
TOWN OF DALEVILLE



...Understanding the Present...



Learning from the Past....



...Planning for the Future

DOWNTOWN REVITALIZATION PLAN



**TOWN OF DALEVILLE, INDIANA
RESOLUTION NO. 2014-01**

Resolution as to Approval of Downtown Revitalization Plan

WHEREAS, discussions have taken place regarding growing the Daleville Downtown District to enhance and transform the community and future of Daleville;

WHEREAS, actions were taken by the Town of Daleville to have Rundell Ernstberger Associates, LLC prepare a detailed Downtown Revitalization Plan for the Town;

WHEREAS, the Town Council of the Town of Daleville approves the Downtown Revitalization Plan prepared by Rundell Ernstberger Associates, LLC, which is attached hereto.

NOW THEREFORE, BE IT RESOLVED by the Town Council of the Town of Daleville, Indiana, as follows:

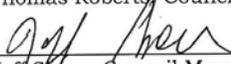
SECTION I: The Town Council of the Town of Daleville has determined that it would be in the best interests of the Town to take steps to grow the Daleville Downtown District to enhance and transform the community and future of Daleville.

SECTION II: The Downtown Revitalization Plan prepared by Rundell Ernstberger Associates, LLC, and attached hereto, is hereby approved.

Adopted by the Town Council the Town of Daleville at its meeting held on the 6th day of October, 2014 at which meeting a quorum was present.



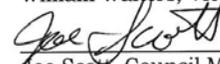
Thomas Roberts, Council President



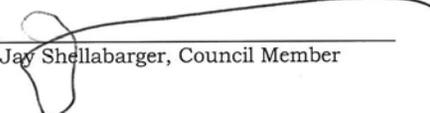
Jeff Shore, Council Member



William Walters, Vice-President



Joe Scott, Council Member



Jay Shellabarger, Council Member

ATTEST:


Amy Roberts, Clerk-Treasurer



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1. ACKNOWLEDGEMENTS



ACKNOWLEDGEMENTS

In addition to the local leaders and business owners who have participated in the working through of this plan, there are other people who have provided time, talent, and effort which should be acknowledged here. Our work has been much enlightened and enriched through their input. We extend our heartfelt thanks to the following:

CLERK TREASURER

Amy Roberts

TOWN BOARD

Tom Roberts
Bill Walters
Joe Scott
Jay Shellabarger
Jeff Shore

STEERING COMMITTEE

Bradley Bookout
Jack Sater
Steve Selby
David Stinson
Sam Pierce

HISTORIC INFORMATION AND PHOTOGRAPHS

Rev. Gary McManus

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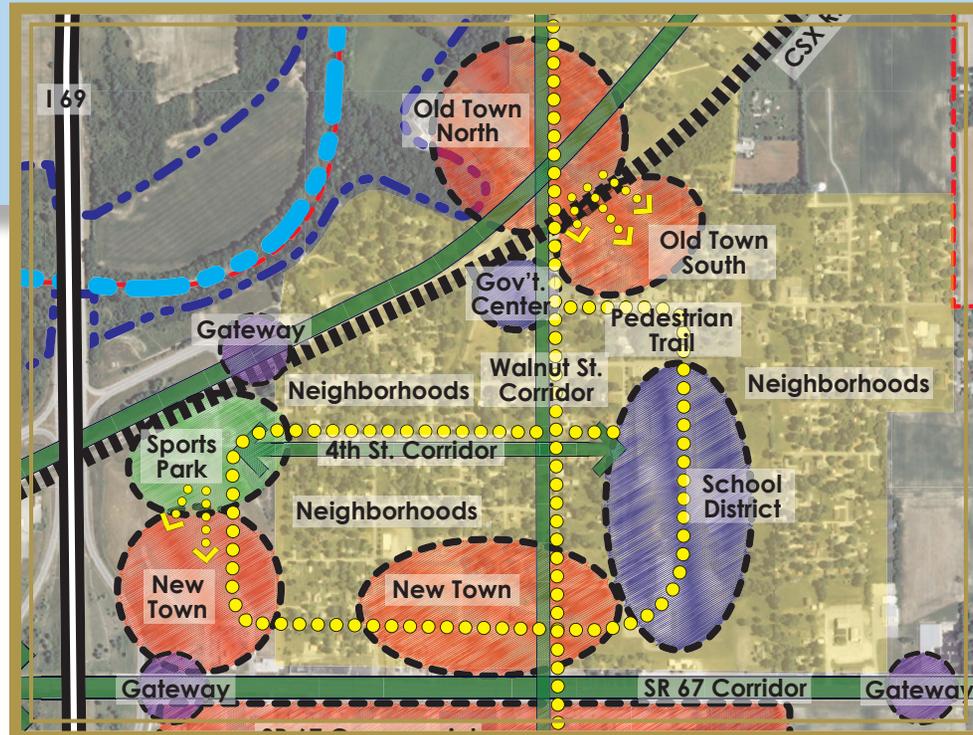
CONSULTANTS

RUNDELL ERNSTBERGER ASSOCIATES, LLC
Eric Ernstberger
Cecil Penland

STRATEGIC DEVELOPMENT GROUP
Scott Burgins
Claire Linnemeier

US ARCHITECTS, LLP
Keith Gary
Kelly Flanigan

2. EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

Unlike any period in recent history, Daleville currently has opportunities for extensive growth and revitalization through money available from the TIF district, as well as the added potential that the Heartland Business Center and the Daleville Shell Building provide for bolstering the town's growth. These resources will allow the town to undertake transformative steps toward a prosperous future.

The direction recent building patterns have taken, however, do not contribute to a cohesive urban community, but rather, continue one of disconnectedness with disjointed character leaving Daleville without a readily recognizable and clear identity. As Daleville responds to new opportunities, it also has the first chance in many years to bring order and elegance to the land that lies within its corporate limit, making it a more desirable place to potential new residents as a small community within which they can live, work, and play.

How can these resources be put to optimum use? Certainly some money should be saved for the proverbial "rainy day" and for necessary routine maintenance. However, this plan proposes a much bolder vision for the immediate and long-term future of Daleville through a series of urban design initiatives and physical improvements designed to reestablish Daleville's image.

Now is the time to reverse long-time negative

conditions such as a stagnant population and declining downtown. During a public meeting in 2013 with representatives from the Indiana Office of Community and Rural Affairs (OCRA), residents said the town "lacks an identity" and has too few venues for shopping or recreation.

The steering committee that worked on this plan added items that are crippling Daleville's growth such as limited housing and local job opportunities.

Tackling these problems will require substantial steps and sustained long-term effort; but, what better time to get started than right now?

This report details dozens of steps that will enable the town to achieve its goals. It also designates projects that should be started immediately, and those that can be introduced over time.

Before new businesses, sidewalks or homes are considered, there must be a system in place to guide the process.

Without a system – that is, a dedicated group of community leaders committed to a long-term, clearly stated campaign – it will be almost impossible to drive progress forward over time.

This group's first mission will be to take this report off the shelf and keep it alive and advancing. There will certainly be successes, setbacks and unforeseen circumstances, but this Daleville Action Team now has a map.

GOALS AND PRIORITIES

The primary goal of this plan is to restore vitality to Daleville's downtown, and thereby to the community as a whole.

The design team was asked to complete this primary goal by helping the town to identify public improvement/investment projects that would help retain existing, and attract new, businesses, residents, and tourists.

Despite the fact that tens of thousands of people travel through or around the town each day on one of the primary state routes or Interstate 69 and despite the fact that the community is home to the most jobs in Delaware County, the community is currently struggling to maintain its current population and to grow.

PROCESS

The design team spent significant time familiarizing themselves with the existing conditions of the community. Research and field investigation of the community's infrastructure, historic architecture, housing, demographics, economics, and past public forums, provided insight into the community and made apparent the disparity between the town's historic downtown and the new development occurring along SR 67.

Additionally, the prospect of the development of a new reservoir immediately adjacent to the community greatly increases the community's growth potential. If the development of the new Mounds Lake Reservoir does occur, the Town

of Daleville will become very attractive for new investment and development.

From this point, the design team, with the assistance and feedback of a steering committee comprised of local leaders, began formulating thoughts for improvements to the historic downtown, the SR 67 development, and the town's overall infrastructure and recreational facilities. The recommendations within this report are intended to improve the community regardless of whether or not the Mounds Lake Reservoir is developed, and are flexible enough to embrace the reservoir and take full advantage should it happen.

Recommendations within the report are divided into two categories: policy improvements and implementable projects.

The first seeks to provide the community with the political and economic tools to set the stage for new development. These include suggestions such as forming a Main Street Organization and creating a not-for-profit for the purpose of purchasing property on behalf of the community.

The second recommends a series of projects related to architecture, infrastructure, and parks and recreation, that will set the stage for new development. These include projects such as improvements to Town Hall Park, recommended restoration of some key downtown historical buildings, the construction of new mixed-use buildings, the creation of new

streetscapes, and the development of a town trail network. Budgetary costs and phasing are provided for these projects.

The report concludes with a list of potential funding sources for beginning to implement some of the key projects. Sources include county, state, federal, and private facilities.

3. INTRODUCTION



INTRODUCTION

SITE LOCATION

The Town of Daleville is located in East-Central Indiana, in western Delaware County. The town is sited immediately adjacent to three primary corridors including Interstate 69, State Road 32, and State Road 67. Additionally, the CSX Railroad runs through the center of Daleville, connecting to Anderson on the west, and Yorktown and Muncie to the east. The White River also comprises the northern boundary of Daleville's corporate limits.

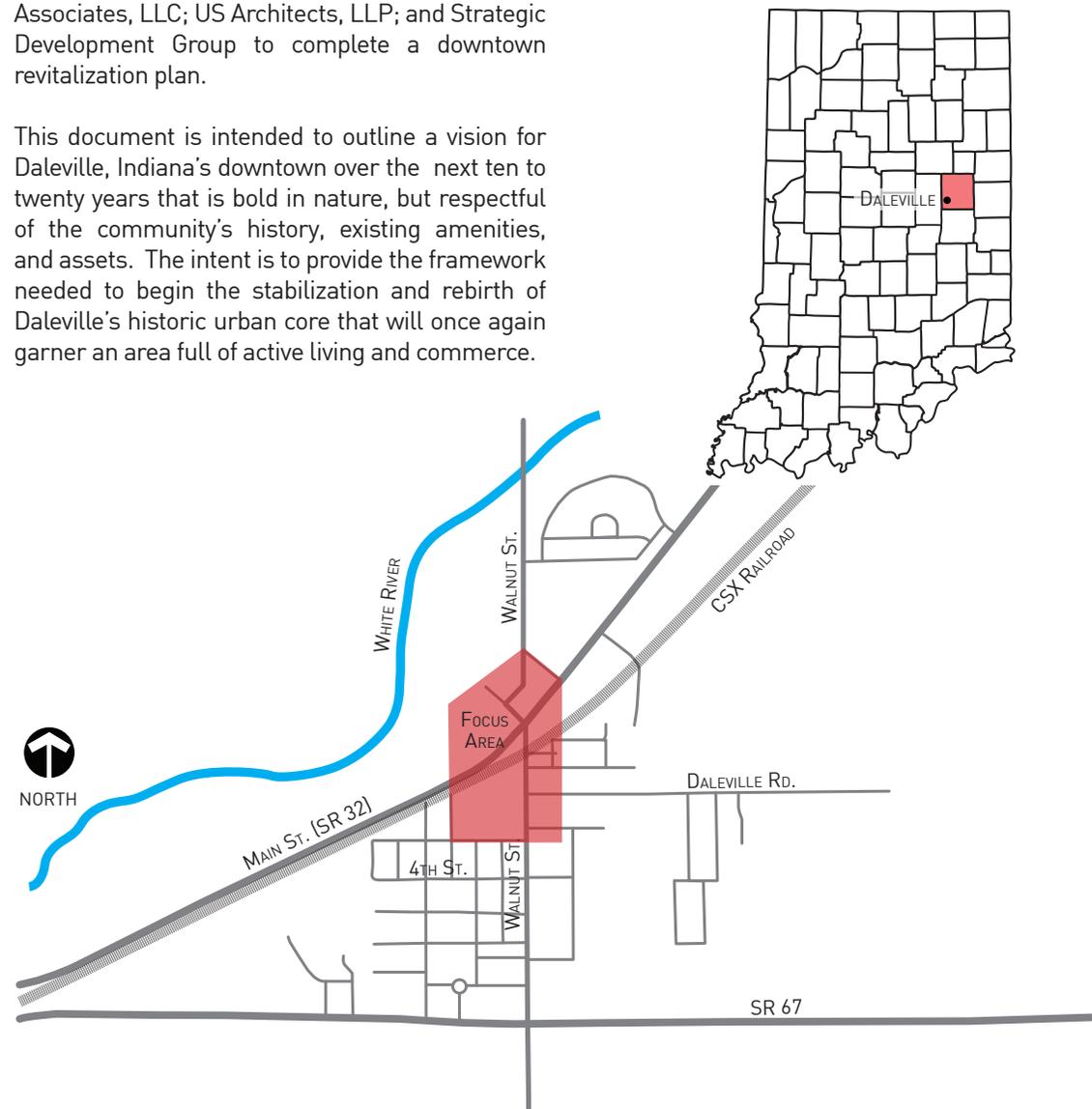
While this report does discuss and suggest improvements to the entire corporate limit of Daleville, the focus of improvements is centered on the community's historic downtown core which is bounded by 3rd Street on the south, Sarah Street on the north and east, and Sorghum Street on the west. The maps to the right indicate the location of the county, town, and project area.

BACKGROUND AND PURPOSE OF THE PLAN

The opportunity before Daleville is the choice to actively be involved in shaping the future of the downtown. The economic drivers of the past are long gone: there will not be another natural gas boom to energize economic vitality. With this in mind, in an effort to reinvigorate a downtown that has been in a state of decline for several years and to make quality of life improvements to their community that would attract new residents and business, the Town of Daleville commissioned the planning team of Rundell Ernstberger

Associates, LLC; US Architects, LLP; and Strategic Development Group to complete a downtown revitalization plan.

This document is intended to outline a vision for Daleville, Indiana's downtown over the next ten to twenty years that is bold in nature, but respectful of the community's history, existing amenities, and assets. The intent is to provide the framework needed to begin the stabilization and rebirth of Daleville's historic urban core that will once again garner an area full of active living and commerce.



SCOPE AND PROCESS OF THE PLAN

This document has been developed through a process including an in-depth inventory and analysis of existing conditions and historic documentation, field investigation, and public and steering committee input as it relates to historical development, infrastructure, civic spaces, amenities, architecture, demographics, economics, and local goals and objectives. Through the information gleaned from this familiarization process, a series of recommendations have been developed which focus on the social, physical, economical, and political attributes of the community. Design recommendations are specific to Daleville’s actual conditions, but are schematic in nature.

HOW TO USE THE PLAN

This plan is intended to be a living, working document that will be used by the leadership of the Town of Daleville as a roadmap for new development and policy in the foreseeable future.

This plan is divided into multiple sections, beginning with an overview of the town’s history, followed by an in-depth review and analysis of the existing conditions as they relate to current development patterns and uses, streetscapes, architecture, residential neighborhoods, cultural and natural features, utilities and environmental conditions, economics, demographics, and housing stock.

Following this review is a series of policy and physical recommendations that respond to the issues found and seek to stabilize, and ultimately

revitalize, Daleville’s historic downtown core.

The report concludes with a series of Action Items and implementation strategies for accomplishing the recommendations within the plan. These recommendations are given some level of priority and some basic cost opinions for improvements are laid out. Additionally, potential funding sources are described.

4. HISTORY



HISTORY

Daleville was named for the Dale family who settled the area in the 1820's. Alexander Campbell Dale laid out and platted the original Daleville (Old Town) on the 10th of November in 1838. Most of the history of Daleville is first and foremost a history of Salem Township because Daleville was not incorporated as a town until 1982.

Development really picked up in Daleville in 1858 when the railroad came to town. By 1901 the Central Indiana Interurban line came through Daleville, bringing with it an electrical substation to power the streetcars. This substation infused the community with an energy source which allowed some of the allure and comforts of a city like Anderson or Muncie to come to a small community like Daleville.

Major industries in Daleville were wagon manufacturing which gave way to the manufacture of bus bodies as the wagon fell



HISTORIC DALEVILLE TRAIN STATION



HISTORIC DOWNTOWN DALEVILLE MAIN ST.

out of use, lumber, and stove manufacture for Sears. While the Indiana Gas Boom was taking place in the late 19th to early 20th centuries glass, brick, and tile manufacture were significant money makers in Daleville.

The industrial base led to the development of a grocery store, churches, a bank, a hardware store, a tavern, and an opera house in Daleville.

The town remembers the July 17, 1933 bank robbery committed by John Dillinger as an important historical event because it yielded national attention to the community. Today the event is commemorated by a foot race and car show.

At one time there were three bus stops in Daleville. The town no longer is serviced by bus transportation.

Daleville has great attributes today, including a strong school system, excellent access to main transportation corridors, river-centered

recreation such as canoe trips, and general affordability. Vacancy and poor maintenance in old town are indications of disinvestment but are also opportunities for new growth and reinvestment.



