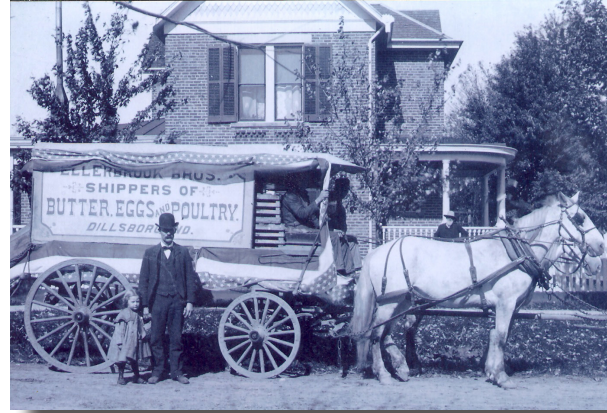


# TOWN OF DILLSBORO

## DOWNTOWN REVITALIZATION PLAN



SEPTEMBER 2017

# Acknowledgements

## INCEPTION

This project began in November 2016. Community ownership is key to the success of any plan, and so 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

### Steering Committee

Tom DeVille	Dillsboro Community Partnership President, Business Owner
Paul Filter	Beautification of Dillsboro, President
David Fryman	Dillsboro Town Council
Jewel Garrison	The Waters of Dillsboro - Ross Manor
Conrad Gerdes	G&G Classics Owner
Susan Greco	Town of Dillsboro
Brian Murray	Planning & Zoning, President; Redevelopment Commission, VP
Mary Lou Powers	Dillsboro Town Council
Marisa Turner	Redevelopment Commission; Girl Scout Leader
Tom Wafford	Dillsboro Town Council
Melissa Walston	Blue Willow House, Owner

### 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 Town of Dillsboro.

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LOCAL RESOLUTION APPROVING THE PLAN

WHEREAS, the Town of Dillsboro had identified adequate reason to analyze Dillsboro Downtown Revitalization Planning Study, and

WHEREAS, the Town of Dillsboro has hired SDG Strategic Development Group, Inc. to define and describe the issues, advise us of our options, and make recommendations to address this issue in the near future, and

WHEREAS, the Town of Dillsboro has received federal Community Development Block Grant dollars from the Indiana Office of Community and Rural Affairs to fund this study and has contributed \$3,400.00 as local match for this project, and

WHEREAS, the Town of Dillsboro has reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied;

WHEREAS, the Town of Dillsboro has received four copies of this document for our records and will keep them on file in the town offices for future reference, and

BE IT RESOLVED by the Town of Dillsboro that the final document is hereby approved, contingent upon comments and approval received from the Indiana Office of Community and Rural Affairs. The Town of Dillsboro will fully consider all comments and feedback received from the Indiana Office of Community and Rural Affairs and will direct its consultant to provide amended copies of this plan reflecting all said comments.

ADOPTED BY THE TOWN COUNCIL OF DILLSBORO, INDIANA  
THIS 11th DAY OF September, 2017 at 6:30 pm Local time.

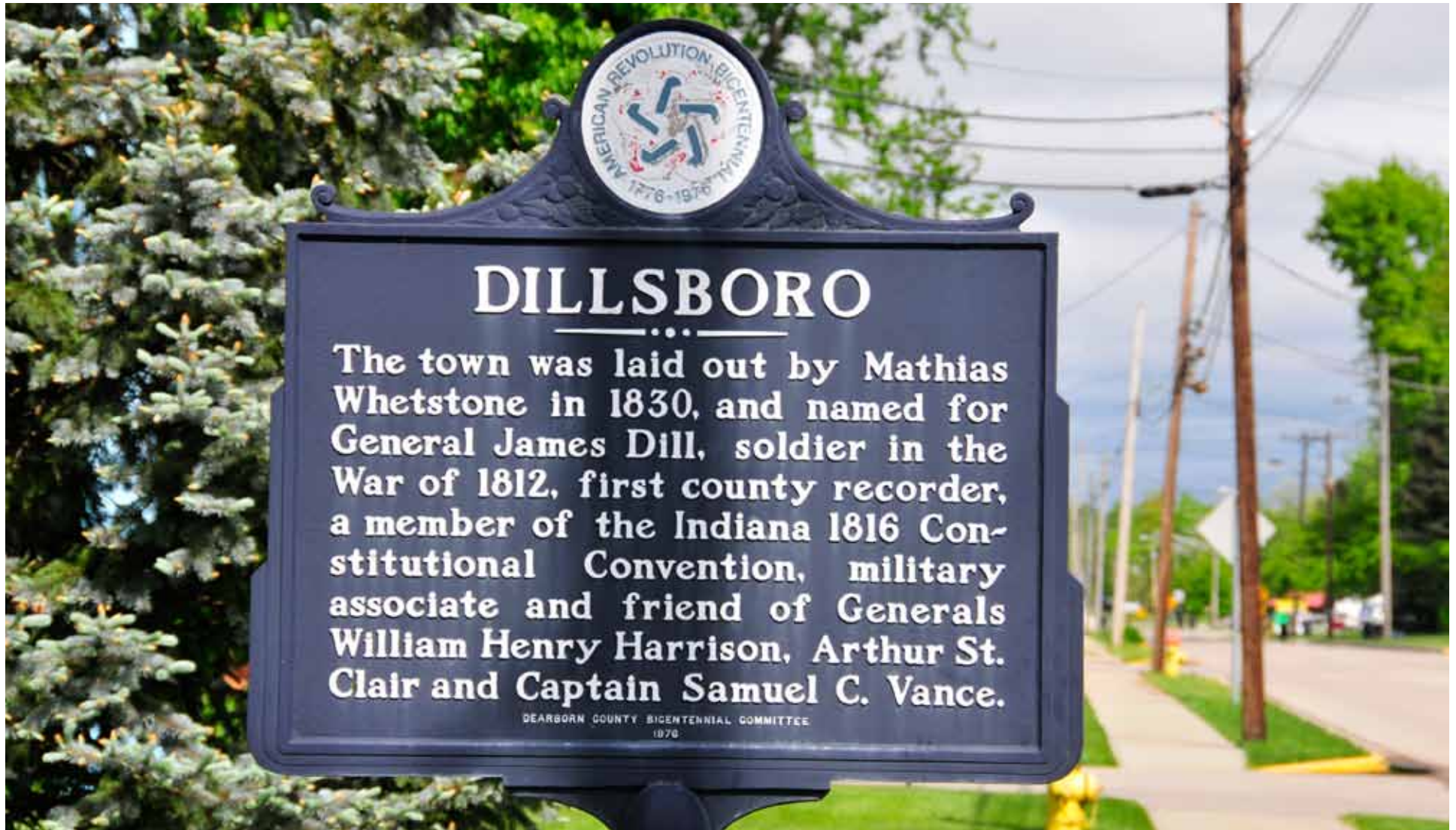
DILLSBORO TOWN COUNCIL:

Mary Lou Powers  
[Signature]  
Thomas L. Wolff  
[Signature]

ATTEST:

[Signature]  
Clerk/Treasurer

## CHAPTER 1 | INTRODUCTION



## PURPOSE OF THE PLAN

At the root of any revitalization plan is two key questions:

- What do we want to change?
- What do we want to protect?

Dillsboro residents are clear about their goals on both counts. For **change**, they want to prepare for the future growth that could follow upcoming regional projects such as a new port near Lawrenceburg and expansion of the Amazon Prime Fulfillment Center.

For **protect**, they are deeply committed to preserving the community's small town charm. "I know it's corny, but it's like Mayberry-ville," one resident said.

Dillsboro's revitalization efforts seem destined to succeed for several key reasons. One: the previously mentioned regional developments open the potential for attracting new residential and commercial growth. Two: town leaders have acquired key buildings and property, giving them a tremendous advantage in courting and directing growth.

This plan provides everyone – elected officials, development groups, local businesses and investors – with a shared vision of the town's future. It can serve as an advisory tool for the

town council, plan commission, Main Street organization and interested citizens as key decisions about the town's direction are made.

## SCOPE OF THE PLAN

Although it covers all of downtown, particular attention was paid to North Street, extending to Bank Street on the west, Miller Street to the east, Lenover Street to the north and Main Street to the south.

Dillsboro is not the county seat and does not have an identifiable "downtown" in the traditional sense, with a courthouse square of two-story limestone and brick buildings. Instead, there are several groupings of commercial buildings in the central business district, interspersed with homes and empty lots.

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

Local leaders have been watching downtown's decline with increasing concern for years, as

some buildings were torn down and others deteriorated. In fact, long-time residents report the town has never recovered from the State decision made decades ago to reroute U.S. 50, moving it away from its old path through town and building a new four-lane highway to the north. Recent Town property acquisitions, increasing deferred property maintenance, and projected potential growth, the Town determined the time was ripe for a closer study and focused effort towards revitalization.

## 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 Town of Dillsboro.



## PLANNING PROCESS

A steering committee of town leaders 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. The process involved these key steps:

- A day-long retreat with the Dillsboro Main Street group
- Evaluation of existing conditions
- Steering committee meetings
- Preparation of draft plan
- Meeting: public open house
- Development of plan priorities & preparation of a final plan
- Adoption by the town council

There were also numerous site visits to assess buildings, interview shopkeepers and visualize new public spaces. Stakeholder meetings provided information on local goals, while a public meeting was used to gather reaction to recommendations.



## DEMOGRAPHIC PROFILE

This section provides a snapshot of the main demographic features of Dillsboro, including the trajectory of population growth, income and other factors.

### At a Glance

Topic	Dillsboro	Dearborn County
Population Estimate (2015)	1,320	49,455
Growth since 2010 Population Estimate	-1.12%	-1.29%
Total Housing Units (2015)	597	20,199
Median Household Income (2014)	\$39,120	\$58,000
Poverty Rate (2014)	16.5 %	9.3%
Mean Travel Time to Work (minutes) (2014)	31.3	29.8

Source: U.S. Census Bureau

# Chapter 1 | Introduction

The second table looks at key economic indicators as defined by OCRA, which is funding this planning process and oversees many community grants. 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 the new Heritage Pointe Park.

## HISTORY OF DILLSBORO

Dillsboro was laid out in 1830. It was named for James Dill, a general in the War of 1812 and a local resident. The Dillsboro post office, established in 1837, was spelled Dillsborough until 1893.

The following is summarized from the book, *The History of Dearborn County, Indiana: Her People, Industries and Institutions*, by Archibald Shaw.

The town's first merchant was David Gibson who was succeeded by Jacob Egelston. Egelston sold his store to William Glenn, who was also the proprietor of the first hotel in town. Not many years after the town was laid, a cooperage business became an important industry. Additions to the town were made in 1837 and 1855 by G.V. Swallow and John Lenover.

## Key Growth Indicators from OCRA

Topic	Dillsboro, IN	Comparison Year/ State	Difference
Assessed value <sup>1</sup>	\$31,092,317 Budget Year 2015	\$30,904,017 Budget Year 2016	-0.61%
Population <sup>2</sup>	1,335 Estimate 2010	1,320 Estimate 2015	-1.12% Change '10-'15
Per capita income level <sup>3</sup>	\$18,163 Dillsboro 2014	\$24,953 Indiana 2014	-27.21%
Educational attainment <sup>4</sup>	79.9% H.S. Diploma or More Dillsboro '14	87.6% H.S. Diploma or More Indiana '14	-8.79%
	10.9% Bachelor's or More Dillsboro '14	23.6% Bachelor's or More Indiana '14	-53.81%

### Sources

1: Indiana Department of Local Government Finance, Certification of Net Assessed Values by District Report 2015-2016

2: U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2015

3: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates, Per capita income in past 12 months (2014 dollars)

4: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates, Educational Attainment



The Dillsboro Oil and Gas Company in 1900 found neither oil nor gas, but did uncover an inexhaustible stratum of mineral water which showed qualities of medicinal value to people suffering various afflictions.

This discovery led to the Dillsboro Sanitarium Company's incorporation in 1911. The company built a comfortable building with a broad piazza with 56 rooms and later grew.

In 1910, Dillsboro had a population of 425 people. It was on a major east-west road near the Baltimore and Ohio railroad running between Cincinnati and St. Louis. By this time, the town had paved streets, electric lights and a graded high school.

A directory of businesses in 1915 included an airdome, blacksmiths, candy makers and five grocery stores.

Over time, changes to modes of transportation, commuting patterns and finally the rerouting of U.S. 50 depleted energy from the town and shrunk its population.

## HOW TO USE THIS PLAN

This document expresses 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 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 beginning; implementation 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.





## CHAPTER 2 | VISION and PLAN SUMMARY



# Chapter 2 | Vision and Plan Summary

## OVERVIEW

Dillsboro has in place the elements it needs to revitalize downtown. Those key pieces are:

- **Physical Infrastructure:** Streets, sidewalks and curbs through most of downtown are in good condition.
- **Human Infrastructure:** A Main Street group is now in place and working with the town's newly hired economic development director and a forward-thinking town council.
- **Money:** Although it won't last forever, the town still receives a share of gambling revenues from the county, which it has put to good use.
- **Land & Buildings:** Key buildings and properties throughout the central business district were acquired by the town, which makes local government a key stakeholder in new development.



If those juicy assets weren't enough, the town has another possible wave of good fortune on the way – development of a new port nearby is likely to trigger interest in Dillsboro as a place to live.

These factors amount to an encouraging set of circumstances, but the town still needs a plan to capitalize on them. There must be a system in place – driven by town leaders – to direct the future of the available buildings, land, etc. In other words, the town needs a business plan that spells out its goals and a game plan for achieving them. Without a plan, these assets could be frittered away piecemeal, without fitting into the overall vision of downtown's future.

Through the following chapters, ending with the Implementation Plan, this document will lay out a business plan for Dillsboro's revitalization.

## VISION FOR OLD TOWN

While Dillsboro's considerable assets were listed above, there is one key ingredient still missing: people. New residents and visitors are needed to fuel the projects envisioned in this plan.

Making the town more desirable by improving the quality of life – along with the regional development mentioned earlier – should contribute to that needed growth. But it won't happen all at once, and so town leaders should plan for phased growth.

Phase I is laying the foundation for development, making sure that investments don't get too far ahead of actual increases in population or visitors. For instance, a new, large restaurant built to serve a regional base of customers would be a high-risk proposition right now, because there are no other regional anchors to support it.

Instead, incremental growth – the creation of new shops and services that make life more pleasant for current residents and occasional visitors – should be the first goal. This phase should focus on the repair and reuse of existing buildings – it doesn't make sense to build new when there are underutilized buildings already available. The first goal, then, is to slowly restore and repopulate downtown using existing buildings.

Phase II focuses on new infill growth, using the town-owned land as a basis to form public-private partnerships with developers. Details on both phases can be found in the Implementation Chapter.

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

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

- Downtown is a prominent employment

center, providing jobs for 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 town.
- A healthy downtown core protects property values in surrounding neighborhoods.
- 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.

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

## DOWNTOWN CHALLENGES

Until issues such as declining population are reversed, revitalizing the community will be a slow process, even with the town's many assets. Until downtown is made desirable again as a place to live and visit for residents and visitors, the success of newly launched businesses is likely to be hit-or-miss.

## DOWNTOWN ASSETS

As it pertains to potential growth, the town's assets are plentiful. They include:

- Infrastructure in good condition
- A dedicated Main Street group, town staff and town council
- A source of revenue from gaming money
- Town-owned land and buildings.

## THE ELEMENTS OF REVITALIZATION

The remainder of this document explains the steps needed to both bolster local quality of life in general and to restore downtown specifically.

The report examines three elements of revitalization: design/ infrastructure, the buildings and the economy. The current status of each of those elements are examined in the Evaluation of Existing Conditions Chapter.

The Proposed Improvements Chapter highlights key problem areas in each of the elements and describes general approaches to correcting them. The Combining the Elements: Implementation Chapter has a series of projects for launching Dillsboro's revitalization efforts. Detailed projects sheets are included for:

### Design/Infrastructure

- North Street Improvements
- North Street Park
- Front Street Connector Trail

### The Buildings

- 12854 North Street building improvements
- 12945 North Street building improvements
- 12869 North Street building improvements

### The Economy

- Create a business plan
- Create a revolving loan fund
- Create a Tax increment financing (TIF) district
- Form a local investment group
- Review code for housing

This plan will take time to be fully realized. The Combining the Elements Chapter includes an implementation chart which identifies an economically responsible and planned strategy to organize projects and realize the full plan.





## CHAPTER 3 | EXISTING CONDITIONS



# Chapter 3 | Existing Conditions: Design & Infrastructure

## INTRODUCTION

This chapter provides an outline of the discovery phase of the master plan process in which the existing conditions and policies of the Town were analyzed. Specific elements within this phase included:

- Design and Infrastructure
- The Buildings
- The Economy

## DESIGN/INFRASTRUCTURE

### DOWNTOWN LAND USES:

As is typical of most small, Midwestern towns Dillsboro has experienced significant losses in downtown commerce and housing as a result of changing socioeconomic trends and well-intentioned “improvements” to infrastructure such as the relocation and widening of U.S. Highway 50 and school consolidations. Despite the losses and challenges, there is a strong interest in the long-term viability of the downtown, and new investment in the core of the downtown along North Street.

The remnants of the commercial core of Dillsboro can be seen in the historic structures located along North Street in the downtown area. In the late 1800’s and early 1900’s the town included many neighborhood services for the community including a post office, grocery/drug store, barber shop, hotel, shoe shop, and various doctor’s offices. Many of these buildings remain vacant today or have been converted to

residential uses.

With the exception of these buildings along North Street and a few businesses along Front Street, the remaining areas of the downtown are residential in use. For a downtown to become successful it must have a mix of residential and commercial uses. In this sense, Dillsboro has a ready base of customers for new businesses which serve their needs.

There are a handful of successful businesses in downtown. These uses include Janet’s Diner, T.C.’s Sidestreet Tavern, the Post Office, Dillsboro Drug Store, IGA Grocery Store, Hairlines Salon & Boutique, a barber shop, a number of banks and The Blue Willow to name a few. In addition, the Town Hall and the Fire Department are located in the downtown along with a number of active churches, a library, senior housing and an elementary school. Together these uses create a small but steady stream of customers visiting Dillsboro. One of the major challenges for these establishments and the town of Dillsboro is the draw of larger communities such as Lawrenceburg and Cincinnati which are relatively close to Dillsboro. Despite these challenges there is still strong interest in the long-term viability of the downtown and finding ways to capitalize on the unique qualities of Dillsboro to bring more commercial uses to the town creating a reason for more people to visit and therefore revitalize the downtown.





## PROJECT LIMITS



### Revitalization Plan Project Limits

The project limits for the downtown revitalization plan include the “core” of the downtown along North Street. The limits stretch from entrances along U.S. 50 at Short Street and Front Street to the southern end which includes Dillsboro Community Park. The western border of the project limits starts just east of the elementary school. The eastern end of the project limits is Washington Street.

# Chapter 3 | Existing Conditions: Design & Infrastructure

## ADJACENT NEIGHBORHOODS:

Single-family residential neighborhoods are located to the south of the project area largely along State Road 62. The remaining area around Dillsboro is largely rural with large farmsteads and remotely located homesteads.

There are a number of multi-family apartment homes located just outside of the project area. The Dillsboro Village Apartments helped to create an increase in population in the 90's. Maple Glen Apartments located off of Bank Street is located on the north side of town.

The Waters of Dillsboro - Ross Manor Retirement Home is located directly north of the project area. The Waters is surrounded by lakes and includes a wheelchair accessible path around the grounds. The retirement home is located within the historic Dillsboro Sanitarium. The Sanitarium was built in the early 1900's and was a popular vacation spot in the 1930's and 1940's. The resort declined in popularity towards the end of the 1940's and was eventually sold and re-purposed as a retirement community.

Dillsboro Elementary School is located on the edge of the project area to the west along North Street as it transitions into State Road 62. A few of the students at the elementary school who live in the downtown area ride bikes to school or walk to school. Prominent crosswalks are located at North Street connecting downtown

sidewalks with the elementary school sidewalks. However, one of the key roadways along which kids walk to school does not have sidewalks.

Oakdale Cemetery is located to the north of town across Highway 50. Also located on the north side of U.S. Hwy. 50 are a few businesses including the Dollar General, U-Haul Neighborhood Dealer, Performance Lawn and Garden and the Village Pro Hardware.

U.S. 50 has become a major challenge for

Dillsboro. The limited access highway creates a barrier for nearby residents to the north and is a safety concern for residents and visitors. In addition, the fencing along the highway creates a prime environment for fence row planting and growth to create a visual barrier to the town. The town feels that the highway has "hidden" Dillsboro and created an inhospitable environment for visitors wishing to explore small Indiana towns.



