

HyettPalma
Indiana Downtown®

Yorktown

Downtown
Action Agenda
2014

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

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

Making Downtown Renaissance A Reality

HyettPalma

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January 14, 2014

The Town of Yorktown
and Members of the Process Committee
9800 West Smith Street
Yorktown, IN 47396

RE: Yorktown Downtown Action Agenda 2014

HyettPalma, Inc., is pleased to present to you the following report titled ***Yorktown Downtown Action Agenda 2014***, completed under the ***Indiana Downtown®*** program.

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

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

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

Sincerely,

Doyle G. Hyett

Dolores P. Palma

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Process Committee



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PROCESS COMMITTEE

At the request of HyettPalma, the Town of Yorktown created a committee to work with HyettPalma throughout the process of completing the **Yorktown Downtown Action Agenda 2014**. Members of this Yorktown Downtown Process Committee represented the public, business, and not-for-profit sectors of Yorktown and Delaware County.

HyettPalma would like to thank the members of the Yorktown Downtown Process Committee for their time, dedication, and invaluable contributions to the Downtown Action Agenda process.

The Yorktown Downtown Process Committee was comprised of the following individuals.

Bob Ratchford, Yorktown Council President

Pete Olson, Yorktown Town Manager

Beth Neff, Yorktown Clerk/Treasurer

Larry Bledsoe, Delaware County Commissioner

Keith Gary, Owner, US Architects, Downtown Business Owner

Carolyn Grieves, Owner, Printing Creations, Downtown Business & Property Owner

Patti Decker, Manager, Mutual Bank

Terry Murphy, Yorktown Redevelopment Commission President

Bob Drummond, Yorktown Park Board President

Brendon Comp, Yorktown Chamber of Commerce President

Jay Julian, Delaware County Chamber Executive Director

Brad Bookout, Delaware County Redevelopment Corp

Becky Monroe, Yorktown Historical Society

Jennifer McCormick, Yorktown Schools

INTRODUCTION

INTRODUCTION

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

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

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

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

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

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

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

Indiana Downtown® provides direct, hands-on help to city and town officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In late 2013, the City of Yorktown became a member of the *Indiana Downtown®* program.

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

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

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

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

Project Overview

I. PROJECT OVERVIEW

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

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

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

Downtown Yorktown Project Area For Indiana Downtown Action Agenda 2014



***Downtown
Yorktown
Tomorrow***

II. DOWNTOWN YORKTOWN TOMORROW

A series of discussions, issue sessions, meetings, and focus groups were held to define the community's preferred vision of Downtown Yorktown – as it would ideally exist in the year 2019. A compilation of the thoughts and preferences most often expressed by community members during those sessions is shown below.

Downtown would be re-established as “the focal point of the community” – where “we go as a community” to shop, have dinner, and have fun. And, Downtown would be the draw that “brings people to Yorktown.”

Downtown Yorktown would once again be made into a destination by “having something unusual” – such as quaint shops, “more events,” loft housing, historic buildings – and by promoting the “quality-of-life amenities we already have with our parks and trails.” These unique anchors and draws would attract more people to Downtown, which in turn, would lead to Downtown’s greater success.

Downtown’s old buildings “must be preserved,” both to make Downtown unique and to “remind us of who came before.” In addition, there would be “greater control of what’s built” in Downtown so that Downtown’s appearance is consistent, coordinated, and of uniformly high quality.

To make Downtown more attractive and productive, owners who are letting their buildings deteriorate and/or sit empty would “release their properties.” These structures are “missed opportunities” that are “holding Downtown back” from reaching its full potential. The Downtown enhancement effort would include “opportunities for these owners to upgrade their properties.”

Downtown would be made more pedestrian- and bike-friendly, have “easy parking,” and be better connected to Morrow’s Meadow and Lions Club Park. And, views would be opened that allow one to “see Morrow’s Meadow from Downtown.”

Downtown would continue to be safe, be full of people day and night, have “things for kids to do,” and be appealing to young and old.

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Downtown's storefronts would be "used for STORES – and not for offices or storage or warehousing." This is important "to draw local customers and to bring people in from outside" Yorktown.

Downtown Yorktown would be enhanced to be a mixed-use Downtown containing:

- Retail shops;
- Restaurants ("not greasy spoons");
- Outdoor dining;
- Specialty food shops (ice cream, butcher, baker, wine, craft beer);
- Entertainment;
- Recreation;
- Culture ("fine arts center");
- Art galleries;
- Loft housing;
- Offices;
- Museum;
- Post Office;
- Library; and
- Public Art.

The enhanced, mixed-use Downtown Yorktown would be able to attract:

- ALL residents of Yorktown;
- All ages – from kids to retirees;
- Township residents;
- Residents of nearby small towns;
- Farmers;
- The medical community;
- Sports complex users;
- Ball State students, faculty, administration, and parents;
- Those commuting to work from Muncie and Anderson; and
- Day-trippers from Muncie, Northern Indianapolis, and beyond.

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By the year 2019, Downtown Yorktown would be well on its way to being known for and as the following.

***A youthful Downtown that is active, dynamic,
Friendly, welcoming, inviting,
And – above all – family-oriented.***

***A Downtown of quality, stable businesses and
Unique shops that are
Busy, thriving, and successful.***

***A charming, quaint, and pretty Downtown of
Historic buildings that are mixed with the new,
And a “look” that has flair, is attractive, appealing, and consistent –
But not uniform.***

***A Downtown known for quality that
Keeps people coming back and creates
Excellent word-of-mouth.***

***A clean, safe, fun Downtown that is
A worthwhile place to spend time, spend money, live, and relax.***

***A place of high community spirit;
A place that raises our expectations;
A place we’re proud to call our Downtown.***

Downtown Market Opportunities

III. DOWNTOWN MARKET OPPORTUNITIES

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

Yorktown's Retail Opportunities

Retail Trade Area

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

Retail Economic Indicators

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

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 113,259 – WITH AN ESTIMATED 44,941 HOUSEHOLDS (Source: Environmental Systems Research Institute, Inc.(ESRI) estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.30 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

