www.in.gov/dnr/outdoor/4071.htm>

The Land and Water Conservation Fund was passed by Congress in 1965 to assist eligible governmental units in the provision of new park areas. Fund applicants may request amounts ranging from a minimum of \$10,000 up to a maximum of \$200,000. If any changes are made to the manual/application they will be posted by March 1. Applications are available online or upon request from the Division of Outdoor Recreation. Only park and recreation boards established under Indiana law are eligible. The park and recreation board must also have a current 5-year master plan for parks and recreation on file, approved at the Division of Outdoor Recreation.

INDIANA FINANCE AUTHORITY (IFA) PROGRAMS

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

Indiana Brownfields Program

<http://www.in.gov/ifa/brownfields/index.htm>

The Indiana Brownfields Program encourages and assists investment in the redevelopment of brownfield properties by helping communities via educational, financial, technical and legal assistance to identify and mitigate environmental barriers that impede local economic growth.

State Revolving Fund Loan Programs

<http://www.in.gov/ifa/srf/index.htm>

The State Revolving Fund (SRF) Loan Programs provide low-interest loans to Indiana communities for projects that improve wastewater and drinking water infrastructure.

Tax-Exempt Bond Programs

<http://www.in.gov/ifa/2342.htm>

The IFA is authorized to issue tax-exempt bonds, which lower the cost of financing for manufacturing projects, health care facilities, private institutions of higher education and certain other qualified projects. In order to qualify for tax-exempt financing, an applicant that is not a 501(c)(3) must first be awarded "Volume Cap." Indiana is allotted annually a specific amount of Volume Cap that may be awarded to qualified applicants for the purpose of issuing tax-exempt bonds. Tax-exempt bonds are often structured similarly to a term loan or mortgage, and the interest rates vary based on the company's financial situation, credit enhancements, method of sale of bonds and the current market.

APPENDIX B: FUNDING SOURCES

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 nonprofit organizations such as charter schools.

INDIANA LANDMARKS

<http://www.indianalandmarks.org/Resources/Pages/GrantsLoans.aspx>

Endangered Places Grants

Indiana Landmarks' makes Endangered Places Grants available to nonprofit organizations to rescue and restore jeopardized historic properties.

Efroymsen Family Endangered Places Grants

Through the Efroymsen Family Endangered Places Grant Fund, Indiana Landmarks' makes grants available to nonprofit organizations for professional architectural and engineering feasibility studies and

other preservation consulting services, as well as organizational development. The grants may not be used for physical restoration work. Efroymsen Family Endangered Places Grants are awarded on a four-to-one matching basis, with four dollars from us matching each local cash dollar. We will fund 80% of the total project cost up to \$2,500. For more information, contact the Indiana Landmarks Western Regional Office.

Endangered Places Loans

Nonprofit preservation organizations may apply to Indiana Landmarks for Endangered Places loans to buy and/or restore historic properties. The recipient of loan funds must attach Indiana Landmarks' protective covenant to the property deed. Indiana Landmarks' Endangered Places Loans have a \$75,000 limit and low-interest terms for the first three years. In making loan decisions, we give special consideration to projects that will save buildings listed in or eligible for the National Register of Historic Places or located in a National or State Register historic district.

INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS

Historic Renovation Grant Program

<http://www.in.gov/ocra/2721.htm>

The State of Indiana has replaced its former State Investment Tax Credit program with the Historic Renovation Grant Program, to preserve and rehabilitate historic properties in order to further incentivize downtown economic development. The 2016 pilot program had \$1,000,000 available for properties in Main Street Communities that are privately owned or a non-profit with a focus on affordable housing. The property must be listed on the National Register or be a contributing resource listed in the County's Indiana Historic Sites and Structures Inventory. The property must be income-producing, renovation follow the Secretary of the Interior's Standards, and is subject to the State Historic Preservation Office Review. Eligible activities include exterior restoration and structural repairs. The maximum grant award is \$100,000 with an owner match of 65%. For further information, contact the OCRA Community Liaison for the Southwest District.

APPENDIX B: FUNDING SOURCES

Place Based Investment Fund

<http://www.in.gov/ocra/pbif.htm>

The PBIF program is a competitive matching grant program administered as a partnership between the Indiana Office of Tourism Development and the Indiana Office of Community and Rural Affairs that supports community and economic development projects across the state. Initiatives that promote quality of life, improve tourism experiences and develop multi-purpose gathering places are specifically targeted for the grant program.

Performance-based quality of place initiatives that maximize investment and collaboration by local governments, economic development organizations, convention and visitor bureaus, Indiana Main Street organizations, public or private schools and community foundations are the intended recipients of these grants. The aim of the program is to provide funding opportunities for unique projects and programs that seek to create jobs and further establish a diverse local, regional and state economy.

COMMUNITY DEVELOPMENT BLOCK GRANTS

Main Street Revitalization Program

<http://www.in.gov/ocra/2583.htm>

The Indiana Office of Community and Rural Affairs assists Indiana's rural residents in their endeavors to create successful, sustainable communities and improve local quality of life. MSRP grants are funded with federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD).

The goal of the Main Street Revitalization Program is to encourage communities with eligible populations to focus on long-term community development efforts.

PUBLIC FACILITIES PROGRAM (PFP)

<http://www.in.gov/ocra/2699.htm>

Community facilities enhance the lives of residents in numerous

ways. Libraries, museums, community centers, and performance spaces open doors to knowledge and ideas, culture, and enjoyment. In addition to community facilities, historic preservation projects are eligible for PFP.

The goals of our Public Facilities Program are to:

- Improve Quality of Place
- Generate jobs and spur economic revitalization

COMPREHENSIVE SITE REDEVELOPMENT PROGRAM

<http://www.in.gov/ocra/2718.htm>

Many Indiana communities are burdened with deteriorated or abandoned downtown buildings and vacant, dilapidated industrial sites. In many instances these unsightly and dangerous buildings make them undesirable to investors and new residents. Though some communities are burdened by a disproportionate number of these sites, their presence does not have to be considered the community's downfall. These sites are often found in downtowns or near transportation corridors, and could be thought of as opportunities—if the funds to address the clearance/demolition were available.

The Indiana Office of Community and Rural Affairs, in cooperation with Indiana Brownfields, has created the Comprehensive Site Redevelopment Program to help local units of government address these blighted properties.

STORMWATER IMPROVEMENTS PROGRAM (SIP)

<http://www.in.gov/ocra/2698.htm>

Property owners in many communities across the state of Indiana suffer from flooded property and sewer backups due to inadequate stormwater management. Flooding is expensive to clean up, depresses property values, and degrades water quality. With increasingly severe weather and overloaded sewer systems, experts say the cost will continue to rise.