The Waters of Dillsboro-Ross Manor



Residential Along North Street



Dillsboro Community Park



U.S. Hwy. 50



IGA Grocery Store

# Chapter 3 | Existing Conditions: Design & Infrastructure

## VEHICULAR AND PEDESTRIAN CIRCULATION:

The early development of Dillsboro occurred along North Street. Still today the majority of activity in the town is located along North Street. After U.S. Hwy. 50 was relocated to the edge of town the majority of vehicular traffic travels past Dillsboro.

State Road 62 enters Dillsboro from the south and turns along North Street. During most times of the year this brings welcome traffic through the middle of town with the exception of Homecoming Days. The traffic is then rerouted along downtown to allow for pedestrians only on North Street.

Dillsboro has an extensive network of sidewalks and a few multi-use pathways (see Map 2). There is a pathway located on the private property of the Waters of Dillsboro. However, this pathway is open to the public and is connected to the downtown through public sidewalks. The other pathway is located in the Dillsboro Community Park. This is a heavily used path and shows the demand for additional facilities of this type. Although there are a few gaps in the sidewalk system the majority of downtown has adequate sidewalks. In addition, North Street has Americans with Disabilities Act (ADA) accessible sidewalks with accessible ramps at roadway intersections. There are a few areas of sidewalk that have begun to deteriorate and will need repair in coming years.

The residential streets in Dillsboro act as collectors for State Road 62 and U.S. 50. Most of these streets are wide and have sidewalks on one or both sides of the streets. These streets have a lower volume of traffic and low speeds. The connected network of sidewalks creates a very walkable downtown.

In addition, the distances between destinations within the downtown area is very walkable. Figure 1 shows a local mall (the Florence Mall) overlaid on top of the project area. It's common for a person to walk from one end of a mall to the other on a shopping trip. In addition, most of the time people will walk from a distance in the parking lot and then to the other end of the mall. This graphic demonstrates how walkable downtown Dillsboro is.

## PARKING:

On street parking occurs in an informal manner along some of the streets with most streets accommodating parallel parking. Individual parking lots also occur near the majority of existing businesses. It is common for downtown areas to feel that they have a lack of public parking when buildings are located along a street front but away from a surface lot. Although Dillsboro has an adequate number of parking available (see Map 3), the town will need to continue to evaluate parking as new projects create demand. Future growth will create additional parking needs which can be addressed as development occurs.

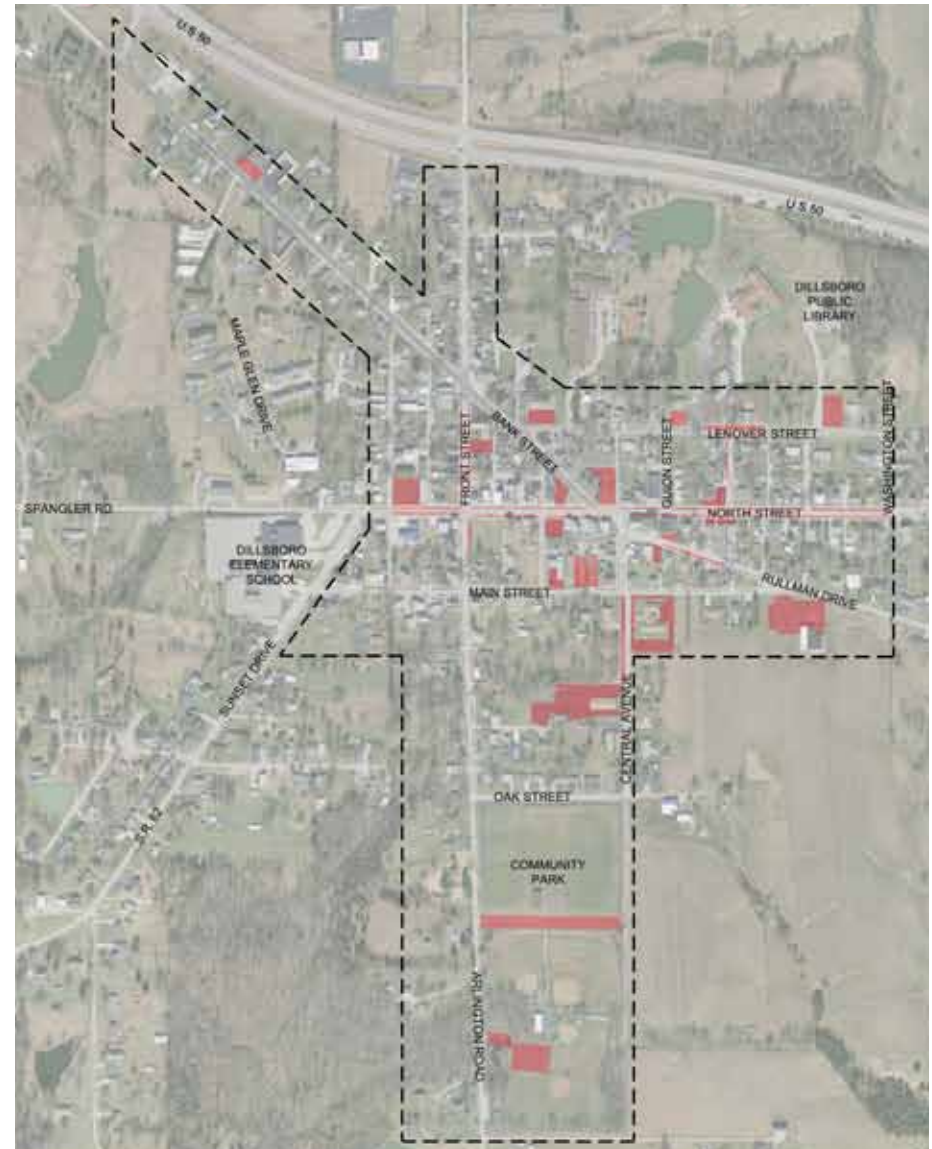


Figure 1 - Florence Mall Overlay Walkability Exhibit

### SIDEWALKS/PATHWAYS



### EXISTING PARKING



# Chapter 3 | Existing Conditions: Design & Infrastructure

## 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 residents 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.

Dillsboro has a number of cultural features (see Map 4). These include several churches, Dillsboro Elementary School, and the Dillsboro Community Park. The elementary school is a particularly important cultural feature located adjacent to the downtown area. The school has an excellent reputation for academics and attracts many young families to the area. In addition, school events and the grounds of the school make it one of the beloved gathering spaces for the community.

The churches in the downtown area are also very important to the town. These organizations bring people into the downtown on a weekly basis. They are also active in the community and have provided community outreach programs in the past including service programs for Dillsboro beautification.

## UTILITIES:

Overhead electric and telephone lines typically dominate the overhead plane of Main Streets in downtown areas. North Street is one of the few streets in smaller downtowns which is free of overhead lines. The overhead lines exist along Front Street and many of the side streets parallel to North Street. Not having overhead power lines along the main commercial core of downtown is a unique advantage for Dillsboro. Many towns who would like to remove this visual obstruction do not have the financial means to do so. Dillsboro can continue to grow their commercial core along North Street without having to address this challenge.

North Street does contain the main conveyance system for other utilities underneath the pavement. This includes storm and sanitary sewer, as well as, gas and water. As improvements are made to the downtown core there may be cases where these utility lines will need to be repaired and updated as a part of the improvement projects. Although this does raise improvement costs it is also the ideal time to upgrade aging utilities which could cause larger problems for the town in the future.

As improvements are made to downtown, consideration should be given to incorporating green infrastructure solutions such as stormwater planters or rain discharge basins

that will help to alleviate the burden on the conventional storm sewer system and also help to cleanse the water prior to reaching the creek.



Saint Peter Lutheran Church

### EXISTING CULTURAL AMENITIES



# Chapter 3 | Existing Conditions: Design & Infrastructure

## OPEN SPACE AND NATURAL FEATURES:

Open spaces and natural features contribute to the vitality of downtown development, becoming one piece of the overall amenity infrastructure network. They provide a place to gather, play, eat, or just enjoy the outdoors. Dillsboro has an open space within the downtown core in Heritage Pointe Park and a heavily used recreational park at the Dillsboro Community Park.

Heritage Pointe Park is located at North Street and Bank Street. This pocket park contains seating areas, plantings, flag display and a decorative town clock. The park also includes pedestrian scale lighting. This park can provide the standard for site furniture and pedestrian lighting for future improvements within the downtown. Having consistent site amenities



Heritage Pointe Park

helps to create a cohesive visual aesthetic adding to the “brand” of the town.

The Dillsboro Community Park is located on Front Street at the southern limits of the project. The Community Park is an active part of downtown and provides many amenities for the community including a walking path, playground, ball fields, basketball courts, soccer fields, and shelter houses with restrooms. The park is utilized for league play and practices. It is a central activity destination for the town.

## LIGHTING:

Lighting in Dillsboro consists of highway grade state road lights. They are spaced appropriately to provide minimum light for vehicles traveling through downtown. These lights are mounted on large utility poles. The town should consider including historical fixtures which are sized and spaced to meet the needs of pedestrians. Heritage Pointe Park provides a good standard for pedestrian lights. The light poles could include supports for planters or banners. Not only would these fixtures provide a historical look to the streetscape providing more of a “Main Street” feel but would also encourage more pedestrian use when paired with other streetscape improvements.

## PLANTINGS:

Plantings in the downtown area are limited to a grassy strip between the roadway and the

sidewalk along North Street and Bank Street. In addition there are plantings located within Heritage Pointe Park which are maintained by the Main Street Association. Hanging baskets are added to the park in the springtime and maintained throughout the summer.

Plantings along a roadway and incorporated into commercial districts can change the character of a corridor. The town should consider ways to incorporate new trees along North Street and Bank Street, as well as, Front Street. The town should also consider opportunities to implement stormwater planters along roadways, especially North Street. Not only will this create more of the historic character and visual image that people associate with old town Dillsboro but it can provide environmental benefits with planters designed to filter and cleanse stormwater from the roadway and adjacent building roofs. Plantings can include street trees, lawn panels,



Stormwater Planter at Curb Bump-Out



planters and stormwater planters in curb bump-outs.

### **GATEWAYS:**

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

In Dillsboro gateways are particularly important to notify motorists of the town's location. Hwy. 50 has 3 access points into Dillsboro. Current signage along U.S. 50 includes the standard green INDOT sign. The town also has a monument sign at the edge of town along S.R. 262. This gateway marks the limits of the town but is outside the limits of the downtown and located in a residential area of Dillsboro. The town needs additional gateways and signage along U.S. 50 to highlight the town's heritage and entice visitors into the downtown.

Heritage Pointe Park is located at the corner of Bank Street and North Street. Although it does not have entry signage for the town such as a "welcome" sign it does serve as an informal gateway into the downtown. This attractive pocket park is well maintained and provides a welcoming entrance to the downtown.



Informal Gateway Into Downtown - Heritage Pointe Park



Entry Signage Along S.R. 262



U.S. Hwy. 150 Signage

# Chapter 3 | Existing Conditions: Buildings

## INTRODUCTION

### ARCHITECTURAL OVERVIEW

The architectural section analyzes the built environment of historic Dillsboro. Suggestions are provided for restoring vibrancy to the buildings while also setting the stage for maximizing their potential for ongoing and future uses. This section identifies the buildings that define the core downtown and looks at the historic structures that serve as links to Dillsboro's past. Areas for improvement, places of concern, building under-utilization, and strategic locations for building anchors are identified. The area along North Street between the intersection of Highway 62 and Mulford Street currently defines the downtown core. This area also represents the greatest potential for a vibrant commercial core for the future. Most readily recognized as the downtown core, it is defined by mixed use and commercial buildings with the greatest density. This portion of town is also interspersed with residential uses of varying densities – some single family and some multi-family.

Only St. John's Lutheran Church and School are nationally recognized on the National Register of Historic Places. There may be opportunities for the designation of other historic properties or districts. The Dearborn County Interim Report – Indiana Historic Sites and Structures Inventory (Indiana Division

of Historic Preservation and Archaeology – March 1983) identifies the boundaries of the Dillsboro Historic District. Numerous contributing structures noted in the inventory remain relatively unchanged from the date of the inventory. Other properties of significance are also noted. See: <http://indiamond6.ulib.iupui.edu/cdm/compoundobject/collection/IHSSI/id/12549/rec/10>.

The following sections begin with a listing of preservation related organizations and the roles they play in the community. This is followed by an assessment of the historic character

and general condition of the buildings within the district. The Proposed Improvements section provides recommendations for the implementation of local design guidelines, seeking National Register of Historic Places designation for the Dillsboro Historic District as well as key individual properties, and a checklist for Historic Structures Maintenance.

The Downtown Revitalization Plan study area encompasses the boundary of the Dillsboro Historic District. Preserving the remaining historic buildings offers a tangible link to Dillsboro's past and provides the context





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 of a

distinctive feature, 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.

for future development. The following Best Practices, adapted and paraphrased from the Secretary of the Interiors Standards for Rehabilitation (Standards), offer general guidance for an approach to historic preservation and restoration.

(A copy of the complete Standards can be found at: <https://www.nps.gov/tps/standards/rehabilitation/rehab/stand.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



# Chapter 3 | Existing Conditions: Buildings

## Organizations

In October 2016 The Office of Community and Rural Affairs welcomed Dillsboro as a member of the Indiana Main Street Program.

The Dillsboro Community Partnership – an Indiana Main Street Community, is a “group of community members and business leaders dedicated to creating a vibrant downtown by fostering hometown pride, enhancing and promoting growth and supporting local businesses and organizations to strengthen the quality of life in Dillsboro,” by following the four principals of the Main Street Approach – Design, Organization, Promotion and Economic Vitality. The Main Street Approach is “most effective in places where community residents have a strong emotional, social, and civic connection and are motivated to get involved and make a difference.”

See <http://www.in.gov/ocra/mainstreet.htm> and <http://www.preservationnation.org/mainstreet> for more information regarding the Main Street program for the State of Indiana and the national Main Street program.

## Indiana Landmarks

Indiana Landmarks is a State wide non-profit organization established to “save the places that matter to Hoosiers.” By restoring and repurposing historic buildings, Indiana



Landmarks hopes to reconnect people to heritage and revitalize communities. The Indiana Landmarks Southeast Field Office is in Aurora and offers technical assistance and guidance on local, state and federal preservation programs.

Find out more about Indiana Landmarks at <https://www.indianalandmarks.org> regarding additional information and programs.



INDIANA LANDMARKS

Historic preservation is fueled by communities and the people who live, work, and visit there. More interest and active participation in the grass roots efforts are needed to generate energy to sustain and build enthusiasm and buy-in for preserving historic Dillsboro in anticipation of future growth.

## Dillsboro Community Partnership

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## GENERAL BUILDING ANALYSIS

For the purpose of this plan, the organization of the architectural existing conditions has been divided into two categories. These include the “core” area, primarily along North Street between Back Street on the west and Mulford Street on the East, and the balance of the area within the plan boundaries.

## BACKGROUND/HISTORY

The Dearborn County Interim Report - Indiana State Historic Sites and Structures Inventory (published March 1983 by the Indiana Division of Historic Preservation and Archaeology) summarizes the early history of Dillsboro. “The town was laid out by Mathias Whetstone and named for General James Dill, clerk of the Circuit Court at that time. Dill was also a soldier in the war of 1812, the First Dearborn County Recorder, and a member of the Indiana 1816 Constitutional Convention.” Early settlers David Gibson, Jacob Engelson and Samuel Wymond started businesses including a mercantile business, blacksmith shop and copper shop respectively. By 1838 the first religious structure was erected by the Methodist church. The current structure was constructed on this same parcel. Also in 1838 the post office was established with William Glen as postmaster. Additions to the town were made in 1837 and 1855.

The turn of the century brought the Dillsboro



Oil and Gas Company to determine if oil or natural gas was in the area of Dillsboro. Neither was found, but rich mineral water was! At the time mineral water was thought to have healing medicinal value. One of the largest extant structures in town was developed during this time by the Dillsboro Sanitarium Company (incorporated in 1911) on the site of Dr. Mueller’s office and house. The building was designed to house 60-75 persons “seeking mineral water cures.” The building has been rehabilitated and has undergone various additions to be adaptively reused as a nursing home. The facility and grounds are in close proximity to what was once the mineral

well pumps. Located on Lenover Street, the building still has a strong presence in the north part of town just north of the core area.

By 1910, Dillsboro’s location on a major road running east and west through Indiana, and its location near the Baltimore and Ohio Railroad which ran between Cincinnati and St. Louis helped to make it a pretty progressive town. Its paved streets were illuminated with electric lights, and the community even had a high school! Old Highway 50 (now North Street) ran through the heart of the town and naturally saw the greatest amount retail and commercial development. Goods and services were

## Chapter 3 | Existing Conditions: Buildings

centered in this general area and served much as it does today with mixed and residential uses interspersed with commercial.

The town's proximity to what is today US Highway 50, is both Dillsboro's challenge and its asset. Sitting just north of the downtown core, the highway zips past Dillsboro without even a tip of the hat. This isolation lends itself to the quiet, slower pace of the downtown making it more pedestrian friendly and a quaint little pocket, yet remote to those just passing through. Conversely, the highway can also

be seen as one of its greatest asset allowing large numbers of travelers to pass through the area and locals from nearby communities' easy access to the town – both ideal for potential growth.

When assessing current and existing building conditions, the Dearborn County Interim Report (interim Report) has been used as a baseline for determining significance. The Interim Report establishes various classifications for the buildings inventoried. When a building is noted as "O" or outstanding, the

inventory suggests the structure meets the basic criteria of possessing outstanding significance on the national, state or local level for history, architecture, environment and/or integrity. Buildings rated "N" or Notable are recommended as potentially eligible individually for the Indiana Register of Historic Sites and Structures. A "C" or Contributing classification suggests the building contributes to the density, continuity and/or uniqueness of a district, but alone would not appear to be eligible for the National or State Registers. The "R" Reference rating are sites considered



later or badly altered pre-1940 structures. “N” or Non-Contributing buildings do not meet the criteria for inclusion in either Register and are generally considered intrusions.

### **CORE AREA**

The core area continues to reflect Dillsboro’s historic growth and the area with the greatest density and historic commercial development. This part of town falls entirely within the Dillsboro Historic District as identified in the Interim Report. Much of the commercial and historic development of the town is focused in this area on the former Highway 50. Some of the oldest buildings are clustered along this route. Not unlike other communities that were not the location of the county seat, the development pattern was generally along a major transportation route and was often linear in form. Evidence of this development pattern remains consistent even today with commercial establishments, service providers, government buildings, churches, the fire station, and school all fronting North Street or in very close proximity.

### **NORTH SIDE OF NORTH STREET**

The north side of North Street between Western Row and Mulford Street is dotted with vernacular residential structures, a church, multi-family residential and commercial/office

uses. There is little continuity and no clear established streetscape. Building setbacks are varied and vast parking lots interrupt the street plain with expansive voids. Even so, a nice mix of uses and buildings of various scale and architectural style provide visual interest.



## Chapter 3 | Existing Conditions: Buildings

### 13023 North Street

**Classification:** Contributing

**Construction Date:** c. 1870

**Style:** Carpenter-Builder

The house retains its original simple gable form but has been altered with the installation of vinyl siding and vertical panels. Original windows and doors have been removed and replaced with new materials.





**12990 North Street**

Classification: Notable

Construction Date: c. 1865

Style: Italianate

This early commercial building sits prominently at the northeast corner of Front and North Streets. The brick structure is two stories in height and retains much of its original character. Replacement windows and doors have been installed but are respectful of the original masonry openings. The building serves as nice anchor for the western edge of the core.



## Chapter 3 | Existing Conditions: Buildings

### 12945 North Street

Classification: Contributing

Construction Date: c. 1870

Style: Commercial

While the second floor siding has been removed exposing newer particle board sheathing, the original character of the decorative shingle ("fishscale") siding in the gable and what appears to be original opening sizes remain. Currently used as a residential property, this is a perfect example of what most likely was a mixed use building, possibly with two commercial storefronts and upper level residential.



**12963 North Street**

Classification: Outstanding

Construction Date: c. 1876/1911

Style: Romanesque Revival

St. Peter Lutheran Church is a landmark structure with its central bell tower reaching to the sky as one of the tallest structures in the community. The simple building form, ornate bell tower with mansard roof and punched arched opening filled with beautiful stained glass windows are surviving features. The church prominently sits central within the core.



# Chapter 3 | Existing Conditions: Buildings

## 12949 North Street

Classification: Notable

Construction Date: c. 1870

Style: Carpenter Builder



**12933 North Street**

Classification: Notable

Construction Date: c. 1870

Style: Carpenter Builder



# Chapter 3 | Existing Conditions: Buildings

## 1291 North Street

Classification: NA

Construction Date: NA

Style: NA

Heritage Park was developed by the Town of Dillsboro to celebrate the town's heritage in honor of its centennial in 2015. The town currently owns the property and the local Beautification Committee maintains the property.