WALNUT ST. LOOKING SOUTH



WALNUT ST. LOOKING NORTH

5. EXISTING CONDITIONS



DEVELOPMENT PATTERNS

Historic Daleville owes its format to Alexander Campbell Dale and to the development and introduction of transportation networks through and near the town, mainly SR 32 and the CSX railroad. This spurred the traditional grid development which is typical throughout Indiana, the Midwest, and the country. Developed during a different era with less emphasis on automobiles, commercial structures were built immediately adjacent to the right-of-way lines.

Additionally, sidewalks and streets occurred immediately adjacent to the buildings; and furnishings such as street lighting, benches, planters, etc. This development recipe created environments that were friendly for individuals to walk, live, work, and recreate in.

As transportation and economics have changed, traffic volumes have shifted south to SR 67 and west to Interstate 69. People and businesses have left the historic downtown area and new development has been occurring along the SR 67 corridor.

Significantly different than the development which formed Daleville initially, the recent development along SR 67 is automobile and convenience-oriented. It is designed to service the vehicles found on SR 67 and I-69 and is largely comprised of fast food restaurants, gas stations, and service businesses related to cars and trucks. Structures are set back

significantly from the road, with parking lots immediately adjacent to the roads, and there are no pedestrian facilities such as street lighting, sidewalks, pedestrian scale lighting, etc. This development pattern discourages walkability and makes it difficult and less safe to access the spaces by anything other than an automobile.

This is not to say that all of the development along SR 67 is bad and should be removed. Many large employers are located along this primary corridor, and this diversity of business is vital to future success and development in Daleville. The primary issue, however, is that while there are several thousand people travelling to, and working in Daleville, the majority of them leave at the end of the day to return to other communities.

As a result, Daleville's downtown and residential neighborhoods are stable at best, but are arguably in a state of decline. The ultimate goal would be to create a Daleville where these individuals and families are attracted to not only work, but live, recreate, and contribute to the local economy.

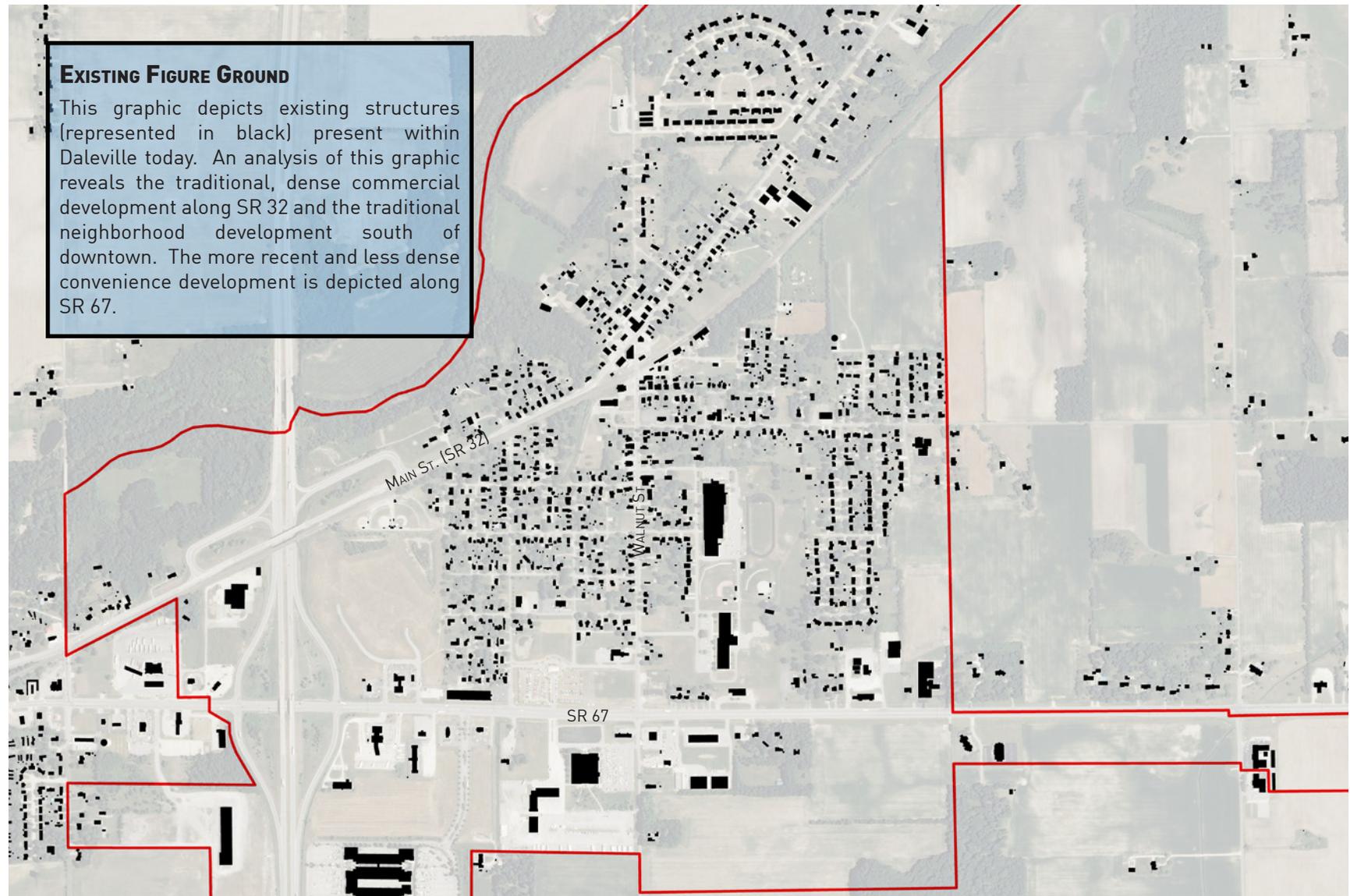
As a national trend, this is exactly what we are beginning to see at present. Businesses, families, and individuals are attracted to places where they can do all of the things listed above without dependence on an automobile.

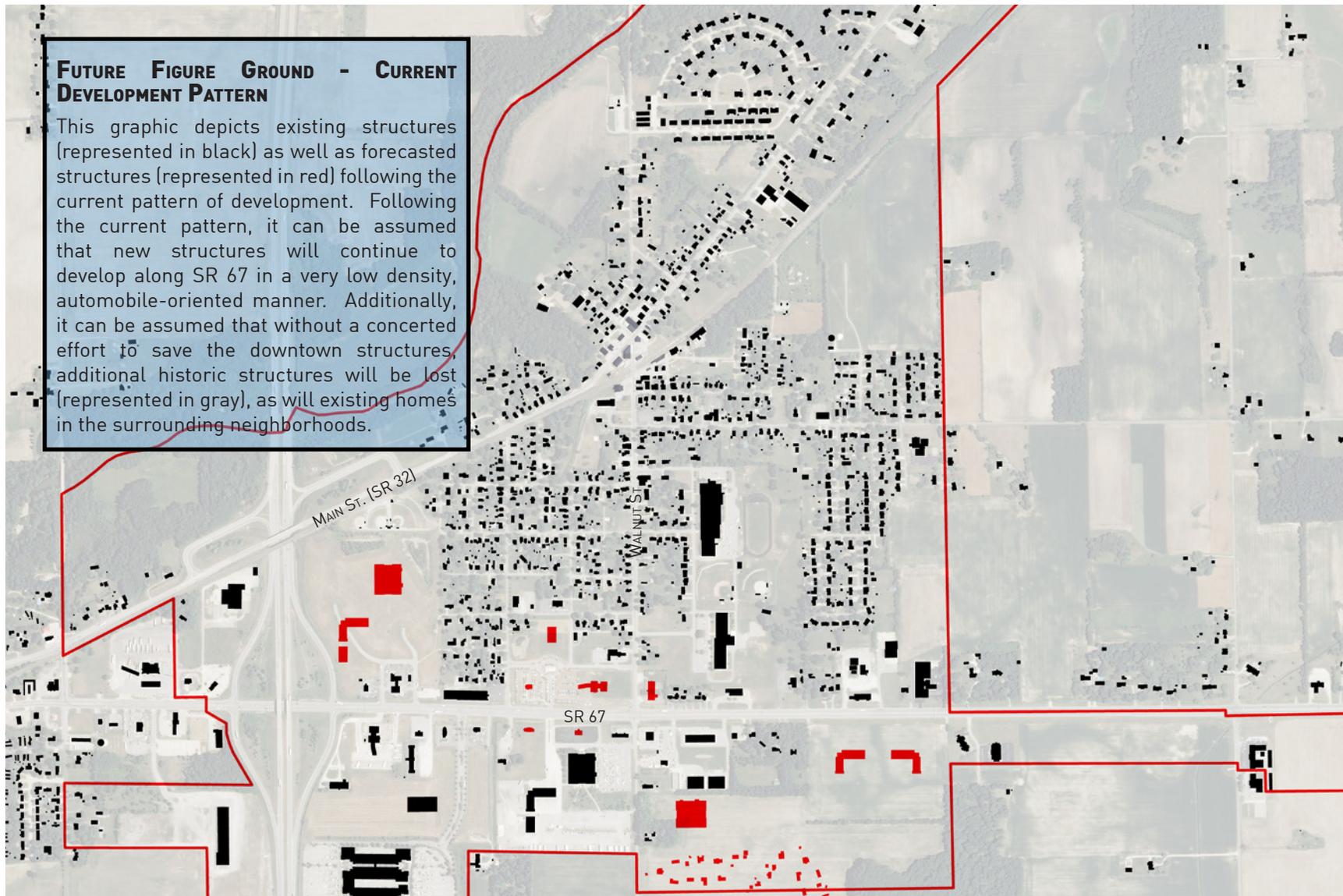
For this reason, communities across the country are developing a renewed interest in their historic downtowns because they offer, or have the potential to offer, the amenities attractive to today's populace; amenities that are more reminiscent of traditional neighborhoods and development.

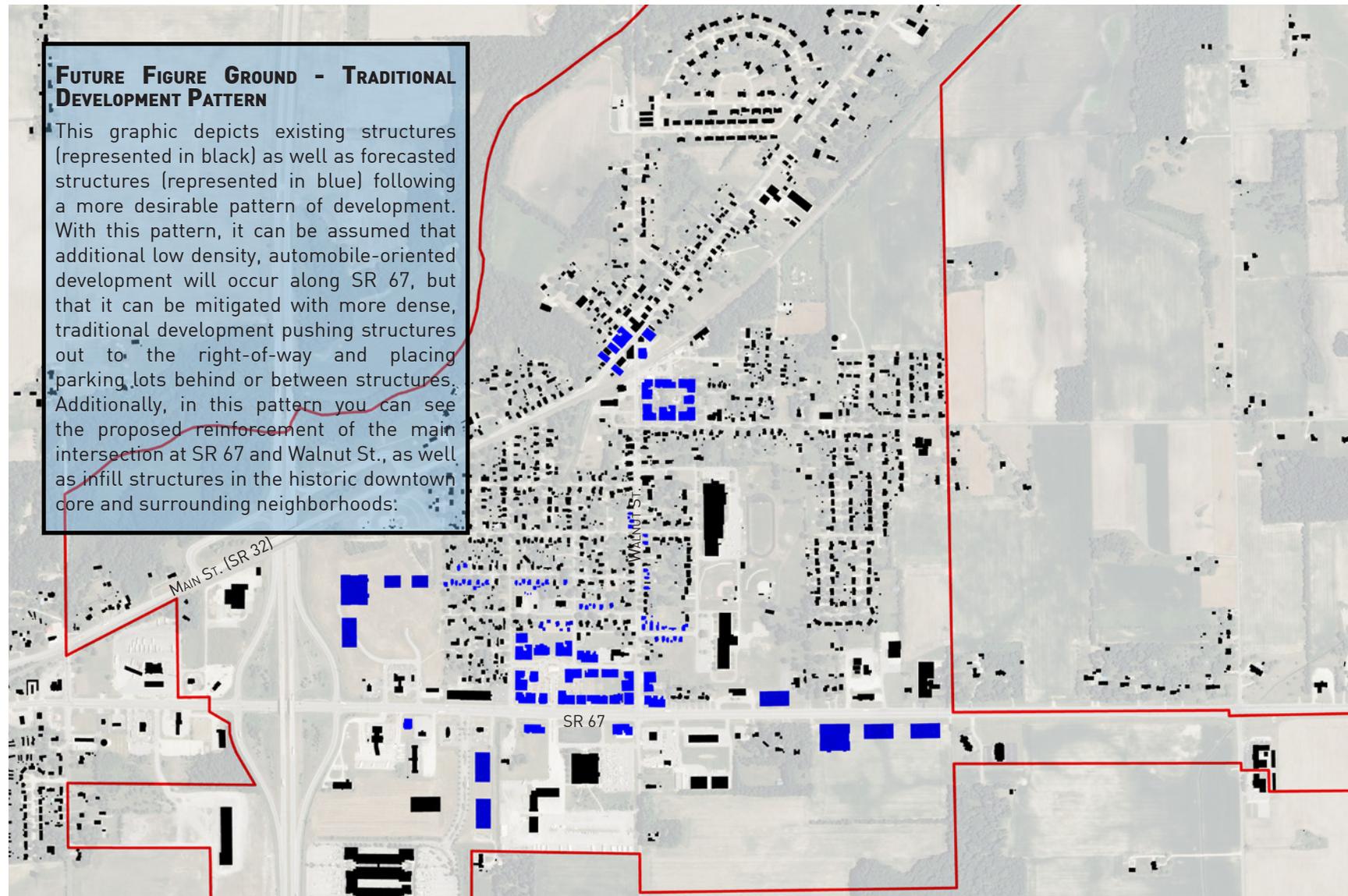
In order for Daleville to compete on a national level, it is imperative that there be an in-depth understanding of the existing conditions within the community and downtown so that recommendations for improvement can be made. The following pages provide a more detailed overview of:

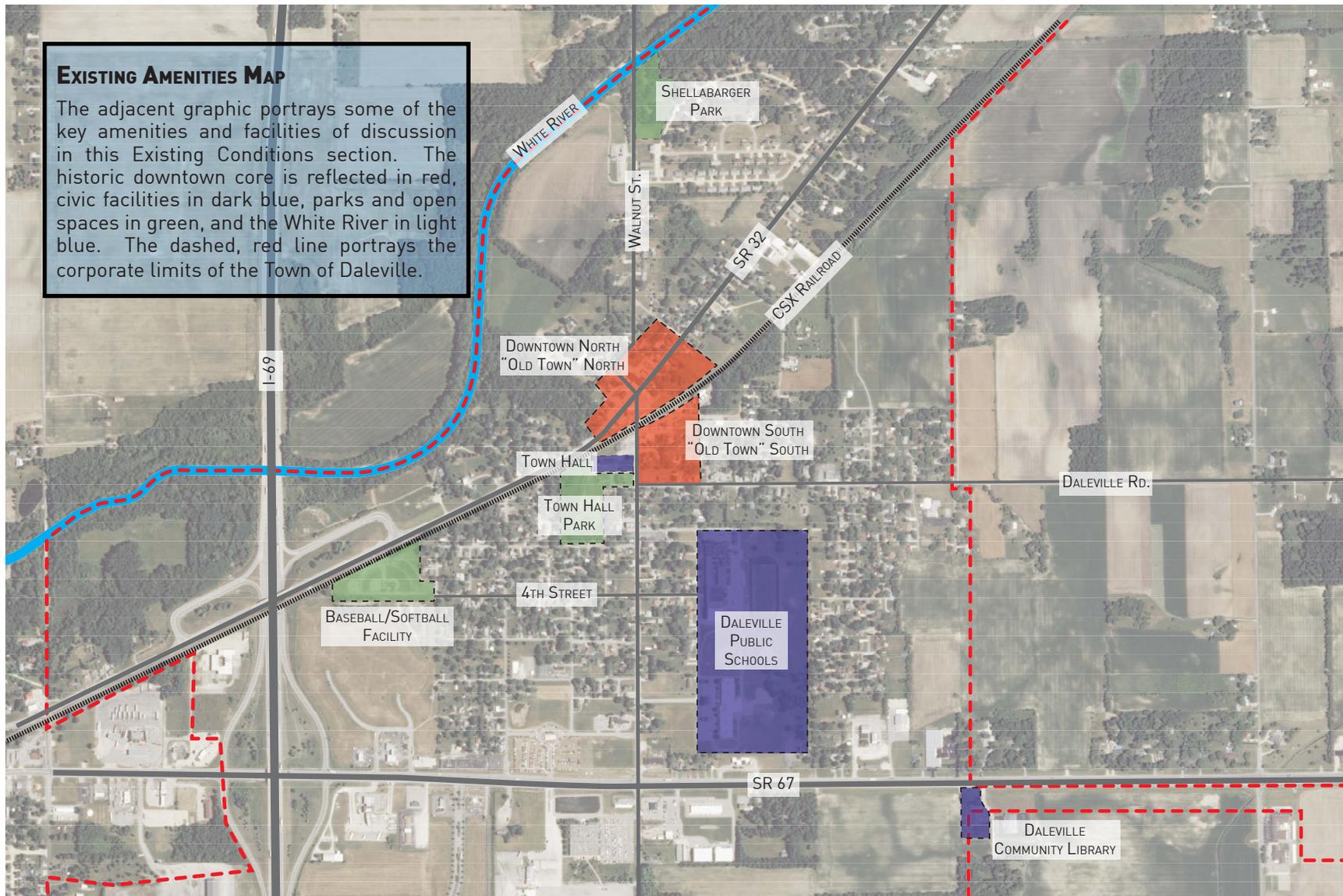
- Streets and Traffic Patterns
- Downtown Uses
- Adjacent Neighborhoods
- Cultural and Natural Features
- Streetscape Amenities
- Utilities
- Environmental Conditions

The graphics on the following pages are what are known as figure ground studies. Essentially, these graphically represent the footprint of buildings and can be used to study the development pattern of a community. The following depictions illustrate current conditions, forecasted conditions should development occur as it is happening today, and forecasted conditions should a more traditional development approach be adopted.