APPENDIX B: FUNDING SOURCES

The goals of our Stormwater Improvements Program are to:

- Reduce flooding
- Cut stormwater treatment and energy costs
- Protect rivers, lakes, and vital landscape
- Generate jobs and spur economic revitalization

WASTEWATER AND DRINKING WATER PROGRAM (WDW)

<http://www.in.gov/ocra/2717.htm>

Many communities in Indiana struggle with inadequate water supply and failing wastewater treatment. The Office of Community and Rural Affairs is committed to improving the quality of water and wastewater in Indiana and assisting in financing appropriate water and sewer infrastructure for communities and counties that have planned and set priorities for long-term development.

The goals of our wastewater and drinking water program are:

- Protect the health and environment
- Reduce utility rates for low-to-moderate income communities
- Improve rural infrastructure to enable long-term economic growth

NATIONAL ENDOWMENT FOR THE ARTS

<http://www.nea.gov/grants/>

Grants are available to support the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts. Matching grants generally range from \$10,000 to \$100,000. A minimum cost share/match equal to the grant amount is required.

SMALL BUSINESS ADMINISTRATION

<https://www.sba.gov/content/what-sba-offers-help-small-businesses-grow>

SBA provides a number of financial assistance programs for small businesses that have been specifically designed to meet key financing needs, including debt financing, surety bonds, and equity financing.

INDIANA HUMANITIES

<http://indianahumanities.org/about-grants>

Indiana Humanities offers a competitive grants program which awards funding to Indiana not-for-profit organizations, schools, and other institutions.

Humanities Initiative Grants are awarded to conduct public programs dealing with the humanities. These grants respond to initiatives from not-for-profit organizations that wish to sponsor public programs such as town hall meetings, workshops, lectures, exhibits, reading and discussion programs, and production of humanities resources. Funding for these grants is provided by the National Endowment for the Humanities, a federal agency.

Historic Preservation Education grants are the result of a partnership between Indiana Humanities and Indiana Landmarks. The movement to preserve the built environment in the United States is an effort that depends upon both professionals in the field and dedicated volunteers. As new information about the techniques and principles of historic preservation becomes current, opportunities to share in this knowledge are vitally important. Learning about successful projects and national trends can also be helpful to preservation groups. Eligible projects include lectures, workshops, conferences, the production of multimedia materials and heritage or cultural tourism programs. Educational print plus online materials such as walking tour brochures, guides to historic homes and curriculum units constitute eligible projects as well. Grant projects must involve professionals or experts in the field of historic preservation as presenters or advisors.

CLINTON COUNTY COMMUNITY FOUNDATION

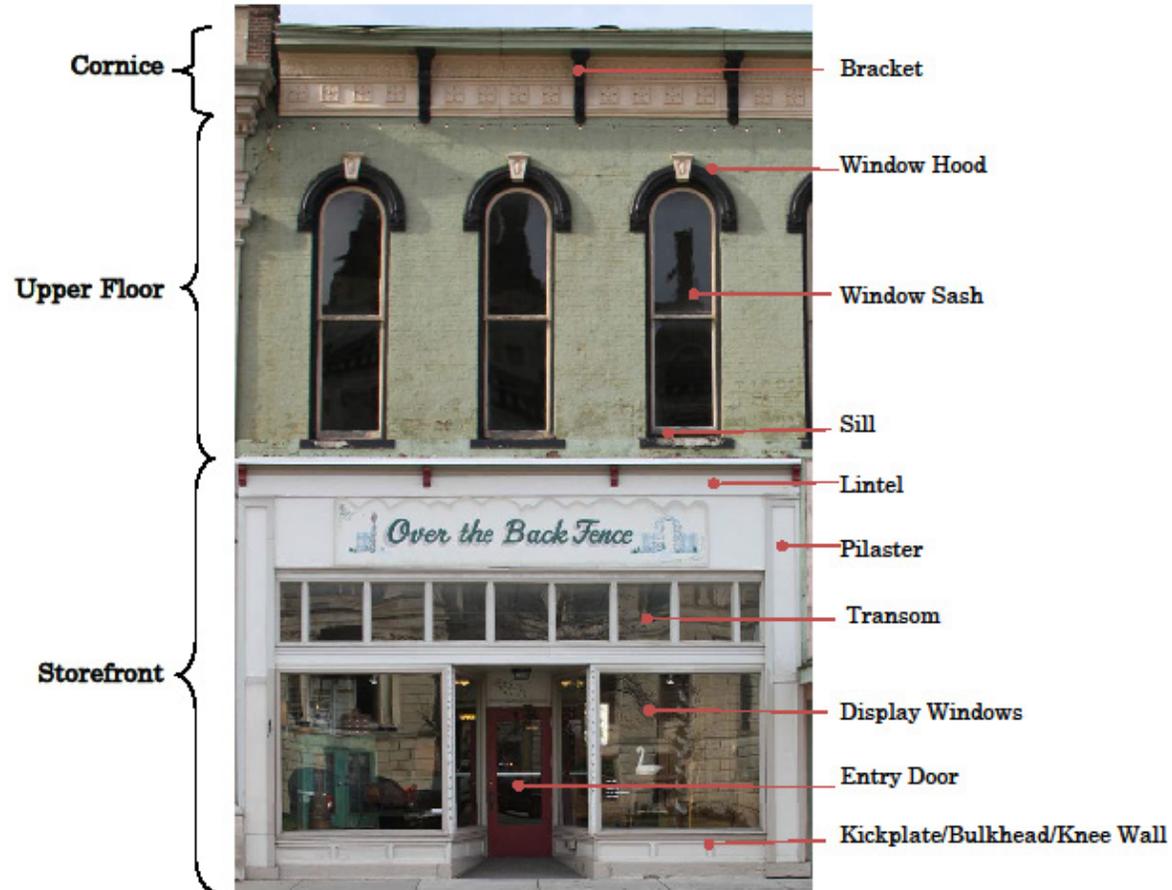
<http://www.cfclinton.org/index.html>

The Clinton County Community Foundation's mission is to improve the quality of life in the community through the accumulation and stewardship of enduring charitable gifts. Grants are awarded to fund projects for which there is a demonstrable community benefit in one of the following areas of interest:

1. **Cultural Affairs** -- to include the support of programs and facilities which are designed to establish a diversified county cultural program that offers widespread participation and appreciation;
2. **Civic Affairs** -- to include support of programs related to criminal justice, community development, employment, citizen involvement, leadership training, and other general community activities;
3. **Community Beautification** -- to include the support of projects that advocate, stimulate and support community vitality, beautification/environmental preservation and adornment.