**12899 North Street**

Classification: Non-Contributing  
Construction Date: Unknown  
Style: Contemporary Commercial

The US Bank building has a significant presence at the juncture of Bank Street, one of the primary entrances into town, and North Street. The more recently constructed building has a more suburban development pattern, but contributes nicely to the streetscape character with mature landscaping and appropriately scaled signage. The surface parking lot runs to the sidewalk edge and would benefit from additional landscaping to define its borders and provide clear definition between vehicular and pedestrian traffic.



## Chapter 3 | Existing Conditions: Buildings

### 12875 North Street

Classification: Contributing

Construction Date: C. 1850

Style: Carpenter Builder

This charming little commercial building dates to early Dillsboro and is perfectly representative of the quaint, approachable storefronts that make Dillsboro so charming. While the building has seen later alterations including vinyl siding and larger storefront windows that probably occurred in the early 1900's, it still maintains its character. At the rear of the building is an attached residential use.





**12869 North Street**

Classification: Contributing

Construction Date: c. 1900

Style: Carpenter Builder

The steeply sloped cross gable, interesting hexagonal corner feature, and mixed storefront and residential placement of windows suggest this building has had various uses and an interesting history. Its current use is a barber shop. The basic building form and scale are not compromised by the more recent surface alterations including vinyl siding and reduced window sizes. Evidence of the building's original configuration most likely lies beneath.



## Chapter 3 | Existing Conditions: Buildings

### 12857 North Street

Classification: Notable

Construction Date: c. 1890

Style: Vernacular/Carpenter-Builder/Eastlake

Another beautiful example of the intermingling of commercial and residential, this wonderful house in the Eastlake style is located right in the heart of town. Many of the Eastlake features remain including fish-scale gable shingles, fretwork at the porch and decorative window hoods and trim. Even the gutter end caps remain. A rusting, but virtually intact original wrought iron fence and gate remain at the sidewalk line. Unfortunately a compromised, open roof, if left unchecked, will lead to the house's further decline and ultimate demise.



**10053 Guion Street**

Classification: Reference

Construction Date: c. 1950

Style: Modern

Based on the characteristic ashlar limestone facing and low roof, this structure appears to have received a new façade in the 1950's. Located behind the newer front is a long, low one-story building running along Guion Street. The brick coloring and simple detailing suggest a construction date c. 1940. The design suggests a more utilitarian use than is current use as a local tavern and Carry-Out.



## Chapter 3 | Existing Conditions: Buildings

### 12827 North Street

Classification: Outstanding  
Construction Date: c. 1930  
Style: Bungalow

An outstanding example of residential Bungalow style, this house features many characteristic detail such as the long sloping roof form with large front-facing dormer, massive piers framing an expansive front porch, and multi-paned windows and doors. The property is more spacious and offers a nice grassing border adjacent to the public sidewalk.



**12805 North Street**

Classification: Non-Contributing

Construction Date: c. 1965

Style: Modern

Janet's Diner is a popular local dining establishment at the eastern edge of the downtown core. The building is located on the northwest corner of North and Mulford Streets and is surrounded by parking to service its clients. Currently no definition exists between the public sidewalk and the lot other than a change in surface material.



## Chapter 3 | Existing Conditions: Buildings

### 13036 North Street

Classification: NA

Construction Date: NA

Style: Modern

The new fire station sits at the west end of downtown before Front Street curves to become Sunset Drive at the Dillsboro Elementary School. The building serves as a public anchor building in the core.



**13002 North Street**

Classification: Contributing

Construction Date: c. 1870

Style: Carpenter-Builder

This building is listed in the Interim Report as a house, but the infilled first floor openings suggested this once was configured with storefronts. The structure immediately west is listed as the Grange Hall, also dating to c. 1870, but its original function is no longer apparent from the exterior.



## Chapter 3 | Existing Conditions: Buildings

### 12988 North Street

Classification: NA

Construction Date: NA

Style: NA

This large vacant parcel of land at the southeast quadrant of the intersection of Front and North Streets is owned by the Town of Dillsboro and ideally located for new development.





**12966 North Street**

Classification: Notable

Construction Date: c. 1885

Style: Carpenter-Builder

This building is very similar in character to one across the street at 12945 North Street. The simple gabled structure is two stories tall with an open span on the second floor. The first floor is arranged with two storefronts with a center demising wall. The western storefront retains much of its original storefront materials and details.



## Chapter 3 | Existing Conditions: Buildings

### 12958 North Street

Classification: Contributing

Construction Date: c. 1920

Style: Carpenter-Builder

The vinyl siding, alterations to the windows and entry door and the addition of the second floor porch have diminished the original character of this simple one and one half story house.



**12940 North Street**

Classification: Notable

Construction Date: c. 1870

Style: Carpenter-Builder

The original character of this 1870's building has been obscured by the addition of aluminum siding and new windows. The porch configuration is somewhat odd for the period and may also be a later alteration. Further investigation would be required to determine if the underlying condition would warrant renovation to its original period.



# Chapter 3 | Existing Conditions: Buildings

## 12930 North Street

Classification: Reference

Construction Date: c. 1975

Style: Modern

The location of this small commercial office building is more suburban in its relationship to North Street. An expansive parking lot abuts the public sidewalk



**12916 North Street**

Address: 12916 North Street 106

Classification: Reference

Construction Date: c. 1890

Style: Commercial Carpenter Builder

Even though vinyl siding covers the original materials, evidence of the late nineteenth century building remains in the first and second floor windows and general façade configuration. It appears the structure was once two commercial spaces, most likely with a center demising wall. The second floor may once have been residential space for first floor shop owners



## Chapter 3 | Existing Conditions: Buildings

### 12970 North Street

Classification: Reference

Construction Date: c. 1890

Style: House Carpenter Builder

The building form suggests its probable Italianate style. Vinyl siding and replacement porch posts have compromised its historic appearance.



### 12900 North Street

Classification: Reference

Construction Date: c. 1870

Style: Commercial Carpenter-Builder

Only the decorative chimney suggests a historic building lies underneath later alterations. The pair of entrances suggest this once had two commercial businesses.



## Chapter 3 | Existing Conditions: Buildings

### 12892 North Street

Classification: Reference

Construction Date: c. 1970

Style: Modern

The slight setback from North Street as well as its more suburban style indicates the house is from a more recent period of construction.





**12880 North Street**

Classification: NA

Construction Date: NA

Style: NA

This lot at the convergence of North, Rullman, Wood and Bank Streets was once occupied by a house built c. 1870, now demolished. The vacant lot is owned by the Town of Dillsboro. With proximity to the center of the downtown core, this property is prime for new development.



## Chapter 3 | Existing Conditions: Buildings

### 12870 North Street

Classification: Contributing

Construction Date: c. 1860

Style: Italianate

Located on the point of the intersection of North and Rullman coming in on a diagonal this early Dillsboro building continues to anchor the heart of the community. With high visibility entering Dillsboro on Bank Street, this building holds much potential for a future use. Currently the storefronts are vacant, but a small local bar is planned for the site. The upper floor is used for apartments. The building retains much of its commercial Italianate style with broad eaves, high second floor windows and large storefront windows which were once capped with transom windows.



### 12854 North Street

Classification: Notable

Construction Date: c.1870

Style: Italianate

The Masonic Hall is the most prominent building on North Street and the tallest in the heart of the downtown core. Much of its Italianate form still exists with its deep cornice (however brackets may be missing), tall stacked windows with limestone window heads and sills and brick construction. The first floor appears to have been altered in the early 1900's with large storefront and transom windows and a new brick veneer. The brick coloring is different than the upper story brick and instead more resembles the color and style of the brick at the Tavern immediately across the street behind the more recent c.1950's façade. The building has two first floor commercial spaces, currently used for storage, and upper floors are used for apartments.



## Chapter 3 | Existing Conditions: Buildings

### 12836 North Street

Classification: Reference

Construction Date: c.1955

Style: Modern

This mid-1950's commercial building remains unaltered and retains its original detailing from its date of construction. Ashlar limestone, aluminum second floor windows and storefronts, and clay tile coping are typical of the period. Having exceeded the fifty year mark as historic, the building may now be considered as contributing to the district.

As part of the original construction, the adjacent one story portion of the building serves as the post office for the town of Dillsboro. It too retains its original storefront.



**12820 North Street**

Classification: Outstanding

Construction Date: c.1870

Style: Italianate

This two-story frame house is a beautiful example of the Italianate style. It retains much of its original form with a wraparound porch adorned with decorative turned columns and trim, turret, stacked tall chimneys and bracketed cornice. The house has lacked general maintenance for a number of years and the porch floor is missing in locations. Ornamental trim and siding is suffering from exposure to the weather. The roof has been kept generally weather tight preserving much of the original carved woodwork on the interior.



## Chapter 3 | Existing Conditions: Buildings

### 12806 North Street

Classification: Reference

Construction Date: c.1850

Style: Federal

Buried under later siding and windows and an infilled front porch is a very early Dillsboro building. While well maintained and preserved, investigation into the underlying conditions may reveal a structure of historic value to the community. As a surviving early example of Dillsboro architecture, these are the types of buildings that even though altered would be protected until some future date when a more accurate restoration may occur.



**12804 North Street**

Classification: Reference

Construction Date: c.1860

Style: Carpenter Builder

Noted in the Interim Report as “Civic Building,” later alterations have made it difficult to discern the original 1860’s character of the building. It appears a later brick face and new windows have been installed. Further investigation may suggest the original interior structural framework is intact and forms the existing building’s shape.



# Chapter 3 | Existing Conditions: Economic Development

## DEMOGRAPHIC TRENDS

The population of Dillsboro declined slightly from 2010 to 2015 and is now estimated at 1,320. This population trend directly reflects Dearborn County, which also lost residents and is now estimated at 49,331.

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.



## CULTURAL AND SOCIAL RESOURCES

The central business district is still the cultural center of the community. Many events are centered around the new Heritage Pointe. The Dillsboro Main Street group, Civic Club and other organizations hold annual downtown events including:

- Homecoming Festival in May
- Farmers' Market from May through September
- Easter Egg Hunt
- Summer concerts
- Heritage Festival in September
- Hometown Christmas

## EXISTING DEVELOPMENT PLANS

There are few hidden problems or unexamined goals in Dillsboro. Over the past several years local leaders held several planning processes, which showed similar opportunities and challenges. A summary of goals found in those reports include:

### **Southeast Small Business Development Center Community Entrepreneur Initiative (2014)**

The initiative asked – then answered – if the community offered these key services needed for business growth:

- Discounted accounting services to new businesses? **Yes.**
- Attorneys with small business, start-up experience? **No.**
- Good advisors for financial planning? **Yes.**
- Talent recruitment/help with human resources? **No.**
- Support for information technology? **No.**
- Marketing firms? **No.**
- Are there micro-lending resources or crowd funding? **No.**
- Is there a revolving loan fund? **No.**
- Have you explored state and federal financing programs? **No.**
- Is there an existing angel investor group? **No.**
- Are there other sources of seed capital that you have identified? **No.**
- Do you have access to venture capital? **No.**



## Comprehensive Plan Update for the Town of Dillsboro, Indiana (2014)

- Collaborate with local organizations, churches and similar entities to develop community activities, events and projects.
- Encourage increased involvement of youth and children in community improvement and celebration activities.
- Provide new retail, entertainment and service opportunities by encouraging the development of new businesses.
- Enhance available employment opportunities by encouraging new employers to locate in the area.
- Promote the success of existing and future businesses by developing incentive programs, such as a community involvement awards program or an opportunity for sponsorship or collaboration on local improvement projects.
- Develop strategies and programs to eliminate empty lots and buildings within the community.

### 2nd Community Forum (2014)

- The Finance Committee said their #1 objective is financing, followed by a vision for addressing community needs.
- The Business Committee said they need a more structured organization.
- The Signage Committee said their concerns are INDOT restrictions on signage along U.S. 50, limited access preventing

development, and focus on in-town signs and map at the park.

### CURRENT IMAGE

During the steering committee and public meetings, there was recognition that downtown is in pretty good shape but needs some work and has untapped potential.

For example, many downtown sidewalks and curbs are new, but some historic properties, such as the Mulford House, are in serious need of repair. In fact, the town council, fearing for the condition of some buildings and land, acquired several properties and cleared them. There is concern that many residents – especially young people – don't see the community as vibrant or a good bet for a prosperous future.

### ECONOMIC DEVELOPMENT TOOLS

To build its economy, Dillsboro will need to utilize all available resources and local organizations. Fortunately, some groups or resources that can help promote growth are already in place, including:

- Dillsboro Main Street organization, which was certified by the state in 2016.
- The gaming money Dillsboro receives for development projects. The amount is \$450,000 a year, with a reserve of about \$1.3 million.
- The Beautification Committee, which has

an impressive resume of successful projects including Heritage Pointe and keeping the downtown flower pots looking good.

- Civic Club of Dillsboro, which organizes the Homecoming Festival and runs the community center.
- Town of Dillsboro Redevelopment Commission, which was established to oversee the community's first Tax Increment District to promote industrial and business development.
- The Ross Foundation Inc., a non-profit corporation.
- The Dearborn County Convention, Visitor & Tourism Bureau, which promotes tourism and business in the county.
- The Dearborn Community Foundation, which supports projects throughout the community.
- An active town council willing to invest in the community by acquiring key properties and hiring staff to promote development.

If Dillsboro is to succeed in its expansion efforts, it will need to have basic economic development tools in place. Traditional instruments used to promote growth are:

1. Support programs for entrepreneurs and existing businesses
2. A tax increment financing (TIF) district
3. A revolving loan fund
4. Design guidelines and standards
5. A downtown investment group

# Chapter 3 | Existing Conditions: Economic Development

**Support programs:** Dillsboro is a small community without most of the resources found in larger cities, such as a chamber of commerce or a tourism bureau. Dearborn County has many of these organizations, but some are not well connected to Dillsboro.

Increasing partnership opportunities with county-wide organizations is vital to the town's growth. Without these partners, the Main Street group will be the likely candidate to organize and carry out most of the local programs and projects. At a minimum, these county wide groups should be invited to an update about the completion of this revitalization plan.

**Tax increment financing (TIF)** districts are crucial to the development of a downtown area. Once an area is designated as a TIF district, increases in property taxes as a result of development are available for further development in the district. TIF districts generate money necessary for construction, repairs, façade programs, etc.

If Dillsboro is to realize the large-scale revitalization outlined in this plan and take advantage of the buildings and land it has already acquired, it will eventually need to have a TIF district in place to capture and redirect the increased property tax payments back into restoring downtown. The town already has TIF districts that do not include the central business district, but adding another for downtown is a complex process that will require public support and legal and financial advice.

**A revolving loan fund** is used by many communities to improve downtown. No- or low-cost loans are given to business owners for projects to support operations or improve the look of buildings. The loans help businesses kick-start projects that otherwise would have been neglected.

Some communities also offer loans or grants for capital expenses. This program has risks, though, as some business owners will not be able to pay the loan back in a timely manner – or at all. This reduces the amount available for others. In addition to the grant, support services and advice should be in place to help the businesses succeed in downtown.

In Dillsboro, setting aside a percentage of gaming money to build a revolving loan fund would make an excellent investment.

Design guidelines and standards can be a mechanism to maintain the small town charm of Dillsboro and make it more inviting for guests and citizens. Design standards will direct future streetscape and building work to create an aesthetically pleasing atmosphere in the place you want businesses and pedestrians. Design guidelines and standards can address building materials, alignment, awnings, signage, etc.

Opponents of design standards say that local government bureaucracy and added compliance costs can discourage downtown

investment. Proponents believe that these guidelines and standards are necessary to protect from one or more bad buildings negatively affecting the street and other area businesses.

Dillsboro does not have design standards protecting downtown, and without them local property owners have little incentive to pay attention to the town's goals of historic preservation.

**A downtown investment group** can be effective for creating growth. With it, a group of local investors with a shared vision for Dillsboro can target buildings and revitalize them to house shops, restaurants and more.

Some buildings in downtown are available and, combined with the town-owned property and local interest in seeing change, Dillsboro has the perfect ingredients for a successful downtown investment group.

## MARKET CONDITIONS

### Traffic Counts

Traffic counts are useful to business owners who want to know how many cars drive past their storefront. Entrepreneurs also use traffic counts when scouting for ideal locations for their new shop or service.

In Dillsboro, traffic counts are conducted on state roads by the Indiana Department of

Transportation (INDOT). INDOT uses a system called Annual Average Daily Traffic, which represents the average of all daily traffic using the road in both directions throughout the year. In Dillsboro counts are made on U.S. 50 and SR 62/North Street.

The traffic count at the intersection of North Street and Front Street is near the heart of downtown. About 1,875 vehicles pass that spot daily, according to a 2016 INDOT report. Traffic at that area has been growing at about 3 percent a year.

On U.S. 50 near Front Street, 8,372 cars passed daily in 2016, according to INDOT. That traffic has been growing steadily at about 14 percent a year.

### Business Inventory

There are 130 establishments in Dillsboro, according to the Indiana Department of Workforce Development (IDWD). The biggest are The Waters of Dillsboro-Ross Manor with 150 employees, Lifetime Resources Inc. with 80 and Dillsboro Elementary School with 45.

There are 16 retail trade businesses in Dillsboro, according to IDWD. Key downtown business anchors include:

- Blue Willow House

- Caldwell Diner
- DeVries Funeral Home
- Dillsboro Drug Store
- Friendship State Bank
- Hair Lines Salon & Boutique
- IGA Foodliner
- Janet's Diner
- J&J Liquor
- T.C.'s Sidestreet Tavern
- U.S. Bank

- U.S. Post Office

Village Pro Hardware and the Dollar General are grouped in a shopping center on the north side of U.S. 50. It is a primary goal of this plan to direct new growth along North Street. Every store not directly in the central business district siphons off potential energy from downtown, even if it's only five blocks away.



# Chapter 3 | Existing Conditions: Economic Development

During focus groups, residents said the town had many needed businesses, and they could walk to the doctor's office, post office, grocery store, banks, library and restaurants. Their list of desired new businesses included a chiropractor, dentist, more restaurant options (including outdoor seating) and some choices for evening entertainment, such as a brew-pub.

The current inventory of existing businesses does not include everything needed for a vital downtown. Few places are open at night or on weekends. Ironically, having a small inventory of businesses does not mean that there's room for almost any new enterprise to succeed. A newly opened business is particularly vulnerable, and its chances for success are greatly increased if it's surrounded by thriving shops and services.

SDG has created some downtown revitalization principles to provide a framework for understanding how revitalization projects usually unfold. The principles 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 Dillsboro's current market.

## Local Investment

Business owners can't be expected to pour their

livelihoods into a struggling downtown unless they see the town is backing them up. Are the streets clean and policed? Is the town doing anything about empty, crumbling buildings? Is the town's own property well maintained?

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

In Dillsboro: The town has invested considerable resources in its infrastructure, including streets and sidewalks. Additionally, the town has bought key buildings and property with revitalization in mind. By continually investing in downtown, 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 customer to local 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. The BBQ place in Converse, IN, is an excellent example. 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 locals to spend their money on.

In Dillsboro: While it should always be on the lookout for businesses that will pull people from a wider area, the town probably has some



work to do before it can recruit operations that consistently attract tourists throughout the year (and not just for short-term events or festivals). Businesses that serve local people will have a greater potential for success in the short term.

### **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 Dillsboro: “Cleaning up the town” is frequently high on the list of projects supported by residents in other communities during a revitalization planning process, but in Dillsboro the public spaces are kept in good repair. While some homes have been abandoned or severely neglected, most roads, sidewalks, curbs and town-owned lots are well maintained.

### **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



# Chapter 3 | Existing Conditions: Economic Development

just the right time in just the right place and is smashing 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 Dillsboro: Entrepreneurs are likely to be a key ingredient to new business growth. The Main Street organization should focus on fostering them.

## Locally Grown

National chains will show interest in a community when – and only when – all the correct variables are in place. These factors include traffic patterns, population density and spending habits. 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 Dillsboro: Until it builds its capacity to support more regional-drawing businesses, Dillsboro should concentrate on independent business owners and entrepreneurs. Committing to this decision can help focus marketing efforts.

## 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 Saturdays.

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

in a fragile economy needs a support system.

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

In Dillsboro: The town should focus on recruiting or helping launch a suite of small, complementary businesses.

### **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 Dillsboro: Property acquisitions and an eager town council are a good start, but local leaders will need to move forward on many of the recommendations made in this report to trigger continual revitalization.

### **Expectation Management**

It took decades for most downtowns to sink into underuse and it will take years to even partially restore them. In some cases it may not be possible at all.

It is important, though, to coldly study local 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.