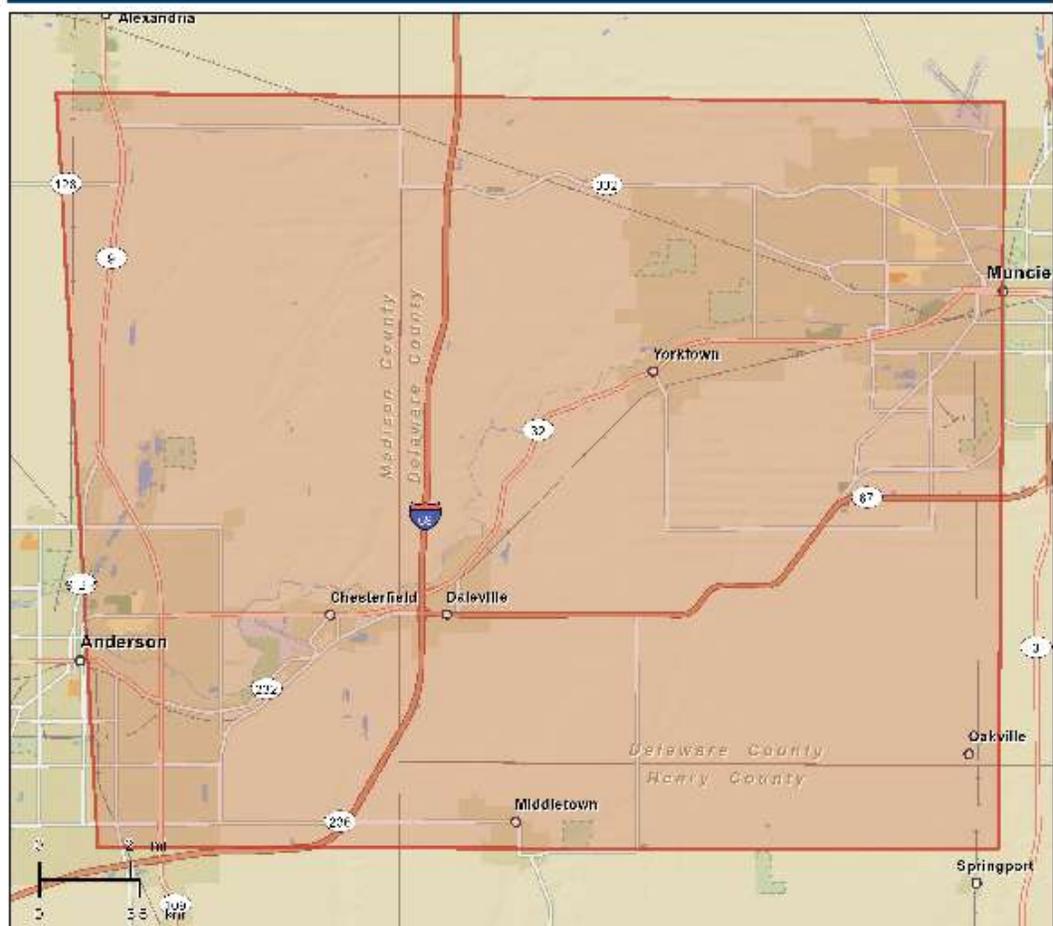
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Site Map

Yorktown Primary Retail Trade Area
Area: 200.94 Square Miles



October 15, 2013

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$2,300,000,000 PER YEAR
(Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$51,114 AND IS PROJECTED TO INCREASE TO \$57,147 ANNUALLY BY 2017 (Source: ESRI estimate)

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

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Demographic and Income Profile

Yorktown Primary Retail Trade Area
Area: 200.94 Square Miles

Summary	Census 2010	2012	2017			
Population	112,999	113,259	113,611			
Households	44,895	44,941	45,189			
Families	26,104	25,975	25,973			
Average Household Size	2.29	2.30	2.29			
Owner Occupied Housing Units	27,844	27,599	27,870			
Renter Occupied Housing Units	17,051	17,342	17,319			
Median Age	33.8	34.1	35.2			
Trends: 2012 - 2017 Annual Rate	Area	State	National			
Population	0.06%	0.45%	0.68%			
Households	0.11%	0.49%	0.74%			
Families	0.00%	0.41%	0.72%			
Owner HHs	0.20%	0.60%	0.91%			
Median Household Income	3.81%	3.35%	2.55%			
Households by Income	2012		2017			
	Number	Percent	Number	Percent		
<\$15,000	7,346	16.3%	7,151	15.8%		
\$15,000 - \$24,999	5,960	13.3%	4,550	10.1%		
\$25,000 - \$34,999	6,309	14.0%	4,615	10.2%		
\$35,000 - \$49,999	8,153	18.1%	7,370	16.3%		
\$50,000 - \$74,999	8,026	17.9%	10,255	22.7%		
\$75,000 - \$99,999	4,222	9.4%	5,574	12.3%		
\$100,000 - \$149,999	3,746	8.3%	4,262	9.4%		
\$150,000 - \$199,999	755	1.7%	936	2.1%		
\$200,000+	424	0.9%	475	1.1%		
Median Household Income	\$39,063		\$47,091			
Average Household Income	\$51,114		\$57,147			
Per Capita Income	\$22,143		\$24,641			
Population by Age	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	5,938	5.3%	5,901	5.2%	5,902	5.2%
5 - 9	5,715	5.1%	5,658	5.0%	5,630	5.0%
10 - 14	5,942	5.3%	5,828	5.1%	5,864	5.2%
15 - 19	10,996	9.7%	10,690	9.4%	10,420	9.2%
20 - 24	16,638	14.7%	16,851	14.9%	15,871	14.0%
25 - 34	12,628	11.2%	12,787	11.3%	12,898	11.4%
35 - 44	11,845	10.5%	11,495	10.1%	11,216	9.9%
45 - 54	13,596	12.0%	13,158	11.6%	12,158	10.7%
55 - 64	12,790	11.3%	13,339	11.8%	13,928	12.3%
65 - 74	8,778	7.8%	9,345	8.3%	11,161	9.8%
75 - 84	5,632	5.0%	5,594	4.9%	5,829	5.1%
85+	2,502	2.2%	2,615	2.3%	2,733	2.4%
Race and Ethnicity	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
White Alone	101,905	90.2%	101,744	89.8%	100,908	88.8%
Black Alone	6,103	5.4%	6,177	5.5%	6,309	5.6%
American Indian Alone	272	0.2%	277	0.2%	304	0.3%
Asian Alone	1,254	1.1%	1,401	1.2%	1,762	1.6%
Pacific Islander Alone	63	0.1%	64	0.1%	73	0.1%
Some Other Race Alone	1,150	1.0%	1,250	1.1%	1,558	1.4%
Two or More Races	2,252	2.0%	2,347	2.1%	2,698	2.4%
Hispanic Origin (Any Race)	2,734	2.4%	2,992	2.6%	3,767	3.3%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.

October 15, 2013

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Current Retail Businesses

Yorktown currently contains 23 retail businesses, which occupy approximately 65,000 square feet of building space. These businesses currently have approximately 137 employees.

SIC Code	Business Name	# of Employees	Sq Ft of Space
5331	Dollar Store	10	10692
5521	The Auto Shop	2	960
5521	Jeeps Sales	1	720
5541	Speedway	15	3000
5541	BP	5	2992
5541	Marathon	5	3095
5713	New Carpet Shop on Corner	1	1704
5714	Budget Blinds	1	867
5714	Tack & Hammer	2	2395
5731	Verizon Wireless	4	1431
5812	Osbornes	15	4224
5812	El Rancho Pablano	10	1760
5812	Pizza King	35	3917
5813	The Hideout	6	3388
5813	The Mouse	10	3348
5932	Big Joes	1	2632
5944	Metal Works Fine Jewelry	1	867
5945	Tinks	1	200
5992	Buck Creek in Bloom	2	733
7241	Ron's Barber Shop	3	867
7241	Hod's Barber Shop	1	480
7991	5 Star Baseball	2	12712
7999	Historical Society Muesum	4	2112
	TOTAL	137	65096

The retail inventory was completed by field survey by the Town of Yorktown.

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Yorktown's Retail Potential

Yorktown's primary trade area currently has a total estimated demand for retail products of approximately \$758,000,000 per year, as shown in the table presented below. The projected retail potential for all products is presented in detail in *The Retail Report*, presented in the Appendix of this document.