INFRASTRUCTURE

RAILROAD

Having spurred the initial development in town, the railroad is still very active with a pair of tracks and multiple trains passing through town daily. Trains no longer stop in Daleville and they travel through town at a high rate of speed. This speed, combined with the width of the railroad easement (up to 80 feet in places), creates an edge, or barrier, that seems to disconnect the area north of the railroad tracks from the area south of the railroad tracks.

Additionally, this barrier makes pedestrian circulation difficult and dangerous, and the noise from multiple trains detracts from the downtown environment. Consideration needs to be given for how to visually screen and quiet the railroad, while improving pedestrian access across it.

STREETS & TRAFFIC PATTERNS

After initial development of the railroad, development accelerated in Daleville with the creation of SR 32. Historically a major east/west route connecting communities across Indiana such as Muncie, Anderson, Noblesville, Winchester, and Union City, SR 32 brought significant traffic to Daleville and served as the main artery through town. Today, SR 32 still carries a significant amount of traffic; however, much of the commercial traffic has shifted south to SR 67.

Comprised of two traffic lanes, SR 32 through Daleville is in average condition. Since it is a historic roadway, it offers a comfortable pedestrian scale with buildings sited immediately adjacent to the roadway that are no more than three stories tall. Parking occurs on the street or in parking lots behind buildings. General streetscape amenities are in poor

condition. Curbs and pedestrian sidewalks adjacent to the street are sporadic. Limited street lighting is provided. No streetscape amenities are present and one traffic signal is located at the intersection of SR 32 and Walnut St., the most prominent intersection in historic downtown.

SR 67 passes through the southern end of Daleville and provides the primary connection to Interstate 69 that much of Delaware County's commercial and commuter traffic uses. Because SR 67 is a massive roadway comprised of a minimum of four travel lanes and one turning lane, pedestrian access along and/or across the roadway is non-existent and no amenities, sidewalks, or pedestrian lighting are provided.

Buildings are set back a significant distance from the right-of-way and parking is prominently



EXISTING RAILROAD TRACKS ADJACENT TO DOWNTOWN



SR 32 THROUGH DOWNTOWN DALEVILLE



SR 67 & RECENT DEVELOPMENT

sited immediately adjacent to the right-of-way. Because it carries the most traffic, SR 67 offers the largest opportunity to market the town of Daleville; and the intersection of SR 67 and Walnut Street, which is signalized, is perhaps the most important intersection to the community with regards to attracting traffic to downtown and the residential neighborhoods. Very little identity signage or markings are provided along SR 67 to indicate that a person is travelling through Daleville.

Walnut Street is the most prominent north/south corridor in Daleville and connects SR 67 on the south to SR 32 on the north, and ultimately to Shellabarger Park north of downtown. Additionally, access to nearly all of the residential neighborhoods occurs via this street. The town park, civic facilities, and schools are located within very close proximity to Walnut Street.

The street primarily contains two travel lanes. Tree lawns and sidewalks are adjacent to the majority of the roadway and cobra head style lights illuminate the corridor. As this corridor connects several prominent destinations, it may be considered a candidate for future bicycle enhancements.

4th Street is another important east/west corridor that connects Daleville Elementary, Junior, and Senior High Schools on the east to the sports park on the west. Additionally, this street is a primary intersector of Walnut Street.

4th Street has a relatively narrow right-of-way. Typical of most of the residential streets in Daleville, 4th Street does not currently offer striping, curbs, sidewalks, lighting, or any other amenities. Because of its prominence as a key connector across town, this corridor should be strongly considered for future improvements.

Daleville Road, another prominent east/west corridor, connects residential neighborhoods on the east side of town to downtown and Daleville's civic facilities. Currently slated for improvements, this corridor will be receiving new striping, curbing, sidewalks, and lighting.

In addition to those discussed above, remaining residential streets are very similar in nature. Typically narrow, most of the roads do not provide striping, curbing, sidewalks, lighting, or any other amenities. Future effort and consideration should be made to improve these corridors so that all streets have some level of improvement.



WALNUT STREET



4TH STREET



DALEVILLE ROAD

DOWNTOWN USES

A local urban center during its peak, downtown Daleville was once comprised of mixed uses including residential, commercial, and light industrial facilities. As society, economics, and development changed, however, residents and downtown businesses began leaving and new development began occurring along SR 67.

Over time, and throughout the mid to late 20th century, the downtown lost its staple businesses and the majority of its downtown residents. Additionally, the railroad ceased to stop in Daleville, and as a result, many of the historic structures became underutilized and fell into disrepair.

Today, many of the original buildings are gone and the remaining spaces have been infilled with other structures, are used for parking, or are simply vacant lots. The comfortable density

of the downtown has been degraded and general amenities, including street pavements, walks, lighting, etc. are in need of repair as a result of the loss of activity and tax base.

Despite these changes and needs within the downtown, it still maintains many assets. Several of the historic buildings remain and are being utilized. Local businesses are still operating and include an electrical services company, bicycle sales and repair store, mechanic shop, and thrift store among others.

Additionally, a restaurant/bar, the Town Hall, Post Office, and Town Park are located just south of the railroad tracks and historic downtown core.

ADJACENT NEIGHBORHOODS

Residential neighborhoods surround downtown Daleville. The housing stock ranges from historic, Victorian-era homes to more modern, post-war and even late 20th century housing. The more historic housing is located immediately surrounding the historic core, while the more recent housing is located in the northern one-third of the town's corporate limits. While the condition of the houses varies, neighborhoods appear relatively stable. Currently, no one is living in the upper stories of the remaining downtown buildings and there is little evidence of new residential development.

As noted, general amenities including curbs, lighting, sidewalks, benches, litter receptacles, and on-street parking are lacking.



PRESENT DAY DOWNTOWN DALEVILLE



DALEVILLE TOWN HALL & PARK



TYPICAL RESIDENTIAL NEIGHBORHOOD

CULTURAL FEATURES

Daleville has some excellent cultural amenities. In addition to architecturally unique buildings downtown, there are historic homes on 6th Street immediately adjacent to Walnut Street.

The Daleville school system is a cultural amenity. A point of pride within the community, the school system has received an A+ rating from the State of Indiana.

Daleville recently constructed a new library, which is located on SR 67 that receives significant use by the community. Daleville Town Hall and the adjacent park, as well as Shellabarger Park, serve as important cultural amenities attracting groups on a regular basis for organized gatherings. Unfortunately, pedestrian connections between these facilities is limited.

NATURAL FEATURES

For a community of its size, Daleville is fortunate to have access to multiple natural features. These include Town Hall Park, Shellabarger Park, the Baseball/Softball Facility, the White River, and a surrounding abundance of natural wood and farm land.

Town Hall Park is located immediately adjacent to the Town Hall and offers amenities including playground equipment, a gathering pavilion, a gazebo, and large open lawns. A large drainage swale/ditch comprises the majority of the west portion of the park and renders it unusable due to heavily sloping topography.

The town has expressed an interest in providing additional amenities to the park, such as a splash pad, and to improve the park to make it more user-friendly.



TOWN HALL PARK DRAINAGE SWALE

Shellabarger Park is located near the northern corporate limit of Daleville. Amenities offered within the park include paved pathways, picnic shelters, a basketball court, benches, grills, playgrounds, and some access to the White River.



DALEVILLE ELEMENTARY SCHOOL



TOWN HALL PARK



SHELLABARGER PARK

EXISTING CONDITIONS

Currently, the town has planned improvements to install a measured walking trail throughout the park. Future consideration should be given to connecting the park to the town's core with new pedestrian facilities along Walnut Street.

An additional green space is located on the western terminus of 4th Street. On direct access with the schools which are on the east side of town, this baseball/softball facility offers two playing fields, a press box, dugouts, bleachers, and an informal parking lot. This space is located immediately adjacent to the railroad and would benefit from general improvements to the structures and parking lots. Future expansion of the facility may be necessary in order to meet future demands, and physical connections to other amenities within the community would be beneficial.

Although Daleville is sited immediately adjacent to the White River, the only public access point occurs in Shellabarger Park. Additional access points occur via the private canoe facilities located within close proximity of Shellabarger Park and the town's core. These facilities attract thousands of people a year and provide a substantial boost to the local economy during their operating season.

The river is currently an underutilized asset to the community. Future consideration needs to be given to allowing additional public access, as well as creating a trail along the river's route through town.

With these needs and future growth in mind, Daleville has an abundance of private farm and wood land surrounding the north, south, and east sides that could be considered for future park development if the need arises.

LIGHTING

Lighting throughout Daleville is limited. Some cobra head style lights are mounted on utility poles throughout the community. Existing fixtures are inefficient and geared towards automobiles rather than pedestrians. Future consideration should be given to the installation of new lights, mounted at twelve to fourteen feet high, that are high efficiency LED and cast light down towards the road or walking surface. This will not only enhance security within the neighborhoods, but when coupled with additional street enhancements, will provide an aesthetic that is attractive to existing and new residents.



BASEBALL/SOFTBALL FACILITY



WHITE RIVER ACCESS VIA SHELLABARGER PARK



COBRA HEAD STYLE LIGHT FIXTURE

SITE FURNISHINGS

Other than the amenities provided within the town's parks, no additional amenities are provided downtown or along any of the residential streetscapes. Amenities such as these should be considered for future use as they provide functionality for users and improve the aesthetic appeal of the streetscape.

SIGNAGE

Signage within Daleville is minimalist in style. While some of the signage is successful, other signs detract from the overall appearance of downtown and should be updated. Standards for sign design and placement should be used to create a cleaner, more cohesive environment and to prevent the use of signage that is typical along the more recent SR 67 development.

Additionally, wayfinding signage is limited through town. While a majority of the trucks going through Daleville use SR 67, semi trucks can often be found in Old Town, partially due to a lack of signage encouraging the use of SR 67 by through trucks.

PLANTINGS

Currently, plantings within the public right-of-way are limited. The community has indicated a desire for additional plantings and street trees to help soften the appearance of downtown and provide additional color, shade, and visual interest.

Additionally, the town has expressed an interest in stormwater planters to add an element of visual interest and sustainability, and take some of the load off the conventional storm sewer system.

UTILITIES

Typical of most downtowns, Daleville's infrastructure is located above and below ground and within the alley and street right-of-ways throughout the city. Utilities within the target area include, but are not limited to: storm sewers, sanitary sewers, water, gas, electric, and telecommunications.

Many of the electrical and telecommunications lines in Daleville are above ground through the older parts of town. As funding becomes available it would be desirable for these to be buried.

Generally, storm sewers are located within the streets and sanitary sewers within both the alleys and streets. Storm inlets typically occur at low points in street intersections. Recent improvements to the storm and sanitary system were completed and are believed to be in relatively good shape. In order to take

some load off the storm sewer system, one recommendation would be to utilize stormwater planters, which also offer visual interest at intersections.

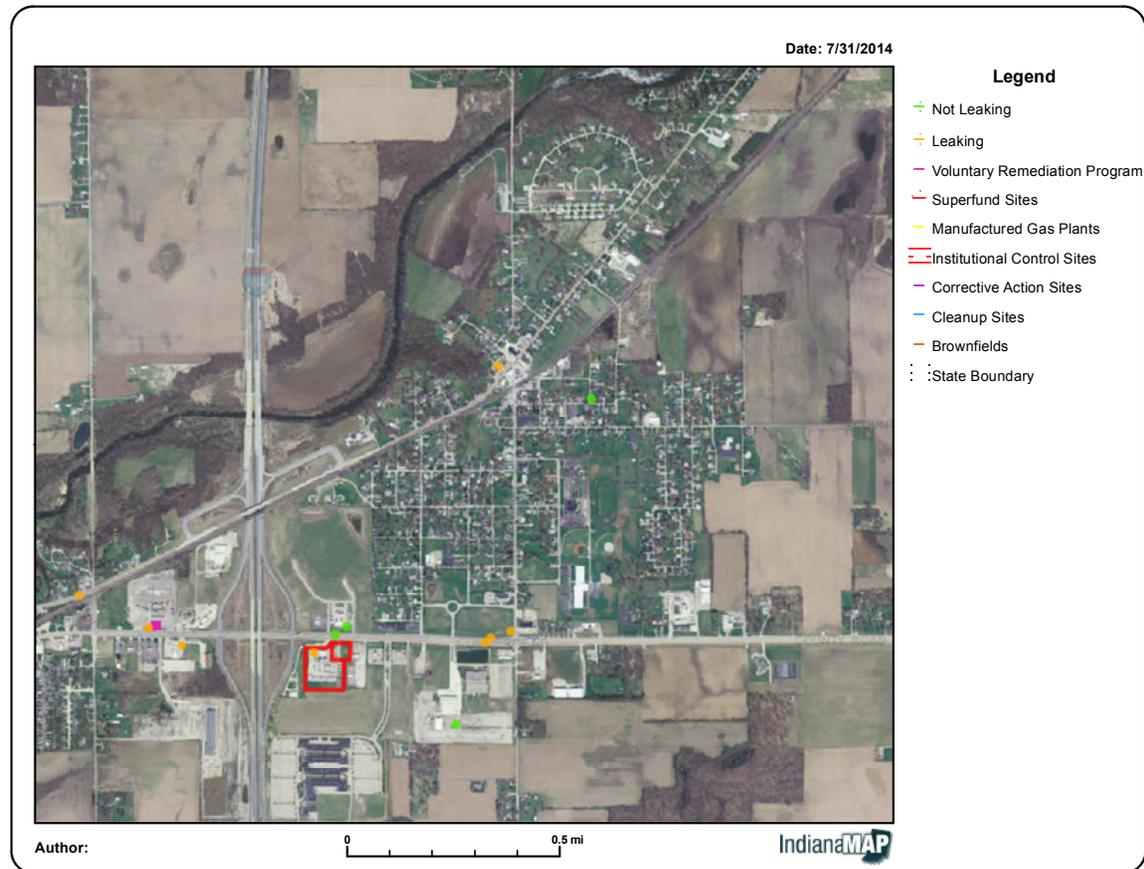
**DOWNTOWN UTILITIES**

EXISTING ENVIRONMENTAL CONDITIONS

According to the IndianaMap website, <http://www.indianamap.org>, two underground storage tanks are located within Daleville's downtown, one of which is noted to be leaking. No other environmental concerns are found downtown.

Several additional underground storage tanks, some of which are leaking, are located along the SR 67 corridor, as is one Institutional Control Site.

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



ARCHITECTURE

OVERVIEW

Daleville originally developed along SR 32. The area in the following Location Map is called “Old Town” and this is where our Architectural Overview will focus. Some historic buildings, such as the EF Good Hardware store (Building #2), the Shumaker Electric corner store (Building #3) and the Commercial House corner store (Building #9) are still intact, with new owners in each. We are hoping to renovate these 3 pivotal historic structures in order to include them in the new look of Old Town Daleville.

The Location Map focuses on these 3 historic structures plus 7 more buildings which all reside in the 4 blocks at the corner of SR 32 and Walnut Street. This intersection is a key point not only in the historical layout of Daleville, but also in recreating a new downtown that is inviting for pedestrians and residents as well as traffic along SR 32.

The majority of buildings in Old Town Daleville have been demolished or left empty with many businesses moving to the SR 67 corridor south of town. Therefore, Old Town must acquire a fresh new identity with a new look that will entice new business owners, as well as consumers. This new look begins with short-term goals, which will be explained in this section and end with long-term goals in the Architectural Recommendations Section. Short-term recommendations start by taking

inventory of existing buildings and identifying their pros and cons architecturally. These recommendations will help to clean up what is existing and allow for renovations and updates to happen now.