### **PRIMARY CHALLENGES**

As this chapter has shown, the stars are aligning for development in Dillsboro, but the old town hasn't reached that tipping point toward sustained revitalization – yet. Here are the main reasons why:

- **Competition from Lawrenceburg & Cincinnati Region.** Even steering committee members admitted they do most of their weekend shopping and big nights out in larger cities to the east. Dillsboro won't be able to match those metropolitan areas for selection, so it must rely on niche shops.
- **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 and should involve more people living downtown.







## CHAPTER 4 | PROPOSED IMPROVEMENTS



# Chapter 4 | Proposed Improvements: Design & Infrastructure

## INTRODUCTION

Revitalization of downtown Dillsboro will require a multi-layered approach utilizing the communities assets including its buildings and infrastructure. This section includes proposed improvements for the 3 elements identified in the existing conditions chapter including design/infrastructure, the buildings, and the economy. Proposed improvements focus on the many ways that Dillsboro can leverage its assets to return vibrant commercial use to the core along North Street. Following this chapter is the implementation chapter which details specific projects utilizing the following proposed improvement recommendations.

- Few streetscape amenities including trees and site furniture along North Street
- Lack of downtown gathering space for family oriented activities

### Summary of Strengths and Opportunities:

- Cultural assets like the elementary school and churches bring people to downtown
- Regional destinations like the Blue Willow and the Homecoming Festival
- Heavy volumes of commuters traveling past Dillsboro on Hwy. 50
- Easy access from Metropolitan Cincinnati via Hwy. 50
- Commercial buildings available for

development

- Proximity to Cincinnati creating an attractive place for families and workers looking for lower cost of living
- Maintains the “small town” living with character of buildings and size of town
- Well developed assisted living industry with associated amenities
- Town-owned property in the center of the downtown providing an opportunity to create a local gathering space and kick-start development
- Active group of residents driving improvements and new community events

## DESIGN/INFRASTRUCTURE

### Summary of Liabilities:

- U.S. Hwy. 50 limits access and visibility to downtown
- Increased amenities in neighboring communities in direct competition with Dillsboro to attract new businesses and retain existing residents
- Vacancy in historic buildings threatening the structural integrity of these buildings
- Perceived lack of parking
- Lack of destination activities and attractions that catalyze new mixed-use development, particularly urban storefront retail and restaurants



**Street and Parking Improvements:** Street improvements are recommended for Front Street in downtown. The primary goal is to implement improvements which enhance the downtown's character to provide an infrastructure amenity framework to encourage downtown development. The image on the right illustrates an example of a streetscape which included improvements such as street trees and site amenities including seating and lighting. Curb bump-outs provide pedestrian refuges at intersection crossings and includes planters to enhance the streetscape.

Specific improvements for Front Street include:

- Install crosswalks at key crossing across North Street.
- Add new pedestrian scale street lighting, trees, benches and litter receptacles and planters in areas planned for commercial development.
- Add curb bump-outs at intersections with planters including stormwater planters to filter stormwater.
- Pedestrian focused "street carpet" of pavers at the intersection of North Street and Front Street to enhance the festival area with street area to be dedicated to pedestrian traffic only during events.
- Banners on pedestrian light fixtures to announce festivals and events.



Streetscape elements in Bloomington, Indiana

**Parking recommendations:**

- Paint parking spaces along North Street to organize and maximize on-street parking
- Install curb bump-outs to limit parking near intersections increasing pedestrian crossing safety and to slow traffic along North Street
- Install wayfinding to direct traffic to available parking along backs of buildings
- Re-evaluate parking regulations to ensure they are appropriate for commercial uses rather than residential uses when located in historic residential structures.

## Sidewalks

Although sidewalks exist along most streets in Dillsboro there are areas of town where sidewalk improvements are needed. Areas of sidewalk deterioration should be identified and included in the town budget to repair. Intersections should be evaluated to identify sidewalks which do not have ADA compliant ramps and crosswalks. In addition, areas of town such as Western Row which see a lot of pedestrian traffic, especially children walking to school, should evaluate options to increase the safety of pedestrians along these corridors. Sidewalks would be the ideal solution but are not always possible with limited right-of-way. Other measures such as speed tables and curb bump-outs can be utilized to slow traffic along these roads. A connected network of sidewalks and walking paths provide not just pedestrian connections throughout town but also provide recreational opportunities for residents. Dillsboro has an active community of walkers and cyclists which utilize the existing network and demonstrate the demand to complete and enhance the network.

## Multi-Use Trail

Multi-use trails are another important tool for connecting residents to different recreational and cultural amenities in the town. These facilities can also become destinations drawing residents from the community and

adjacent communities for recreation. When trails are connected to other amenities with the use of sidewalks, they not only serve as recreational assets but become part of the general infrastructure of the town creating a more connected community. The greater the connection, the greater the opportunity for growth in the community. There is also an environmental benefit when residents can get around without using their cars.

*Map 5 - Proposed Improvement Infrastructure Diagram* shows the network of proposed pedestrian and bicycle network and connections between destinations. Improvements along North Street are one of the top priorities recommended in this plan. Another top priority is the Front Street Connector Trail. This multi-use trail will provide an important connection between the downtown and the Dillsboro Community Park. This not only provides a non-vehicular connection between the two destinations but also creates a recreational loop utilizing the walking path around the park and the network of sidewalks in downtown.

## Crosswalks

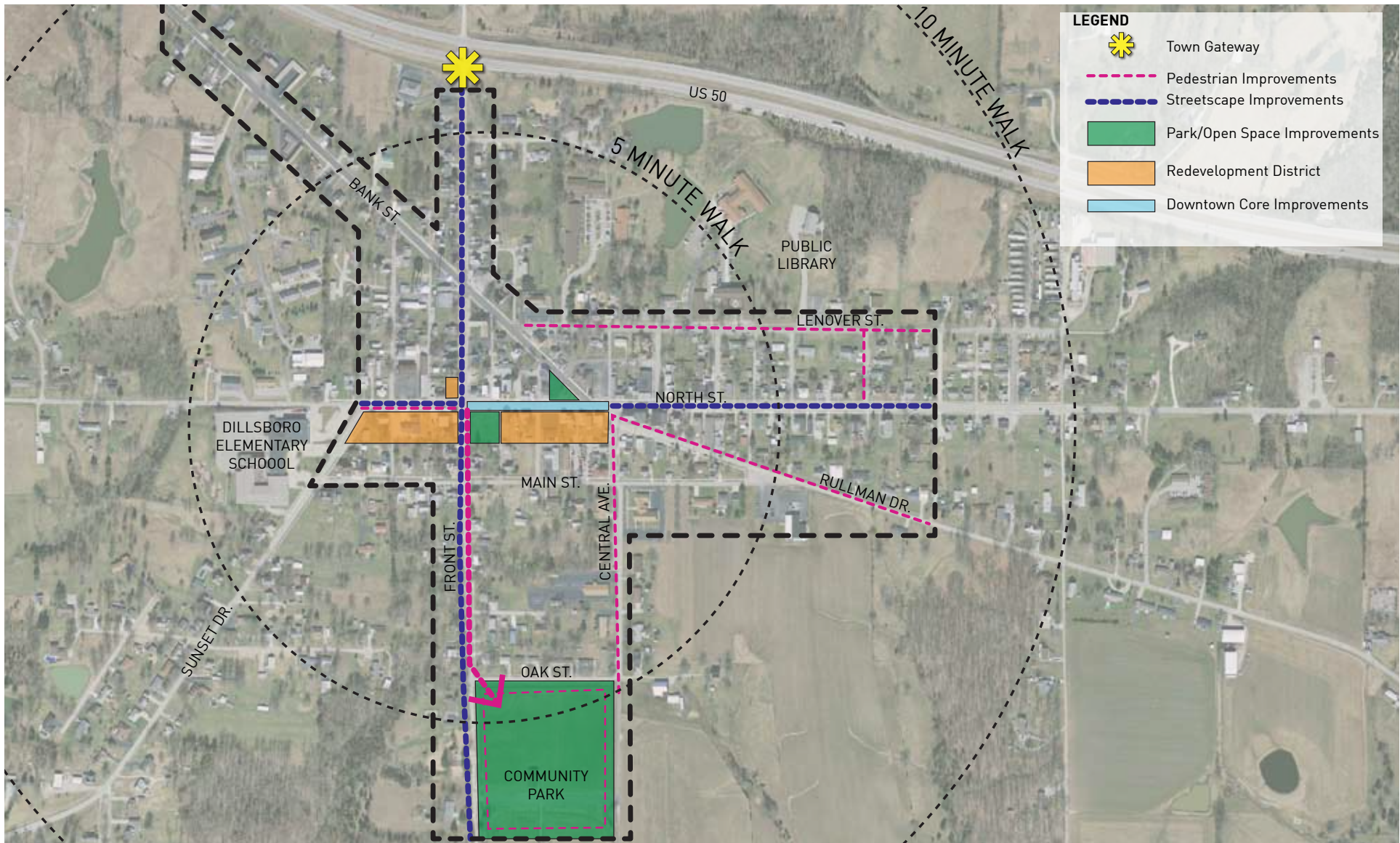
Just as it is important for people to be able to safely walk along streets, people must be able to safely cross streets. Downtown Dillsboro does have crosswalks but they are not consistently located at every intersection. The elementary school does have prominent

crosswalks connecting the school grounds with downtown sidewalks. As development occurs along North Street, crosswalks will become even more important.

A number of tools are available to improve safety and make crossing easier. Crosswalks are used to assist pedestrians in crossing streets but also to help 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 Dillsboro. Decorative pavements, brick patterns, and other enhanced markings may be used to enhance the aesthetic appearance of crosswalks at key locations such as gateways to a shopping district on North Street.



### PROPOSED IMPROVEMENTS INFRASTRUCTURE DIAGRAM



# Chapter 4 | Proposed Improvements: Design & Infrastructure

## Downtown Park:

Although Dillsboro currently has the Community Park located fairly close to the downtown area its location still leave the town with a gap in its amenity infrastructure. The softball, baseball and soccer fields are heavily used and a destination point for the town. However, a new central gathering space in an open green park can attract new businesses to the downtown area by creating a destination for residents of the town and the surrounding county. The park should be designed to include infrastructure to support current and planned

future events such as Farmer's Markets, festivals and celebrations. Activities should be planned for the park to increase pedestrian traffic for nearby businesses.

Features in downtown urban parks should include an open lawn for general gathering and play as well as performances on a proposed event stage. During the winter the lawn can be re-purposed as an ice skating rink or simply used for holiday decorations. Additionally, the park could include a unique playground such as a nature inspired adventure playground to

be enjoyed by families and children. Other features for the park include seating, food vendor/retail spaces, shelters, spaces for reflection and sidewalks which connect with the network of sidewalks and trails.

It should be noted that with the addition of a downtown park there will be additional needs for parking. The new park design will have to include parking within its limits and connections to overflow parking in the surrounding downtown.



Main Street Square - Rapid City SD



Main Street Square - Rapid City SD

### Public Sign System:

While business and building signage is covered under the Proposed Improvements for buildings section, improvements to wayfinding signage are recommended within this section to enhance navigability throughout the Dillsboro community for both pedestrians and motorists.

Suggested improvements include:

- Develop a design standard for public signage within Dillsboro 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.



Pedestrian Wayfinding



Interpretive Signage

### Site Furnishings:

Standardized site furnishings can not only create character in the downtown area but can begin to set an uniform aesthetic for the entire town. Site furniture also provides a more utilitarian purpose with benches for seating, trash receptacles for trash, and lighting to increase safety and encourage use during more hours. Having a common family of these furnishings which is compatible and complimentary to the signage helps with creating a unique street environment to attract more businesses and users.



Example Bench

# Chapter 4 | Proposed Improvements: Design & Infrastructure

## Street Lighting:

Street lighting has been discussed by the town to help create the downtown character that attracts new businesses. It not only increases safety in the area but can encourage a wider range of hours of use and can add to the character of the downtown. Not only the light fixture itself but other elements like seasonal banners or planters can also add to the character of the town.

Specific recommendations for street lighting include:

- Locate lights at regular intervals
- Select high efficiency fixtures such as LED that will be low maintenance
- Select lights that are pedestrian scale and that illuminate the sidewalk and the roadway
- Select lights that have similar character as other street furnishings and the signage

## Street Plantings:

Sidewalk improvements along North Street have provided a much needed amenity in the downtown area but in the process street trees and plantings were removed. This creates a stark environment for pedestrians along North Street and Bank Street. The small grass buffer between the sidewalk and the roadway is ideal for street trees. The limited space will require special considerations for these plantings such as species selection and incorporation of

engineered soils to ensure the plant viability. In addition to street trees, other plantings can be incorporated to add color to the streetscape environment and to help with stormwater runoff. Plantings can be provided in a number of ways including in raised planters, depressed

plantings at the grade of the sidewalk and hanging baskets. When designing plantings for downtown maintenance cost and time must be considered. Plantings will come as develop occurs along Front Street and there is more of an economic base to assist with maintenance.



Pedestrian Lighting in Heritage Pointe Park



### Gateways:

Gateways are used to announce the arrival at a place or landmark. Gateways come in a variety of forms and can incorporate interpretive elements which help to tell the story of a place. Gateways can be signs on the edge of a roadway, arch structures that reach over the road, or plantings at key locations to name a few. Gateways are particularly important to Dillsboro and would help to heighten awareness of the town to travelers along U.S. 50. Gateways can become landmarks for directions into the town but can also direct the wandering traveler looking for a new destination to explore.

Recommendations for gateways:

- Develop gateways with a similar character that evoke a character/brand which will identify Dillsboro.
- Construct a main gateway along Hwy. 50 at Front Street.
- Construct secondary gateway elements at Hwy. 50 and S.R. 262 and Hwy. 50 and Short Street. Secondary gateway elements might include plantings along with signage.
- Gateway improvements should include coordination with the Indiana Department of Transportation for roadway improvements. Roadway improvements might include a dedicated turning lane, improved lighting and flashing light, and beautification improvements.



Gateway Examples

# Chapter 4 | Proposed Improvements: Buildings

## SUMMARY OF LIABILITIES

The existing, solid building stock and town owned available land are key components in the town's revitalization. So where are the stumbling blocks?

- **A Diminished, Well-defined Downtown Core:** Over the last half century, the historic building stock has been whittled away as a result of demolition or significant alteration, inevitably sacrificing the built environment that once established the town center.
- **Lackluster Appearance:** Deferred maintenance and lack of ongoing investment and improvements in the existing buildings and vacant properties leaves an impression of a tired, unkempt community lacking vibrancy.
- **Failure to Optimize and Celebrate the Historic Buildings that Remain:** Currently there is only one Dillsboro property listed on the National Register of Historic Places - St. John's Lutheran Church and School (7291 State Road 62) which is located outside

the study area. The Dearborn County Interim Report – Indiana Historic Sites and Structures Inventory identifies the Dillsboro Historic District as a collection of significant and contributing buildings.

- **No Local Protections to Secure Investment:** the lack of design standards and broad zoning controls have allowed pretty much whatever to happen, happen. The result is a lack of cohesiveness or sense of place.





- **Lack of Incentives:** Currently there are no programs in place to assist struggling building owners or encourage budding entrepreneurs to invest in the downtown core.

#### SUMMARY OF STRENGTHS AND OPPORTUNITIES

- **Historic Buildings of Mixed Character:** Dillsboro has a variety of building types, scale, square footage and architectural style. The streetscapes are rich with potential.

- **Town Owned Properties:** The town's acquisition of abandoned and derelict properties have positioned itself well for development opportunities and the ability to control and guide the design and an appropriate use.
- **Friendly, Approachable Building Scale (hometown feel):** The generally one and two-story buildings found within the planning boundaries are perfect for local entrepreneurs looking to start a business or for those seeking a smaller community

in search of a safe place for family, and a dedicated and supportive community. The opportunity for mixed use is consistent with how many of the properties were used. Prices are affordable and space is ideal for your home to be located above your place of work.

- **Available Building Stock:** Dillsboro has a large stock of available buildings to begin development.
- **Main Street Group:** the Dillsboro Community Partnership: A solid Main Street organization interested in trying new things and seeking out opportunities provides an energy many communities are missing. Individuals interested in development seek a community like Dillsboro that is moving forward, and not backward, a community where leadership is driving a positive momentum

#### PROPOSED IMPROVEMENTS

The next step in the movement is how to maximize potential.

1. Develop guidelines to direct building renovation and new construction to standards the community values.
2. Implement a program with a "carrot and stick" approach to deter property neglect and encourage appropriate renovation.
3. Seek and optimize funding opportunities to jump start historic preservation and building renovation efforts.

# Chapter 4 | Proposed Improvements: Buildings

## INTRODUCTION

A clear set of Design Guidelines in an easy to use format would provide the town, property owners and potential developers and investors the necessary direction and guidance for new development and building renovation. Design Guidelines should be customized as needed to be as comprehensive or as basic to best meet the needs of the community. Guidelines which have been adopted by communities of various sizes both across the State and even the country serve as great examples of best practices and can be utilized as a guide when developing local standards.

The first item for consideration is whether the guidelines should be a voluntary or legislated? Should they be a suggested set of standards reviewed by a design review board or committee, or will they be legally established by local ordinance with review by a historic preservation commission or review board with the authority to manage a defined local historic district. The latter approach has the greatest ability to be enforced, but at the same time is more challenging to implement. Indiana Landmarks has assisted many communities through this process and offers guidance and direction for implementation. They have produced a publication, "Why Create a Preservation Commission" to assist communities through the misconceptions of historic district designation, why creating a local ordinance and commission is beneficial to a community and the importance

of a user-friendly set of design guidelines to provide a roadmap for rehabilitation and new construction.

(See <https://www.indianalandmarks.org/wp-content/uploads/2016/06/Preservation-Commissions-16.pdf> for additional information.)

In order to make the guidelines a living document, they need to be readily accessible, easy to understand, and illustrative in nature. The use of photographs and diagrams help to visually demonstrate the intent of the guidelines. Dividing the guidelines in different sections to address particular development or rehabilitation issues makes it easy to locate the area of interest for a particular project type. These sections might include residential renovation, commercial renovation, new construction, additions and demolition. Breaking up the document into smaller parts allows building owners to quickly find the standards that apply to them.

The development of the guidelines should be a public process as much as possible with leadership and direction from a preservation professional. Citizen involvement is imperative to successful implementation. Public work sessions, informative workshops and community meetings to share ideas are helpful in developing guidelines pertinent to the needs of Dillsboro. These public forums are ideal opportunities for educating the public

on the benefits of design review and how the process works.

Ease of access is helpful and necessary for the ongoing use. Publishing the design guidelines on the town's website is a natural place to look for information. Any misconceptions that the guidelines would be detrimental to development should be dissipated, and instead should be promoted as a positive tool for home and business owners to find answers to the special needs of historic buildings and also as a tool to protect their investment.

The following excerpt from the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings (U.S. Department of the Interior, Washington, D.C. 1977) captures the essence of the significance of preserving the historic buildings of our communities:

The following suggested sections illustrate typical content often included in design guidelines and propose a format that will provide additional visual information for document users. The following suggested guidelines for restoration of Dillsboro's historic buildings 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 an historic property or the use of Historic Preservation Tax Credits requires adherence to the Secretary of the Interior's Standards for Rehabilitation.

“Across the Nation, citizens are discovering that older buildings and neighborhoods are important ingredients of a town’s or a city’s special identity and character. They are finding that tangible and satisfying links to the past are provided by structures, shopping streets, and residential and industrial areas in their cities and towns that have survived from earlier periods. Often, however, these important buildings and neighborhoods have suffered years of neglect or they seem outdated for the needs of modern living. But with thoughtful rehabilitation, many can be successfully revitalized. In rehabilitating older resources to contemporary standards and codes, however, it is important that the architectural qualities that have distinguished them in the past are not irretrievably discarded and lost to the future.”

### BUILDING RENOVATION GUIDELINES

There is no one particular prescribed method of renovation that is universal to all historic buildings, thus the use of the term “guidelines” instead of hard and fast “rules.” Guidelines establish an approach and desired outcome. Often the path for accomplishing success

is unique based on a number of variables: condition, age, style, cost and personal preference. 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 the specific circumstances.

As a general rule of thumb, the following areas should be addressed in order of priority:

1. Remedy any structural damage or deterioration or significant threatening condition.
2. 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.
3. 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.

While this is not an all-inclusive list of general guideline sections, the following are the most common:

### ROOFS

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

Roofs in area defined as the Dillsboro Historic District are of a variety of types and materials. Many roofs have a simple gable form. Others are hipped or flat or complex. Materials include metal, asphalt shingle and EPDM. Seek professional guidance or the guidance of a qualified roofing specialist when making roof repairs or alterations.