PRODUCT	DEMAND
Food At Home	197,939,229
Food Away From Home	126,783,385
Alcoholic Beverages	22,204,209
Household Textiles	7,546,021
Furniture	24,108,023
Floor Coverings	3,130,083
Major Appliances	11,856,388
Small Appliances & Miscellaneous Housewares	6,693,598
Miscellaneous Household Equipment	43,823,881
Men's Apparel -- 16 and Over	18,057,152
Boy's Apparel -- 2 to 15	6,809,142
Women's Apparel -- 16 and Over	33,534,082
Girl's Apparel -- 2 to 15	6,420,979
Children's Apparel -- Under 2	5,654,323
Footwear	16,072,431
Other Apparel Services & Products	17,996,183
Prescription Drugs & Medical Supplies	29,717,457
Entertainment Fees & Admissions	31,166,708
Audio & Visual Equipment	43,843,824
Pets, Toys & Playground Equipment	21,750,440
Other Entertainment Supplies & Services	32,531,935
Personal Care Products & Services	28,584,987
Reading	6,768,084
Tobacco Products & Smoking Supplies	15,359,452
<hr/>	
TOTAL DEMAND BY PRODUCT TYPE =	\$758,351,996



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

Since Yorktown currently contains approximately 65,000 square feet of retail space, Yorktown may currently be generating approximately \$13,000,000 in retail sales per year.

By dividing Yorktown's annual retail sales – \$13,000,000 – by the total estimated demand for retail products within the primary trade area – \$758,000,000 – it can be concluded that Yorktown may currently be capturing approximately 1.7% of the retail sales potential within the primary retail trade area. And, the balance of the demand is potentially being captured by businesses within other parts of the primary retail trade area and/or by businesses in other areas – including catalogue and internet sales.

Taking steps to further enhance Yorktown, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Yorktown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 1.7% to between 2% and 2.25% by the year 2019. This should be considered a goal of the economic enhancement program.

If Yorktown is able to increase its market share to between 2% and 2.25% by the year 2019, it is possible that the project area may be able to increase its total capture of retail sales to between \$15,000,000 and \$17,000,000 by the year 2019 – considered in constant 2014 dollars.

This increase in total retail sales could potentially support the development of between approximately 10,000 and 20,000 net square feet of additional retail space by the year 2019 – which could include expansions or sales increases by existing retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Yorktown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Yorktown's market share could potentially be much higher than

projected. Conversely, by the year 2019, Yorktown's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development

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

Yorktown's Office Opportunities

Office Market Indicators

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

Yorktown currently contains approximately 27 offices, which occupy approximately 119,000 square feet of building space.

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

Office Potential

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

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

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SIC Code	Business Name	# of Employees	Sq Ft of Space
602	Chase Bank	5	3682
602	Mutual Bank	7	2640
602	Old National Bank	5	1764
641	Integrity Advisors	3	1230
727	Gant Funeral Home	3	1064
738	Printing Creations	3	2623
802	Yorktown Dentistry	9	4352
871	US Architects	8	2950
866	Methodist Church	4	8604
869	American Legion	2	2400
913	Yorktown Town Hall	5	4306
921	Yorktown Police Dept	13	3232
899	Telephone Warehouse	0	4934
899	H&D Mini Warehouses	1	15180
899	Miasa Auto Manufacturing	21	5400
899	Ricks Auto Repair	2	3780
737	Donavan's Medical Transcription	4	300
738	Dogwood Builders	3	1760
737	Area Community Services	3	525
738	Rynewood Buidlers	6	2000
738	Reid Electric	15	12668
823	Library	8	9216
922	EMS Station	6	2240
922	Fire Dept	40	8800
	Post Office	8	2787
	Battery Express	4	9584
	Bakery/Flour Store	1	720
	TOTAL	189	118741

The office inventory was completed by field survey conducted by the Town of Yorktown.

Therefore, it is conservatively estimated that approximately 12,000 to 18,000 square feet of additional office space could potentially be supported in Yorktown between now and the year 2019. This should be considered an economic goal for the enhancement effort.

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

Yorktown's Housing Opportunities

Downtown Yorktown's project area contains a total of approximately 106 single-family housing units and 64 multi-family units. These units serve as an extremely valuable customer base for Downtown due to their proximity to the commercial district.

As has been found throughout the nation during the last half century plus – regardless of community size – as the physical environment and mix of businesses is improved in an older commercial district, it is very likely that the demand for housing in and near Downtown Yorktown will increase. And, as Downtown is further enhanced, it is most likely that a sizable number of the existing housing units, particularly single-family units along the High Street corridor, will offer attractive opportunities for more renovation and infill development on vacant lots. And, these existing single-family units offer ideal starter homes for young singles and families.

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

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

Particular attention should also be given to the development of loft apartments, when possible, in the upper floors of buildings located along Smith Street. And, every effort should be made to develop the greatest number of quality housing units possible in and near Downtown Yorktown when market conditions allow.

Course of Action

IV. COURSE OF ACTION

The community has been very clear in defining its preferred vision for Downtown Yorktown, saying that Downtown should:

***Become a destination, with draws that attract locals and visitors;
Be a place of quality, in terms of appearance and businesses;
Have a “look” that is cohesive, unique, and has flair;
Attract families and appeal to kids; and
Make the community proud.***

In addition, the market analysis has revealed that Downtown has a very strong market within its primary retail trade area.

Downtown is also fortunate to have the following strengths:

- Needed streetscape and road improvements – which can be disruptive to business – have been recently completed;
- The Town government has set a high standard of quality with those streetscape improvements;
- Several Downtown buildings have been rehabbed by private investors – who have done a quality job and who say that Downtown is a good investment;
- A number of new businesses have opened in Downtown within the last two to three years;
- On the whole, Downtown property owners tend to agree that Downtown space is easy to rent; and
- Lender confidence in Downtown is strong.

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Further, it is HyettPalma's assessment that Downtown Yorktown enjoys the following advantages:

- Town Council support for Downtown is robust;
- Town Hall staff members bring myriad strengths – as well as great enthusiasm – to the Downtown effort;
- The organizations and associations involved in Downtown's enhancement are very active and competent;
- Adequate funding is available to implement the needed enhancement actions;
- Numerous assets are in place, both in and near Downtown, that can be leveraged to bring about Downtown's greater success (parks, schools, library, museum, trails, Buck Creek, White River, etc.);
- Downtown has an advantageous location for drawing additional customers, being near Muncie, I-69, and Indianapolis; and
- Last, but by no means least, community interest in and enthusiasm for Downtown's further enhancement is very, very high.

Based on the above, HyettPalma has designed the following **Course of Action** to enable Downtown to:

- Attain the community's vision;
- Capture its untapped market potentials;
- Take advantage of its strengths; and
- Leverage its inherent advantages.

Now, the private and public sectors of Yorktown should implement this ***Course of Action*** by:

- Banding together;
- Working in partnership;
- Moving forward quickly; and
- Implementing the actions below in order to create the kind of Downtown desired by the community.

Development Framework

The following Development Framework should be used to ensure that Downtown Yorktown's further enhancement occurs in a comprehensive and cohesive manner.

A map describing the location of the described areas is presented on the next page.