APPENDIX C:
ANATOMY OF A HISTORIC 'MAIN
STREET' BUILDING

Anatomy of a Historic Main Street Building



APPENDIX D:
DESIGN/INFRASTRUCTURE UNIT
PRICE COSTS/BUDGETING NUMBERS

Design/Infrastructure Unit Price Costs/Budgeting Numbers	
4" Concrete Pavement	\$6.25/sq. ft.
8" Concrete Pavement	\$8.75/sq. ft.
Asphalt Pavement	\$4.50/sq. ft.
Asphalt Patch	\$4.00/sq. ft.
Unit Pavers	\$15.00/sq. ft.
Cycle Track Pavers	\$21.00/sq. ft.
Concrete Curb	\$25.00/ft.
Painted Striping	\$1.00/sq. ft.
Limestone	\$175.00/cu. ft.
Granite	\$250.00/cu. ft.
Electrical Point of Service	\$10,000.00/ea
Site Lights	\$8,000.00/ea
Traffic Signalization	\$120,000.00/ea.
Traffic Signalization	\$80,000.00/ea.
Wayfinding/Interpretive Sign	\$500.00/ea
Gateways	\$100,000 to \$500,000/ ea (based on previously constructed gateways in other communities)
Bench	\$1,800.00/ea
Litter Receptacle	\$1,500.00/ea
Street Tree	\$500.00/ea
Plant Beds/Stormwater Planter	\$18.00/sq. ft.
Irrigation	\$1.50/sq. ft.

Design/Infrastructure Unit Price Costs/Budgeting Numbers	
General Conditions (cost for contractor to bid project)	5% of construction total
Mobilization (cost for contractor to mobilize equipment/staff)	3% of construction total
Contingency (allowance for overages)	20% of construction total
Construction Engineering (cost for an individual to review construction progress)	3% of construction total
Inflation	8% of construction total per year

**It should be noted that all costs listed above are installed costs and are based on 2016 bid prices. Regional markets, inflation, and other factors will influence pricing.*

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

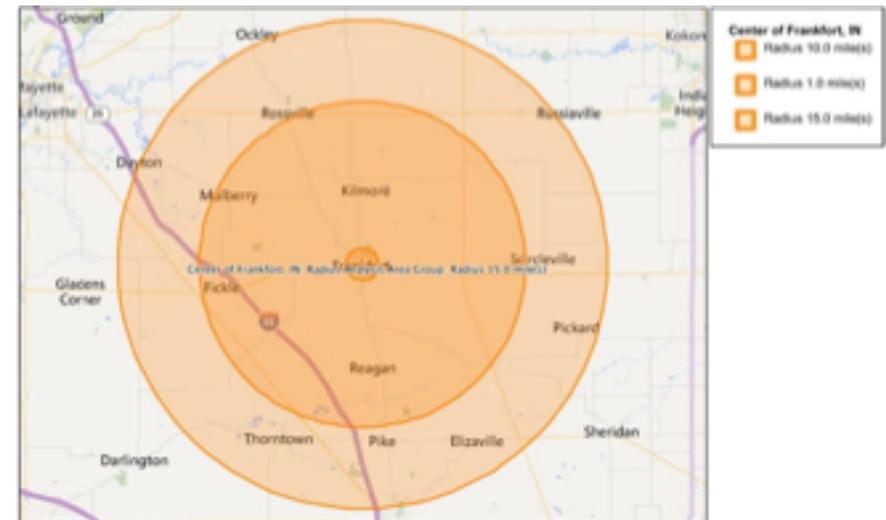
GAP ANALYSIS: RETAIL STORE AND MERCHANDISE SPENDING

To better understand the economy of Frankfort, the following analysis was conducted. The gap analysis of retail store and merchandise spending provide evidence of surplus in certain areas or opportunity gaps. The gap analysis was conducted on the retail trade area of consumers within 1, 10, and 15 miles of the town center. Consumers living within a 10 mile radius of town are consider the core consumers for Frankfort, while those within 15 miles are still likely to spend money in town.

The difference between local demand and supply provide the gap or surplus available for each category. The demand data is obtained from the Consumer Expenditure Survey (CE Survey or CEX) performed by the U.S. Bureau of Labor Statistics (BLS), and the supply data is obtained from the Census of Retail Trade (CRT) from the U.S. Census.

The retail gap analysis focuses on the money spent at each type of retail store, while the merchandise analysis uses money spent on types of merchandise, regardless of the type of store. The analysis will provide insight to opportunities to target underserved markets. The figures in red represent a surplus where Frankfort is supplying more than the local consumer demand. The figures in black represent an opportunity gap where the local supply is less than the demand for certain products or stores.

RETAIL TRADE AREA



Source: Nielsen Solution Center

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

RETAIL STORE SPENDING WITHIN 1.0 MILE RADIUS

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 1.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores Opportunity			
Total Retail Sales & Eating, Drinking Places	\$160,527,161	\$92,951,016	\$67,576,145
Motor Vehicle & Parts Dealers-441	\$31,329,454	\$22,341,536	\$9,087,918
Automotive Dealers-4411	\$25,829,444	\$20,261,135	\$5,568,309
Other Motor Vehicle Dealers-4412	\$3,142,832	\$413,064	\$2,729,768
Automotive Parts/Accessories, Tire Stores-4413	\$2,357,177	\$1,567,336	\$789,841
Furniture & Home Furnishings Stores-442	\$2,844,474	\$2,870,165	(\$25,691)
Furniture Stores-4421	\$1,550,719	\$2,852,845	(\$1,302,126)
Home Furnishing Stores-4422	\$1,293,755	\$17,320	\$1,276,435
Electronics & Appliances Stores-443	\$2,493,123	\$2,376,872	\$116,251
Electronics & Appliances Stores-44314	\$2,493,123	\$2,376,872	\$116,251
Household Appliances Stores-443141	\$355,148	\$551,460	(\$196,312)
Electronics Stores-443142	\$2,137,975	\$1,825,412	\$312,563
Building Material, Garden Equipment Stores -444	\$15,894,514	\$8,462,756	\$7,431,758
Building Material & Supply Dealers-4441	\$13,423,459	\$8,340,737	\$5,182,723
Home Centers-44411	\$5,462,101	\$59,766	\$5,402,336
Paint & Wallpaper Stores-44412	\$200,988	\$202,742	(\$1,754)
Hardware Stores-44413	\$1,459,151	\$542,526	\$916,625
Other Building Materials Dealers-44419	\$6,301,219	\$7,435,703	(\$1,134,484)
Building Materials, Lumberyards-444191	\$2,384,059	\$2,778,474	(\$394,414)
Lawn/Garden Equipment/Supplies Stores-4442	\$2,471,054	\$222,019	\$2,249,035
Outdoor Power Equipment Stores-44421	\$702,327	\$75,084	\$627,243
Nursery & Garden Centers-44422	\$1,768,728	\$146,935	\$1,621,792
Food & Beverage Stores-445	\$22,060,900	\$13,891,084	\$8,169,816
Grocery Stores-4451	\$14,582,102	\$12,498,064	\$2,084,038
Supermarkets, Grocery (Except Convenience) Stores-44511	\$13,598,008	\$9,345,680	\$4,252,328
Convenience Stores-44512	\$984,094	\$3,252,384	(\$2,268,290)
Specialty Food Stores-4452	\$1,815,509	\$22,081	\$1,793,428
Beer, Wine & Liquor Stores-4453	\$5,663,288	\$1,370,939	\$4,292,349
Health & Personal Care Stores-446	\$9,770,443	\$6,655,359	\$3,115,084
Pharmacies & Drug Stores-44611	\$7,774,630	\$5,207,893	\$2,566,736
Cosmetics, Beauty Supplies, Perfume Stores-44612	\$679,840	\$626,653	\$53,187