BUILDING LOCATION MAP

BUILDING #1 - 14420 WEST MAIN STREET

Building Information: Sheet Metal Workshop for Jack Sater Electrical & Plumbing

Building Description: Building #1 is a 1½ story, painted, local clay and concrete block structure with heavy wood timber framing supporting a rubber and shingle roof. There are 3 windows on the northeast façade; one has been blocked in and two are still intact. There are two windows at the back of the building with one blocked in and one intact. The existing windows are a 16 glass-pane square. Two overhead garage doors have been added later as seen by the unpainted, exposed concrete lintels. One garage door is at the main street face and the other at the back of the building. There are 2 parapets; one at the main street face and the other at the back of the building. The parapets follow the shape of the timber framing and are capped with clay tile coping. The first floor is currently one big open bay. The first floor has 2 small wooden stairs that go up to an attic space above for storage. The interior is unfinished and unpainted exposing the attic floor joists on the first level, the original block as well as the new, and the heavy wood timber framing in the attic space. The building is set back from the original right of way with a grass strip at the front of the building.

Existing Conditions:

- Masonry block is in good condition
- Paint is peeling
- Shingle roof is dirty and may need replaced

- Sidewalks and landscaping are in need of repair
- Drives on each side and back parking is entirely gravel
- No signage to identify building use or entrances

Immediate Recommendations:

- Repaint existing block
- Open up windows to allow natural light into the interior
- Pour new concrete drives and sidewalks at front and sides of building
- Clearly mark building entrances as well as drives with new signage
- Pour new concrete parking area at rear of building
- Define landscaped areas, especially at main street face



BUILDING #2 - 14430 WEST MAIN STREET

Building Information: Jack Sater Electrical & Plumbing Work Shop and Storage

Building Description: Building #2 is a 3-story, local concrete brick (4-5 wythes thick) and heavy, wood timber framed structure with a crawl space below. All the windows have been closed in with either block or metal. The main street face has been covered with a metal cladding. There is a 1-story concrete block addition that was added at a later date to the northeast face. The interior is simply finished with wood paneling and painted wood timber columns that are spaced at regular intervals throughout. The first story contains a small unfinished garage area towards the back of the building. The second floor has an area that is open to a third-story mezzanine. The building is one of the original historic structures to remain in Daleville and is built at the original right of way line. There is a small alleyway to the southwest side of the building between it and Building #3.

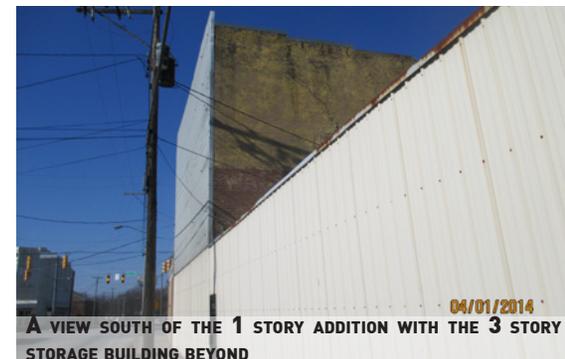
Existing Conditions:

- Brick is in need of repair; cracking throughout, places where the brick is missing entirely
- Metal cladding covers main street face entirely
- Sidewalks and landscaping are in need of repair
- Drives on each side and back parking is entirely gravel

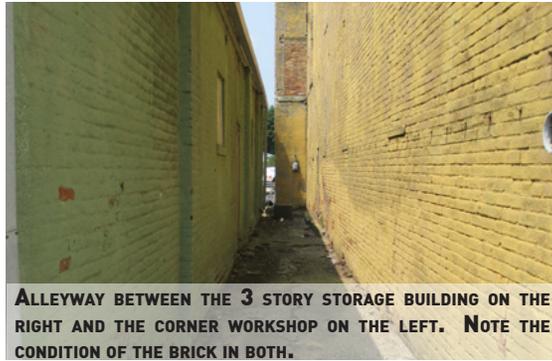
- One of a few historic structures still intact
- Roof cap is rusted
- No signage to identify building use or entrances

Immediate Recommendations:

- Remove metal cladding on main street face
- Tuck point and restore brick to original look, possibly a new paint scheme
- Restore original storefront entryway with tall windows and glass entry door
- Renovate interior for multiple retail tenants, and possibly apartment living on upper floors
- Restore roofing and cap as necessary
- Open up windows to allow natural light into the interior
- Pour new concrete drives and sidewalks at front and sides of building
- Clearly mark building entrances as well as drives with new signage
- Pour new concrete parking area at rear of building
- Define landscaped areas, especially at main street face
- Create a pocket park in the small alleyway next to building
- Demolish addition and infill with an outdoor space or matching 2-3 story infill building.



EXISTING CONDITIONS



BUILDING #3 - 14432 WEST MAIN STREET

Building Information: Workshop and storage for Jack Sater Electrical & Plumbing

Building Description: Building #3 is a 1½ story, painted, local clay and concrete block structure with heavy wood timber framing supporting a rubber roof. There is a small 6' alleyway between this building and Building #2. There are 3 windows on the southwest face that have been closed in. The front face has had metal cladding added at a later date, leaving the storefront entry door and two side windows open to the main street. The first floor is currently one big open bay with timber columns placed at regular intervals. The interior is finished with lay-in ceiling and wood paneling. The building is up to the original right of way line.

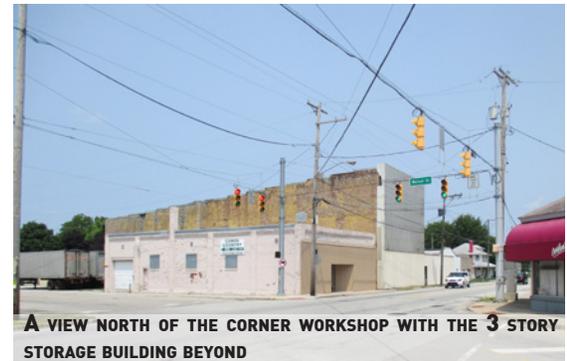
Existing Conditions:

- Brick is in need of repair
- Metal cladding covers majority of main street face
- All windows are closed in
- Drive at back and back parking is entirely gravel
- Sidewalks and landscaping are in need of repair
- Corner building at main intersection is valuable space

Immediate Recommendations:

- Remove metal cladding on main street face
- Tuck point and restore brick to original look, possibly a new paint scheme

- Restore original storefront entryway with tall windows and glass entry door
- Open up windows to allow natural light into the interior
- Pour new concrete drives and sidewalks at front and sides of building
- Clearly mark building entrances as well as drives with new signage
- Pour new concrete parking area at rear of building
- Define landscaped areas, especially at main street face
- Create a pocket park in the small alleyway next to building



A VIEW NORTH OF THE CORNER WORKSHOP WITH THE 3 STORY STORAGE BUILDING BEYOND



LOOKING EAST AT THE SOUTHWEST FACE OF THE CORNER WORKSHOP. NOTE THE BRICK DETAIL AND CONDITION.



**07/31/2014
THE CORNER WORKSHOP LOOKING NORTH FROM STATE ROAD 32.**

EXISTING CONDITIONS

BUILDING #4 - 14500 WEST MAIN STREET

Building Information: Office and workshop for Wells Boiler Works, Inc.

Building Description: Building #4 is a 1-story block and brick structure with a rubber roof. The part of the building that contains the office has brick veneer and metal siding, while the garage side is painted block. The office has 3 storefront windows, 2 storefront doors on the main street face and 1 storefront window and an old unused drive-through window on the northeast side. The garage area has 2 overhead doors on the main street face and 2 storefront windows on the southwest side. The building is set back behind the original right of way in order to incorporate a parking area in front along the main street. The previous auto repair garage had installed a pole sign near the street that sits unused. There is a large area of the property that is gravel and overgrown grass and the front parking area is a combination of asphalt and concrete.

Existing Conditions:

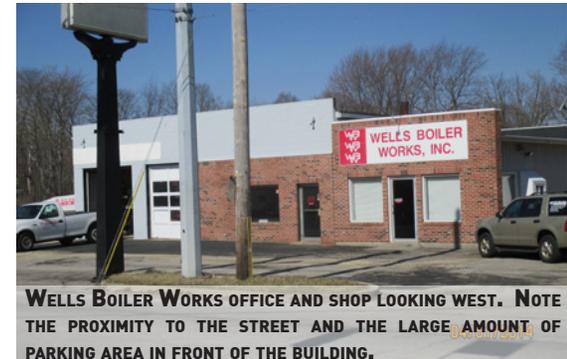
- Block and brick are in good repair
- Gravel and concrete parking and drives are in need of repair
- Sidewalks and landscaping are in need of repair
- Building has signage indicating use
- Large containers sitting out in plain sight

Immediate Recommendations:

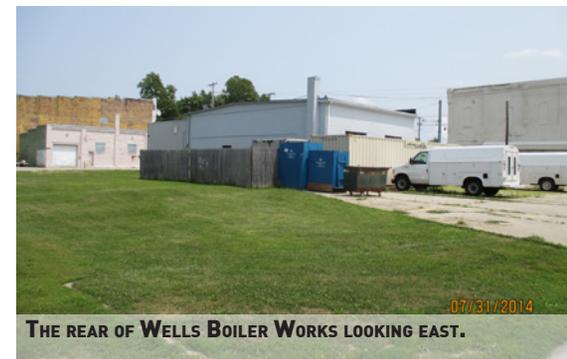
- Repave and stripe parking lot
- Define landscaped areas, especially at main street face
- Pour new concrete parking area at rear of building for tenants to park their vehicles
- Build additional garage for storage for tenant to house additional large containers and vehicles



WELLS BOILER WORKS OFFICE AND SHOP LOOKING NORTH FROM STATE ROAD 32.



WELLS BOILER WORKS OFFICE AND SHOP LOOKING WEST. NOTE THE PROXIMITY TO THE STREET AND THE LARGE AMOUNT OF PARKING AREA IN FRONT OF THE BUILDING.



THE REAR OF WELLS BOILER WORKS LOOKING EAST.

BUILDING #5 - 14425 WEST MAIN STREET

Building Information: Empty, previously an insurance company

Building Description: Building #5 is a 1-story painted block structure with a sloped shingle roof and a metal building addition towards the back. The main street face has a parapet wall and an attached shingled awning over a couple storefront windows and a residential entry door. The two sides have smaller residential windows and empty box signs. The rear metal building addition seems to be used for living space but could be another entrance for the previous business use. The structure is built up to the existing right of way. The main street face has no sidewalk or landscaping. A gravel drive runs along the northeast side and curves to the south connecting to SR 32 to Walnut Street.

Existing Conditions:

- Block is in good repair and recently painted
- Gravel and parking and drives are in need of repair
- Sidewalks and landscaping are in need of repair
- Box signs are not appropriate signage for downtown use

Immediate Recommendations:

- Find new tenant for space
- Define landscaped areas, especially at main street face
- Pour new concrete parking area at side and rear of building.

- Clearly mark building entrances as well as drives with new signage
- Add signage at main street face of building for new tenant



EXISTING CONDITIONS

BUILDING #6 - 14432 WEST MAIN STREET

Building Information: Residential single family Home

Building Description: Building #6 is a standard 2-story residential home from the 1940's. The home has a steep shed roof and metal siding, with a small front porch at the northeast corner. The landscaping is grown up the sides of the structure in places. The parking for the home is at the front gravel along SR 32 and towards the back of the house, which is accessed from the adjacent open parking lot. There is a small wood framed detached garage at the back with a rusted metal roof.

Existing Conditions:

- Roof is in need of repair
- Siding is in need of repair
- Sidewalks and landscaping are in need of repair
- Garage is need of repair

Immediate Recommendations:

- Reroof
- Repaint and add new siding
- Define landscaped areas, especially at main street face
- Reroof and repaint detached garage



BUILDING #7 - 7840 SOUTH WALNUT STREET

Building Information: Previous use was a travel agency, now currently empty and has signs showing they allow others to sell cars from their parking lot.

Building Description: Building #7 is a 1-story painted block, corner office building with a shingle roof. There is an awning that stretches across both main street faces. The main entrance is on Walnut Street at the southwest corner. There are storefront windows that stretch along both main street faces. There are sidewalks around the building and plenty of access to the drives on either side which allows good circulation by car or foot. Currently the parking area to the northeast is a used car lot while the gravel parking to the south is mostly unused.

Existing Conditions:

- Block and storefront windows are in good condition
- Roof is dirty
- Awning covers both main street faces and storefront windows

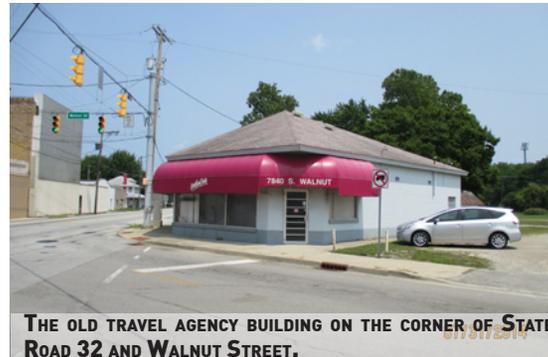
Immediate Recommendations:

- Remove awnings to open up street face windows
- Clean roof and/or replace if needed
- Define landscaped areas, especially at main street face
- Pour new concrete parking area at south of building

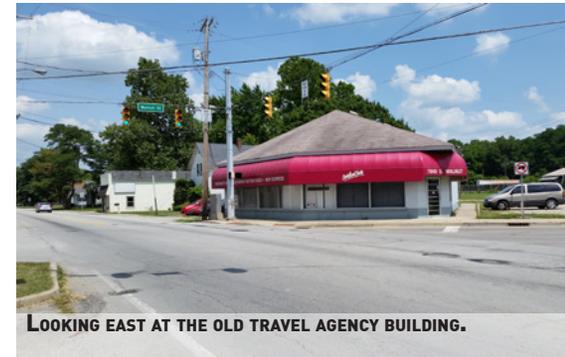
- Clearly mark building entrances as well as drives with new signage
- Add signage at main street face of building



DETAIL OF THE AWNING AND MAIN ENTRY OFF WALNUT STREET.



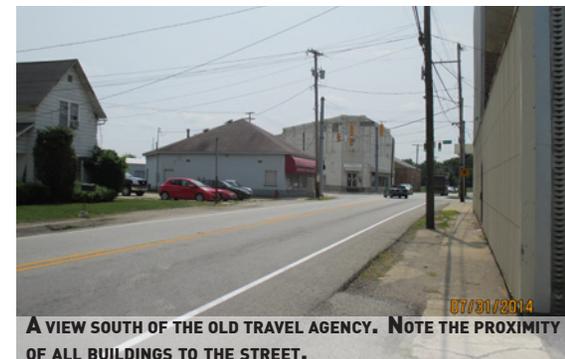
THE OLD TRAVEL AGENCY BUILDING ON THE CORNER OF STATE ROAD 32 AND WALNUT STREET.



LOOKING EAST AT THE OLD TRAVEL AGENCY BUILDING.



LOOKING NORTH AT THE OLD TRAVEL AGENCY BUILDING WITH A LARGE EMPTY GRAVEL LOT IN THE FOREGROUND.



A VIEW SOUTH OF THE OLD TRAVEL AGENCY. NOTE THE PROXIMITY OF ALL BUILDINGS TO THE STREET.

EXISTING CONDITIONS

BUILDING #8 - 7898 SOUTH WALNUT STREET

Building Information: Small retail furniture store

Building Description: Building #8 is a 1-story, metal pole barn with large storefront windows on 2 sides. The main street face has brick veneer and an overhang for protection from the elements. There is an overhead door towards the rear of the building for deliveries. The southeast face of the building faces the railroad tracks and has 3 residential double hung windows. There is a wide sidewalk entry at the main street face and landscaping around the building. The parking area is asphalted.

Existing Conditions:

- Metal pole barn and brick facade is in relatively good condition
- Windows are covered on the interior
- Parking area needs definition
- Sidewalks and landscaping are in good condition
- Building follows railroad and is at an angle to the street

Immediate Recommendations:

- Clearly mark building entrances as well as drives with new signage



BUILDING #9 - 14501 WEST MAIN STREET

Building Information: Retail furniture and thrift shop, with apartments in the south addition

Building Description: Building #9 is a 2-story painted block building at an intense acute angle that follows SR 32 and South Walnut Street. The original main corner entry is still intact but is currently closed off from use. There are limestone details at the base and brick dentil details at the cornice. The upper windows have been boarded up on the original structure on all sides. A metal awning has been added to both main street faces just over the storefront windows. The lower level windows are still open and have platforms built for displaying goods. The main entry has been moved to the East face of the building off South Walnut Street. This historic building is at the original right of way line. An addition was added at a later date to the south end of the building. The addition is covered with metal siding. There appear to be apartments or living space above and possibly storage on the lower level. There are sidewalks on both main streets faces and a gravel parking area to the south next to the railroad tracks.