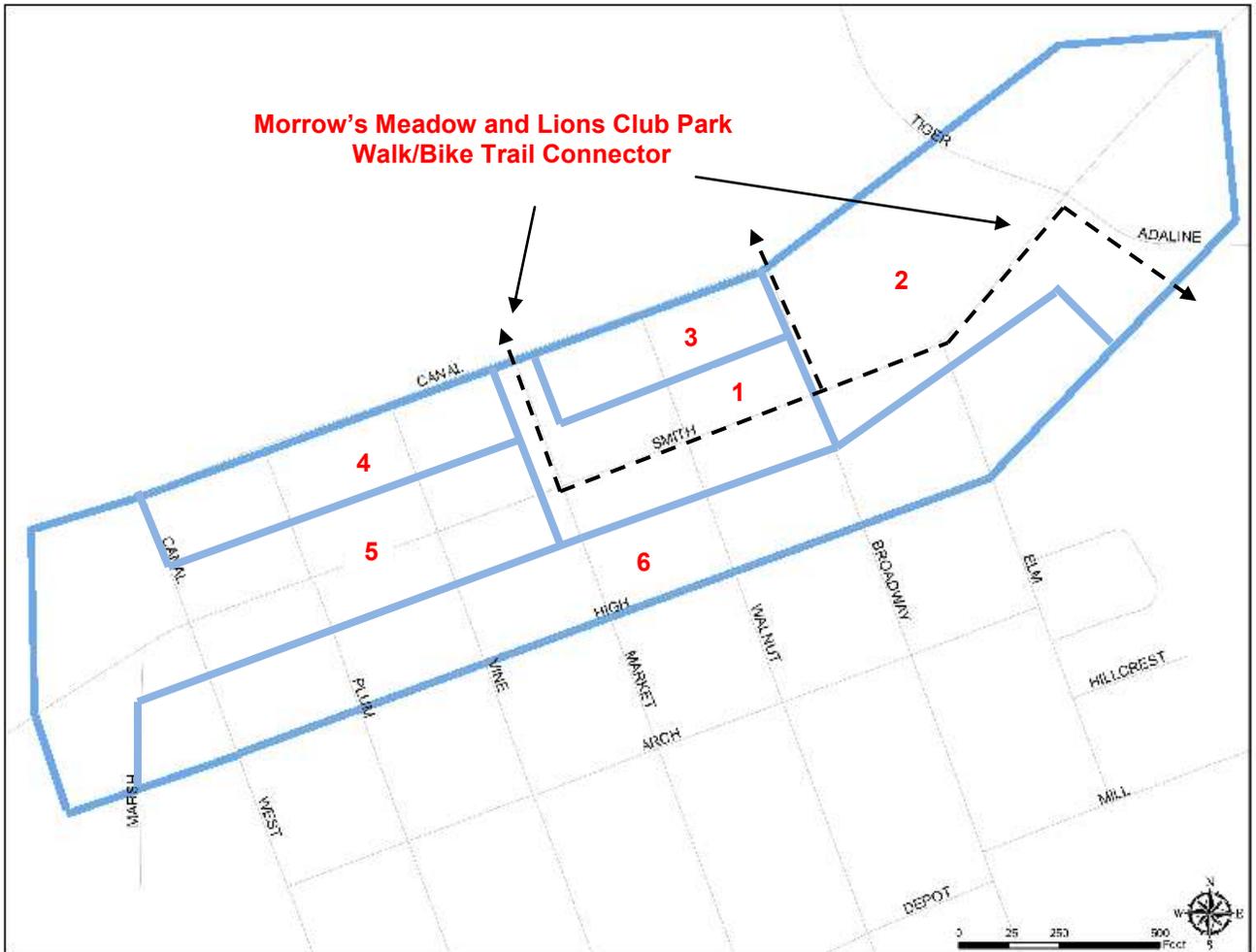
1. Pedestrian Oriented Zone

As implementation of the ***Yorktown Downtown Action Agenda 2014*** begins, enhancement efforts and dollars should be focused in the area that includes:

***Smith, from Broadway to just west of Market,
and
Market, from Smith to Morrow's Meadow.***

Doing so is important, since this is the portion of Downtown that offers the best opportunity to create the type of Downtown desired by the community. That is:

***A pedestrian-oriented, small town Downtown,
that is historic and quaint,
comprised of unique businesses, and
has vistas of – and is connected to – nearby parks.***



Downtown Yorktown Development Framework

- 1** = Pedestrian Oriented Zone
- 2** = Gateway
- 3** = Future Development (1)
- 4** = Future Development (2)
- 5** = Highway Commercial Mixed-Use
- 6** = Residential Rehabilitation

Note: Boundary includes both sides of Canal and High Streets.

Enhancement efforts undertaken in the Pedestrian Oriented Zone should result in:

- Beautifying Downtown;
- Making Downtown a destination;
- Creating a concentration of specialty retail shops, food establishments, and entertainment venues in Downtown; and
- Creating a new image for Downtown Yorktown.

2. Gateway

A beautiful, memorable, and eye-catching Gateway should be created that entices and welcomes motorists and pedestrians alike to enter and stroll Downtown. The gateway area should include:

***Both sides of Smith, from Broadway to the Tiger/Adaline intersection,
and
Extending north from Smith to Morrow's Meadow Park***

3. Future Development Area (1)

It is anticipated that – as Downtown's market is strengthened and as Downtown becomes more and more attractive as a destination – redevelopment pressure will increase along Canal.

When this occurs, two different types of development should be encouraged along Canal.

First, from just east of Market to Broadway, future uses along Canal should be comprised of park-related business, such as restaurants with park views, a bike rental shop, etc.

4. Future Development Area (2)

Second, when Future Development Area (1) is further enhanced, the portion of Canal that runs from just west of Market to Canal would be most appropriate for upscale housing overlooking Morrow's Meadow. This might be realized by rehabbing existing housing or by new development.

5. Highway Commercial Mixed-Use Area

This area – which includes both sides of Smith, from just west of Market to Downtown’s western boundary – is currently comprised of both residential and commercial buildings that are set back from the sidewalk (known as auto-oriented structures).

As Downtown is further enhanced, this area will continue to be appropriate for auto-oriented buildings that contain a mixture of offices, service businesses, and housing. This might be realized by rehabbing existing structures. However, it should be realized that – if Downtown’s market strengthens significantly – demand might lead to the demolition and replacement of the area’s existing buildings with more intense auto-oriented, mixed-use development.

6. Residential Rehabilitation Area

On both sides of High, from Marsh to just west of Adaline, existing residential buildings should be rehabbed, creating a convenient and attractive neighborhood adjacent to Downtown.

Aesthetics

As desired by the community, enhancement efforts should focus on improving Downtown’s appearance so that its buildings and streetscape have a look that is consistent and coordinated – but not uniform. This should be achieved through the following actions.

1. Planters

As the Town has plans to do, Downtown’s planters should be filled with lush and attractive plantings all year long – as opposed to just during summer months.

2. Gateway

The Gateway area, discussed earlier, should be strengthened with:

- Beautification and landscaping of the gazebo located at the corner of Smith and Broadway;
- Planter boxes or hanging flower baskets along the bridge located on Smith in the Gateway area – and keeping them attractively planted all year round; and

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- Intense landscaping on all four corners of the Tiger/Adaline/Smith intersection.