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 1.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Optical Goods Stores-44613	\$458,291	\$385,655	\$72,637
Other Health & Personal Care Stores-44619	\$857,682	\$435,158	\$422,524
Gasoline Stations-447	\$12,073,033	\$9,922,009	\$2,151,024
Gasoline Stations with Convenience Stores-44711	\$8,848,462	\$9,922,009	(\$1,073,547)
Other Gasoline Stations-44719	\$3,224,571	\$0	\$3,224,571
Clothing & Clothing Accessories Stores-448	\$7,064,838	\$1,212,042	\$5,852,796
Clothing Stores-4481	\$4,019,283	\$15,551	\$4,003,732
Men's Clothing Stores-44811	\$222,468	\$0	\$222,468
Women's Clothing Stores-44812	\$891,429	\$0	\$891,429
Children's, infants' Clothing Stores-44813	\$303,687	\$0	\$303,687
Family Clothing Stores-44814	\$2,105,907	\$0	\$2,105,907
Clothing Accessories Stores-44815	\$158,253	\$4,293	\$153,960
Other Clothing Stores-44819	\$337,539	\$11,259	\$326,280
Shoe Stores-4482	\$680,198	\$284,323	\$395,875
Jewelry, Luggage, Leather Goods Stores-4483	\$2,365,357	\$912,168	\$1,453,189
Jewelry Stores-44831	\$2,082,629	\$912,168	\$1,170,461
Luggage & Leather Goods Stores-44832	\$282,727	\$0	\$282,727
Sporting Goods, Hobby, Book, Music Stores-451	\$2,887,118	\$292,597	\$2,594,522
Sporting Goods, Hobby, Musical Instrument Stores-4511	\$2,557,327	\$173,859	\$2,383,468
Sporting Goods Stores-45111	\$1,411,888	\$173,859	\$1,238,030
Hobby, Toy & Game Stores-45112	\$704,503	\$0	\$704,503
Sewing, Needlework & Piece Goods Stores-45113	\$249,995	\$0	\$249,995
Musical Instrument & Supplies Stores-45114	\$190,942	\$0	\$190,942
Book, Periodical & Music Stores-4512	\$329,791	\$118,738	\$211,053
Book Stores & News Dealers-45121	\$281,494	\$118,738	\$162,756
Book Stores-451211	\$238,532	\$118,738	\$119,794
News Dealers & Newsstands-451212	\$42,963	\$0	\$42,963
Pre-recorded Tape, CD, Record Stores-45122	\$48,296	\$0	\$48,296
General Merchandise Stores-452	\$19,620,953	\$1,641,420	\$17,979,533
Department Stores, Excluding Leased Departments-4521	\$8,336,616	\$441,052	\$7,895,565

Source: Nielsen Solution Center

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 1.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Other General Merchandise Stores-4529	\$11,284,337	\$1,200,368	\$10,083,969
Miscellaneous Store Retailers-453	\$4,509,190	\$126,987	\$4,382,203
Florists-4531	\$157,229	\$6,583	\$150,646
Office Supplies, Stationery, Gift Stores-4532	\$2,028,647	\$73,874	\$1,954,773
Office Supplies & Stationery Stores-45321	\$906,083	\$56,767	\$851,316
Gift, Novelty & Souvenir Stores-45322	\$1,120,565	\$17,107	\$1,103,458
Used Merchandise Stores-4533	\$316,278	\$6,545	\$309,732
Other Miscellaneous Store Retailers-4539	\$2,007,036	\$39,985	\$1,967,051
Non-Store Retailers-454	\$14,673,113	\$5,532,237	\$9,140,876
Foodservice & Drinking Places-722	\$15,306,008	\$17,725,954	(\$2,419,946)
Full-Service Restaurants-7221	\$6,768,748	\$5,936,255	\$832,493
Limited-Service Eating Places-7222	\$6,282,253	\$8,474,138	(\$2,191,885)
Special Foodservices-7223	\$1,735,750	\$2,402,027	(\$666,276)
Drinking Places -Alcoholic Beverages-7224	\$519,257	\$913,534	(\$394,278)
GAFO *	\$36,939,154	\$8,466,969	\$28,472,185
General Merchandise Stores-452	\$19,620,953	\$1,641,420	\$17,979,533
Clothing & Clothing Accessories Stores-448	\$7,064,838	\$1,212,042	\$5,852,796
Furniture & Home Furnishings Stores-442	\$2,844,674	\$2,870,165	(\$25,491)
Electronics & Appliances Stores-443	\$2,493,123	\$2,376,872	\$116,251
Sporting Goods, Hobby, Book, Music Stores-451	\$2,887,118	\$292,597	\$2,594,522
Office Supplies, Stationery, Gift Stores-4532	\$2,028,647	\$73,874	\$1,954,773

Source: Nielsen Solution Center

RETAIL STORE SPENDING WITHIN 10.0 MILE RADIUS

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 10.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores Opportunity			
Total Retail Sales & Eating, Drinking Places	\$424,207,181	\$274,608,235	\$149,598,946
Motor Vehicle & Parts Dealers-441	\$86,545,884	\$34,304,521	\$52,241,363
Automotive Dealers-4411	\$71,369,204	\$27,712,704	\$43,656,501
Other Motor Vehicle Dealers-4412	\$9,097,347	\$1,824,393	\$5,272,954
Automotive Parts/Accessories, Tire Stores-4413	\$6,079,332	\$2,767,424	\$3,311,909
Furniture & Home Furnishings Stores-442	\$7,748,673	\$4,294,544	\$3,454,129
Furniture Stores-4421	\$4,213,647	\$2,852,845	\$1,360,802
Home Furnishing Stores-4422	\$3,535,026	\$1,441,699	\$2,093,327
Electronics & Appliances Stores-443	\$6,677,587	\$4,740,754	\$1,936,833
Electronics & Appliances Stores-44314	\$6,677,587	\$4,740,754	\$1,936,833
Household Appliances Stores-443141	\$983,922	\$551,460	\$432,462
Electronics Stores-443142	\$5,693,665	\$4,189,294	\$1,504,371
Building Material, Garden Equipment Stores -444	\$44,098,252	\$57,370,019	(\$13,271,767)
Building Material & Supply Dealers-4441	\$37,411,337	\$19,175,739	\$18,235,598
Home Centers-44411	\$15,154,639	\$7,941,348	\$7,213,291
Paint & Wallpaper Stores-44412	\$607,711	\$441,836	\$165,875
Hardware Stores-44413	\$3,889,838	\$1,049,764	\$2,840,074
Other Building Materials Dealers-44419	\$17,759,150	\$9,742,791	\$8,016,358
Building Materials, Lumberyards-444191	\$6,521,039	\$1,640,551	\$2,880,488
Lawn/Garden Equipment/Supplies Stores-4442	\$6,686,915	\$38,194,280	(\$31,507,365)
Outdoor Power Equipment Stores-44421	\$2,037,097	\$10,860,645	(\$8,823,548)
Nursery & Garden Centers-44422	\$4,649,817	\$27,333,635	(\$22,683,818)
Food & Beverage Stores-445	\$55,659,715	\$23,010,631	\$32,649,084
Grocery Stores-4451	\$36,623,334	\$18,306,349	\$18,316,985
Supermarkets, Grocery (Except Convenience) Stores-44511	\$34,167,748	\$15,053,965	\$19,113,783
Convenience Stores-44512	\$2,455,566	\$3,252,384	(\$796,798)
Specialty Food Stores-4452	\$4,513,619	\$1,733,697	\$2,779,922
Beer, Wine & Liquor Stores-4453	\$14,522,762	\$2,970,585	\$11,552,177
Health & Personal Care Stores-446	\$26,307,516	\$9,366,204	\$16,941,312
Pharmacies & Drug Stores-44611	\$20,952,783	\$6,347,538	\$14,605,244
Cosmetics, Beauty Supplies, Perfume Stores-44612	\$1,839,552	\$877,121	\$962,431