Existing Conditions:

- Brick is in need of repair
- Awnings are rusted and in disrepair
- Limestone base is in need of repair
- Addition is in good repair
- Sidewalks in good repair
- Questionable structural stability

Immediate Recommendations:

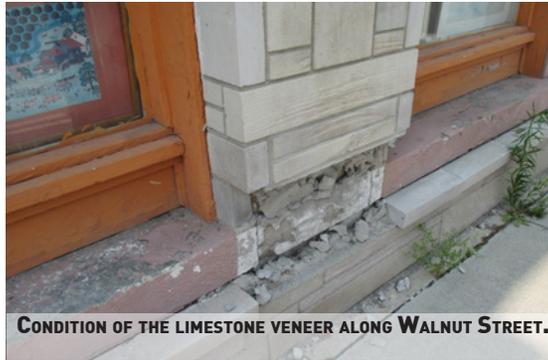
- Repair and repaint brick
- Remove awnings to open up original storefront windows
- Remove limestone base
- Reopen upper story windows to allow natural daylight into the interior space
- Reopen corner entry and restore original archway
- Clean up sidewalks and main street landscaping area
- Inspect structural stability
- Add parking area at rear of building
- Possibly work with infilling towards Building #10



EXISTING CONDITIONS



LOOKING WEST. NOTE THE EMPTY GRAVEL LOT IN THE FOREGROUND WHERE THE BANK THAT JOHN DILLINGER ROBBED



CONDITION OF THE LIMESTONE VENEER ALONG WALNUT STREET.



WEST FACE OF THE FURNITURE STORE WITH SMALL GRAVEL LOT BETWEEN IT AND BUILDING #10.



THE REAR OF THE FURNITURE STORE BUILDING LOOKING ACROSS WALNUT STREET.



EXTERIOR CONDITIONS OF THE FURNITURE STORE BUILDING ALONG WALNUT STREET.



THE REAR OF THE FURNITURE STORE BUILDING WITH AN EMPTY GRAVEL LOT IN THE FOREGROUND.



FURNITURE STORE BUILDING LOOKING FROM STATE ROAD 32 EAST.

BUILDING #10 14449 WEST MAIN STREET

Building Information: Privately owned storage building for adjacent single family home

Building Description: Building #10 is a 1½ story brick and metal building with a sloped metal roof. The building has entrances to the upper floor or mezzanine from the northeast and southwest ends by way of 2 exterior metal stairways. Most of the original windows have been bricked in entirely or enough to hold smaller windows within their existing frames. There is no signage indicating a previous or current use. All the doors appear closed off and unused on the lower level. The building has brick paving along the main street face that extends to the metal stairwells. There is exterior storage at the southeast face of the building and in the yard that butts up to the railroad. Parking areas are gravel drives and grass lawns on the three sides of the building that are not the main street face. 2 overhead doors remain intact and allow for a direct route through the structure from northwest to southeast. The building is right up to the original right of way.

Existing Conditions:

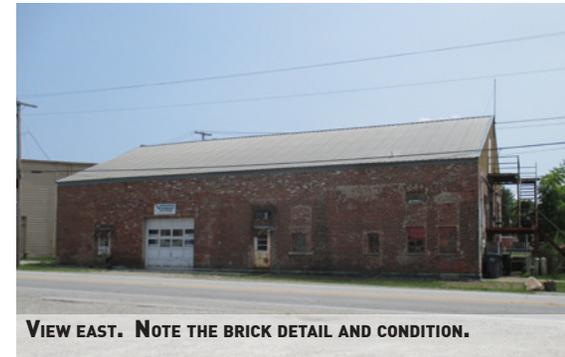
- Brick is good condition
- Metal siding and roofing in good condition
- Exterior stairways are rusted and in need of repair

Immediate Recommendations:

- Open up existing windows to allow natural daylighting into interior spaces
- Restore brick paving on main street face
- Define landscaped areas, especially at main street face
- Pour new concrete parking area at south of building
- Clearly mark building entrances as well as drives with new signage
- Add signage at main street face of building
- Possibly work with infilling towards Building #9



BRICK STORAGE BUILDING LOOKING SOUTH FROM STATE ROAD 32.



VIEW EAST. NOTE THE BRICK DETAIL AND CONDITION.



REAR FACE OF THE BRICK STORAGE BUILDING LOOKING WEST FROM WALNUT STREET.

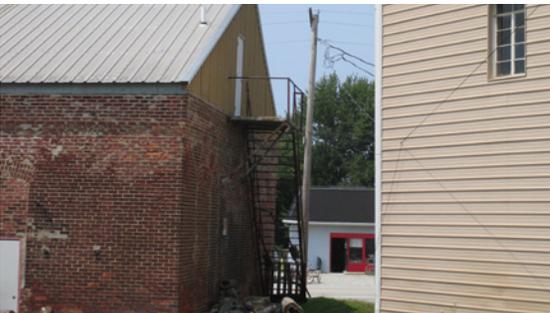
EXISTING CONDITIONS



RESIDENTIAL SINGLE FAMILY HOME ADJACENT TO THE BRICK STORAGE BUILDING.



LOOKING SOUTHWEST ALONG THE RAILROAD TRACKS. NOTE THE OPEN GRASSY AREA IN THE FOREGROUND.



A VIEW NORTHWEST BETWEEN THE FURNITURE STORE AND THE BRICK STORAGE BUILDING.

6. DEMOGRAPHIC PROFILE



DEMOGRAPHIC PROFILE

INTRODUCTION & NOTE ON SOURCES

This report gives elected officials, community leaders and ordinary citizens a snapshot of the main demographic features of their community—including the trajectory of population growth, the age and income distribution of residents as well as the proportion of people living below the poverty line, and so forth.

This report will aid in the decision-making process as Daleville leaders and community members consider the issues facing their community.

Most of the demographic data available for Daleville comes from the U.S. Census Bureau. The Census Bureau conducts its official U.S. population census every 10 years, the most recent having been taken in April of 2010. The Census Bureau also conducts yearly surveys for areas with a population greater than 65,000, but for areas like Daleville that have a population of less than 20,000, the Census combines multiple surveys from a five-year period. The latter, called the American Community Survey (ACS), is also a major source of information for this report.

Additional sources include the U.S. Bureau of Labor Statistics, Bureau of Economic Analysis, Indiana Department of Education, the National Low Income Housing Authority and the Indiana Business Research Center. In some instances, information specifically on Daleville

was unavailable; in such cases, we collected information on Delaware County instead. In every instance, we used the most up-to-date and specific data available.

POPULATION CHANGE

Daleville's population grew slightly from 1,636 to 1,647 from 2010-2012, as shown in Figure 1. Since 2010, the town has grown by about 10 people.

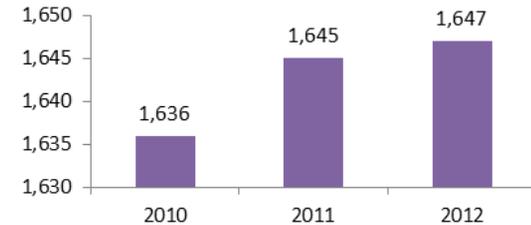
POPULATION PROJECTIONS

State demographers do not make population projections for communities the size of Daleville. At the county level, as shown in Figure 2, projections are for a steadily decreasing population.

AGE

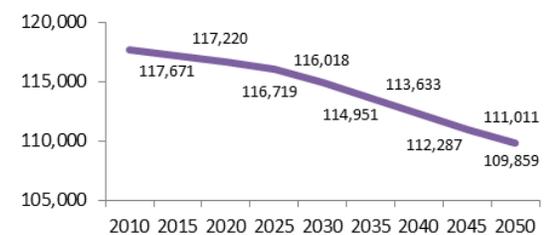
Figure 3 shows the age distribution estimates for both Daleville and Delaware County in 2012. Daleville has a higher concentration of residents aged 45 to 54 years than the county, but a lower concentration of 20 to 24 year-olds than the county as a whole.

FIGURE 1: DALEVILLE POPULATION CHANGE 2010-2012



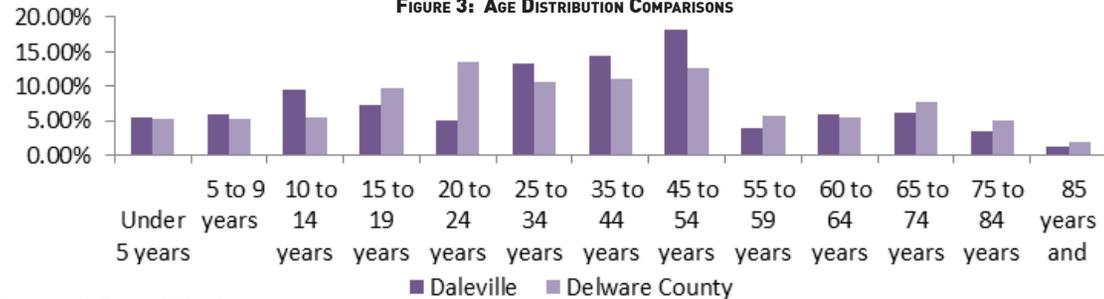
SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

FIGURE 2: DELAWARE COUNTY POPULATION PROJECTIONS 2010-2050



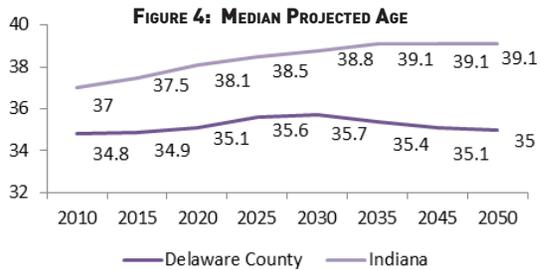
SOURCE: SOURCE: INDIANA BUSINESS RESEARCH CENTER

FIGURE 3: AGE DISTRIBUTION COMPARISONS



SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

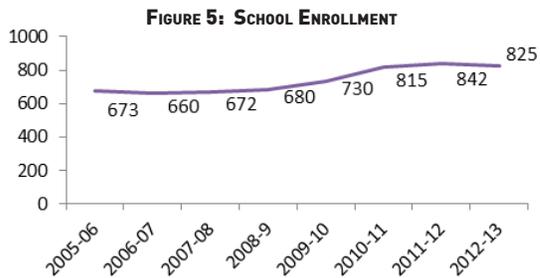
Figure 4 shows the median projected age for both Delaware County and Indiana as a whole. The age gap for Delaware County and Indiana is expected to increase over the next 10 years, with the closest gap appearing in 2025. The conclusion to this data is that Delaware County is attracting new and younger citizens (ages 25 to 44) at a better pace than Indiana as a whole.



SOURCE: INDIANA BUSINESS RESEARCH CENTER

SCHOOL ENROLLMENT

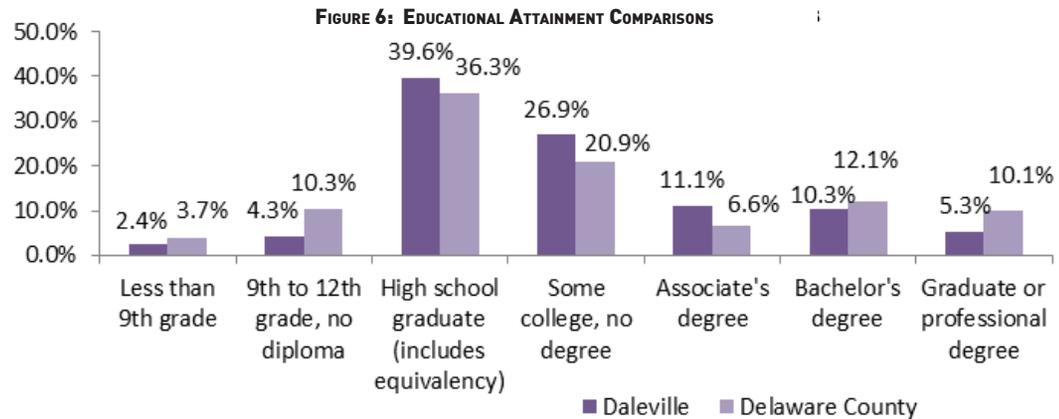
Figure 5 shows the overall school employment in Daleville Community Schools from 2005 to 2013. There was a slight dip in enrollment during the 2006-2007 school year followed by growth until the 2012-2013 school year, where it decreased slightly.



SOURCE: INDIANA DEPARTMENT OF EDUCATION

EDUCATIONAL ATTAINMENT

Figure 6 below shows educational attainment rate comparisons between Daleville and Delaware County. Daleville has a slightly higher high school graduation rate at roughly 40 percent when compared to Delaware County at 36 percent. However, Daleville's percent of the population that has a Bachelor's Degree is 10 percent when compared with Delaware County's at 12 percent.



SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

Figure 7 shows the four-year cohort graduation rate comparison between Daleville Community Schools and Indiana. Daleville's graduation rate was significantly higher than Indiana's during the 2007-08 school year, at 85 percent compared to 79 percent. However, in both 2009-10 and 2010-11 school years, it has been lower than Indiana's. The most recent 2011-12 school year shows a slight uptick in graduation rates at 89 percent.

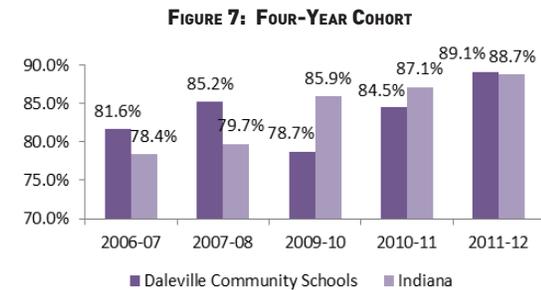


Figure 8 shows the change from 2000 to 2012 in the percentage of the population 25 years and older with a Bachelor's Degree or higher. While the county's percentage rose slightly by 1.6 percent to 22 percent, Daleville's percentage remained relatively stagnant.

FIGURE 8: PERCENT 25 YEARS AND OLDER WITH A BACHELOR'S DEGREE OR HIGHER

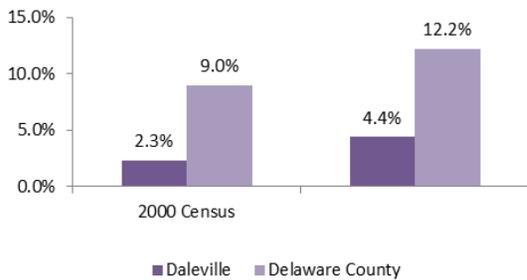


SOURCE: U.S. CENSUS 2008-2012 ACS

POVERTY

Daleville's poverty rate indicated in the 2000 Census was 2 percent, and rose to 4 percent by 2012 as shown in Figure 9. When compared with the county, Daleville's poverty rate has risen 2 percent, while the Delaware County's has risen 3 percent.

FIGURE 9: POVERTY RATES



SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

Figure 10 shows the distribution of students in Daleville Community schools who are receiving free and reduced-price lunches for the 2012-2013 school year. A little over a fourth of the school population receives reduced price lunch, while 8 percent receive free meals.

FIGURE 10: FREE AND REDUCED LUNCH IN DALEVILLE COMMUNITY SCHOOLS



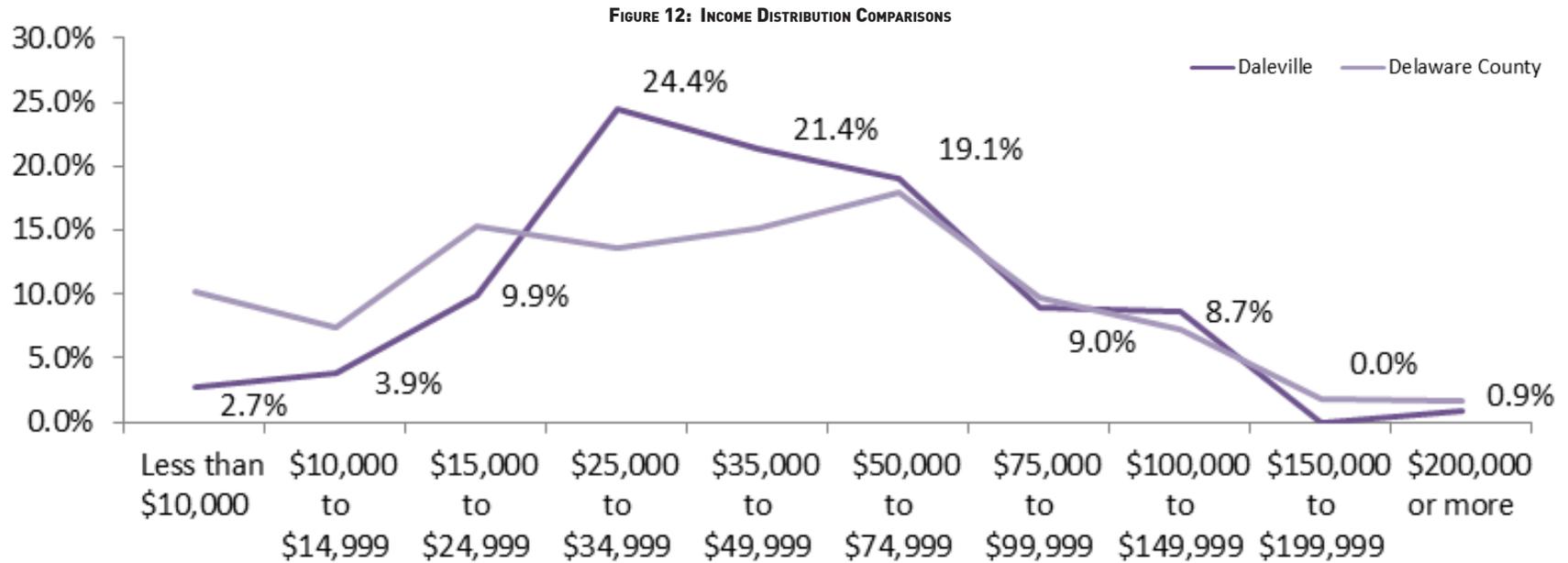
SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

INCOME

As shown in Figure 11, Daleville's median household income is roughly \$4,000 more than Delaware County's and \$12,000 more than Muncie's. In Figure 12, Daleville's highest percentage of residents (24 percent) is making \$25,000-\$34,999. Delaware County has more residents making between \$10,000-\$24,999 than Daleville.