3. Public Art

Two high quality and highly visible pieces of public art should be placed in Downtown at this time. These should be located at:

- The Gateway intersection of Smith and Tiger/Adaline; and
- At Market and Canal, to create a grand “terminated vista” and view into Morrow’s Meadow.

4. Façades

There appears to be a great desire within the community to see the façades of Downtown’s buildings brought back to their former glory. Building owners should be encouraged to do so by creating an incentive in the form of a matching façade grant program. That program should:

- Offer a façade grant of up to \$15,000 per building;
- Require building owners to match the grants on a 50-50 basis;
- Include free design assistance to applicants – by architects having experience with historic structures and Downtown commercial buildings;
- Include clear design standards, with which applicants must comply in order to receive a grant;
- Be offered only in the Pedestrian Oriented Zone, recommended above, in order to see quick, highly visible, substantial results; and
- Be kicked-off by identifying 3 building owners within the Pedestrian Oriented Zone who are ready, willing, and able to quickly take advantage of the program.

Rather than retaining a preservation architect to develop design guidelines, design guidelines should be sought from:

- Other Indiana cities and towns operating a Downtown façade grant program;
- The Indiana State Historic Preservation Office; and
- The Historic Landmarks Foundation of Indiana.

5. Parking Facing Smith

All parking lots that face Smith – within the Pedestrian Oriented Zone – should be attractively edged with shrubs. The purpose of this would be twofold: first, to buffer the parking lots from pedestrian and motorist view, and second, to create a buffer between pedestrians and parking lots. (An example of attractively edged parking lots can be seen at the Chase Bank parking lots facing Smith.)

To ensure that all Smith parking lots are attractively edged, the Town might consider adding landscaping standards to its ordinances.

6. Business Windows

In the Pedestrian Oriented Zone, the windows of all first floor businesses should not be obstructed and should be kept easy for pedestrians and motorists – and emergency personnel – to see into. This should be accomplished by:

- Not blocking windows with multiple signs;
- Not “blacking out” windows with dark glass; and
- Keeping display windows light on at night.

7. On-Street Displays

To keep sidewalks free, clear, and safe for patrons, merchandise should not be allowed to be placed or displayed on sidewalks in the Pedestrian Oriented Zone, except in conjunction with an event officially sanctioned by the Town, like a sidewalk sale or holiday celebration.

Fun

During sessions held to define this *Yorktown Downtown Action Agenda 2014*, it was clear that the community would like to see additional elements of “fun” added to Downtown. This should be achieved through the following.

1. Splash Pad

Consideration should be given to adding a “splash pad” to Downtown as a way of attracting families and offering a fun, child-friendly activity. If possible, the splash pad should:

- Be located in or very near Morrow’s Meadow;
- Be placed as close as possible to the intersection of Canal and Market; and
- Be visible from Smith, when looking from Smith to Canal.

2. Outdoor Movies

Outdoor movie nights should be held in Downtown – either by or in conjunction with the library. Movies should be shown on the side of a Downtown building, preferably located within the Pedestrian Oriented Zone. And, movies shown should be family-friendly.

3. Farmers Market

A farmers market is now held in Downtown, and is located in Morrow’s Meadow. To make the farmers market more of a fun, family-friendly event – and to encourage market-goers to shop at Downtown businesses – the following should occur.

- Entertainment and family fun should be added to the market (live music, magicians, animal-balloon makers, etc.);
- If at all possible, the farmers market should be moved to a highly visible location within Downtown – such as a parking lot on Smith, within the Pedestrian Oriented Zone; and
- Food vendors should be invited to participate in the farmers market.

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4. Events

The following events are currently held in – or pass through – Downtown Yorktown:

- Homecoming (September/October);
- Christmas Parade, luminaries, etc. (early December);
- July 4th in the Park; and
- 4 for the 4th Run (July).

The above schedule means that there is a seven-month gap in Downtown's event calendar between the Christmas and July 4th celebrations. This gap should be narrowed by:

- Creating one or two additional Downtown events;
- Ensuring any events created are fun and unique; and
- Holding events within the Pedestrian Oriented Zone, so that Downtown's businesses are visible to event-goers (if business owners choose to close during events, they should ensure that their windows are enticing and well-lighted in the hopes of attracting event-goers back to shop at a later date).

One of the additional events created might revolve around a family-oriented holiday (such as an Easter Parade) and the other might be of the purely-for-fun variety (such as a Taste of Yorktown food event or Halloween costume contest.)

Events should be well planned, well executed, of high quality, and held each year so they become Downtown traditions.

Convenience

The community has also expressed a great desire to see Downtown made more convenient and cohesive. This should be accomplished via the following actions.

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1. Connect

Greater connectivity should be created between Morrow's Meadow and Lions Club Park – and between those parks and Downtown – through the following:

- The current connection between Morrow's Meadow and Smith, which is at Broadway, should be maintained;
- Morrow's Meadow and Lions Club Park should be connected by creating a walk/bike trail that runs along Adaline – or the creek – to Smith, along Smith to Broadway, and north on Broadway to Morrow's Meadow;
- A new connection should be created between Morrow's Meadow and Smith by extending the new walk/bike trail from Smith and Broadway, along Smith to Market, and north on Market to Morrow's Meadow;
- The above new connection should be handicapped accessible; and
- An open vista should be created at Canal and Market, which allows Morrow's Meadow to be visible from Smith and Market.

2. Wayfinding

The Town is planning a wayfinding sign system that would include Downtown. As the Town intends, this system should be completed and the signs erected ASAP. And, the signs should be designed to include a design element that is unique to Yorktown.

3. Bikes

The Town has added bike racks to Downtown as part of recent streetscape improvements. Now, consideration should be given to making Downtown even more bike-friendly by adding "Share the Road" decals to driving lanes along the walk/bike route recommended above to connect Morrow's Meadow, Lions Club Park, and Downtown from:

**Adaline to Smith,
Smith, from Adaline to Market,
Market, from Smith to Morrow's Meadow, and
Broadway, from Smith to Morrow's Meadow.**

4. Parking

While it does not appear that Downtown has a parking shortage at this time, the following steps should be taken to:

- Make current public parking easier to find;
- Protect the pedestrian-orientation of Smith within the Pedestrian Oriented Zone; and
- Plan for an increase in parking demand, which will occur as Downtown's market is strengthened.

The actions that should be taken to accomplish the above are as follows.

- Signs within Downtown that now point motorists to "Commercial Parking" should be replaced with signs that read "Free Public Parking." This will make it clearer to motorists that these lots offer parking spaces for the public.
- Downtown's public parking lots – current and future – should be clearly marked with signs that read "Free Public Parking."
- All "Free Public Parking" signs should be designed to be consistent with the Town's wayfinding signs.
- The creation of additional parking lots should not be allowed on Smith within the Pedestrian Oriented Zone. This is important, since parking lots act as "blank walls" that tend to stop pedestrian flow along Downtown streets.
- In the future – when demand warrants – an additional public parking lot should be created within Downtown. Ideally, this lot should be located south of Smith, within the Pedestrian Oriented Zone.