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 10.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Optical Goods Stores-44613	\$1,214,325	\$883,988	\$330,337
Other Health & Personal Care Stores-44619	\$2,300,856	\$1,257,577	\$1,043,279
Gasoline Stations-447	\$91,185,271	\$42,890,260	(\$11,704,889)
Gasoline Stations with Convenience Stores-44711	\$22,842,129	\$33,923,879	(\$11,081,749)
Other Gasoline Stations-44719	\$8,343,142	\$8,966,382	(\$623,240)
Clothing & Clothing Accessories Stores-448	\$18,157,380	\$2,758,432	\$15,398,948
Clothing Stores-4481	\$10,049,467	\$1,078,099	\$8,971,368
Men's Clothing Stores-44811	\$563,886	\$0	\$563,886
Women's Clothing Stores-44812	\$2,296,693	\$0	\$2,296,693
Children's, Infants' Clothing Stores-44813	\$688,700	\$0	\$688,700
Family Clothing Stores-44814	\$5,215,809	\$0	\$5,215,809
Clothing Accessories Stores-44815	\$406,957	\$279,474	\$127,483
Other Clothing Stores-44819	\$877,422	\$798,625	\$78,797
Shoe Stores-4482	\$1,625,712	\$734,209	\$891,503
Jewelry, Luggage, Leather Goods Stores-4483	\$6,482,201	\$946,124	\$5,536,077
Jewelry Stores-44831	\$5,775,196	\$946,124	\$4,829,072
Luggage & Leather Goods Stores-44832	\$707,005	\$0	\$707,005
Sporting Goods, Hobby, Book, Music Stores-451	\$7,346,404	\$616,642	\$6,729,762
Sporting Goods, Hobby, Musical Instrument Stores-4511	\$6,473,983	\$467,904	\$5,976,079
Sporting Goods Stores-45111	\$3,512,093	\$430,034	\$3,082,059
Hobby, Toy & Game Stores-45112	\$1,771,344	\$67,871	\$1,703,474
Sewing, Needlework & Piece Goods Stores-45113	\$671,010	\$0	\$671,010
Musical Instrument & Supplies Stores-45114	\$519,536	\$0	\$519,536
Book, Periodical & Music Stores-4512	\$872,421	\$118,738	\$753,683
Book Stores & News Dealers-45121	\$744,431	\$118,738	\$625,693
Book Stores-451211	\$636,734	\$118,738	\$517,996
News Dealers & Newsstands-451212	\$107,697	\$0	\$107,697
Pre-recorded Tape, CD, Record Stores-45122	\$127,990	\$0	\$127,990
General Merchandise Stores-452	\$50,108,463	\$18,260,573	\$31,847,890
Department Stores, Excluding Leased Departments-4521	\$21,457,833	\$16,512,365	\$4,945,468

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 10.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Other General Merchandise Stores-4529	\$28,650,630	\$1,748,208	\$26,902,422
Miscellaneous Store Retailers-453	\$11,734,537	\$348,948	\$11,375,589
Florists-4531	\$431,501	\$8,032	\$423,469
Office Supplies, Stationery, Gift Stores-4532	\$5,229,449	\$139,808	\$5,089,641
Office Supplies & Stationery Stores-45321	\$2,388,574	\$56,767	\$2,331,807
Gift, Novelty & Souvenir Stores-45322	\$2,840,875	\$83,041	\$2,757,834
Used Merchandise Stores-4533	\$798,249	\$105,157	\$693,092
Other Miscellaneous Store Retailers-4539	\$5,265,338	\$85,951	\$5,189,387
Non-Store Retailers-454	\$38,444,191	\$44,939,905	(\$6,495,715)
Foodservice & Drinking Places-722	\$40,203,308	\$31,706,803	\$8,496,505
Full-Service Restaurants-7221	\$17,871,977	\$12,996,967	\$4,875,010
Limited-Service Eating Places-7222	\$16,395,244	\$13,668,041	\$2,727,203
Special Foodservices-7223	\$4,528,130	\$3,804,269	\$723,861
Drinking Places -Alcoholic Beverages-7224	\$1,406,958	\$1,237,526	\$169,432
GAFO *	\$95,267,956	\$30,830,752	\$64,437,203
General Merchandise Stores-452	\$50,108,463	\$18,260,573	\$31,847,890
Clothing & Clothing Accessories Stores-448	\$18,157,380	\$2,758,432	\$15,398,948
Furniture & Home Furnishings Stores-442	\$7,748,673	\$4,294,544	\$3,454,129
Electronics & Appliances Stores-443	\$6,677,587	\$4,740,754	\$1,936,833
Sporting Goods, Hobby, Book, Music Stores-451	\$7,346,404	\$616,642	\$6,729,762
Office Supplies, Stationery, Gift Stores-4532	\$5,229,449	\$139,808	\$5,089,641