FIGURE 11: MEDIAN HOUSEHOLD INCOME





SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

EMPLOYMENT

Figure 13 shows the labor force distribution comparisons between Daleville and Delaware County. Daleville has a higher percentage of employed individuals at 64 percent compared to the county's 51 percent. Daleville also has a smaller percentage of those not in the labor force when compared with the county.

Figure 14 breaks down the percent of employment by industry. Daleville's strongest concentration of workers is in the educational services and health care sector at 28 percent, which is higher than Indiana's at 22 percent but lower than both Delaware County (32 percent) and Muncie (34 percent). For Daleville, the second largest industry sector is retail trade which, at 15 percent, is higher than Delaware County's (12 percent), Muncie's (13 percent) and Indiana's (11 percent).

FIGURE 13: LABOR FORCE COMPARISONS

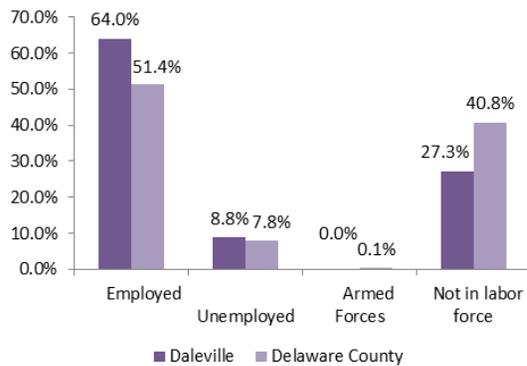
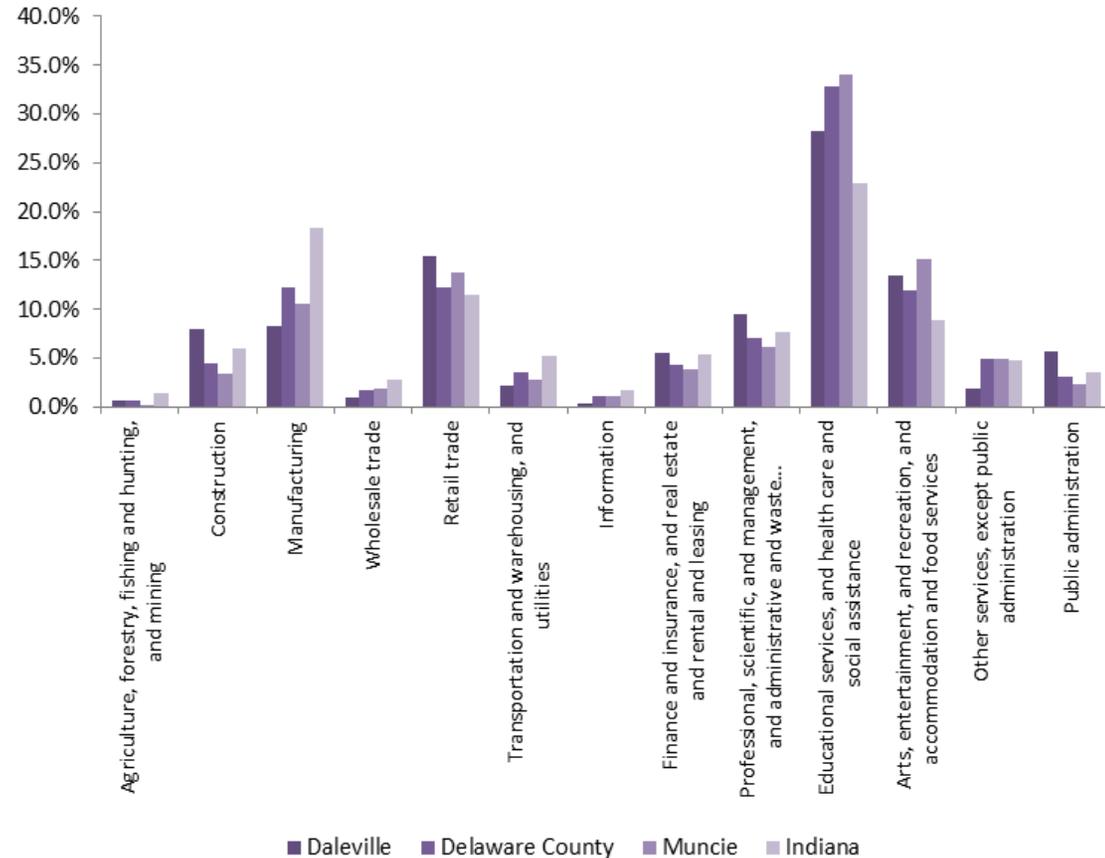


FIGURE 14: PERCENT EMPLOYMENT BY INDUSTRY



SOURCE: U.S. CENSUS 2008-12 5-YEAR ESTIMATES

COMMUTING

Figure 15 shows the number of people who live in Delaware County but work outside the county and those that work in Delaware County but live outside of the county. The mean travel time to work in Daleville is 23 minutes, while Delaware County’s mean travel time is 20 minutes.

FIGURE 15: COMMUTERS

Commuters	
Number of people who live in Delaware County but work outside the county	6,490
Number of people who live in another county (or state) but work in Delaware County	9,995

HOUSING

Figure 16 below compares home values in Daleville to Delaware County as a whole. Daleville has its largest concentration of homes valued from \$50,000 - \$99,999, at 58 percent, compared to the county’s 39 percent. However, the county has a slightly higher percentage of homes valued between \$100,000 and \$149,999 at 21 percent compared to Daleville’s 20 percent.

FIGURE 16: HOME VALUE COMPARISONS

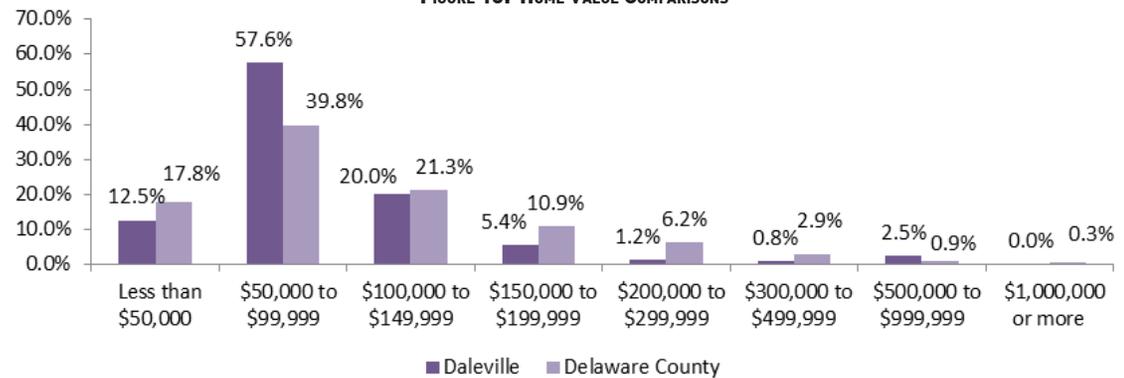
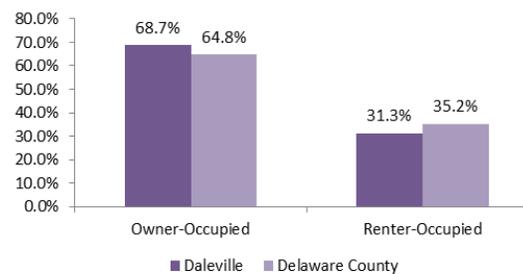


Figure 17 outlines the proportion of owner-occupied and renter-occupied housing in both Daleville and Delaware County as a whole. Daleville has a higher percentage of owner-occupied housing than the county and a lower percentage of renter-occupied housing than the county.

FIGURE 17: HOUSING TENURE



7. ECONOMIC DEVELOPMENT PROFILE



KEY POINTS

- 75 percent of Daleville residents work in five industry sectors. Only about 8 percent of Daleville’s population, and 12 percent of Delaware County’s population, works in manufacturing.
- Since decreasing between 2008 and 2009 due to the recession, Delaware County’s gross regional product (GRP), the market value of the county’s total output of goods and services, has increased every year. As of 2012, the county’s GRP has surpassed its pre-recession levels.
- Daleville’s and Delaware County’s total assessed property values are higher now than they were in 2014, providing a base for additional revenues for economic development.
- Daleville has great economic development potential, including multiple development-related organizations and properties and lots available for new and expanding businesses.

LOCAL ECONOMIC BASE AND LABOR FORCE

Daleville’s economic health can be measured in multiple ways, including its residents’:

- Average income
- Employment and salaries in major industries
- Total earnings
- Unemployment rate
- Labor force participation rate

Furthermore, Daleville’s leaders can get a

sense of their economic vitality by looking at the total value of the outputs produced by companies within the town and surrounding area. Daleville officials can also evaluate the town’s economy based on the total value of its property, from which the town can draw tax revenue for economic development and other purposes.

EMPLOYMENT, WAGES, AND SALARIES

In 2012, households in Daleville had a median income of \$42,045, according to the U.S. Census Bureau’s American Community Survey (ACS). Daleville’s median household income is larger than that of Delaware County as a whole (\$38,215), but smaller than Indiana’s (\$48,374).

Daleville has had an income value between the county’s and state’s since at least 2000. Furthermore, Daleville, Delaware County and Indiana all have smaller median household income values than the United States as a whole, at \$53,046.

According to the ACS, almost 75 percent of Daleville residents work in the town’s five largest industry sectors:

- Educational services, and health care and social assistance
- Retail trade
- Arts, entertainment, and recreation, and accommodation and food services
- Professional, scientific, management,

Industry Sector	Percentage of Daleville Employment	Average Annual Pay in Daleville	Percentage of Delaware County Employment	Average Annual Pay in Delaware County
Educational services, and health care and social assistance	28.3%	\$28,000	32.8%	\$27,213
Retail trade	15.5%	\$25,167	12.3%	\$14,692
Arts, entertainment, and recreation, and accommodation and food services	13.4%	\$13,313	11.9%	\$9,902
Professional, scientific, and management, and administrative and waste management services	9.5%	\$30,375	7.1%	\$30,000
Manufacturing	8.2%	\$45,288	12.2%	\$40,388

SOURCE: U.S. CENSUS BUREAU, 2008-2012 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

administrative and waste management services

- Manufacturing

More than 75 percent of Delaware County residents are also employed in these sectors. Table 1 lists employment and wage information for these five sectors for Daleville and Delaware County.

At present, Daleville has less manufacturing than Delaware County and the state as a whole. In 2012, 73 Daleville residents—about 8 percent of the employed population—held manufacturing jobs. At the county level, around 12 percent of Delaware County residents, a total of 6,059 people, work in manufacturing. The state of Indiana, by contrast, has 18 percent of its population working in manufacturing, representing 548,366 jobs.

Daleville outpaces the state in median earnings in the manufacturing sector. Residents of the town who work in the industry earn \$45,288 per year, while manufacturing employees throughout Indiana make \$41,000 annually. Delaware County slightly lags the state, and falls behind the town greatly, in median earnings in manufacturing; county residents earn \$40,388 per year. In fact, as shown in Table 1, Daleville residents make more, on average, than Delaware County residents overall in the five largest employment sectors.

These employment and wage figures refer to individuals who live in Daleville and Delaware

County, regardless of where they are employed, not to jobs in the town and county that may be filled by other towns', cities', counties', and states' residents. The federal and Indiana governments do not track total employment or compensation within towns and cities.

However, the U.S. government provides this information at the county level. According to the U.S. Bureau of Economic Analysis (BEA), as of 2012, Delaware County employers had a total of 59,027 workers. For manufacturing companies specifically, county employers had 4,239 employees in 2012.

Also according to the BEA, Delaware County employers paid their workers \$2.19 billion in total compensation in 2012, \$1.73 billion (about 79 percent) of which took the form of wages and salaries. The remaining 21 percent was paid out in the form of pension contributions, health insurance payments, etc.

Specific to manufacturing, Delaware County manufacturing firms paid their employees a total of \$245.1 million in 2012, 11 percent of the total \$2.19 billion, which includes wage, salary, pension, and insurance payments. County manufacturing firms' compensation payments represent the second-largest industry category of private sector payments to employees, behind health care and social assistance. While it is impossible to tell from this data what percentage of that \$245.1 million was paid to Daleville residents or by Daleville employers,

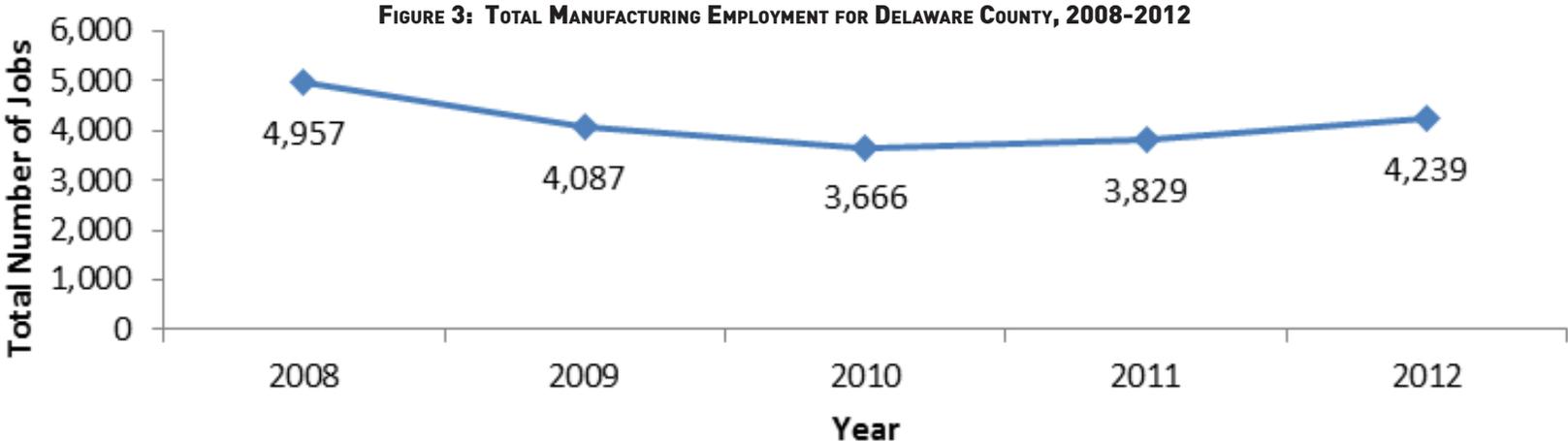
the Delaware County data still give a sense of the importance of manufacturing to the county's, and presumably the town's, economic base.

As shown in Figure 2, total wages paid to manufacturing workers in the county decreased every year between 2008 and 2011. As of 2012, Delaware County's total manufacturing wages have begun to increase. After declining by over \$70 million between 2008 and 2011, pay for manufacturing jobs climbed by more than \$30 million between 2011 and 2012.

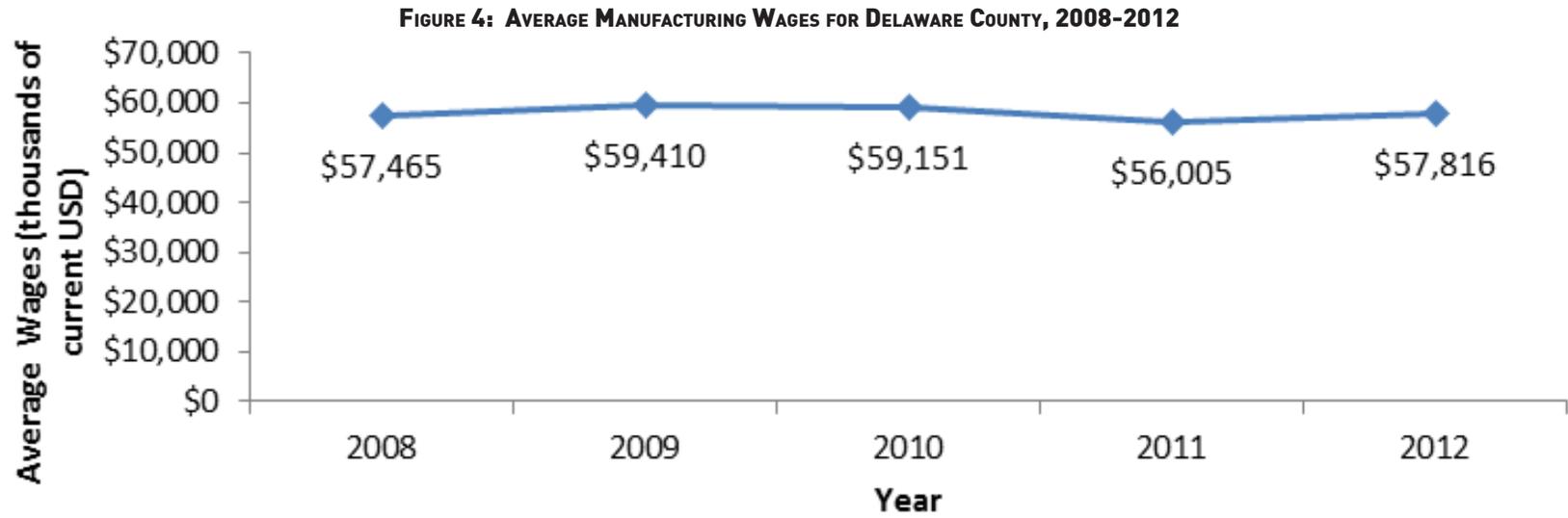
Over the same period, the number of Delaware County manufacturing jobs increased and decreased in a roughly similar pattern to total manufacturing compensation, as indicated in Figure 3. As a result, average pay for manufacturing jobs in the county only ranged between \$56,005 and \$59,410 per year over the five-year period, as shown in Figure 4.