# Chapter 4 | Proposed Improvements: Buildings

## 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 (gutters and downspouts) 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.
- If mechanical equipment and service equipment (solar devices, condensers, hatches, etc.) are to be installed on the roof, place 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

## STOREFRONTS

The traditional Main Street storefront as is typified by numerous Main Street commercial buildings across the State are few in number in the Dillsboro core area. The ones that remain primarily date to the late nineteenth and early to mid-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 new business image. Often storefront remodels give the streetscape its unique character and do not necessarily detract from its historic charm. Often the changes are representative 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. Because of the significance

of historic commercial fabric remaining, care should be taken to preserve and protect what features are left.

For information on the components of a traditional storefront see Anatomy 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, kickplates, and entry doors at their original locations and proportions.
- Restore details to the original appearance utilizing physical or photographic evidence. 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, kickplates, 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" facades 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.

## 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.htm>

## 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. Replacement mortar should match the historic mortar in strength, color and composition and joint tooling. 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.

# Chapter 4 | Proposed Improvements: Buildings

- Masonry that has never been painted should remain unpainted unless the brick and mortar is 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.

## 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 muntin 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.

## PORCHES

Porches often serve as the entry point of a building and are generally quite prominent

in their location and appearance. Stylistic features are often found on porches as they were an ideal location to highlight the design style of a house or building. Many times the original house will be preserved while the porch undergoes replacement to provide an updated or more "modern" appearance. Careful analysis should be given to the condition and character of remaining porches.

## RECOMMENDED

- Repair and retain original porches
- Assess the significance of a non-original porch to determine its own architectural or historic significance.
- Repair original porch floors or replace to match.
- Base the reconstruction of a missing porch on evidence including historic Sanborn maps, old photographs, paint lines, 'Ghost' paint images, and remnants of old foundations.





- Where little evidence exists, reconstruction of a porch should reflect the typical porch of the era while at the same time being identifiable as a more recent addition. Seek the guidance of a preservation professional with the design.

### **NOT RECOMMENDED**

- Alterations to historic porches, especially on main facades.
- Replacing original stone steps. Consider resetting stones to make them level or more stable.
- Replacing original wood floors with concrete or unfinished decking.

### **TRIM AND ORNAMENTATION**

It is often the trim and ornamentation that defines a building's architectural style. The loss of these features most likely will significantly alters the character.

### **RECOMMENDED:**

- Repair and preserve the original cornice, trim and decorative elements, even if worn or damaged.
- Replace with a replication only if damaged beyond repair or if the material is unsound. Missing decorative details may be added when there is evidence that they existed. Evidence can be found from old photographs, remnants left on the building, paint lines where parts were removed, nail

holes, old notches and cut outs in siding and trim. Observation of details on similar historic buildings can assist but is not always conclusive.

- New materials may be considered if they can be painted and the dimensions and the finished visual effect appears the same as wood.

### **NOT RECOMMENDED:**

- Fabricating a history that does not exist by using ornamentation that is foreign to a building or has no evidence of having existed. Removing decorative elements simply because they are not original to the building. They may have significance of their own or are evidence of the evolution of the building.
- Adding decorative details to parts of a building that never had such details. For example, window and door trim was sometimes different and more simple on the side, both sides or the rear of a building.
- Covering up original details.

### **WOOD SIDING**

Un-restored wood siding may appear beyond repair but may be in better condition than it looks. The preferred approach to restoring wood siding follows.

### **RECOMMENDED:**

- Retain all of the sound original wood siding.

- Repair and retain split boards by nailing and/or gluing with waterproof glue.
- Leave concave or convex boards as they are unless there is a problem. If necessary, repair by carefully inserting flat screws in pre-drilled holes and gradually tighten.
- Putty nail holes.
- Rotten sections should be cut out using a saw, chisel or knife. The new piece to be inserted must match the original in size, dimension, profile, and texture. It may be a new wood board or a salvaged board
- Missing boards should be replaced with new or salvaged wood boards to match the original.
- Siding should be primed and painted after removing all loose, flaking paint and gently cleaning the surface with a low-pressure water wash.
- Replacement of original siding is generally justified only by documented problems with the material's structural condition. Aesthetic reasons generally do not justify replacement. As a rule, the following are conditions that generally do justify replacement:
  - o Badly rotten wood
  - o Boards with splits (especially multiple splits) that cannot reasonably be repaired
  - o Burned wood
  - o Missing wood

# Chapter 4 | Proposed Improvements: Buildings

## NOT RECOMMENDED

Removing the original siding. Historic siding provides important physical evidence of a building's history and adds immeasurable value to a building's historic character. When historic siding is replaced with new wood siding, the irregularities that record the building's evolution through time and give it its character are lost. In short, the historic significance of a building where the original siding is removed is diminished. As a rule, the following reasons generally do not justify replacement:

- o To remove paint
- o To avoid repairs
- o To hide past or planned alterations To increase energy efficiency
- o To restore the "original" appearance (to look "new")

If wood siding is covered by insul-brick, aluminum, or vinyl siding, do not assume the original siding will need total replacement. Assess the situation only after total removal of the covering material. Assessment based on partial removal may lead to the wrong conclusion.

If replacement of siding is justified (partial or total), avoid using any material other than real wood with dimensions, profile, size and finish to match the original. Hardboard, plywood, aluminum, vinyl or other synthetic or unnaturally composed materials do not look, feel, wear or

age like the original and should be avoided. Generally, rough sawn wood is not appropriate.

It is neither necessary nor in many cases desirable to remove all old paint from wood. Methods to accomplish total removal of paint can be damaging to the siding and should be pursued with great care. The use of high pressure water blasting (over 600 psi), sandblasting, rotary sanding, or a blow torch should be avoided.

Caulking under wood siding is not recommended. Caulking prevents proper water evaporation and contributes to wood rot.

## 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.

- National paint manufacturers have historic color palettes such as the Sherwin Williams sample above. These serve as relatively "safe" color combinations. See <https://www.sherwin-williams.com/homeowners/exterior-color-schemes/find-and-explore-colors/paint-colors-by-collection/color-through-the-decades/1830s>



## 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.

## 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 build 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.

## 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.

## RECOMMENDED

- Historically significant awnings and canopies should be preserved and maintained.
- Awnings consisting of a metal frame covered with a weather resistant canvas is 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.

## SIGN GUIDELINES

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.

# Chapter 4 | Proposed Improvements: Buildings

- 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.
- 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

## GUIDELINES FOR 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, setbacks, 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.
- Colors 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.

## DEMOLITION GUIDELINES

Only in extreme cases should demolition be considered justified within the Dillsboro Historic district. contributing resources should be protected and preserved whenever possible. Demolition creates serious and irreplaceable gaps in the neighborhood fabric.

There may be instances when demolition might be considered and justified. The following guidelines should be taken into account:

- Significance – Is the building or structure of historic or architectural significance or does it display a high quality of material use or craftsmanship?
- Location – Does the building or structure contribute to the neighborhood context and street's appearance?

- Potential for Restoration – Demolition may be considered if the building or structure can be determined to be beyond all feasible economic repair. This is tricky unless measures are clearly established and a determining body is delegated to make a determination. Consider the use of preservation professionals or regional Indiana Landmarks staff to assist with a recommendation.
- Condition – Is the building or structure or portion thereof posing an immediate threat to public health and safety?

## MINIMUM MAINTENANCE STANDARDS

The purpose of monitoring building condition is primarily for the protection of public health and safety. A secondary outcome however is preserving neighborhood character and property values.

A responsible owner will maintain a property in a clean, safe, and sanitary condition including being free from waste, garbage and excessive vegetation. The building or structure should be maintained in good repair and be structurally sound including being free of deterioration and fire hazards. Openings (doors, windows, etc.) should not be broken or open and should be secured (locked), functioning, and tightly fitting. Foundations should be sound with no collapse or compromised materials. Walls

should be free of holes, rot, deterioration, or breaks. Features such as chimneys, decks, trim, drains, gutters and downspouts, etc. should be in good repair and safely anchored. Roof condition is critical to ongoing maintenance. Flashing and roof materials should be in good repair and structurally sound.

## ENTRYWAY CORRIDOR GUIDELINES

The way one enters a community can have a tremendous visual impact and lasting impression on visitors and residents alike. The three primary entrances at US Highway 50 from the west end of town onto Bank Street, through the center of town, but also a very dangerous intersection, at US Highway 50 and Front Street, and furthest East at the intersection of US Highway 50 and Old US Highway 50. Also important is the entrance into town from the south on Highway 62/Sunset Drive. Establishing local guidelines for key entryway corridors into Dillsboro can incrementally affect the overall character of the approach. It is important to establish the criteria for improvements to ensure the quality of development and change along these corridors will establish a positive impression of the community. The guidelines may provide directives regarding signage, landscaping, public infrastructure, building design, streetscape improvements, and other features which contribute to the corridors appearance and function.

# Chapter 4 | Proposed Improvements: Buildings

## Historic Structure Maintenance

General repair, maintenance, and cleaning not only preserve the longevity of buildings, but also contribute to the overall appearance of a community as welcoming and inviting. This does not necessarily require huge expenditures or extensive construction plans to have a positive and lasting impact. Maintenance is the solution to retarding deterioration. This involves regular inspection of the building's condition and a close eye for areas which are not performing as they should. Areas such as gutters, drip edges painted surfaces, and shingles are just a few of the design features that when working properly and in good condition can save and protect the building.

Below is a list of critical areas which require active and ongoing maintenance. Improving the appearance of your building can be accomplished with little or no investment when utilizing this checklist as a guide. (For additional information 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

Having water where it shouldn't be can have devastating effects if left uncontrolled.

Leaking roofs, improper flashing and missing or undersized gutters can quickly 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 – flat, sloped, gabled, hipped, shingled or tiled, etc. Inspect roofs annually, spring or fall or after a heavy storm. Inspect chimneys in the fall, and every five years seek the expertise of a mason. If there are active fireplaces, consult with a licensed chimney sweep. Inspect gutters and drainage every six months, before and after wet seasons and during period of heavy rain. Clogged downspouts and gutters filled with leaves and tree debris can be the worst culprits. Failing flashing is often the source of water infiltration, but can often be difficult to detect. Make sure flashing is secure and complete.

What to look for:

- Sagging gutters
- Crushed or dislodged downspouts
- Debris of leaves gathering in the gutters and valleys
- Vegetation growing from gutters
- Overhanging limbs or branches on or near the roof
- Missing or curled shingles

- Water ponding
- Cracks in the masonry
- Missing or dislodged chimney caps
- Evidence of water staining in the attic or ceiling

Simple maintenance methods:

- 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.
- Check that chimneys are free of nests and animals and that ventilation is occurring properly.
- Broom sweep leaves and small twigs from valleys and other roof collection points

See also Preservation Brief 4 – Roofing for Historic Buildings at <https://www.nps.gov/tps/how-to-preserve/briefs/4-roofing.htm>



## WALLS

The primary function of exterior walls is to keep out the weather, air infiltration and moisture. They serve as a barrier to keep out what should stay out – animals, birds, and critters of all sorts. Performing early maintenance and repairs provides the best chance to accomplish these goals.

Tackle wall inspection not only when the weather is dry, but in wet weather as well. Moisture patterns on exterior and interior wall surfaces sometimes provide the best clues to where walls may need work or repairs. Use a lift, sturdy ladder or binoculars to get a good look at the building's wall condition. Wood wall

surfaces may need more frequent inspections than a masonry or stone surface.

What to look for:

- Wall faces that look like they are out of plumb or are bulging
- Masonry cracking, spalling, or missing mortar
- Wood rot or splits in the wood
- Soft, mushy wood surface
- Moss or mold growth
- Problems where the wall surface is penetrated – areas such as light fixtures, hose bibs, railings, vents, etc.
- Peeling or bubbling paint surfaces
- Surface staining

Simple maintenance methods:

- Clear vegetation, overhanging limbs, volunteer saplings, invasive ivy from the exterior walls to allow good air circulation
- Lightly wash wall surfaces of dirt using the gentlest means possible – a garden hose and mild phosphate free detergent is often the best option
- Repoint masonry in areas where mortar is missing. Consult with a restoration masonry specialist. Consult Preservation Brief 2 – Repointing Mortar joints in Historic Masonry Buildings at <https://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints.htm>
- Replace damaged or wood siding with new boards to match the original. Surface imperfections are generally not a reason to replace siding. Small cracks and small holes that do not compromise the integrity of the material can often be easily patched and repaired
- Replace loose, missing or deteriorated caulk and sealant with an appropriate caulk or sealant design for specific materials of installations. Use backer rods where needed in larger joints



# Chapter 4 | Proposed Improvements: Buildings

## WINDOWS AND DOORS

Windows and doors are significant architectural design features of most buildings. Often when making quick repairs or updates, these elements are the first to go, but in doing so important features that define a particular architecture style or construction period are lost forever. Fortunately simple maintenance measures can extend their life and their ongoing purpose.

Historic windows and doors that remain should be preserved and protected whenever possible. Generally, the materials used historically to construct windows and doors are far superior to materials that can be found today. Ongoing care and maintenance will allow the doors and windows to continue to function for their original intended purpose.

Inspect windows seasonally, before painting season, to make sure they remain functional and weather tight. Heavily used doors are subjected to more wear and tear and need more frequent inspection for damage and good operating condition.

What to look for:

- Paint steel lintels over doors and windows, 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

- Check for missing or deteriorating caulk around door and window frames and masonry openings
- Wood window glazing securing the glass is often the first to fail. Check window panes to see if they rattle or move in their frames
- Loose or damaged hinges or other door hardware
- Are window and door locks secure and latch properly
- Broken or cracked glass
- Peeling paint
- Termite or carpenter ant damage
- Missing or damaged weather stripping
- Warped door thresholds

Simple maintenance methods:

- Replace cracked or missing glass
- Reputty window glazing and install new glazing points if needed to secure glass.
- Remove paint and clean hardware and hinges for smooth function
- Install durable weather stripping on doors and windows – spring metal or high

quality synthetic materials may be the best option.

- Check to see that drip edges and sills are draining water away from the unit.
- Fill cracks and damaged areas in windows and doors with wood filler or epoxy.
- Repaint or touch up paint
- Install storm panels or doors
- Wood sash that are sticking or do not close and latch should be adjusted. Use beeswax or paraffin to lessen friction. Paint buildup at the sash runs (the side recesses where the window sash moves up and down) should be removed to help improve operation.





For additional information see Preservation Brief 9 – the Repair of Historic Wooden Windows at <https://www.nps.gov/tps/how-to-preserve/briefs/9-wooden-windows.htm>

## 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. Identifying the underlying issues is often the most challenging. For more additional information, see Preservation Brief 2 Repointing Mortar Joints in Historic Masonry Buildings at <https://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints.htm>

What to look for:

- Missing or crumbling mortar

- Vegetation, mold or mildew
- Excessive dirt or pollutants staining the surface or collecting in masonry detailing
- Stepped or shear cracks in the mortar or masonry

Masonry repairs and maintenance is tricky territory and often the expertise of a skilled restoration mason or preservation professional is needed. There are many instances where simple maintenance methods are done incorrectly or with inappropriate materials and may have more damaging effects. Below are a few things that can be done to increase the longevity and performance of masonry.

Simple maintenance methods:

- Remove vegetation from masonry surfaces
- With a light low pressure wash like a garden hose, clean dirt and debris from the masonry surface
- Clean gutters and downspouts that if left unchecked will result in ongoing saturation of masonry units and joints

## FOUNDATIONS AND DRAINAGE

There is probably nothing more important to a building than a sound foundation. Making sure that the foundation condition is stable and doing its job is the first step in the preservation and longevity of the structure. As the foundation is directly supported by the earth around it,

how the stable the ground immediately around the foundation is important as well. Keeping moisture from entering the foundation or undermining the ground around it is imperative.

What to look for:

- Low spots around the foundation perimeter collecting water
- Staining or mold or mildew growth at the foundation wall surface
- Evidence of animal or insect infestation
- Foundation damage from impact

Simple maintenance methods:

- Check foundation for signs of rodent or insect infestation and at first sight address immediately
- Keep grade sloping away from the foundation. Add soil to fill depressions particularly at downspouts and splash blocks
- Make sure basements or crawl space vents are clean, clear and operable to allow proper ventilation
- Use snow shovels and booms to clear snow from foundation areas. Avoid the use of snow plows or blades as they can damage foundation materials
- Avoid the use of snow removal salts, fertilizers or other chemicals which may be harmful to foundation walls

# Chapter 4 | Proposed Improvements: Economy

## SUMMARY OF LIABILITIES

Town leaders have worked hard to align the community for growth, but downtown hasn't reached that tipping point toward sustained revitalization – yet. Here are the main reasons why:

- **Declining Economic Indicators:** As shown earlier in this report, Dillsboro lags behind the state in many key economic indicators including population growth, per capita income, educational attainment and assessed property values. Until issues such as declining population are reversed, revitalizing the community will be a slow process, even with the town's many assets. Until downtown is made desirable again as a place to live and visit for residents and visitors, the success of newly launched businesses is likely to be hit-or-miss.
- **Competition from Lawrenceburg & Cincinnati Region.** Even steering committee members admitted they do most of their weekend shopping and big nights out in larger cities to the east. Dillsboro won't be able to match those metropolitan areas for selection, so it must initially rely on niche shops.
- **Chicken versus 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 and should involve more people living downtown.

## SUMMARY OF STRENGTHS AND OPPORTUNITIES

As it pertains to potential growth, the town's assets are plentiful. They include:

- **Gaming money:** Wise use of these funds will be the single biggest driver to revitalizing old town.
- **Property and Buildings Acquired by the Town in Key Areas:** This is an example of the wise use mentioned above. Owning these assets puts the town in a much stronger position to attract new growth, because they have the flexibility to form public-private partnerships.
- **Infrastructure in good condition:** Another benefit of gaming money, these improvements put the town much farther ahead of other communities with crumbling downtown sidewalks, curbs, etc.
- **Regional Developments such as the New Port and Amazon Prime:** One key ingredient missing from downtown is people, as demonstrated through the stagnant population growth. These two regional developments offer an opportunity to attract new residents.
- **A dedicated Main Street group, town council and staff:** Similar to the benefits of having physical infrastructure in place,

human infrastructure such as a staff dedicated to economic development and a Main Street group are absolutely vital to implementing this plan. Dillsboro is well served in this regard.

## PROPOSED IMPROVEMENTS

1. Create a "business plan" that determines how available resources (gaming money, grants, etc.) will be used against future goals (a façade program, etc.).
2. Strengthen the support programs used to foster and launch new entrepreneurs as well as attract new businesses.
3. Create a Tax increment financing (TIF) district that encompasses the downtown.
4. Create a revolving loan fund to help kick-start new businesses.
5. Form a local investment group to and then create public-private partnerships to facilitate development of the town-owned property and buildings.

Specific projects to address these proposed improvements can be found in the Implementation Chapter.

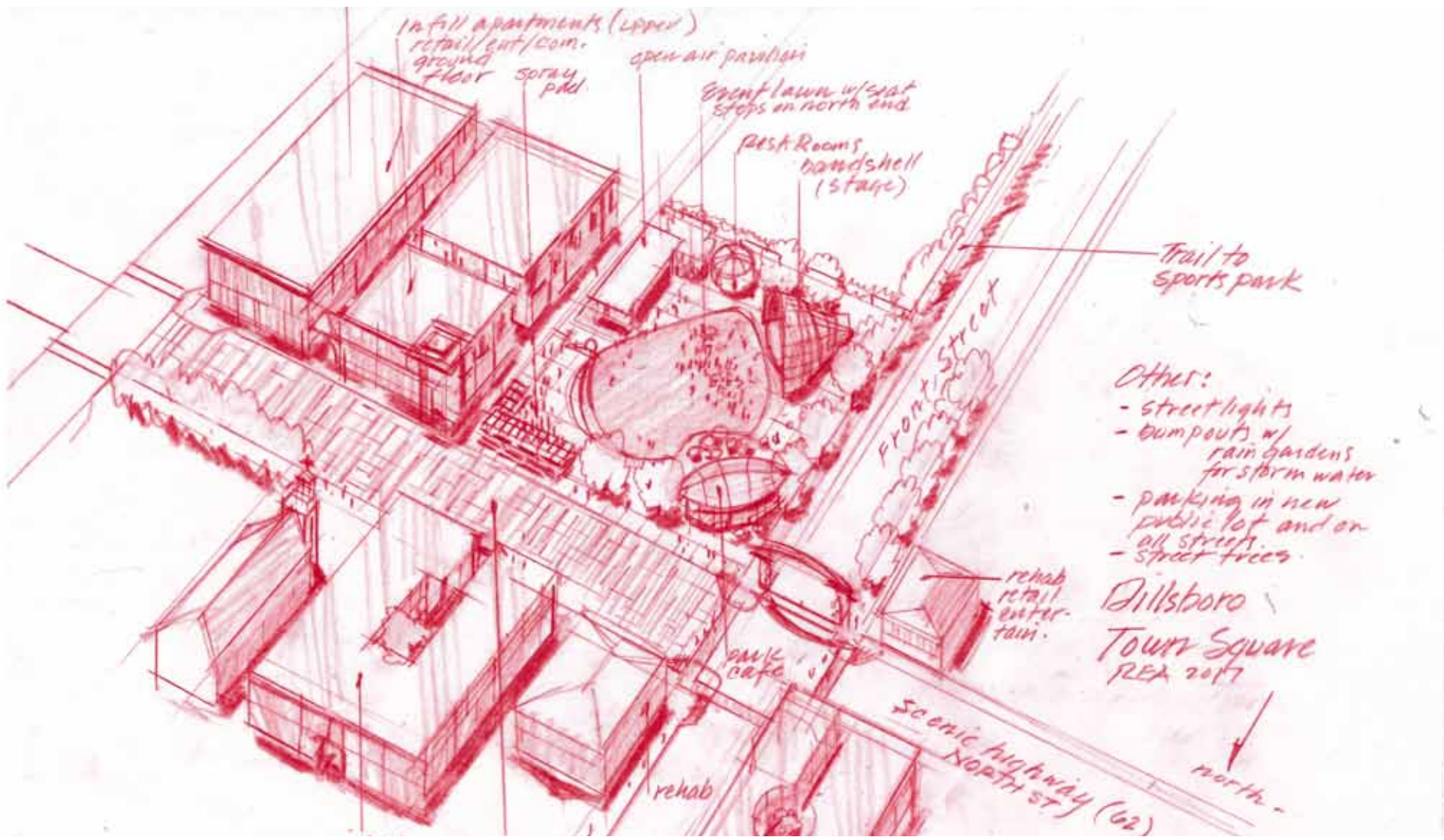
## TOWN OWNED PROPERTIES



**Property and Buildings Acquired by the Town in Key Areas:** This is an example of the wise use of gaming money and town funds. Owning these assets puts the town in a much stronger position to attract new growth, because they have the flexibility to form public-private partnerships.