Source: Nielsen Solution Center

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

RETAIL STORE SPENDING WITHIN 15.0 MILE RADIUS

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 15.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Retail Stores Opportunity			
Total Retail Sales & Eating, Drinking Places	\$843,381,740	\$1,091,311,907	(\$247,930,167)
Motor Vehicle & Parts Dealers-441	\$175,787,596	\$43,413,435	\$132,374,162
Automotive Dealers-4411	\$145,019,605	\$35,263,532	\$109,756,073
Other Motor Vehicle Dealers-4412	\$18,860,035	\$4,297,439	\$14,562,606
Automotive Parts/Accessories, Tire Stores-4413	\$11,907,957	\$3,852,484	\$8,055,473
Furniture & Home Furnishings Stores-442	\$15,637,716	\$5,742,502	\$9,895,214
Furniture Stores-4421	\$8,491,264	\$3,284,830	\$5,206,435
Home Furnishing Stores-4422	\$7,146,452	\$2,457,672	\$4,688,780
Electronics & Appliances Stores-443	\$13,513,501	\$10,230,394	\$3,283,108
Electronics & Appliances Stores-44314	\$13,513,501	\$10,230,394	\$3,283,108
Household Appliances Stores-443141	\$1,997,067	\$551,460	\$1,445,607
Electronics Stores-443142	\$11,516,435	\$9,678,934	\$1,837,501
Building Material, Garden Equipment Stores -444	\$88,906,654	\$187,031,135	(\$98,124,481)
Building Material & Supply Dealers-4441	\$75,525,038	\$23,558,755	\$51,966,283
Home Centers-44411	\$30,544,386	\$7,941,348	\$22,602,838
Paint & Wallpaper Stores-44412	\$1,268,452	\$441,836	\$826,616
Hardware Stores-44413	\$7,732,059	\$2,710,609	\$5,021,391
Other Building Materials Dealers-44419	\$35,980,340	\$12,464,902	\$23,515,438
Building Materials, Lumberyards-444191	\$13,052,882	\$4,657,750	\$8,395,132
Lawn/Garden Equipment/Supplies Stores-4442	\$13,381,616	\$163,472,380	(\$150,090,764)
Outdoor Power Equipment Stores-44421	\$4,174,363	\$103,921,956	(\$99,747,593)
Nursery & Garden Centers-44422	\$9,207,253	\$59,550,424	(\$50,343,171)
Food & Beverage Stores-445	\$108,401,340	\$86,221,398	\$22,179,942
Grocery Stores-4451	\$71,012,393	\$62,518,111	\$8,494,282
Supermarkets, Grocery (Except Convenience) Stores-44511	\$66,266,212	\$58,678,235	\$7,587,977
Convenience Stores-44512	\$4,746,181	\$3,839,875	\$906,306
Specialty Food Stores-4452	\$8,728,899	\$14,156,513	(\$5,427,614)
Beer, Wine & Liquor Stores-4453	\$28,660,049	\$9,548,775	\$19,111,274
Health & Personal Care Stores-446	\$51,748,388	\$20,492,356	\$31,255,832
Pharmacies & Drug Stores-44611	\$41,188,941	\$15,616,125	\$25,572,816
Cosmetics, Beauty Supplies, Perfume Stores-44612	\$3,618,780	\$877,121	\$2,741,659

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 15.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Optical Goods Stores-44613	\$2,421,487	\$1,086,351	\$1,335,136
Other Health & Personal Care Stores-44619	\$4,518,980	\$2,912,758	\$1,606,221
Gasoline Stations-447	\$61,362,632	\$74,665,890	(\$13,303,257)
Gasoline Stations with Convenience Stores-44711	\$44,931,474	\$51,939,352	(\$7,007,778)
Other Gasoline Stations-44719	\$16,431,158	\$22,726,637	(\$6,295,479)
Clothing & Clothing Accessories Stores-448	\$35,909,659	\$3,745,684	\$32,163,975
Clothing Stores-4481	\$19,726,316	\$1,557,448	\$18,168,868
Men's Clothing Stores-44811	\$1,115,780	\$0	\$1,115,780
Women's Clothing Stores-44812	\$4,581,130	\$477,588	\$4,103,543
Children's, Infants' Clothing Stores-44813	\$1,278,534	\$0	\$1,278,534
Family Clothing Stores-44814	\$10,197,466	\$0	\$10,197,466
Clothing Accessories Stores-44815	\$813,333	\$281,235	\$532,098
Other Clothing Stores-44819	\$1,740,072	\$798,625	\$941,447
Shoe Stores-4482	\$3,130,697	\$1,048,034	\$2,082,673
Jewelry, Luggage, Leather Goods Stores-4483	\$13,052,646	\$1,140,212	\$11,912,434
Jewelry Stores-44831	\$11,669,132	\$1,140,212	\$10,528,920
Luggage & Leather Goods Stores-44832	\$1,383,514	\$0	\$1,383,514
Sporting Goods, Hobby, Book, Music Stores-451	\$14,512,562	\$2,112,190	\$12,400,372
Sporting Goods, Hobby, Musical Instrument Stores-4511	\$12,736,349	\$1,103,177	\$11,633,171
Sporting Goods Stores-45111	\$6,874,013	\$554,489	\$6,319,524
Hobby, Toy & Game Stores-45112	\$3,464,067	\$548,688	\$2,915,378
Sewing, Needlework & Rec Goods Stores-45113	\$1,331,292	\$0	\$1,331,292
Musical Instrument & Supplies Stores-45114	\$1,066,976	\$0	\$1,066,976
Book, Periodical & Music Stores-4512	\$1,776,214	\$1,009,013	\$767,201
Book Stores & News Dealers-45121	\$1,516,399	\$1,009,013	\$507,386
Book Stores-451211	\$1,307,376	\$1,009,013	\$298,363
News Dealers & Newsstands-451212	\$209,023	\$0	\$209,023
Pre-recorded Tape, CD, Record Stores-45122	\$259,815	\$0	\$259,815
General Merchandise Stores-452	\$97,712,512	\$40,080,121	\$57,632,391
Department Stores, Excluding Leased Departments-4521	\$41,978,612	\$37,431,662	\$4,546,949

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Retail Stores	Center of Frankfort, IN: Radius Analysis Area Group: Radius 15.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Other General Merchandise Stores-4529	\$55,733,900	\$2,648,458	\$53,085,442
Miscellaneous Store Retailers-453	\$23,071,099	\$4,208,192	\$18,862,908
Florists-4531	\$866,351	\$27,489	\$838,862
Office Supplies, Stationery, Gift Stores-4532	\$10,288,600	\$906,266	\$9,382,334
Office Supplies & Stationery Stores-45321	\$4,744,839	\$58,528	\$4,686,310
Gift, Novelty & Souvenir Stores-45322	\$5,543,761	\$847,737	\$4,696,023
Used Merchandise Stores-4533	\$1,576,301	\$1,029,148	\$547,153
Other Miscellaneous Store Retailers-4539	\$10,339,848	\$2,245,289	\$8,094,558
Non-Store Retailers-454	\$75,517,195	\$574,546,433	(\$499,029,238)
Foodservice & Drinking Places-722	\$81,301,084	\$38,822,179	\$42,478,905
Full-Service Restaurants-7221	\$36,299,565	\$16,930,781	\$19,368,784
Limited-Service Eating Places-7222	\$32,959,294	\$14,672,517	\$18,286,777
Special Foodservices-7223	\$9,104,548	\$5,975,308	\$3,129,241
Drinking Places -Alcoholic Beverages-7224	\$2,937,676	\$1,263,573	\$1,674,103
GAFO *	\$187,574,549	\$62,817,156	\$124,757,394
General Merchandise Stores-452	\$97,712,512	\$40,080,121	\$57,632,391
Clothing & Clothing Accessories Stores-448	\$35,909,659	\$3,745,684	\$32,163,975
Furniture & Home Furnishings Stores-442	\$15,637,716	\$5,742,502	\$9,895,214
Electronics & Appliances Stores-443	\$13,513,501	\$10,230,394	\$3,283,108
Sporting Goods, Hobby, Book, Music Stores-451	\$14,512,562	\$2,112,190	\$12,400,372
Office Supplies, Stationery, Gift Stores-4532	\$10,288,600	\$906,266	\$9,382,334