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

LABOR FORCE INFORMATION

Another important measurement for a region’s economic success is its labor force participation rate, defined as the percentage of individuals aged 16 and older who are working or actively looking for work. A low labor force participation rate indicates that a large proportion of a city’s or town’s population is not seeking work. This may be because they are retired or homemakers, but could also mean that they have given up on searching for jobs.

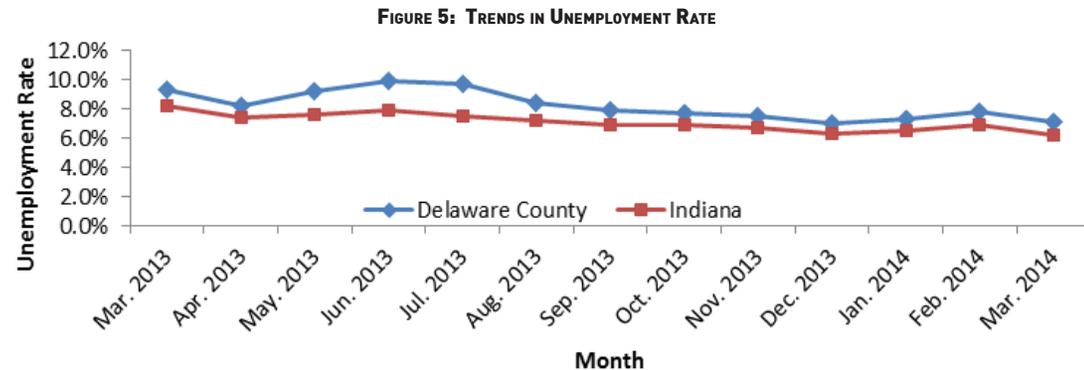
According to the most recent estimates available from the U.S. Census Bureau, in 2012, Daleville had a labor force of 1,013 people, all of whom are civilians. The town had 1,393 residents aged 16 and older, indicating a labor force participation rate of about 73 percent. Daleville’s labor force participation rate is higher than that of both Delaware County, at about 59 percent, and Indiana, at about 65 percent.

Within Daleville’s labor force of 1,013 residents, 891 people were employed and 122 people were unemployed in 2012. Daleville’s unemployment rate in 2012 was thus around 12 percent, worse than Indiana’s (about 9 percent) but better than Delaware County’s (about 13 percent). Furthermore, according to the U.S. Census Bureau, in 2012, Delaware County had the 6th-highest unemployment rate in Indiana.

Recent data for Delaware County and Indiana from the U.S. Bureau of Labor Statistics, however, show that the monthly unemployment rate in both regions has decreased by about 2

percent over the last 12 months, as shown in Figure 5. The county’s and state’s unemployment rates both appear to be on downward trends overall. Between March 2013 and March 2014, Delaware County had a higher unemployment rate than Indiana, ranging between 0.7 percent in December 2013 and 2.2 percent in July 2013. Unemployment data are not available for Daleville after 2012.

In order to provide some indication of where Daleville’s residents work, Table 6 lists the top four employers in Daleville, along with the number of employees at each entity. Note that not all of these companies’ employees necessarily live in Daleville. Given that, according to the U.S. Census Bureau, about 58 percent of Daleville’s residents work outside of Delaware County, some of the individuals included in the employee counts in Table 6 must live outside the town or commute from outside the county for their positions.



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

Employer	Employees	Description
IBM	675	Customer Service Call Center
Jarden Home Brands	194	Consumer Home Products Corporate Headquarters
Indiana Finance Company	90	Auto Financing Lender
Sherry Laboratories	60+	Materials Testing Lab for Aerospace, Medical, Automotive, Nuclear, and Manufacturing Industries

SOURCE: MUNCIE-DELAWARE COUNTY ECONOMIC DEVELOPMENT ALLIANCE; INDIANAPOLIS BUSINESS JOURNAL; SHERRY LABORATORIES

OUTPUT OF INDUSTRIES

Along with examining individual-level metrics like unemployment, Daleville’s leaders can judge the town’s economy by looking at its “gross regional product” (GRP). GRP is defined as the market value of the final goods and services, which are goods and services used by consumers, rather than those used by businesses to produce other goods and services, produced annually in a region. For example, cars and clothes are final goods, while steel and textiles are intermediate goods (they will be used to make final goods). GRP is a widely used economic indicator because it gives evidence of the strength of consumers’ demand for a region’s products, which enriches individuals and businesses within that region.

The federal and state governments do not provide data on the GRPs of individual towns and cities. The Bureau of Economic Analysis (BEA) provides GRP information for the Muncie Metropolitan Statistical Area (MSA), though. The Muncie MSA is a geographic region defined by relationships between businesses. It has borders identical to those of Delaware County.

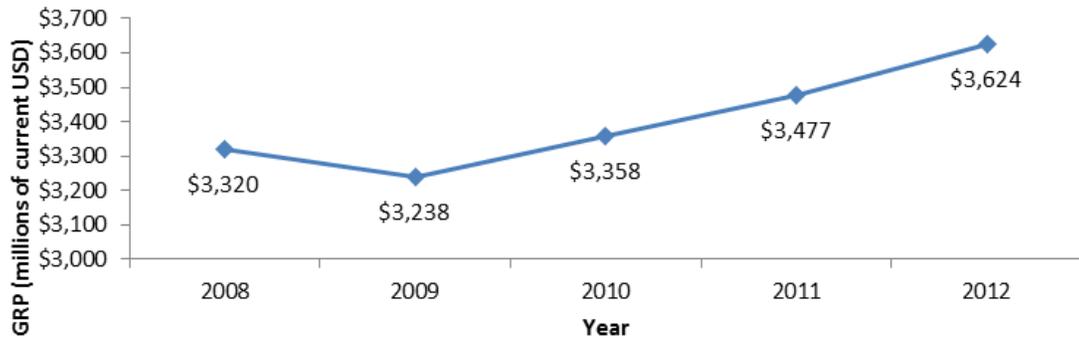
According to the BEA, in 2012, the most recent year for which data are available, individuals and businesses in the Muncie MSA created or sold final goods and services worth \$3.62 billion. Private entities produced \$2.97 billion of goods and services, or 82 percent of the total GRP. Local, state, and federal government offices produced the rest.

As shown in Figure 7, the Muncie MSA’s GRP dropped by \$0.82 billion between 2008 and 2009, corresponding with the recent recession. However, the area’s GRP rose every year between 2009 and 2012. In fact, in both nominal- and real-dollar terms, the Muncie MSA had a higher GRP in 2012 than it did before the recession.

However, on a per-person basis, the MSA lags behind the state of Indiana. In 2012, Indiana’s per capita GRP was \$45,925, while the Muncie MSA’s was \$31,299, according to the BEA.

Among private sector businesses, the largest industry contributors to the private GRP of \$2.97 billion are health care and social assistance (about 17 percent), which includes hospitals and nursing homes; real estate (around 14 percent), which contains home sales and leases for homes and property; and manufacturing (about 13 percent), which is heavily concentrated (over 82 percent of total manufacturing) in durable goods manufacturing, such as metal products and transportation equipment.

FIGURE 7: GROSS REGIONAL PRODUCT FOR MUNCIE MSA, 2008-2012



SOURCE: U.S. BUREAU OF ECONOMIC ANALYSIS

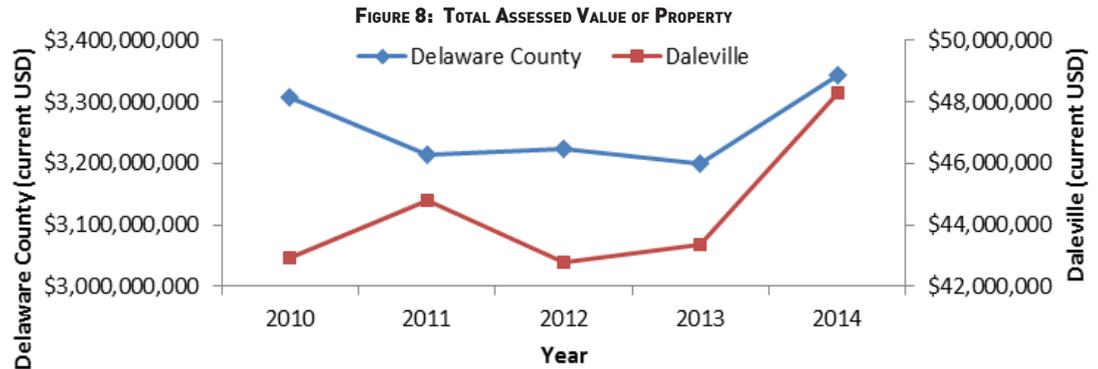
PROPERTY VALUE

Daleville can also evaluate its economic picture by looking at the total assessed value of the residential, commercial and industrial property in town. When a community’s economy is healthy and growing, businesses expand their operations and individuals move into the town and upgrade their homes.

This causes an increase in property values based on both upgrades to and demand for property, which benefits towns in two ways: they look more appealing to outside individuals and corporations considering relocating, and they can obtain a greater amount of tax revenue to support public services and economic development projects.

According to the Indiana Department of Local Government Finance (DLGF), Daleville’s total assessed value at present is \$48,276,784. Delaware County’s total assessed value is \$3,342,884,681. Furthermore, total assessed values in both Daleville and Delaware County are higher now than they were five years ago, as shown in Figure 8.

Daleville’s and Delaware County’s total assessed values have fluctuated over that five-year period based on several factors. According to the DLGF, decreases in the town’s and county’s assessed values were driven partly by the recent recession. Property values are resilient to recessions, so it takes a few years for economic downturns to show up in assessed value measurements. Furthermore,



SOURCE: INDIANA DEPARTMENT OF LOCAL GOVERNMENT FINANCE

the state government has recently mandated large increases in the base assessed values for farmland, which could partially explain the jumps in property values between 2013 and 2014.

The DLGF reports that in Delaware County in 2012, the most recent year with available information, about 39 percent of the property tax was paid by owners of residential property, while around 34 percent was paid by commercial property owners and about 3 percent by industrial property owners. Just over 15 percent of the property tax was paid on personal property, such as equipment used for business purposes or motor vehicles, while the remainder was paid on agricultural land and utility property.

POPULATION TRENDS

Along with employment, income, and output data, Daleville can assess its prosperity and economic development potential using indirect indicators that have been shown in previous research to be correlated with economic health. Daleville officials can get a sense of the town’s direction by looking at trends in town and county residents’ demographic characteristics and educational attainment.

DEMOGRAPHIC CHARACTERISTICS

In general, Daleville’s leaders should want to see a growing population in the town. Population growth indicates that a community is keeping native residents and attracting new ones, likely with a dynamic economy and high quality of life. Individuals move to cities and towns that have opportunities for jobs, an education, cultural enrichment, recreation and safe and healthy lives. On the other hand, a declining population is a strong indication that a town’s economy is stagnating and that basic amenities or public

services do not compare well to those in other communities.

Daleville was incorporated into a town in 1982. Thus, the town’s population was first measured by the U.S. Census Bureau for the 1990 decennial Census. In 1990, Daleville had 1,681 residents. Since then, the number of residents has decreased to 1,647 as of the 2010 Census. Furthermore, based on the Census Bureau’s annual estimates, the population of Daleville has declined further since 2010, reaching 1,636 in 2012.

Like Daleville, the population of Delaware County also declined between 1990 and 2010. The county’s population is expected to continue decreasing through 2050, according to projections from the Indiana Business Research Center. The state of Indiana, by comparison, has seen growing populations since at least 1900, and will continue to grow through 2050.

However, according to the most recent ACS data, Daleville has a younger population, in general, than Delaware County or Indiana. Just under 11 percent of Daleville’s residents are aged 65 and above, a lower percentage than those of Delaware County (about 15 percent) and Indiana (around 13 percent). At present, the town has a similar proportion of individuals between the “working” ages of 15 to 65, about 68 percent, to the state at around 67 percent.

Daleville’s median age of 36.8 years is slightly lower than Indiana’s median age of 37.0 years,

though it is higher than Delaware County’s median age of 34.6 years. All three areas’ median ages have grown over the last twenty years. However, as noted in the Demographic Profile in this report, Delaware County’s, and presumably Daleville’s, median ages are expected to begin decreasing after 2030, while Indiana’s median age will continue to increase.

EDUCATIONAL ATTAINMENT

Daleville will also benefit from an increasing number of individuals with high school diplomas and postsecondary training. As the Indiana and national economies become more knowledge-based, and demand adaptable skills from workers, Daleville must ensure its residents are well-educated in order to remain competitive. The town must pursue effective educational and workforce development opportunities that address the needs of both employers and job seekers, whether they are just entering the workforce or are incumbent workers looking for better opportunities.

As noted earlier in the town’s Demographic Profile, Daleville and Delaware County have slightly smaller proportions of residents with Associate’s degrees or higher compared to Indiana. In Daleville, about 27 percent of the population has an associate’s, bachelor’s or graduate degree, while in Delaware County, this value is 29 percent. In Indiana, around 31 percent of the population has a postsecondary degree.

However, as shown in Table 9 below, Delaware County and Indiana have seen increased educational attainment by residents over the past decade, while Daleville’s educational attainment has not changed greatly. The proportion of Daleville’s population with a bachelor’s degree or higher decreased slightly between 2000 and 2012, while both Delaware County’s and Indiana’s residents had larger gains in educational attainment. While the town has not seen increased educational attainment, though, the county’s increase since 1990 is an encouraging sign of the possibility of economic revitalization.

Year	Daleville	Delaware County	Indiana
1990	Not reported	16.5%	15.6%
2000	15.8%	20.4%	19.4%
2012	15.6%	22.2%	22.9%

SOURCE: U.S. CENSUS BUREAU, CENSUS OF POPULATION AND HOUSING, 2008-2012 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

LOCAL ECONOMIC DEVELOPMENT RESOURCES

Before designing an economic development strategy, Daleville will want to examine what resources and tools it already possesses which could assist in its efforts. The town can also draw lessons, both positive and negative, from previous attempts at economic development or institutional knowledge retained by the organizations listed below. This will help Daleville's leaders choose the best possible tactics and avoid repeating any past mistakes.

AREA ECONOMIC DEVELOPMENT ENTITIES

Daleville and Delaware County are home to a host of potential economic development partners. The largest and most prominent of these is the Muncie-Delaware County Economic Development Alliance (EDA; <http://www.muncie.com/>), a partnership of seven economic development- and business-related groups, including the Muncie-Delaware County Chamber of Commerce and the Delaware County Redevelopment Commission.

The Muncie-Delaware County EDA provides businesses with a variety of services, including site selection for both empty lots and existing vacant buildings; tax incentives; and entrepreneurial assistance for small, innovative firms. The organization also assists businesses with expansion into national and international markets by subsidizing their participation in trade shows outside of Indiana.

Other potential economic development partners

are listed below:

- Alliance for Strategic Growth (<http://www.asgcorp.org/>)
- Energize ECI (<http://www.energize-eci.com>)
- Delaware-Muncie Metropolitan Plan Commission (<http://www.co.delaware.in.us/department/index.php?structureid=21>)

AVAILABLE INDUSTRIAL PROPERTIES

The Muncie-Delaware County EDA maintains an online database of available sites and buildings for businesses to consider renting or purchasing (<http://www.muncie.com/Site-Selection-Services-Sites---Buildings-Database.aspx>). Buildings and lots may be listed simultaneously in rental and purchase categories. As of May 16, 2014, in Daleville, there were:

- Nine buildings or spaces within buildings available for leasing, including two office spaces in the Heartland Crossings Business Center.
- Six buildings or spaces within buildings available for purchase, including the same two office spaces in the Heartland Crossings Business Center.
- No lots available for leasing.
- 22 lots available for purchasing, ranging in size from one to 30.9 acres.

TAX INCREMENT FINANCING DISTRICTS

Tax increment financing (TIF) is a widely used economic development tool throughout Indiana. TIF financing uses the increased property tax revenues (called the "increment") on property

that is in a designated tax increment allocation area (commonly called a TIF district) to pay for construction of roads, sewers, and other infrastructure needs inside the district.