# CHAPTER 5 | IMPLEMENTATION



## INTRODUCTION

Dillsboro has assets that would be the envy of much larger communities, including:

- Gaming money to use for economic development.
- Property and buildings acquired by the town in key areas.
- Infrastructure in good condition.
- A dedicated Main Street group, town council and staff.

However, one key ingredient is missing: people. New residents and visitors are needed to fuel the projects envisioned in this plan.

Many revitalization efforts focus on repairing a few storefront facades and perhaps recruiting a new business or two, but these small plans are unlikely to be successful in the long-term because these efforts are usually not enough; **they don't create the density of change needed to alter a community's economic fate.**

For that reason, Dillsboro needs a big plan that gathers all those assets and applies them to a long-term system, one that's designed to not only attract new businesses, but also residential growth downtown.

Taken as a whole, this plan makes the town more desirable by improving the quality of life. Those amenities, along with the regional development mentioned earlier, should contribute to needed growth. But it won't happen all at once, and so town leaders should plan for phased development.



Dillsboro Community Park

Phase I is laying the foundation for development, making sure that investments don't get too far ahead of actual increases in population or visitors. For instance, a new, large restaurant built to serve a regional base of customers would be a high-risk proposition right now, because there are no other regional anchors to support it.

Instead, incremental growth – the creation of new shops and services that make life more pleasant for current residents and occasional visitors – should be the first goal. This phase should focus on the repair and reuse of existing buildings – it doesn't make sense to build new when there are underutilized buildings already available. The first goal, then, is to slowly restore and repopulate downtown using existing buildings.

Phase II focuses on new infill growth, using the town-owned land as a basis to form public-private partnerships with developers.

On the following pages, we will show you how this is possible. The recommendations outline the physical components necessary to build Dillsboro, to create an amenity infrastructure within which new development can flourish, property values can increase and a self-sustaining order can be established.

The process outlined is a proven one, but its success will require the diligence of local leadership and the judicious apportionment of resources, measured and managed over time. Now is the time to take the first step toward that end.

## CREATE A DOWNTOWN INVESTMENT PLAN

### GOAL

Ensure that Dillsboro makes the best possible use of its opportunities, including the yearly allotment of casino money and its eligibility for a \$500,000 OCRA construction grant. A Community Investment Plan (CIP) would take a long-term look at these resources, and allocate them over time to maximize their benefits.

### DESCRIPTION

Think of the CIP like a long-term budget, where community leaders agree ahead of time where and when to spend their discretionary money. Agreeing in advance reduces bickering every budget year and ensures the community's most important projects stay on track.

A CIP also keeps elected officials from spending all the discretionary money on politically attractive, short-term projects like paving roads and fixing potholes. While important, those projects rarely lead to additional development.

The CIP budget can be shifted over time. For example: First three years: 35 percent goes to infrastructure repair/ 25 percent to matches for grants/ 25 percent to economic development/ 15 percent to savings.

After key infrastructure issues are addressed, the new division might be: 20 percent to infrastructure repair/ 25 percent to matches for grants/ 25 percent to economic development/ 15 percent to savings.

### ACTION STEPS

1. Establish a capital planning committee with bylaws.
2. Take inventory of existing capital assets downtown.
3. Evaluate previously approved, unimplemented or incomplete projects, using this report as a foundation.
4. Determine the parameters that will make the most out of the community's resources. For example, this may involve prioritizing certain infrastructure projects over others depending on where new businesses and/or housing should develop.
5. Assess financial capacity.
6. Solicit, compile and evaluate new project requests.
7. Prioritize projects.
8. Develop a financing plan.
9. Measure the outcome after a plan has been implemented. For example, evaluate on the growth and success of businesses compared to before, and also look at the community's perception with the outcome.
10. Update existing/ongoing capital programs.

Having a CIP with committed money in place will be a tremendous asset when town leaders begin negotiations with developers about new projects.



The Waters of Dillsboro -Ross Manor

## CREATE A REVOLVING LOAN FUND

### GOAL

Give downtown leaders a powerful tool to help existing business owners and to attract new ones.

### DESCRIPTION

Revolving loan funds are often run by the local government, Main Street group or economic development organization. They start with raising the main stake, say \$50,000. That money is then

loaned out to local businesses, and paid back with low or no interest. In that way the fund is continually replenished. Some communities restrict funds to very specific uses, such as to clean and paint facades, install signage and lighting or remove obstructions from storefronts. Others are much more flexible, offering loans to assist with a business start-up, expansion, capital improvements or working capital.

### ACTION STEPS

1. Town leaders convene to decide which group will administer the program.
2. A working group explores case studies from the many Indiana communities with business funds to decide what format will work best locally.
3. Determine criteria for qualifying, such as:
  - Ability of borrower to repay the loan
  - Quality of loan collateral
  - Past financial performance
  - Experience of management team
4. Once the fund is established, the next step is promoting it. After the initial excitement, it sometimes happens that the fund is "forgotten." In particular, Main Street can package it along with other incentives when recruiting new businesses.



Mulford House on North Street



## CREATE A TIF DISTRICT

### GOAL

Begin the review process for creating a Tax Increment Financing (TIF) district downtown as a funding mechanism for future projects. It is important to begin the discussion now because the increments cannot be captured if building improvements happened before the district is established.

### DESCRIPTION

If Dillsboro is to realize the large-scale revitalization outlined in this plan and take advantage of the buildings and land it has already acquired, it will eventually need to have a TIF district in place to capture and redirect



the increased property tax payments back into restoring downtown.

The town already has TIF districts which do include the central business district, but adding another for downtown is a complex process that will require public support and legal and financial advice.

Though TIF is most often thought of as a financing tool, it is also a land development and improvement tool. The TIF plan, usually referred to as a redevelopment plan, provides governments and community stakeholders with a forum and process to manage their redevelopment and growth for years to come. In the process, TIF provides a vehicle for local governments and the private sector to develop public-private partnerships to work on promoting economic development.

There will always be discussions regarding the pros and cons of any finance mechanism or process. Some of the positive aspects of TIFs are: flexibility, public improvements created without the use of existing property taxes and a means for a local solution for economic development (compared to diminishing federal and state support).

One of the arguments frequently brought up opposing TIF is that the school corporations (local taxing units) will not receive any of

the incremental revenue for the improved area during the longevity of the TIF allocation area. An answer to that argument is that the school corporation will still receive their portion of the base assessed value of the area, so no loss to them should occur. Although they generally will not receive any of the incremental assessment, it can be argued that without TIF being used as the finance mechanism, there may not be any improvements in the area. After a bond is retired, it is quite possible that the other taxing entities (including the school corporation) will benefit from the entire assessed value from the area.

### ACTION STEPS

1. Because the town already has a redevelopment commission, this group will be the key players in deciding to expand the district to include downtown.
2. Creating a TIF District is a state-regulated process that requires knowledgeable financial and legal advice. There are Indiana consulting firms who can explain the benefits and potential problems with the designation.
3. One decision will be whether to create a new district, or extend the boundaries of the existing one to include downtown.

A TIF district is another asset when town leaders begin negotiations with developers about new projects.

## FORM A LOCAL INVESTMENT GROUP

### GOAL

Create a group of like-minded investors who can quickly buy key old town properties as they become available and then work with town 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 Dillsboro 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, town officials and citizens.
- A strong relationship with the town and support groups.

### ACTION STEPS

1. Town and economic development officials approach potential investors to share their downtown vision and gauge their interest. Create a group identity rather 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:
  - Town incentives.
  - Local not-for-profit groups with shared interests (housing, etc.).
  - Banks (for Community Reinvestment Act 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.



12870 North Street

## PROMOTE DOWNTOWN HOUSING

Successful implementation of this long-term revitalization plan hinges on getting more people downtown, particularly moving people into new housing units.

Previous sections of this report highlighted the benefits of live-in downtown customers. This section underscores the importance of removing barriers to upper floor residential development downtowns. Below is a list of common barriers, followed by ways the town can remove these roadblocks.

### COMMON BARRIERS

- **Zoning Ordinance:** residential units may not be a permitted use in the zoning districts applied to the downtown.
- **Code compliance:** the cost to retrofit older buildings with sprinkler systems, and compliance with other codes that do not differentiate between new construction and rehabilitation can be exorbitant without really providing an increase in safety. Under-trained or inconsistent inspectors may further exacerbate these issues.
- **Permit and impact fees:** regulatory fees are necessary to help finance municipal services, however, building permit, inspection, traffic impact, park impact, and fire impact fees can disproportionately impact small business and property owners when trying to redevelop downtown buildings for new uses and tenants.
- **Minimum parking requirements:** on-site



13002 North Street

parking is often impossible without partial building demolition and securing off-site parking may be difficult, cost prohibitive, or too far away to meet the code or be useful.

- **Financing:** local lending institutions often lack comparable projects with which to gauge the risk of investment and are therefore unlikely to provide loans. Additionally, long-term neglect and deferred maintenance can lead to underestimated rehabilitation costs.
- **Public perceptions:** In communities that have not had a downtown population for some time, perceptions may exist that only low-income people live downtown or that downtown is unsafe.

### POTENTIAL INCENTIVES

- **Rezoning:** town-initiated rezoning to a mixed-use or other appropriate zoning district.
- **Reduced parking requirements:** reduction or waiver of parking requirements for projects that meet town-defined objectives.
- **Zoning amendments:** town-initiated zoning ordinance amendments to ensure density, lot size and/or width, floor area, building height, and landscaping requirements can be met for intended redevelopment uses without a long list of variances or other approvals that would complicate and delay the development review process.
- **Reduced fees:** reduction or waiver of permitting fees for projects that meet town-defined objectives.
- **Loan programs:** grants, low-interest loans, and revolving loan programs.
- **Tax incentives:** tax credits, deductions, or abatements; TIF funds where applicable.
- **Improved communication:** a downtown liaison to keep building owners, tenants, and trade professionals informed about codes, ordinances, and other regulatory issues and help them through the development process.

## IMPLEMENT DESIGN GUIDELINES

### GOAL

Renew vibrancy in the downtown district through appropriate building restoration and infill development in accordance with local design guidelines.

### DESCRIPTION

Design Guidelines provide to building owners and potential investors the guiding principles for historic preservation, renovation and new building infill in Dillsboro. As recommended in the Proposed Improvements Section, Dillsboro is in need of a process for design review guided by adopted design guidelines. Guidelines establish goals and criteria on a design direction for the community. They provide the basis for educating the public on a desired approach for maintaining the historic integrity of existing building, a guide for appropriate building renovation and restoration, and an outline of the principals for appropriate design for new buildings within an existing context. They also may be used to promote a sample restoration project, highlighting principles from the Design Guidelines. The services of a preservation architect or planner, one trained in renovation or good design may be necessary to assist the community in developing an appropriate set of guidelines to achieve the desired effects and in accordance with recognized preservation principals.

### ACTION STEPS

1. Hire the services of a preservation architect

or planner knowledgeable in design guidelines of various kinds.

2. Engage the Town of Dillsboro, Dillsboro Community Partnership and interested parties and stakeholders in the process.
3. Educate the public about the importance and use of design guidelines.
4. Adopt guidelines via the Dillsboro town council.
5. Establish a review board through Dillsboro Community Partnership to administer the review process.

### ADDITIONAL INFORMATION

Education opportunities for the public and Dillsboro Community Partnership will create an open environment for discussion about the purpose and use of Design Guidelines. Utilizing a series of Community Conversations or workshops will provide the public an opportunity to learn about the process, dispel myths and educate about the positive effects of historic preservation and diligence in administering the process of design review. During this information period, emphasis should be placed on affirming the overall goal of improving the appearance and economic base of downtown core. Additional programs to consider may include: how to select a qualified contractor; budgeting for a major renovation; or technical seminars on common restoration topics such as appropriate masonry repointing or window restoration.

An informed public, Town of Dillsboro and Dillsboro Community Partnership can reinforce the spirit behind the guidelines. The Indiana Landmarks document "The Role of a Local Preservation Commission" found at: <https://www.indianalandmarks.org/wp-content/uploads/2016/06/Preservation-Commissions-16.pdf> is a good resource to begin the process. 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, Dillsboro Community Partnership could utilize one of the Town owned properties to demonstrate an appropriate use of the guidelines and the resulting impact. Another tool could be establishing an awards program or walking tours to recognize and celebrate the incremental changes achieved through successful renovation projects. The value of such programs could elevate the impact made through the use of local financing or private investment.

Additional resources about historic preservation may include the following:

1. The National Park Service's Preservation Briefs website (<http://www.nps.gov/tps/how-to-preserve/briefs.htm>.)

## ENCOURAGE LOCAL ENTREPRENEURSHIP AND LIVE/WORK ENVIRONMENT IN THE DOWNTOWN CORE

### GOAL

Expand the commercial core of Dillsboro through acquisition of under-used former mixed use buildings renovating them for a residential/commercial mixed use in a live/work arrangement where appropriate.

### DESCRIPTION

A number of buildings along North Street within the downtown core are under-utilized or inappropriately used for a purpose different than its original intent. Some properties are vacant, while some are up for sale. Some are quickly becoming derelict as a result of minimum or deferred maintenance. The town has taken



a proactive stance to promote change taking advantage of some of these properties through acquisition.

This may provide a perfect opportunity to spur this type of development and encourage local businesses to take the next step by investing in and living downtown. The core of Dillsboro is appropriately zoned for mixed use which permits both residential and commercial uses. Most properties are served by a rear alley or secondary street providing an opportunity for a minimum number of parking spaces to service a small retail or service establishment.

The Secretary of the Interior's Standards for Rehabilitation encourages foremost a building be used for its historic purpose, however a new use that requires minimal change to the defining



characteristics of the building may appropriate as well. The unique history of Dillsboro suggests that buildings in this area often served a dual purpose acting as both residence and retail or office establishments.

A tax incentive program at the Federal level offers 10% tax credit program for non-historic buildings put into service before 1936 and rehabilitated for a non-residential use. Different criteria apply for the utilization of this tax credit. See <https://www.nps.gov/TPS/tax-incentives.htm> for additional information.

### ACTION STEPS

1. Review list of possible properties as identified by the Town of Dillsboro, Dillsboro Community Partnership and Indiana Landmarks.
2. Pull together potential partners such as Historic Landmarks, an investment group and viable interested party discuss target properties, acquisition and renovation plans.
3. Develop and maintain a data base of target properties or potentially eligible properties to pursue or collaborate with existing owners for commercial development.
4. Invite newly formed Dillsboro Local Investment Group (see other project sheet) to review the plans for alignment with community goals.

## OPTIMIZE FUNDING FOR DOWNTOWN BUILDING RESTORATION

### GOAL

Optimize funding resources available to facilitate building restoration to encourage commercial density, and continued residential and mixed use development within the downtown core.

### DESCRIPTION

Various tax credit programs and grant funds are available to improve the downtown buildings. Promoting and applying for these programs will allow individual building owners and the Town of Dillsboro to achieve a denser, more viable core area.

## ESTABLISH A LOCAL RENOVATION GRANT PROGRAM

Consider developing a local renovation matching grant program to facilitate appropriate building renovation for a mixed use occupancy. Establish a yearly set aside funding pool to offer a forgivable loan to individuals wishing to establish a new business in the defined core while also living in the property. This loan program could accompany a renovation grant requiring matching investment dollars to renovate the property in accordance with adopted design guidelines. Consider establishing a focus area of improvement either geographically or by renovation type (roofs, windows, exterior repairs and painting, signs, etc.) and allocate higher dollar awards to those wishing to help the community in achieving these goals. Use existing renovation grant programs throughout

the State as a program model and guide.

Every couple of years reevaluate the program's accomplishments and adjust accordingly to maximize the success of the program.

### ACTION STEPS

1. Establish a Steering committee (possibly a group of individuals from the Dillsboro Community Partnership and the banking community) to develop a forgivable loan program. Solicit input from building owners in the downtown core.
2. Establish a yearly set aside pool of funds for the loan and grant awards.
3. Offer information workshops to educate building owners of the program and application process.
4. Offer educational workshops to the community on design guidelines and appropriate renovation approaches.
5. Offer individual consultation to aid communication with building owners early in their design process.
6. Provide a business advocate to assist in establishing sound business practices.



7. Periodically evaluate the overall needs within the downtown core (e.g. signage, second-floor residential density) and create a grant category targeting these needs.
8. Celebrate and promote projects completed with grant funds.

### RESIDENTIAL HISTORIC REHABILITATION CREDIT

With the considerable number of residential properties in the core of the Dillsboro, the Residential Historic Rehabilitation Credit may offer an incentive for building restoration through a State tax credit on the dollars spent on residential rehabilitation. According to the Indiana Department of Natural Resources, Division of Historic Preservation and Archaeology (administer of the tax credit), the "adjusted gross income tax credit is available for the rehabilitation of historic residential property." The cost of the qualified rehabilitation must exceed \$10,000 and the plan for rehabilitation must meet the Secretary of the Interior's Standards for the Rehabilitation of Historic Properties to be eligible for the 20 percent tax credit. There are six qualifying conditions that must be met to be eligible for the credit. Contact the Indiana Division of Historic Preservation and Archaeology for additional information at (317)232-1635 or by visiting the DNR website at: <http://www.in.gov/dnr/historic/3679.htm>

### ACTION STEPS

1. Provide educational opportunities to inform interested application of the program requirements and deadlines. Invite Division of Historic Preservation and Archaeology staff to provide a seminar on the tax credit requirements and application information.
2. Offer a monetary stipend for professional technical assistance to those interested in applying for the tax credit.



North Street

# Chapter 5 | Implementation - Administration

## APPLY FOR OCRA GRANT FUNDS

Properties in Dillsboro are eligible for a variety of grant funds offered by the Indiana Office of Community and Rural Affairs (OCRA).

## 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-profit corporations. 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 a monetary stipend for professional technical assistance to those interested in applying for the funds.

## MSRP GRANT

The Indiana OCRA Main Street Revitalization (MSRP) Grant program accepts applications from communities generally once or twice during the year for a competitive round of funding. The maximum award has varied as the program continues to evolve, but currently is offered at \$500,000 and requires a 20% community match. Communities are required to submit a Letter of

intent by a specified deadline date followed by a final application, again by a particular 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 Southeast District (Andrea Deutsch: 317.233.3762 [ADeutsch@ocra.IN.gov](mailto:ADeutsch@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 Town of Dillsboro and Dillsboro 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, 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-Grant Award phase. Dillsboro Main Street may invite a previous façade grant award recipient and their architect to a community discussion about their experience and success with the façade grant program. It may also be helpful to visit other communities to see the results of the façade 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. Building 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 Town 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).



Before and After photos of a window restoration in Farmland, Indiana as part of the OCRA Main Street Revitalization Program grant.