Larger Projects

The following larger projects are important to address as part of Downtown's enhancement. Resolving these issues will allow Downtown's economy to be strengthened and broadened in a significant way. Not addressing these issues will seriously hinder Downtown's future prosperity.

1. Problematic Properties

In any Downtown, it is a well-known fact that long-vacant and neglected buildings owned by those who are unable to – or have chosen not to – invest in their properties act as a drag on Downtown’s economy as a whole. Several such properties exist in Downtown Yorktown. And, during sessions held to define this **Yorktown Downtown Action Agenda 2014**, the community made it very, very clear that they are frustrated and fed up with this situation. Therefore, the following five steps should be taken immediately to address this issue.

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

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

2. Business Recruitment

In most Downtown revitalization efforts throughout Indiana and the nation, an extensive, orchestrated effort is often needed and made to recruit appropriate businesses to fill, in most cases, a plethora of vacant or underutilized buildings and property. In the case of Downtown Yorktown, however, it is felt that if existing vacant buildings are enhanced and offered for sale or lease, Downtown’s market appeal should be adequate to induce appropriate businesses to locate in Downtown’s limited building space. As per discussions with local real estate, banking, and development professionals, and government officials, it appears that

demand for space has been evidenced within the recent past, but many new business prospects have been turned away due to the lack of available real estate.

Therefore, rather than embark on a purposive effort to recruit appropriate new businesses for Downtown Yorktown, it will be most appropriate to initiate the other enhancement actions noted in this ***Downtown Action Agenda*** to better condition the commercial environment of Downtown for a higher level of business investment and, most importantly, induce owners of vacant property in Downtown to offer the space for tenancy by appropriate Downtown businesses. And, to ensure that local codes and ordinances are crafted to ensure the clustering of appropriate businesses throughout Downtown.

Every effort should be made to create a niche of complementary businesses, particularly within the Pedestrian Oriented Zone.

3. Top List

Primarily, unique specialty businesses – not daily, basic shopping businesses – should be attracted to Downtown, particularly the Pedestrian Oriented Zone.

Specific types of new businesses which are appropriate for Downtown within the immediate future, and which can complement Downtown's existing businesses, include:

- Home accessories, decorating products and interior design services;
- Gifts and cards;
- Coffee/sandwich shop;
- Fine dining restaurant;
- Casual and sports active apparel;
- Day spa;
- Fine antiques (limited amount);

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- Specialty foods for home, such as gourmet foods, artisanal breads and cheeses, etc.; and
- Professional offices in upper floors on Smith and on side streets.

4. Business Mix Allowed by Zoning Ordinance

Most of Downtown's commercial space is located in the Town's HM zone, which is intended to promote a strong pedestrian-oriented Downtown, with limited institutional and service-oriented businesses and two-story Downtown structures built to the front property line.

Most of the businesses currently included in the HM zone list of permitted uses are appropriate for Downtown at this time. However, it is suggested that the HM zone be amended to specifically allow outdoor dining on private property and with Town approval on public sidewalks, and to specifically prohibit the warehousing or storage of products in Downtown buildings, unless the items stored are integral part of the inventory or operation of an appropriate permitted use by an existing business open to the general public in a building located in the HM zone.

It is also suggested that auto sales and repair businesses not be permitted in the HM zone.

5. Housing

Where appropriate and possible, the maximum number of upper floor, quality loft apartments should be developed throughout the HM zone, and existing housing should be maintained and rehabbed throughout the balance of Downtown and adjacent areas.

Communicate

Interest in and awareness of Downtown Yorktown – by the buying public and investment community – must be piqued through the following.

1. First Steps

While Downtown is not quite “ready for company” on a broad scale, the time is certainly right to get the word out about the enhancement effort and ALL actions being taken to make Downtown more appealing to customers and investors.

This should be done through social media, as well as through the web sites of the Town, the Yorktown Chamber of Commerce, the Delaware County Chamber of Commerce, and the Delaware County Economic Development Alliance.

In this regard, no action is too small to warrant communicating to the buying public and investment community that big changes are underway in Downtown Yorktown.

2. Later Steps

Once Downtown's business mix and building appearance are upgraded – thereby improving the experience Downtown can offer – then the campaign to market Downtown should be broadened. At that time, the use of the following marketing methods should be considered:

- Strategically placed billboards advertising Downtown as a whole;
- Creating a Downtown page on the web sites of the Town and Chamber;
- Creating a Downtown web site; and
- Drawing to Downtown the users of high-activity centers (Munciana/YMCA, parks, trails, schools, library, area lodging facilities, Ball State, etc.) through electronic and/or print means.

Work Together

The following management steps should be taken to ensure that the **Yorktown Downtown Action Agenda 2014** is implemented in a timely and quality manner.

1. Downtown Partnership

At the start of the effort to define an enhancement strategy for Downtown Yorktown, HyettPalma asked the Town government to create the Yorktown Downtown Process Committee. This committee provided valuable insight and information to HyettPalma, and demonstrated great dedication to the enhancement effort. For these reasons, HyettPalma recommends that the Process Committee evolve into the Yorktown Downtown Partnership – a private-public partnership needed to:

- Oversee implementation of the enhancement effort;

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- Provide a unified voice for Downtown;
- Act as Downtown's advocate; and
- As a group, resolve any issues that arise, which might impede Downtown's further enhancement.

At a minimum, the Yorktown Downtown Partnership should include:

- Yorktown Council President;
- Yorktown Clerk/Treasurer;
- Yorktown Town Manager;
- Yorktown Park Board President;
- Yorktown Chamber of Commerce President;
- Yorktown Redevelopment Commission President;
- Yorktown Schools Superintendent;
- Delaware County Chamber of Commerce Executive Director;
- Yorktown Mount Pleasant Township Historical Alliance President;
- A Downtown business owner;
- A Downtown property owner; and
- A Downtown bank manager.

If at all possible, it is strongly recommended that the Yorktown Downtown Partnership be created as a permanent committee of the Yorktown Chamber of Commerce.

2. Staff

At this time, the Town of Yorktown should assign a staff person to assist the Downtown Partnership with its administrative functions – arranging meetings, sending out meeting agendas, keeping minutes, fielding calls and email directed to the Partnership, etc. This should be someone already employed by the Town.

3. Funding

A TIF is currently in place that, in HyettPalma's assessment, appears to be generating sufficient revenues at this time to fund the recommendations included in this document. However, in addition, available and appropriate funding should be sought on an as-needed basis from:

- The State of Indiana;
- The federal government;
- Delaware County;
- The Community Foundation;
- The Muncie-Delaware County Economic Development Alliance;
- The Town and County Chambers of Commerce;
- The private sector – banks, industry, major employers; and
- Any party that stands to benefit from an enhanced Downtown Yorktown.

4. Roles & Responsibilities

Yorktown Downtown Partnership members, as a group, should be involved in overseeing implementation of the **Yorktown Downtown Action Agenda 2014**. In addition, the following roles and responsibilities should be considered for taking the lead on actual implementation of the recommended actions found in this document.