MERCHANDISE OPPORTUNITY WITHIN 1.0 MILE RADIUS

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 1.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Merchandise Lines Opportunity			
Total Retail Sales & Eating, Drinking Places	\$160,527,161	\$92,951,056	\$67,576,105
Groceries & Other Foods	\$30,725,188	\$14,759,054	\$15,966,135
Meals & Snacks	\$13,247,969	\$15,087,836	(\$1,839,868)
Alcoholic Drinks	\$464,880	\$965,684	(\$500,804)
Packaged Liquor/Wine/Beer	\$1,430,343	\$530,476	\$899,866
Cigars, Cigarettes, Tobacco, Accessories	\$3,356,175	\$1,182,204	\$2,173,971
Drugs, Health Aids & Beauty Aids	\$22,726,723	\$9,798,675	\$12,928,048
Soaps, Detergents & Household Cleaners	\$1,294,683	\$123,366	\$1,171,317
Paper & Related Products	\$1,949,131	\$554,584	\$1,394,547
Men's Wear	\$2,093,251	\$188,417	\$1,904,835
Women's, Juniors' & Misses' Wear	\$3,556,192	\$287,862	\$3,268,330
Children's Wear	\$2,450,812	\$110,880	\$2,339,932
Footwear	\$2,459,290	\$465,579	\$1,993,711
Sewing, Knitting & Needlework Goods	\$176,760	\$3,428	\$173,332
Curtains, Draperies, Blinds, Slipcovers, Etc.	\$655,770	\$93,179	\$562,591
Major Household Appliances	\$1,403,995	\$750,341	\$653,655
Small Electric Appliances	\$263,832	\$57,613	\$206,218
Televisions, Video Recorders, Video Cameras	\$832,070	\$685,057	\$147,013
Audio Equipment, Musical Instruments	\$279,061	\$101,098	\$177,962
Furniture & Sleep Equipment	\$2,626,255	\$2,954,509	(\$328,254)
Flooring & Floor Coverings	\$573,610	\$418,563	\$155,047
Computer Hardware, Software & Supplies	\$1,044,962	\$725,458	\$319,504
Kitchenware & Home Furnishings	\$1,307,718	\$441,898	\$865,820
Jewelry	\$388,864	\$244,201	\$144,664
Books	\$779,043	\$307,856	\$471,228
Photographic Equipment & Supplies	\$110,179	\$76,659	\$33,520
Toys, Hobby Goods & Games	\$1,343,207	\$322,510	\$1,020,697
Optical Goods	\$541,608	\$392,921	\$148,687
Sporting Goods	\$1,077,578	\$150,308	\$927,270
RVs, Campers, Camping & Travel Trailers	\$1,114,014	\$164,348	\$949,667
Hardware, Tools, Plumbing, Electrical	\$2,184,261	\$2,020,450	\$163,811
Lawn/Garden/Farm Equipment/Supplies	\$1,484,458	\$260,343	\$1,224,215
Lumber & Building Materials	\$1,059,253	\$1,240,006	(\$180,753)
Paint & Sundries	\$428,716	\$315,625	\$113,101
Cars, Trucks, Other Powered Transportation	\$25,834,243	\$19,507,002	\$6,327,241
Automotive Fuels	\$19,767,868	\$13,442,741	\$6,325,127

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 1.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Automotive Lubricants	\$114,883	\$60,873	\$54,010
Pets, Pet Foods & Pet Supplies	\$2,277,222	\$200,370	\$2,076,852
All Other Merchandise	\$7,103,094	\$3,959,593	\$3,143,501

Source: Nielsen Solution Center

MERCHANDISE OPPORTUNITY WITHIN 10.0 MILE RADIUS

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 10.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Merchandise Lines Opportunity			
Total Retail Sales & Eating, Drinking Places	\$424,207,181	\$274,608,235	\$149,598,946
Groceries & Other Foods	\$76,362,672	\$35,866,501	\$40,496,172
Meals & Snacks	\$34,809,106	\$27,329,764	\$7,479,342
Alcoholic Drinks	\$1,439,485	\$1,692,103	(\$252,617)
Packaged Liquor/Wine/Beer	\$3,965,415	\$1,103,715	\$2,861,701
Cigars, Cigarettes, Tobacco, Accessories	\$8,221,678	\$2,241,378	\$5,980,299
Drugs, Health Aids & Beauty Aids	\$61,506,051	\$36,808,705	\$24,697,346
Soaps, Detergents & Household Cleaners	\$3,197,293	\$1,369,188	\$1,828,105
Paper & Related Products	\$5,041,770	\$2,051,536	\$2,990,234
Men's Wear	\$5,355,782	\$2,624,562	\$2,731,220
Women's, Juniors' & Misses' Wear	\$9,190,560	\$4,134,919	\$5,055,641
Children's Wear	\$5,545,339	\$2,004,357	\$3,540,981
Footwear	\$5,862,888	\$2,656,160	\$3,206,728
Sewing, Knitting & Needlework Goods	\$472,039	\$17,012	\$455,027
Curtains, Draperies, Blinds, Slipcovers, Etc.	\$1,867,616	\$969,340	\$898,276
Major Household Appliances	\$3,938,663	\$2,210,685	\$1,727,978
Small Electric Appliances	\$696,100	\$334,056	\$362,044
Televisions, Video Recorders, Video Cameras	\$2,208,023	\$1,565,743	\$642,280
Audio Equipment, Musical Instruments	\$766,936	\$254,118	\$512,817
Furniture & Sleep Equipment	\$7,134,971	\$4,189,415	\$2,945,555
Flooring & Floor Coverings	\$1,726,271	\$881,229	\$845,042
Computer Hardware, Software & Supplies	\$2,870,122	\$2,197,036	\$673,086
Kitchenware & Home Furnishings	\$3,748,857	\$1,549,773	\$2,199,085
Jewelry	\$1,298,361	\$255,995	\$1,042,366
Books	\$2,085,990	\$1,522,571	\$563,419
Photographic Equipment & Supplies	\$319,449	\$231,768	\$87,681
Toys, Hobby Goods & Games	\$3,337,061	\$1,192,044	\$2,145,017
Optical Goods	\$1,434,807	\$964,869	\$469,938
Sporting Goods	\$2,816,844	\$1,145,257	\$1,671,587
RVs, Campers, Camping & Travel Trailers	\$3,691,033	\$1,901,128	\$1,789,906
Hardware, Tools, Plumbing, Electrical	\$6,543,050	\$3,431,656	\$3,111,393
Lawn/Garden/Farm Equipment/Supplies	\$4,403,779	\$10,922,095	(\$6,518,316)
Lumber & Building Materials	\$3,282,829	\$1,768,765	\$1,514,064
Paint & Sundries	\$1,360,472	\$827,229	\$533,244
Cars, Trucks, Other Powered Transportation	\$71,584,484	\$28,157,772	\$43,426,711
Automotive Fuels	\$51,169,226	\$74,622,359	(\$23,453,133)