# Chapter 5 | Implementation - Infrastructure

## INFRASTRUCTURE IMPROVEMENTS

### A New Urban Form For Dillsboro

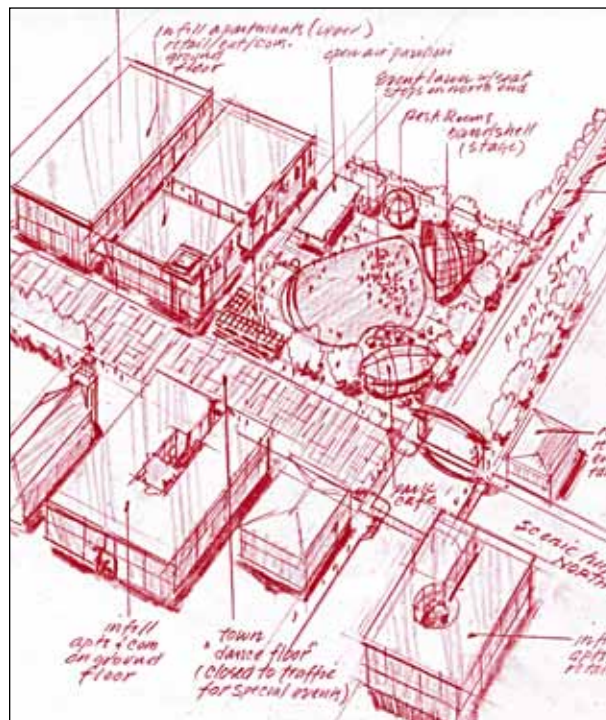
In order for Dillsboro to become a truly revitalized downtown where people want to live, shop, seek services, dine and recreate, it must become a place where investors are willing to take a risk and invest in building new housing and mixed use development. Young families of today are seeking locations where not only schools are good but also where they can find the amenities they are demanding. These amenities include parks, greenways and trails, shopping and dining and a community active with festivals and events.

Dillsboro has worked to provide many of these opportunities and events but must continue to work to see the complete revitalization of its downtown. The town should build upon the work they have completed and leverage those improvements to get the best “bang for the buck” with new improvements. Dillsboro has an active group of citizens driving community events and physical improvements within the community. This is one of the greatest assets for a town and is a key determining factor in the future success of improvements.

Town residents, elected officials and staff know from previous improvement projects that it takes time to implement all of the elements needed to revitalize the downtown. Rebuilding and reviving an urban center must be done in reasonable and responsible increments to

create a nucleus for growth. This plan proposes a new amenity infrastructure plan that will be a catalyst for new investment in the blocks along North Street by developing a reason for visitors to come to Dillsboro on a regular basis. It will encourage new businesses to open and even attract new residents for the town.

The amenity infrastructure plan will require significant financial resources from community businesses, corporations, banks, foundations, and everyday taxpayers to make it a reality. Quality in design, construction, programming,



and ongoing maintenance is primary in insuring its success as a sustainable economic engine.

Following are the strategies, first steps, and implementable projects recommended to inspire a revitalized Dillsboro.

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

- North Street Improvements
- North Street Park
- Front Street Connector Path



PROPOSED DOWNTOWN CORE IMPROVEMENTS



# Chapter 5 | Implementation - Infrastructure

## NORTH STREET IMPROVEMENTS

With fairly recent improvements in sidewalks and accessible ramps at intersections, North Street has already provided the downtown with the infrastructure framework for creating a pedestrian environment in the downtown area. Typically, improving sidewalks would be one of the first steps in a downtown revitalization plan. Having these updated facilities in place along North Street allows Dillsboro to begin implementing amenities that would traditionally be implemented in future phases. These additional improvements will 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.

Improvements to the street include the addition of street trees, incorporating historic lighting with banners, curb bump-outs at intersections with planters, a festival street “carpet” and gateway crosswalks at the core of the downtown commercial district. Improvements would also include street furnishings such as benches, trash receptacles and bike racks.

A street “carpet” is proposed along North Street between Front Street and Rose Street. The street would be constructed of pavers and would have a flush curb between the street and the sidewalks. During festivals the street would be closed to vehicular traffic and would become an active pedestrian plaza space with festival

booths. Sidewalks will remain open allowing businesses to remain open and have full access to their storefronts during the popular and active festival events.

Curb bump-outs at intersections act as traffic calming devices slowing traffic down through the downtown area. In addition, they provide the opportunity for plantings to help support the gateway elements framing the core commercial district. In addition, enhanced crosswalks at intersections will help create a visual element to alert vehicles to the increased pedestrian traffic crossing North Street. These

infrastructure improvements help to create a pedestrian friendly environment to support new businesses as the downtown is revitalized.

Street trees will help to buffer pedestrians from cars on North Street. They also create a more inviting space for pedestrians on sidewalks. Additionally, new pedestrian-scale lighting should be provided at regular intervals to activate the streetscape during the evening. The light poles could accommodate banners and planters which can be used for advertising events or simply add color to the streetscape.

ITEM OF WORK	COSTS
CURB BUMP-OUTS WITH PLANTINGS	\$100,000
PAVERS BETWEEN FRONT ST. AND ROSE ST.	\$2,200,000
STREET TREES, BANNERS, SITE FURNITURE	\$150,000
GATEWAY CROSSWALKS	\$100,000
TOTAL	\$2,550,000

### FIRST STEPS

- Begin discussions with Town and surrounding property owners about goals for the streetscape and garner public support
- Obtain design professionals to assist in design of streetscape improvements
- Develop a schematic design with accurate project costs
- Fund raise
- Proceed with construction documents
- Construct streetscape improvements

### PROPOSED NORTH STREET IMPROVEMENTS



# Chapter 5 | Implementation - Infrastructure

## NORTH STREET PARK

One of the key elements missing in the downtown area is a true destination for the community. Although the Community Park is not far from downtown, its location, just on the edge of town, does not meet the downtown needs for a central gathering space. Even with the development of buildings and new businesses along North Street, the town needs a central place for the community to gather. North Street Park is proposed as this central gathering space.

The town owns a vacant lot at the corner of North Street and Front Street. This is an ideal location for the downtown gathering space with its central location in the focus area of downtown commercial development and a direct link to the Community Park along Front Street. In addition, existing parking is available along the streets within walking distance of the park.

North Street Park could transform this space into an active area with uses programmed throughout the year. The area could serve as a central gathering space for community events and could serve as a regional destination with festivals, Farmer’s Market or movies on the lawn.

The proposed park includes an event lawn with temporary or permanent stage area, shelters, playground, parking and sidewalks surrounding the park.

The stage could be a permanent structure or an area of specialized pavements used for a temporary stage during events. The stage will become the focal point of the space and provide the main source of entertainment. Facing the stage is an open area of lawn for people enjoying the entertainment provided by the stage or simply for relaxing and enjoying the outdoors.

Surrounding the lawn area are active spaces including a playground, seating areas, and a long open-aired pavilion. The pavilion will remain open during the summer but will be

equipped to be enclosed in the winter to provide seating and concessions during winter events.

The playground will be a unique play experience which will compliment the current playground with the Community Park. This amenity will meet the needs of families attending events such as festivals and concerts or movies on the lawn by providing an activity for younger children. This playground will include universal design for children of all abilities including those in wheelchairs or with other mobility challenges.

### NORTH STREET PARK COST ESTIMATE

ITEM OF WORK	COSTS
NORTH STREET PARK	\$1.5-3 MILLION

### FIRST STEPS

- Begin discussions with Town and surrounding property owners about goals for North Street Park and garner public support
- Obtain design professionals to assist in public space design
- Determine town official to take on park programming or hire additional staff for this role
- Develop a schematic design with accurate project costs
- Fund raise
- Proceed with construction documents
- Construct North Street Park

NORTH STREET PARK



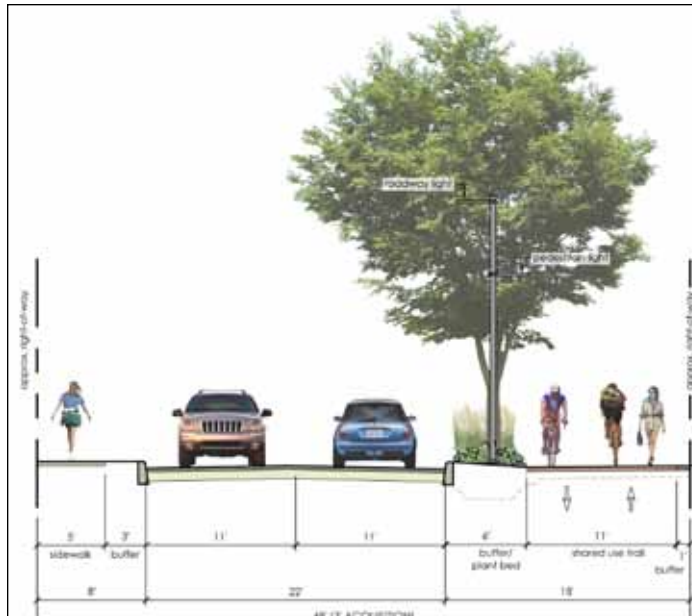
## FRONT STREET CONNECTOR TRAIL

A long term goal for Dillsboro is to provide a town-wide network of sidewalks and multi-use paths to connect the residential, cultural, natural, and commercial amenities throughout the town. This type of network has been proven to encourage economic development, mixed-use housing, and investment in and around the areas where they are developed.

The first of these types of projects is the connector path between downtown and the Dillsboro Community Park. The separated-use path along the length of Front Street between North Street to the north and Dillsboro Community Park to the south as depicted in the graphic on the right. Parallel parking will buffer the cyclist from the roadways, and plant beds will buffer the cyclists from the dedicated sidewalks.

Amenities will be provided along the multi-use path. Regularly spaced site furnishings (i.e. bicycle loops, wayfinding signage, pedestrian signalization, lighting, benches, etc.) will be provided.

This connector will also create a recreational bike and pedestrian loop by connecting sidewalks along North Street with the walking path in the Dillsboro Community Park.



## FRONT STREET CONNECTOR TRAIL COST ESTIMATE

ITEM OF WORK	COSTS
FRONT STREET CONNECTOR TRAIL	\$1,850,000 - \$2,500,000

## FIRST STEPS

- Begin discussions with surrounding property owners and potential developers about goals for the connector multi-use path.
- Commission design professionals to assist in design.
- Develop schematic designs with accurate project costs.
- Fund raise.
- Proceed with construction documents.
- Implement multi-use path improvements.



# NORTH STREET CONNECTOR TRAIL



# Chapter 5 | Implementation - Buildings

## REVITALIZE DILLSBORO HISTORIC DISTRICT FACADES

### GOAL

Re-establish the downtown core through appropriate building restoration, rehabilitation and new construction.

### DESCRIPTION

The following focus building examples represent the powerful impact of façade improvements. Tackling projects of various magnitudes, with a range of incremental corresponding costs, shows that everyone has an opportunity to participate

in the improvements and revitalization of the downtown core area at some level.

With potential opportunities to help defray the often overwhelming expense of maintaining and renovating an historic building, Dillsboro can position itself to seek and take advantage of state grants and other funding. The resulting effects and energy generated from sympathetic and respectful rehabilitation often is just enough to “get the ball rolling.”

Historic preservation often serves as the impetus for further improvements. Appropriate

preservation and restoration work completed in accordance with established 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 projects to emulate. Dillsboro has numerous historic buildings that contribute to its core identity and remain to represent its past. Ongoing maintenance of these resources and investment in improvements will serve the community well in its revitalization efforts.



## REVITALIZE DILLSBORO HISTORIC DISTRICT FACADES

### BUILDING EXAMPLE 1 - 12854 NORTH STREET

#### **Building Information:**

This late 19th Century traditional Indiana Main Street-type three story commercial buildings is only one of a few in Dillsboro. The c. 1870 Italianate styled masonry building retains its original massing but has lost its original cornice and first floor character.

Probably in the early 1900's the building received a "face lift" and the first floor was altered to a more traditional early 20th century updated design with expansive display windows, transom windows and recessed entries. Much of this character remains. Sitting prominently in the heart of the Dillsboro Historic District, this structure is important as an anchor building for reestablishing the downtown core with its massive presence.

The building currently has upper floor apartments, however the first floor commercial spaces are serving more as storage, not optimizing its potential as a retail or commercial establishment encouraging more business traffic.

## EXISTING CONDITIONS



### PROPOSED IMPROVEMENTS - 12854 NORTH STREET



## PROPOSED IMPROVEMENTS 12854 NORTH STREET COST ESTIMATE

	Renovation Item	Description	Probable cost
1	Remove Infill at windows	Two original window openings have been infilled with wood and interrupt the historic pattern of the façade.	\$250
2	Remove Windows	The existing windows appear to be a combination of a variety of replacement sash. While the new windows fit the original masonry opening, they appear inconsistent in design	\$1,000
3	Remove existing exterior stair	The existing stair is important for exiting of the building from the upper floors.	\$3,000
4	Remove wood infill at storefront transoms	The existing transom may exist behind the wood panel installed at a later date. Carefully remove infill to expose underlying conditions.	\$250
5	Restore wood cornice	The existing metal cornice is a later addition. It is reflective of what existed historically. Consider replacing the cornice with wood to more closely replicate historic photos and other evidence.	\$2,500
6	Masonry repointing	The masonry is has non-uniform repointing and a high cement content mortar may have been used to repoint in recent years. Inspect condition, remove inappropriate mortar and repoint with high lime content mortar in accordance with Preservation Brief 2 - <a href="https://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints">https://www.nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints</a>	\$8,000
7	Construct new exterior metal exit stair	A new, safe, code compliant stair from the second and third floor apartments is important and necessary for the existing upper floors.	\$12,500
8	Restore storefronts	The storefront is a replacement storefront dating to the early 20th century but has historic importance in its own right. Restore the metal storefront system and replace glass with new insulated glass if possible. Restore existing doors	\$16,000
9	Install new aluminum clad wood windows	Replacing windows with new aluminum clad wood windows will provide an appearance more representative of what was originally there, will improve thermal efficiency and ease of maintenance.	\$10,000
10	Install new façade lighting	New appropriately styled and installed light fixtures serve two purposes: to illuminate the storefront and display merchandise and to provide a more pedestrian friendly walking environment in the evening.	\$4,500
11	Restore storefront transoms	One transom is obscured. Condition is unknown. Restore both transoms to original condition.	\$4,000
12	Install new panel signs on brackets	2 signs are suggested, one for each storefront. Projecting signs on a decorative metal bracket provide business identification and interest at the street.	\$2,000
	TOTAL		\$64,000

# Chapter 5 | Implementation - Buildings

## REVITALIZE DILLSBORO HISTORIC DISTRICT FACADES

### BUILDING EXAMPLE 2 - 12973 NORTH STREET

#### Building Information:

Little information was found about this building. It too dates from Dillsboro's early years with a construction date of c. 1870. The interim report indicates the structure was used commercially. This building represents the way buildings are modified over the years to address changing uses and times. The later addition of vinyl siding and changes to the windows have not obscured what evidence remains of its original character. Because of the significance of the alterations, this is an example where future work should celebrate and preserve remaining early features like the decorative fish scale siding in the gable and also the early doors.

Reintroduction of appropriate wood siding; installation of windows more indicative of the original in material, scale and location; and utilization of the later alteration at the first floor to better reflect a more traditional storefront like opening would begin to maximize what original character remains of this building. Its sister building is almost directly across the street and has similar characteristics including single gable roof, fish scale shingle siding, punched openings at the second floor and evidence of an earlier commercial use.

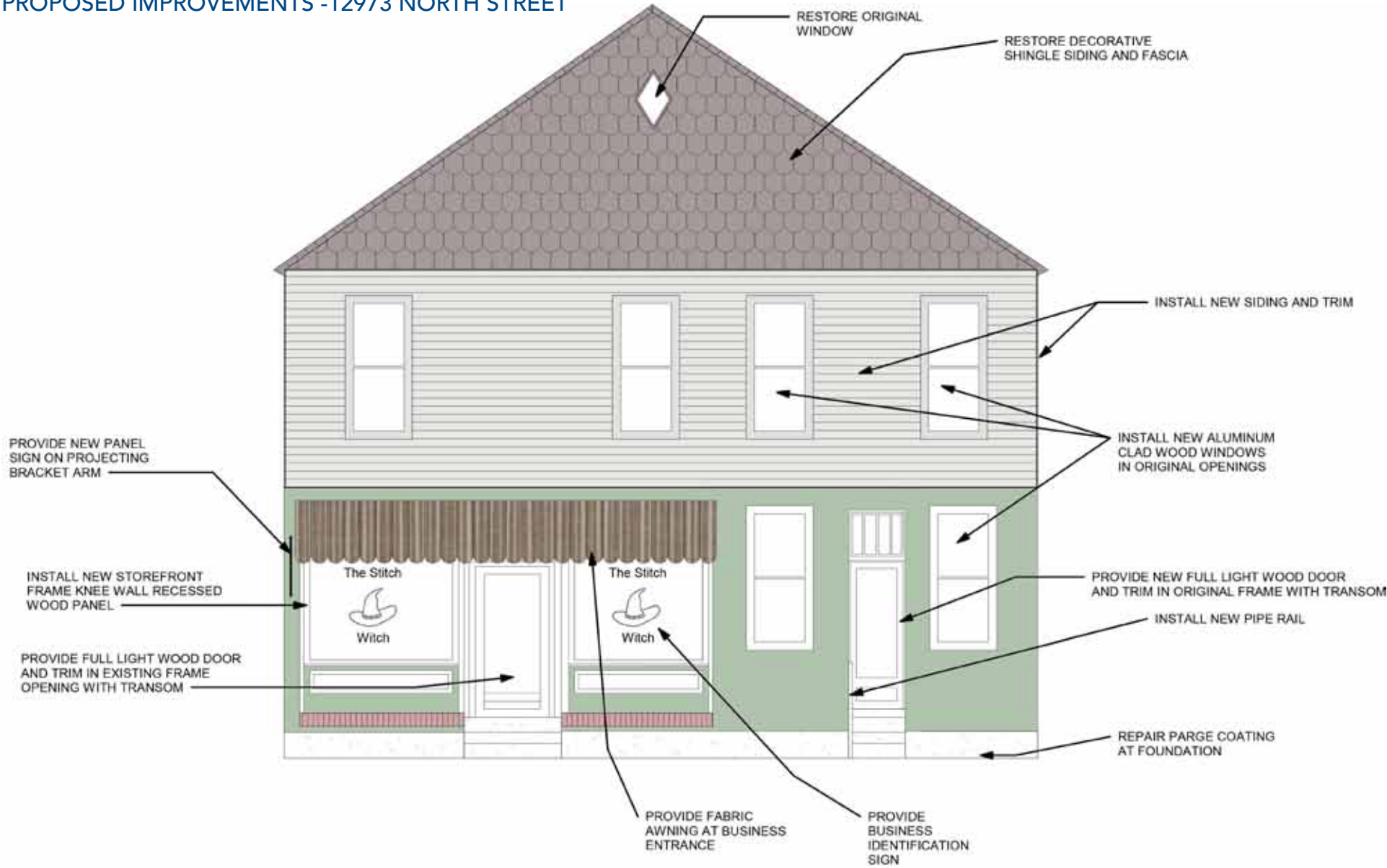
This building sitting centrally in the downtown core represents a great example of an ideal opportunity for a mixed live/work use. It's smaller scale, two floors and division of the first floor into commercial and residential with separate entrances from the street is an ideal arrangement to both live and work in the same structure. The building has a nice residential

scale and feel, yet at the same time, a sense of a place of business as indicated by the commercial storefront. The introduction of a pedestrian oriented sign and the use of an awning at the storefront to differentiate the residence from the business would reinforce the separation of the uses.

#### EXISTING CONDITIONS



### PROPOSED IMPROVEMENTS -12973 NORTH STREET



# Chapter 5 | Implementation - Buildings

## PROPOSED IMPROVEMENTS 12973 NORTH STREET COST ESTIMATE

	Renovation Item	Description	Probable cost
1	Remove later installed materials.	The building appears to be in the middle of recent improvements. Small areas of aluminum siding and trim remain. Wood sheathing remains exposed, Windows are of varying styles and portions of the first floor façade have been infilled.	\$1,000
2	Restore decorative shingles and paint	The decorative shingles in the gable and what remains or what may have been a diamond shaped window or decorative vent are evidence of this building's original character. Appropriate restoration of these features is important to maintaining the significance of the building.	\$6,000
3	Install new wood siding and trim	The exposed sheathing is not meant to be left uncovered. New wood siding or a replicative appropriate siding such as Boral (a fly ash product) or a fiber cement siding and trim will return the character of the second floor.	\$10,000
4	Install new windows	Where original double hung wood windows once existed, new wood or aluminum clad windows should be installed in original opening	\$3,600
5	Install new storefront and entry door	The recent infill at the west portion of the front façade appears to once have been some type of storefront. To encourage more businesses on the first floor and mixed use occupancies, installation of a more traditional storefront set on a panel knee wall is recommended.	\$7,400
6	Install new entry door (east end)	This entry may have a more residential appearance to differentiate from the commercial portion of the building. Consider the introduction of a new door and other features (window boxes) to define the residential character.	\$500
7	Painted window signs	Unique painted window signs provide interest to pedestrians and vehicular traffic for the business.	\$500
8	Install new canvas awning	The storefront is south facing flooding the front commercial space with light and heat. The installation of a retractable canvas awning would provide the option of minimizing heat gain and would provide weather protection at the entry.	\$2,000
	TOTAL		\$31,000



## REVITALIZE DILLSBORO HISTORIC DISTRICT FACADES

### BUILDING EXAMPLE 3 - 12869 NORTH ST.

#### Building Information:

The c. 1900 simple frame structure is contributing to the Dillsboro Historic District and the commercial fabric of the downtown core area. A c.1940's photograph shows the building with a commercial barber shop use then as it does currently. While altered since the photograph was taken, some of the building's distinguishing characteristics remain, like the distinctive steeply pitched central cross gable, and unique corner bay. The center door has been replaced with a pair of recessed entrances, and the flanking pair of windows on either side of the entrance have been replaced with windows of a different size and in different locations than the original.