Town of Yorktown

- Development Framework
- Planters

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- Gateway
- Public Art
- Façade Grant Program
- Public Parking
- Splash Pad
- Parks/Downtown Connections
- Vista from Downtown to Morrow's Meadow
- Wayfinding
- "Share the Road" Bike Decals

Downtown Business/Property Owners

- Building Improvements
- Business Recruitment
- Business Windows
- On-Street Displays
- Private Parking Lot Landscaping
- Housing

Yorktown Downtown Partnership

- Outdoor Movies
- Events
- Problem Properties
- Business Recruitment
- Marketing

5. Adopt

It is suggested that the **Yorktown Downtown Action Agenda 2014** be adopted by the Yorktown Downtown Partnership and the Yorktown Town Council as the official guide for the further enhancement of Downtown Yorktown.

Appendix

THE RETAIL REPORT®

Downtown Yorktown Primary Retail Trade Area



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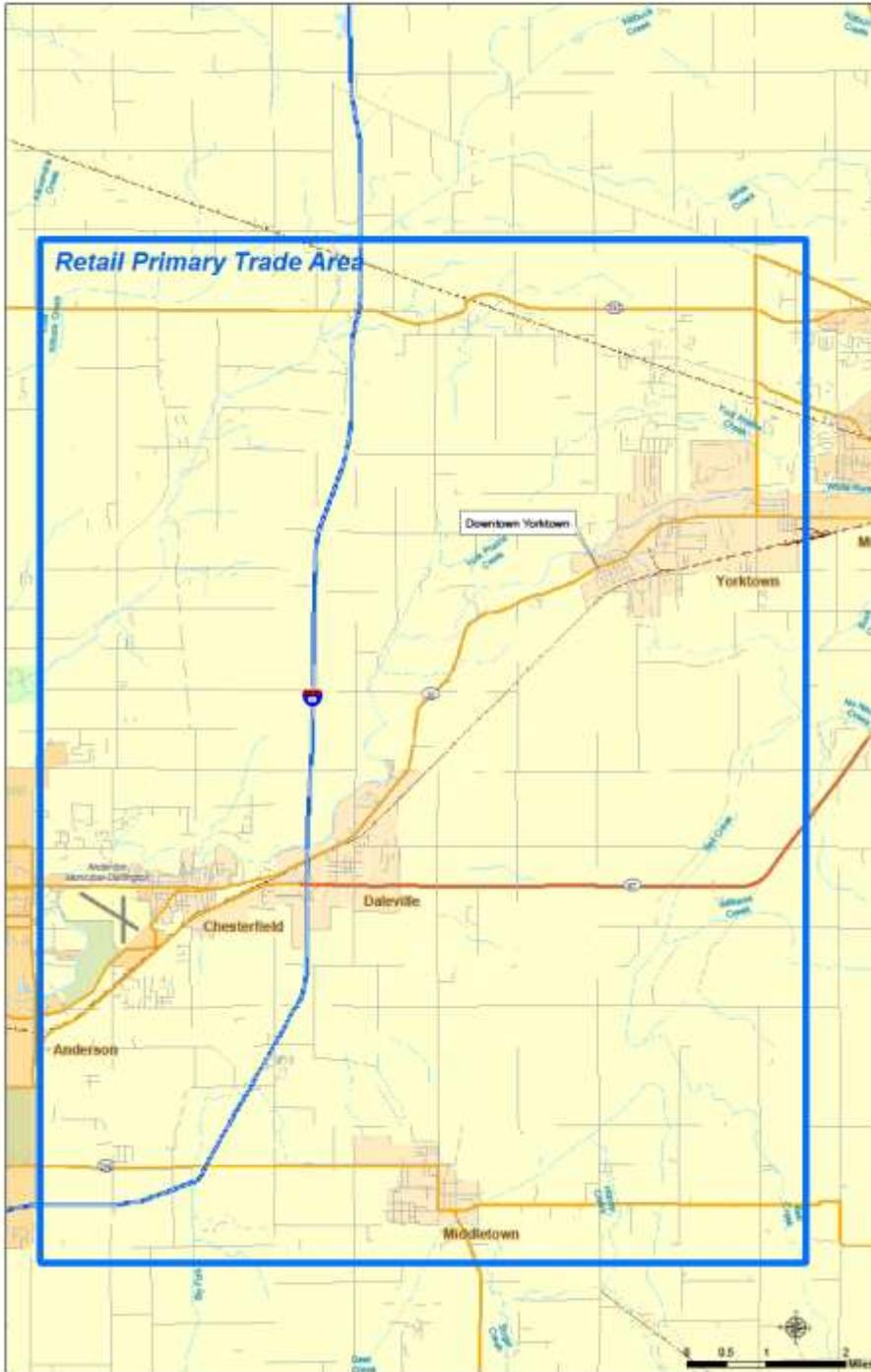
THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Yorktown, Indiana. This document presents information concerning the characteristics of the Downtown Yorktown primary retail trade. The report was prepared in 2014 by HyettPalma, Inc.

THE RETAIL REPORT presents:

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

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Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	8,458	62,132,468
\$15000-24999	5,960	10,356	61,721,760
\$25000-34999	6,309	12,535	79,083,315
\$35000-49999	8,153	14,467	117,949,451
> \$50000	17,173	25,474	437,465,002
TOTAL DEMAND FOR PRODUCT =			\$758,351,996

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

DEFINITION OF PRODUCT:

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

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PRODUCT	DEMAND
Food At Home	197,939,229
Food Away From Home	126,783,385
Alcoholic Beverages	22,204,209
Household Textiles	7,546,021
Furniture	24,108,023
Floor Coverings	3,130,083
Major Appliances	11,856,388
Small Appliances & Miscellaneous Housewares	6,693,598
Miscellaneous Household Equipment	43,823,881
Men's Apparel -- 16 and Over	18,057,152
Boy's Apparel -- 2 to 15	6,809,142
Women's Apparel -- 16 and Over	33,534,082
Girl's Apparel -- 2 to 15	6,420,979
Children's Apparel -- Under 2	5,654,323
Footwear	16,072,431
Other Apparel Services & Products	17,996,183
Prescription Drugs & Medical Supplies	29,717,457
Entertainment Fees & Admissions	31,166,708
Audio & Visual Equipment	43,843,824
Pets, Toys & Playground Equipment	21,750,440
Other Entertainment Supplies & Services	32,531,935
Personal Care Products & Services	28,584,987
Reading	6,768,084
Tobacco Products & Smoking Supplies	15,359,452
TOTAL DEMAND BY PRODUCT TYPE	= \$758,351,996

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PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	2,841	20,869,986
\$15000-24999	5,960	3,257	19,411,720
\$25000-34999	6,309	3,410	21,513,690
\$35000-49999	8,153	3,871	31,560,263
> \$50000	17,173	6,090	104,583,570
TOTAL DEMAND FOR PRODUCT =			\$197,939,229

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

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

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PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	1,322	9,711,412
\$15000-24999	5,960	1,542	9,190,320
\$25000-34999	6,309	1,983	12,510,747
\$35000-49999	8,153	2,415	19,689,495
> \$50000	17,173	4,407	75,681,411
TOTAL DEMAND FOR PRODUCT =			\$126,783,385

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

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

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PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	198	1,454,508
\$15000-24999	5,960	231	1,376,760
\$25000-34999	6,309	367	2,315,403
\$35000-49999	8,153	405	3,301,965
> \$50000	17,173	801	13,755,573

TOTAL DEMAND FOR PRODUCT = \$22,204,209

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

DEFINITION OF PRODUCT:

All alcoholic beverages.