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 10.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Automotive Lubricants	\$301,935	\$146,349	\$155,587
Pets, Pet Foods & Pet Supplies	\$6,406,342	\$4,317,828	\$2,088,513
All Other Merchandise	\$18,243,879	\$9,149,254	\$9,094,626

Source: Nielsen Solution Center

MERCHANDISE OPPORTUNITY WITHIN 15.0 MILE RADIUS

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 15.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Merchandise Lines Opportunity			
Total Retail Sales & Eating, Drinking Places	\$843,381,740	\$1,091,311,907	(\$247,930,167)
Groceries & Other Foods	\$147,658,451	\$204,684,666	(\$57,026,214)
Meals & Snacks	\$70,338,086	\$34,445,296	\$35,892,791
Alcoholic Drinks	\$3,338,491	\$2,035,723	\$1,302,768
Packaged Liquor/Wine/Beer	\$8,299,443	\$3,455,769	\$4,843,673
Cigars, Cigarettes, Tobacco, Accessories	\$15,615,111	\$7,397,002	\$8,218,109
Drugs, Health Aids & Beauty Aids	\$120,995,580	\$296,462,442	(\$175,466,862)
Soaps, Detergents & Household Cleaners	\$6,055,925	\$2,191,675	\$3,864,249
Paper & Related Products	\$9,961,638	\$10,665,885	(\$704,247)
Men's Wear	\$10,644,295	\$11,526,173	(\$881,877)
Women's, Juniors' & Misses' Wear	\$18,433,104	\$21,912,672	(\$3,479,568)
Children's Wear	\$10,279,424	\$7,220,113	\$3,059,311
Footwear	\$11,276,706	\$11,403,272	(\$126,566)
Sewing, Knitting & Needlework Goods	\$924,377	\$92,728	\$831,649
Curtains, Draperies, Blinds, Slipcovers, Etc.	\$3,900,324	\$2,205,847	\$1,694,477
Major Household Appliances	\$8,012,611	\$3,785,935	\$4,226,676
Small Electric Appliances	\$1,372,253	\$761,020	\$611,232
Televisions, Video Recorders, Video Cameras	\$4,482,036	\$4,344,899	\$137,137
Audio Equipment, Musical Instruments	\$1,587,876	\$893,969	\$693,906
Furniture & Sleep Equipment	\$14,376,976	\$6,768,804	\$7,608,171
Flooring & Floor Coverings	\$3,557,657	\$1,148,149	\$2,409,508
Computer Hardware, Software & Supplies	\$5,906,875	\$11,435,630	(\$5,528,754)
Kitchenware & Home Furnishings	\$7,697,141	\$3,850,411	\$3,846,730
Jewelry	\$2,799,817	\$332,986	\$2,466,831
Books	\$4,295,254	\$17,456,617	(\$13,161,363)
Photographic Equipment & Supplies	\$668,722	\$1,005,341	(\$336,619)
Toys, Hobby Goods & Games	\$6,496,863	\$5,565,617	\$931,246
Optical Goods	\$2,861,933	\$1,794,217	\$1,067,717
Sporting Goods	\$5,607,858	\$3,636,469	\$1,971,388
RVs, Campers, Camping & Travel Trailers	\$8,034,332	\$7,613,083	\$421,250
Hardware, Tools, Plumbing, Electrical	\$13,534,052	\$4,540,484	\$8,993,568
Lawn/Garden/Farm Equipment/Supplies	\$9,072,658	\$78,657,306	(\$69,584,648)
Lumber & Building Materials	\$6,831,255	\$2,236,679	\$4,594,575
Paint & Sundries	\$2,883,463	\$965,811	\$1,917,652
Cars, Trucks, Other Powered Transportation	\$145,670,014	\$107,882,730	\$107,787,304
Automotive Fuels	\$100,796,421	\$234,464,399	(\$133,667,978)

APPENDIX E: GAP ANALYSIS RETAIL STORE & MERCHANDISE SPENDING

Merchandise Lines	Center of Frankfort, IN: Radius Analysis Area Group: Radius 15.0 mile(s)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Automotive Lubricants	\$594,890	\$407,252	\$187,638
Pets, Pet Foods & Pet Supplies	\$12,930,524	\$11,919,784	(\$989,260)
All Other Merchandise	\$35,589,305	\$32,145,071	\$3,444,234

Source: Nielsen Solution Center

APPENDIX F: REGIONAL TOURISM

Map Location: https://drive.google.com/open?id=1_V83SKxkKaLHyv8Ck-tXSKmJMU

Anyone with this link can only open and view the map. Editing the map requires a google account (log in a Gmail account).

For details on how to use, manipulate and edit the map, please check: My Maps Help Center <https://support.google.com/mymaps#topic=3188329>

Project Sheet Step 1

The current map is only a basic template that needs to be completed. Before analyzing and deciding which counties to partner with, make sure that:

The attraction inventory and map are exhaustive as much as possible. The following list includes (but is not limited to) websites to consider when carrying out the attraction inventory and building the map:

- Indiana's official travel guide: https://issuu.com/propellermarketing/docs/2016-indiana-travel-guide_revflip03?e=14720671/33967844
- <https://visitindiana.com/>
- County websites
- Town websites
- Websites for Parks and Recreation Departments, Economic Development and Tourism Departments, Chambers of Commerce, Visitors Bureaus, Main Street organizations, Redevelopment Commissions, etc.
- Lists of National Historic Landmarks, National Register of Historic Places
- Current biking, hiking, historic and cultural trails
- Rivers and Creeks in the region

The inventory is organized by type and location, and the map is properly annotated (each type of attraction/landmark has its own

legend – shape and color) to easily identify possible trails and itineraries.

Based on the map you can analyze and decide which counties or towns are best to collaborate with. For example, based on the map template built so far, Tippecanoe and Hamilton counties are the best potential partners for Clinton's regional tourism.

Project Sheet Step 2b

By looking at the side panel on the left of the map, you can notice that places have been organized by county. Once steps 2a is completed, reorganize all the attractions and places marked on the map by topic or type (types of trails, tours or itineraries you are interested in creating): instead of having county layers, create one layer, for example, for outdoor activities and drag in that layer all the markers (from all counties) related to outdoor activities (if in step 1 the map was organized as recommended, these markers would have the same shape and color).

To serve all sorts of visitors, consider creating themed options of the tours (natural beauty, organic farming, outdoor recreation, art, architecture, etc.). They can combine natural scenery, farms, farmers markets, galleries, artisan trails, bike and walking trails, and other amenities or attractions.

If the map gets too crowded with markers, consider creating one map per type/theme of the tours.

APPENDIX F: REGIONAL TOURISM

BASIC REGIONAL TOURISM MAP