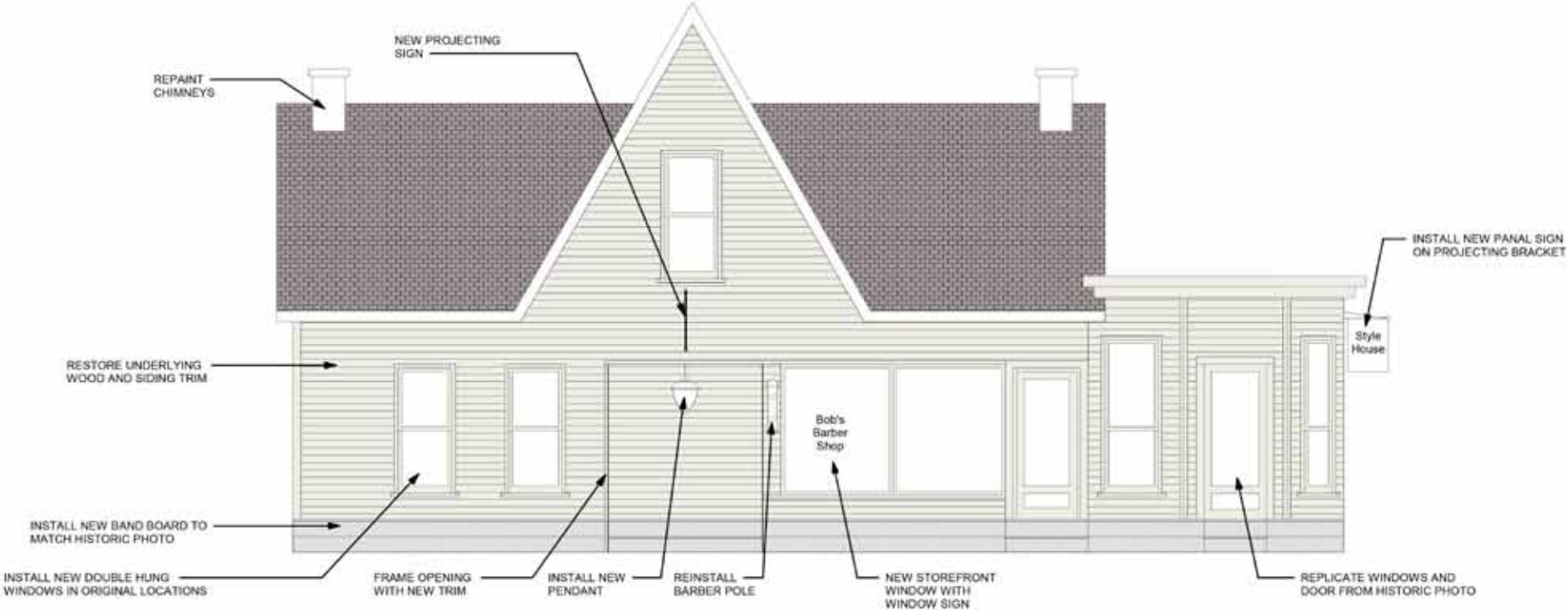
Reintroduction of the windows on the west side of the front to match the historic photos, replacement of the openings on the three-sided bay, and rehabilitation of the storefront with more traditional storefront character including larger display windows and signs marking the entry would restore the building. Based on the interior configuration of the space this building too may provide a unique opportunity for a small business and residence in the same structure.

## EXISTING CONDITIONS



# Chapter 5 | Implementation - Buildings

## PROPOSED IMPROVEMENTS - 12869 NORTH STREET



## PROPOSED IMPROVEMENTS 12869 NORTH STREET COST ESTIMATE

	Renovation Item	Description	Probable cost
1	Remove later installed materials	Based on a historic photograph, this building had been used commercially for a number of years and has experienced various periods of alteration. Most likely the storefront (now filled in) once provided greater visibility to the business within.	\$1,000
2	Restore later, yet historic, configuration of the front façade	With an historic photo clearly the showing the original configuration of the building, there may be two choices for restoration – a pure restoration to the original configuration, or a combination – a return of the storefront and a more accurate restoration of the remaining elements.	\$6,000
3	Install new wood siding and trim	Install wood siding and trim matching the original configuration as close as possible returning window openings to their original sizes.	\$8,000
4	Install new windows	Where original double hung wood windows once existed, new wood or aluminum clad windows should be installed in original opening	\$4,500
5	Install new storefront and entry door	The recent infill at the center portion of the front façade appears to once have been some type of storefront. To encourage more businesses on the first floor and mixed use occupancies, installation of a more traditional storefront set on a panel knee wall is recommended.	\$7,500
6	Install new entry door (east end)	Based on the interior configuration, the east door may provide a separate entrance to a second commercial space.	\$500
7	Painted window signs and projecting sign	Unique painted window signs provide interest to pedestrians and vehicular traffic for the business.	\$1,500
8	Repoint chimneys	The pair of chimneys also defines the building's character and should be preserved and restored with masonry repointing and new flashing.	\$2,000
	TOTAL		\$31,000

# Chapter 5 | Implementation - Buildings

## ENCOURAGE CONTEXTUALLY APPROPRIATE INFILL DEVELOPMENT

### GOAL

Maximize the potential to strengthen the downtown core utilizing town owned properties for infill development.

### DESCRIPTION

The Town of Dillsboro has strategically acquired derelict properties. The ownership of these properties, particularly those along the south side of North Street, strengthens the opportunity for a developer to partner with the town to improve the density of the downtown

core. With their ownership position, the town can begin to dictate and encourage the design and type of uses desired – a win/win situation. A combination of appropriate renovation of key contributing historic buildings augmented with compatible new construction can fill the gap of missing buildings, strengthen the streetscape

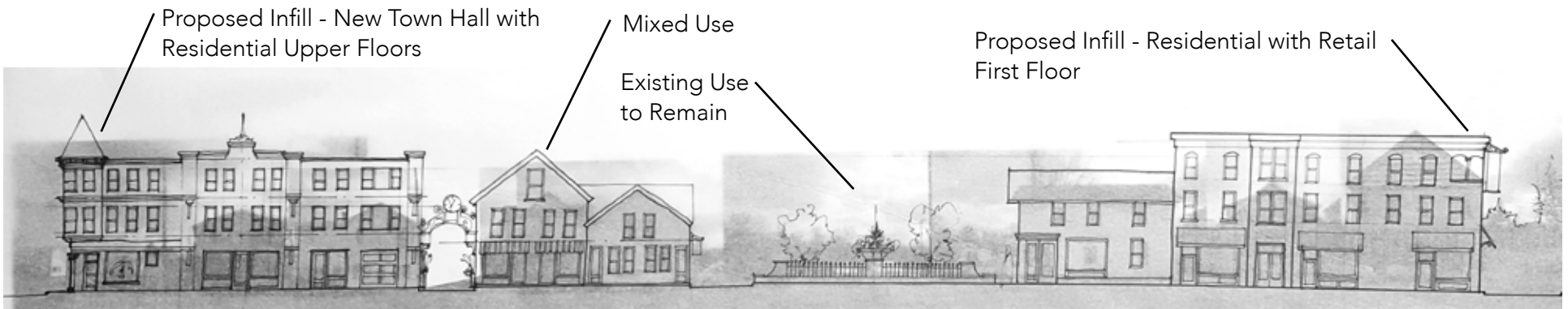


Historic North Street - Photo Courtesy of Dillsboro Public Library

**EXISTING CONDITIONS  
NORTH STREET - SOUTH SIDE ELEVATION**



**PROPOSED IMPROVEMENTS EXAMPLE  
NORTH STREET - SOUTH SIDE ELEVATION**



integrity and supplement the need for affordable housing. New development in this area, coupled with proposed improvements to vacant land for public activity space promotes the desired synergy needed to bring and keep people living and working downtown, as well as making the downtown more visitor friendly.

**ACTION STEPS**

1. Acquire additional properties needed to strengthen opportunities for renovation and infill development.
2. Compile available town properties ripe and ready for redevelopment.
3. Develop an incentivization package for

- teaming with developers.
4. Define desired outcomes and mitigate potential stumbling blocks.

# Chapter 5 | Combining The Elements: Implementation

## IMPLEMENTATION CHART

The goals and objectives from the previous section have been reassembled in the following pages in implementation charts. Under timelines, short term refers to one-three years, mid-term to four-six and long term to seven or more years.

Under Responsible Entity, DCP to Dillsboro Community Partnership, LIG to the local investment group and Town to Town of Dillsboro.



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

# Chapter 5 | Combining The Elements: Implementation

Goals/Objectives Design/Infrastructure	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Improve Downtown Streetscapes and Amenities</b>				
Begin discussions with surrounding property owners about goals and vision for downtown Dillsboro and garner public support.	Short-term	\$0	N/A	Town, DCP
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.	Town, DCP, Other
Identify available Town funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	Town, DCP
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	Town, DCP
Construct street improvements.	Mid-term	\$2.55 million	Local Funds, TIF, Grants, Donors.	Town, DCP
Begin attracting more downtown businesses and residents.	Long-term	\$0	N/A	Town, DCP



Goals/Objectives Design/Infrastructure	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Create Downtown Urban Park – North Street Park</b>				
Begin discussion with surrounding property owners about goals for North Street Park and garner public support.	Short-term	\$0	N/A	Town, DCP
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.	Town, DCP, Other
Identify available Town funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	Town, DCP
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	Town, DCP
Construct North Street Park	Mid-term	\$1.5-3 million	Local Funds, TIF, Grants, Donors.	Town, DCP

# Chapter 5 | Combining The Elements: Implementation

Goals/Objectives Design/Infrastructure	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Develop Multi-use Trail along Front Street from Downtown to Community Park</b>				
Begin discussions with surrounding property owners about goals for Front Street Connector Trail and garner public support.	Short-term	\$0	N/A	Town, DCP
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.	Town, DCP, other
Identify available Town funds and procure necessary funding to commence design development and construction documents.	Mid-term	\$0	N/A	Town, DCP
Commission a design team to prepare design and construction documents.	Mid-term	+/-8% of anticipated const. budget	Local Funds, TIF, Grants, Donors.	Town, DCP
Construct trail along Front Street.	Mid-term	\$1.85-2.5 million	Local Funds, TIF, Grants, Donors.	Town, DCP

Goals/Objectives Buildings	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Optimize Funding for Downtown Building Restoration</b>				
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	N/A	Town, DCP
Evaluate program success and identify target improvement areas	Ongoing	\$0	N/A	Town
Develop an awards program or newspaper feature celebrating successful grant or self-initiated restoration projects	Short-term	\$0-\$1,500	Local Funds, Grants	Town, DCP
Apply for OCRA MSRP Façade Improvement Grant	Short-term	\$125,000- \$250,000 local match	Local Funds, Grants, Private Investment	Town, DCP

# Chapter 5 | Combining The Elements: Implementation

Goals/Objectives Buildings	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Implement Design Guidelines for the Dillsboro Core and Entryway Corridors</b>				
Launch Façade Grant program and companion Design Guidelines	Short-term	N/A	N/A	Town
Evaluate Façade Grant Program and companion Design Guidelines	Short-term and Ongoing	Budget based on project	Local Funds, Private Investment	Town
Establish a local Design Review Committee or Board using the Design Guidelines as a basis for review	Medium-term	N/A	N/A/	Town, Planning Commission
Develop an information series to educate the public about Design Guidelines	Short-term	\$0-\$500	Local Funds, Sponsorship	Town, DCP

Goals/Objectives Buildings	Timeline	Cost	Funding Source	Responsible Entity
<b>Goal: Revitalize Downtown Facades</b>				
Seek the assistance of a grant writer to educate the Town regarding grant requirements and prepare the Letter of Intent	Short-term	\$5,000-\$7,000	Local Funds	Town, DCP
Hire an architect familiar with the MSRP grant process and design requirements	Short-term	\$12,000-15,000	Local Funds	Town, DCP
Apply for OCRA MSRP Façade Improvement Grant	Short-term	See Above	N/A/	Town, Planning Commission
Develop an information series to educate the public about Design Guidelines	Short-term	\$0-\$500	DCP	Indiana Landmarks/DCP

# Chapter 5 | Combining The Elements: Implementation

## MAIN STREET STATUS

Dillsboro has a newly minted Main Street group. Fortuitous circumstances indicate that the group could be a terrific advocate for

the town. For example, it will be overseen by paid, experienced staff: Dillsboro Economic Development Director Susan Greco.

It includes members from several long-functioning local groups such as The Dillsboro Beautification Committee and Civic Club of Dillsboro, which have a history of successful projects.



Heritage Pointe Park

Members of the group have been instrumental in forming the plan and they will be key players in implementing it. The group has met with the consulting team about how to work toward the plan's goals.

### REVISIONS TO EXISTING PLANS & REGULATIONS

As detailed in the projects above, some legislation action by the town 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 the 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.

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



Janet's Diner





# Appendices



# Appendix A - Design/Infrastructure Unit Costs

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	\$18.00/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	\$100,000.00/ea.
Wayfinding/Interpretive Sign	\$500.00/ea.
Gateways	\$100,000 to \$500,000/ each (based on previ- ously constructed gate- ways in other communi- ties)
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.

## FUNDING SOURCES

### **Indiana Housing and Community Development Authority (IHCDA): COMMUNITY LOANS:**

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

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

CDFIs provide a unique range of financial products and services in economically distressed target markets, including mortgage financing for low-income and first time homebuyers and non-profit developers, flexible underwriting and risk capital for community facilities, and technical assistance, commercial loans and investments to start-up or expanding businesses in low-income areas.

In order to capitalize better places and brighter futures, the Community Investment Fund of Indiana, Inc. (CIFI) provides development services and loans in qualified investment areas and to low income individuals that lack access to financial products or services throughout the state. Its purpose is to generate positive change by increasing financial and social capital flows across the state by directly financing projects, assisting in leveraging additional capital, and facilitating

access to program services. CIFI's primary customers are individuals, businesses, not-for-profit organizations, community service providers and affordable housing developers.

### **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 Marilyn Warren mwarren@casi1.org.

## 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.

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.

Arts Operating Support III/Multi-Regional - The AOSIII/Multi-Regional program will provide annual operating support for the ongoing artistic and administrative functions of eligible arts organizations that provide quality arts on a statewide or multi-regional basis, with special attention to underserved communities.

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 - The Indiana Masterpiece program, in partnership with the Indiana Bicentennial Commission <http://in.gov/ibc/> was launched in Indiana's Bicentennial year as an on-going, legacy gift to the citizens of Indiana. Activities showcase the state's arts history and prominent figures in order to highlight our rich cultural heritage and those who created it. The program is designed to fund and support eligible

projects that are of high artistic merit, impact, and educational value, and are publicly accessible to a broad audience.

**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.

### **Residential Historic Rehabilitation Credit**

<http://www.in.gov/dnr/historic/3679.htm>

An adjusted gross income tax credit is available for the rehabilitation of historic residential property. The qualified expenditures for preservation or rehabilitation of the historic property must exceed \$10,000. The tax credit is equal to 20 percent of the qualified expenditures that the taxpayer makes for the preservation or rehabilitation of the historic property.

A taxpayer qualifies for the credit if all of the following conditions are met:

1. The historic property is located in Indiana, is at least 50 years old, and is owned by the taxpayer.
2. The historic property is listed in the Indiana Register of Historic Sites and Structures.
3. A proposed preservation or rehabilitation plan complies with the Secretary of the Interior’s Standards for the Rehabilitation of Historic Properties.
4. The preservation or rehabilitation work that is subject to the credit substantially complies with the preservation or rehabilitation plan consistent with Secretary of the Interior’s Standards for the Rehabilitation of Historic Properties.
5. The preservation or rehabilitation work is completed in not more than two years, or five years if the preservation or rehabilitation plan indicates that the preservation or rehabilitation is initially planned for completion in phases.
6. The historic property is principally used and

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occupied by the taxpayer as the taxpayer's residence.

For questions regarding the tax credit programs, please contact David Duvall at (317) 232-1635 or [dduvall@dnr.IN.gov](mailto:dduvall@dnr.IN.gov).

## **Federal Rehabilitation 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. The Rehabilitation Investment Tax Credit (RITC) equals 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.

For questions regarding the tax credit programs, please contact David Duvall at (317) 232-1635 or [dduvall@dnr.IN.gov](mailto:dduvall@dnr.IN.gov).

## **The Land & Water Conservation Fund (LWCF)**

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

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.

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**

<https://www.indianalandmarks.org/resources/grants-and-loans/>

Application forms for Indiana Landmarks' financial programs are easy to complete and may be submitted at any time unless otherwise noted. Also unless otherwise indicated, your first stop in the application process is the Indiana Landmarks regional office that serves your county:

### **SOUTHEAST FIELD OFFICE**

4696 Veraestau Lane  
Aurora, Indiana 47001  
812-926-0983  
Jarrad Holbrook, Director  
[jholbrook@indianalandmarks.org](mailto:jholbrook@indianalandmarks.org)

### **EFROYMSON FAMILY ENDANGERED PLACES GRANTS**

Indiana Landmarks awards Efroymsen Family Endangered Places Grants to nonprofit organizations for professional architectural and engineering studies and restoration cost estimates—often the first step in saving a historic structure—as well as for organizational development. The grants may not be used for brick-and-mortar restoration work.

The grants offer a favorable four-to-one matching requirement—four dollars from Indiana Landmarks matches each local cash dollar up to 80% of the total project cost or a \$2,500 maximum or \$3,500 for affiliate organizations. For more information, contact the Indiana Landmarks Southern Regional office.

### **EFROYMSON FAMILY ENDANGERED PLACES LOANS**

Nonprofit preservation organizations may apply to Indiana Landmarks for Endangered Places loans to buy and/or restore historic properties. The loans have a \$75,000 limit and low-interest terms for the first three years. The recipient of a loan must attach Indiana Landmarks' protective covenant to the property deed.

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.

For more information, contact the Indiana Landmarks Southern Regional office.

### **AFRICAN AMERICAN HERITAGE GRANTS**

Indiana Landmarks' African American Landmarks Committee awards grants ranging from \$500 to \$2,500 to assist nonprofit organizations in the preservation and promotion of historic African American properties. The grants may be used for a variety of purposes: organizational development, architectural or engineering studies, or programs promoting preservation, interpretation, or visitation of a historic African American place.

We make the grants on a four-to-one matching basis, funding 80% of the total project cost up to \$2,500, whichever is less. You may submit a grant application at any time after first consulting with Mark Dollase, Vice President of Preservation Services, 800-450-4534, 317-639-4534, or [mdollase@indianalandmarks.org](mailto:mdollase@indianalandmarks.org).

### **HISTORIC PRESERVATION EDUCATION GRANTS**

Indiana Landmarks and the Indiana Humanities Council annually make grants up to \$2,000 for educational projects related to historic properties in Indiana. Eligible projects include lectures, workshops, conferences, production of audio-visual materials, heritage and cultural tourism programs, and educational publications.

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Proposals for Heritage Preservation Education Grants are generally due by the end of February. Completed applications are due in April, and awards are announced in May. <http://indianahumanities.org/about-grants>

For more information, contact Suzanne Stanis, Director of Heritage Education and Information, 317-639-4534 or 800-450-4534 or [sstanis@indianalandmarks.org](mailto:sstanis@indianalandmarks.org).

## **EFROYMSON FAMILY ENDANGERED PLACES ACQUISITIONS**

To save vacant and endangered buildings, Indiana Landmarks sometimes buys the place. We attach protective covenants to the property's deed when we resell to a buyer who agrees to restore the landmark within a specified time. When the property sells, the revenue returns to our Endangered Places fund.

For more information, contact the Indiana Landmarks Southern Regional office.

## **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 develop-

ment. 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.

### **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.

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

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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. 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.