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PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	52	381,992
\$15000-24999	5,960	115	685,400
\$25000-34999	6,309	141	889,569
\$35000-49999	8,153	180	1,467,540
> \$50000	17,173	240	4,121,520
TOTAL DEMAND FOR PRODUCT =			\$7,546,021

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

DEFINITION OF PRODUCT:

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

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PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	160	1,175,360
\$15000-24999	5,960	249	1,484,040
\$25000-34999	6,309	332	2,094,588
\$35000-49999	8,153	396	3,228,588
> \$50000	17,173	939	16,125,447
TOTAL DEMAND FOR PRODUCT =			\$24,108,023

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

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

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PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	23	168,958
\$15000-24999	5,960	32	190,720
\$25000-34999	6,309	35	220,815
\$35000-49999	8,153	41	334,273
> \$50000	17,173	129	2,215,317
TOTAL DEMAND FOR PRODUCT =			\$3,130,083

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

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

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PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	101	741,946
\$15000-24999	5,960	138	822,480
\$25000-34999	6,309	150	946,350
\$35000-49999	8,153	190	1,549,070
> \$50000	17,173	454	7,796,542
TOTAL DEMAND FOR PRODUCT =			\$11,856,388

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

DEFINITION OF PRODUCT:

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

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PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	67	492,182
\$15000-24999	5,960	96	572,160
\$25000-34999	6,309	102	643,518
\$35000-49999	8,153	106	864,218
> \$50000	17,173	240	4,121,520
TOTAL DEMAND FOR PRODUCT =			\$6,693,598

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

DEFINITION OF PRODUCT:

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

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PRODUCT: MISCELLANEOUS HOUSEHOLD
EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	382	2,806,172
\$15000-24999	5,960	407	2,425,720
\$25000-34999	6,309	871	5,495,139
\$35000-49999	8,153	881	7,182,793
> \$50000	17,173	1,509	25,914,057

TOTAL DEMAND FOR PRODUCT	=		\$43,823,881
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SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	220	1,616,120
\$15000-24999	5,960	252	1,501,920
\$25000-34999	6,309	293	1,848,537
\$35000-49999	8,153	405	3,301,965
> \$50000	17,173	570	9,788,610
TOTAL DEMAND FOR PRODUCT =			\$18,057,152

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

Indiana Downtown®

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	66	484,836
\$15000-24999	5,960	109	649,640
\$25000-34999	6,309	131	826,479
\$35000-49999	8,153	146	1,190,338
> \$50000	17,173	213	3,657,849
TOTAL DEMAND FOR PRODUCT =			\$6,809,142

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

Indiana Downtown®

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	382	2,806,172
\$15000-24999	5,960	404	2,407,840
\$25000-34999	6,309	539	3,400,551
\$35000-49999	8,153	670	5,462,510
> \$50000	17,173	1,133	19,457,009
TOTAL DEMAND FOR PRODUCT =			\$33,534,082

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

Indiana Downtown®

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	47	345,262
\$15000-24999	5,960	82	488,720
\$25000-34999	6,309	103	649,827
\$35000-49999	8,153	119	970,207
> \$50000	17,173	231	3,966,963
TOTAL DEMAND FOR PRODUCT =			\$6,420,979

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

Indiana Downtown®

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	68	499,528
\$15000-24999	5,960	77	458,920
\$25000-34999	6,309	89	561,501
\$35000-49999	8,153	109	888,677
> \$50000	17,173	189	3,245,697
TOTAL DEMAND FOR PRODUCT =			\$5,654,323

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

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

HyettPalma

Indiana Downtown®

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	232	1,704,272
\$15000-24999	5,960	250	1,490,000
\$25000-34999	6,309	309	1,949,481
\$35000-49999	8,153	361	2,943,233
> \$50000	17,173	465	7,985,445
TOTAL DEMAND FOR PRODUCT =			\$16,072,431

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	175	1,285,550
\$15000-24999	5,960	206	1,227,760
\$25000-34999	6,309	217	1,369,053
\$35000-49999	8,153	263	2,144,239
> \$50000	17,173	697	11,969,581
TOTAL DEMAND FOR PRODUCT =			\$17,996,183

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	438	3,217,548
\$15000-24999	5,960	625	3,725,000
\$25000-34999	6,309	644	4,062,996
\$35000-49999	8,153	669	5,454,357
> \$50000	17,173	772	13,257,556
TOTAL DEMAND FOR PRODUCT =			\$29,717,457

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	206	1,513,276
\$15000-24999	5,960	258	1,537,680
\$25000-34999	6,309	335	2,113,515
\$35000-49999	8,153	371	3,024,763
> \$50000	17,173	1,338	22,977,474
TOTAL DEMAND FOR PRODUCT =			\$31,166,708

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	490	3,599,540
\$15000-24999	5,960	619	3,689,240
\$25000-34999	6,309	772	4,870,548
\$35000-49999	8,153	851	6,938,203
> \$50000	17,173	1,441	24,746,293
TOTAL DEMAND FOR PRODUCT =			\$43,843,824

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	185	1,359,010
\$15000-24999	5,960	253	1,507,880
\$25000-34999	6,309	323	2,037,807
\$35000-49999	8,153	438	3,571,014
> \$50000	17,173	773	13,274,729
TOTAL DEMAND FOR PRODUCT =			\$21,750,440

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	145	1,065,170
\$15000-24999	5,960	362	2,157,520
\$25000-34999	6,309	438	2,763,342
\$35000-49999	8,153	543	4,427,079
> \$50000	17,173	1,288	22,118,824
TOTAL DEMAND FOR PRODUCT =			\$32,531,935

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	308	2,262,568
\$15000-24999	5,960	366	2,181,360
\$25000-34999	6,309	441	2,782,269
\$35000-49999	8,153	545	4,443,385
> \$50000	17,173	985	16,915,405
TOTAL DEMAND FOR PRODUCT =			\$28,584,987

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

DEFINITION OF PRODUCT:

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

HyettPalma

Indiana Downtown®

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	67	492,182
\$15000-24999	5,960	89	530,440
\$25000-34999	6,309	99	624,591
\$35000-49999	8,153	131	1,068,043
> \$50000	17,173	236	4,052,828
TOTAL DEMAND FOR PRODUCT =			\$6,768,084

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

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

HyettPalma

Indiana Downtown®

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	7,346	283	2,078,918
\$15000-24999	5,960	337	2,008,520
\$25000-34999	6,309	411	2,592,999
\$35000-49999	8,153	361	2,943,233
> \$50000	17,173	334	5,735,782
TOTAL DEMAND FOR PRODUCT =			\$15,359,452

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

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report User Guide

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

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

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

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

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

What Does The Retail Report Tell You ?

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

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

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

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

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

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

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

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

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

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

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

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

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

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

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

To strengthen existing businesses and lessen business closings by:

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

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

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

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

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

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

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

To attract additional businesses to the business district by:

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

How Can Business Owners Use The Retail Report ?

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

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

what the market is for particular retail products;

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

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

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

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

set an annual budget based on their gross receipts benchmarks;

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

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

How Can Entrepreneurs Use The Retail Report ?

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

compare the markets for a variety of different retail products;

determine what type of retail business to open;

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

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