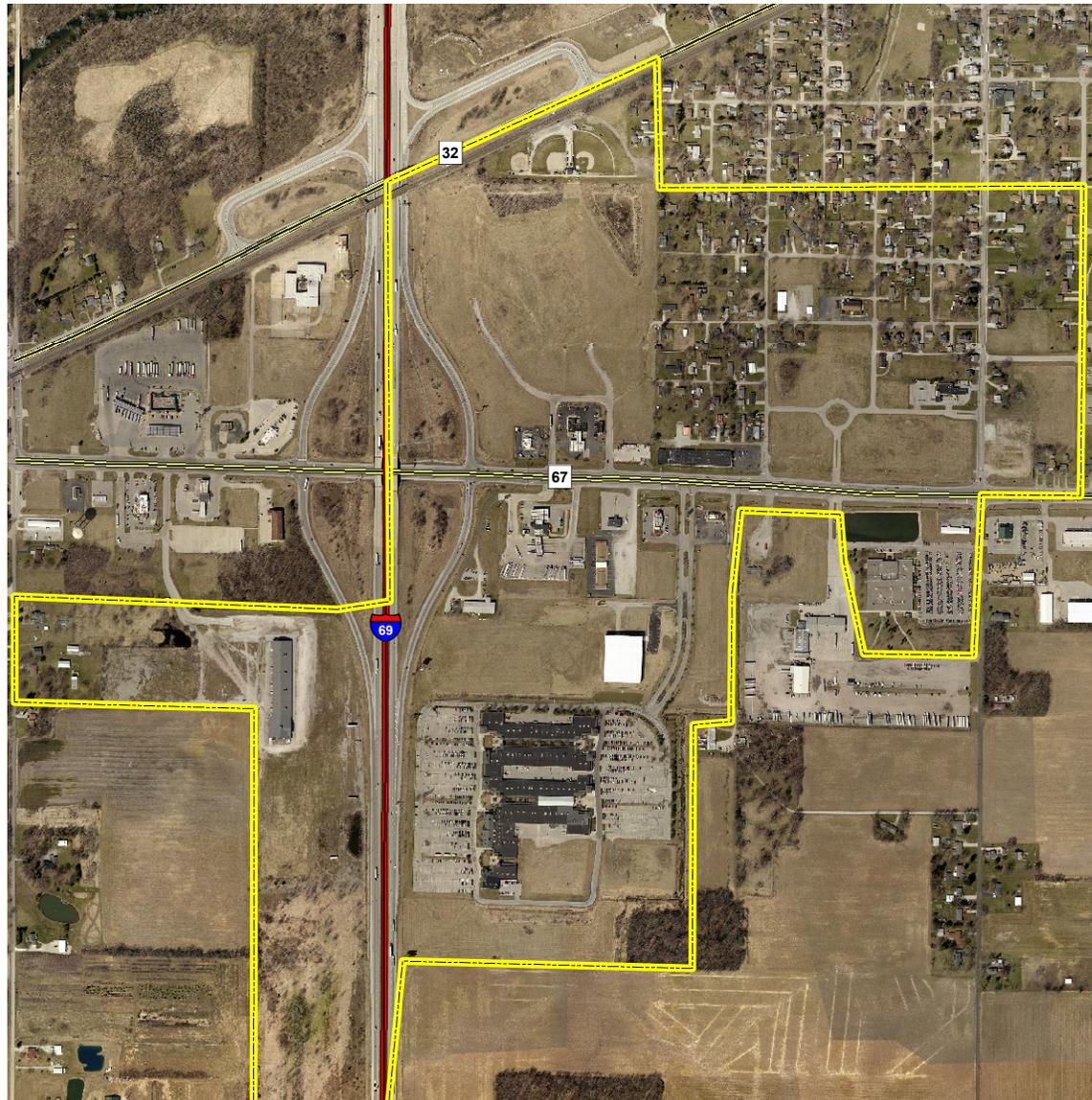
Though TIF is most often thought of as a financing tool, it is also a land development and improvement tool. The TIF plan, usually referred to as a redevelopment plan, provides governments and community stakeholders with a forum and process to manage their redevelopment and growth for years to come.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

TIF policies are implemented through the creation of special TIF districts, which are distinct geographical areas. These districts commonly share boundaries with the enabling government, usually a city, or may be a small part of a city, such as a section of the downtown area or an industrial park between the city and residential suburbs. A redevelopment commission usually governs the districts.

In recent years, the town and county have used funds obtained from TIF areas to finance business growth by IBM. In 2011, the Delaware County Redevelopment Commission used TIF funds to incentivize IBM's expansion of its office space and hiring of 175 new employees. As noted above, IBM now has a substantial customer service presence in Daleville, employing almost 700 individuals.

Daleville's TIF district does not include "old downtown," so research and legal counsel is needed when considering future projects. That's because while communities have spent TIF money outside the district itself, they must be able to prove the expenditures directly benefited businesses inside the district. The current TIF map is shown on the right.

To take full advantage of growth within the old downtown, Daleville should consider expanding the TIF boundaries to include the area. Then, the money from any new downtown development that creates additional tax revenue from increased valuation can be spent in the business district.



DALEVILLE TIF DISTRICT
SOURCE: DELAWARE COUNTY GIS DEPARTMENT

8. HOUSING



OVERVIEW

Any town looking to grow has to start with a fundamental question: do we have enough housing for growth?

This report examines various facets of Daleville’s current owner- and renter-occupied housing stock. The report begins with a summary of housing-related data, and then delves deeper into subjects including home values and the ages of housing units.

SUMMARY OF HOUSING-RELATED DATA

Table 1 compares Daleville and Indiana on various housing indicators, which are discussed further below.

HOUSING STOCK

As shown in Table 1, Daleville experienced a greater percentage growth than Indiana in total housing units between 2000 and 2012; 13 percent versus 11 percent. In terms of occupied housing, Daleville also grew faster than the state. However, all of that growth was concentrated in renter-occupied housing. Indeed, the total number of owner-occupied housing units in Daleville dropped by about 2 percent between 2000 and 2012.

Additionally, the percentage of occupied housing units in Daleville that were owner occupied decreased from 75 percent to 69 percent between 2000 and 2012. The percentage of housing units that were renter occupied increased from 25 percent to 31 percent over the same time period. Housing units throughout

Characteristic	Daleville	% of Total	% Change, 2000 – 2012	Indiana	% of Total	% Change, 2000 – 2012
Current Population	1,794	–	8.2%	6,485,530	–	6.7%
Total Housing Units	776	–	12.8%	2,797,237	–	10.5%
Occupied Housing Units	700	90.2%	7.7%	2,478,846	88.6%	6.1%
Owner-Occupied	481	68.7%	-1.6%	1,749,798	70.6%	4.8%
Renter-Occupied	219	31.3%	36.0%	729,048	29.4%	9.3%
Vacant Housing Units	76	9.8%	100%	318,391	11.4%	62.4%
Median Owner-Occupied Home Value	\$80,100	–	2.7%	\$123,400	–	30.9%
Median Year Built	1961	–	–	1971	–	–

SOURCE: U.S. CENSUS BUREAU, CENSUS OF POPULATION AND HOUSING, 2008-2012 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

Indiana demonstrated a similar pattern, though with much smaller percentage changes. The percentage of occupied housing units that were owner occupied in Indiana decreased from 71.4 percent to 70.6 percent, while the percentage of units that were renter occupied increased from 28.6 percent to 29.4 percent.

Comparing occupied and vacant housing in Daleville along the same lines, the percentage of total housing units that were occupied decreased from 94 percent to 90 percent, while the percentage of units that were vacant increased from 6 percent to 10 percent. In Indiana, the percentage of total housing units that were occupied decreased by a similar percentage, from 92 percent to 89 percent. The percentage of units that were vacant increased, therefore, from 8 percent to 11 percent.

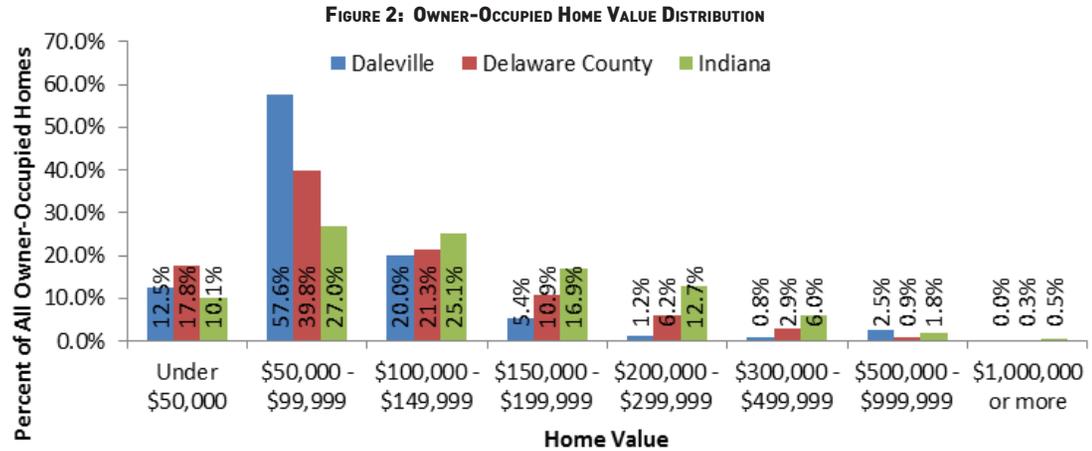
According to the U.S. Census Bureau’s American Community Survey, in 2012, Daleville

had a homeowner vacancy rate of 4 percent, compared to Delaware County’s 4 percent and Indiana’s 3 percent. The town has a rental vacancy rate of 5 percent, while the county and state had much greater values on this score, 10 percent and 9 percent, respectively.

HOUSING VALUES

Daleville’s median owner-occupied home value grew between 2000 and 2012, but was far outstripped by the state’s median home value growth. Daleville’s home values increased by 3 percent compared to the state’s 31 percent. The U.S. Census Bureau does not provide information on the value of renter-occupied housing units, limiting this comparison to owner-occupied housing units only.

Figure 2 presents the distribution of owner-occupied housing unit values in Daleville, Delaware County and Indiana. As indicated in the chart, the majority (58 percent) of Daleville’s housing falls in the \$50,000 - \$99,999 range. While the largest share of homes in both Delaware County and Indiana also lie in that category, the county’s and state’s owner-occupied housing is more evenly distributed among the various value levels.



SOURCE: U.S. CENSUS BUREAU, 2008-2012 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

AGE OF HOUSING

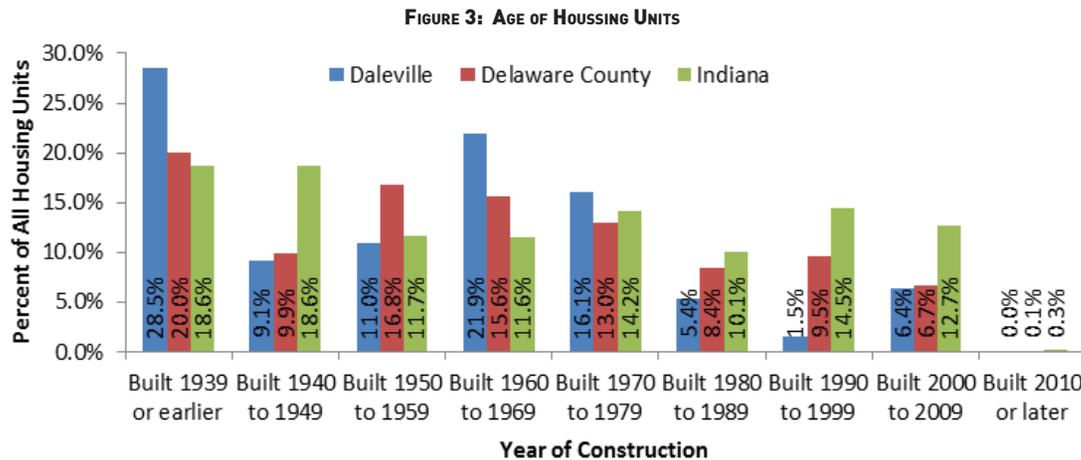
On average, per Table 1 above, housing units in Daleville are 10 years older than their counterparts throughout Indiana. Daleville's owner-occupied housing units are significantly older than its renter-occupied housing units; the former were built, on average, in 1958, while the latter were built in 1966.

Figure 3 shows the distribution of the ages of housing units in the town, county and state. As indicated below, 29 percent of Daleville's housing units were constructed in or before 1939. By contrast, only 20 percent of Delaware County's housing units, and under 19 percent of Indiana's, fall into this category.

Furthermore, Daleville does not appear to have many housing units built in recent decades. Only 13 percent of Daleville's housing was

constructed after 1979, compared with almost 25 percent of Delaware County's housing units and 38 percent of Indiana's housing units.

Daleville's generally older housing stock has three implications for the town. It is possible that Daleville's homes will require more extensive maintenance in the future than homes statewide as a result of their age. Additionally, the presence of older homes in the owner-occupied category may have disincentivized homeownership, partly leading to the increase in renter-occupied units versus owner-occupied units. The homes' ages may also be partially responsible for the restrained growth in Daleville's median home values, discussed above.



SOURCE: U.S. CENSUS BUREAU, 2008-2012 AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES

9. RETAIL ANALYSIS



RETAIL ANALYSIS

A retail analysis is the first step toward revitalizing a town’s economy. Other steps include determining the preferences of local residents, matching existing buildings to new retail uses, and, of course, creating a recruitment campaign to attract new stores.

Another key ingredient is assessing what investments the community itself (as opposed to the private sector) is willing to direct toward revitalization. These investments can include everything from buying and restoring property to creating ordinances. A town must “get involved” in its economy, in order to alter the economics.

TRADE AREA AND MARKET ANALYSIS

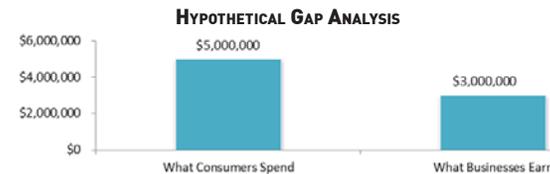
A study of Daleville’s economy starts with two questions:

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

Ideally, local businesses would receive almost all of the money that local people spend on everyday items. In the real world, though, consumers are willing to travel longer distances for the right sale or hard-to-get item, or because the store is convenient for their commute.

Money is said to “leak” from downtown if residents spend more for goods and services than local businesses earn. The following

chart has a hypothetical example showing that local shoppers in an area spent \$5 million on electronic equipment in a year, but local



businesses earned only \$3 million. In other words, local consumers spent \$2 million on electronic equipment that leaked outside the trade area (into another city, online, etc.). A retail strategy looks at ways to recapture some of that money locally, not just for electronic equipment but for food, clothes, dairy products, etc.

The following steps are needed to create a recruiting plan:

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

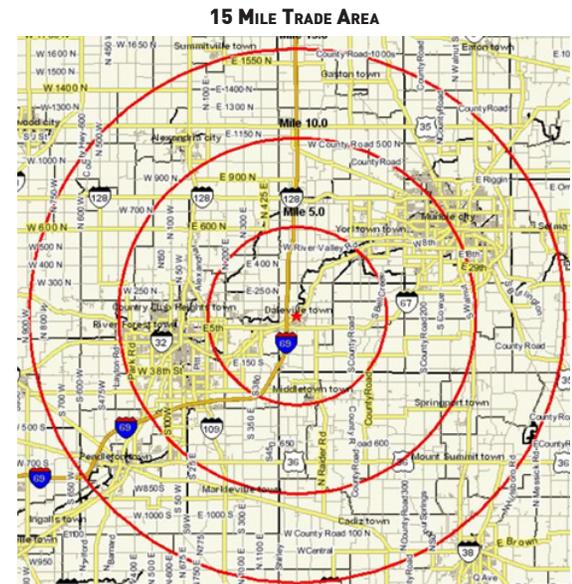
DEFINING THE TRADE AREA

The trade area, shown in the map on the right, is a set of imaginary circles around Daleville. People outside the boundary are more likely to do their shopping elsewhere. People inside are likely to head to Daleville for at least some products and services if they are sold there.

The Daleville trade area is broken up into three areas, 5 miles, 10 miles and 15 miles

from the center of the town. People who live within 5 miles of Daleville are likely to regularly head there for products and services. In other words, these are the town’s core customers. People located in the 0-10 mile radius are also potential customers. At this distance, people will be willing to travel to Daleville for products and services that they cannot find near them or that they see as a better deal.

Beyond the 10-mile radius, individuals are less likely to routinely travel to Daleville unless there is a regional draw. People in this area have necessary services and products closer to them. However, they might drive the distance for a special restaurant, entertainment event or



SOURCE: NIELSEN SOLUTION CENTER

specialty store.

The boundaries of the trade area change based on the type of customer, such as local resident, daytime employee or tourist. Boundaries also depend upon the product – a Daleville resident wouldn’t drive 10 miles to buy a gallon of milk if they could get it closer, but they might for a favorite restaurant. For these reasons the boundaries are never exact; they are simply a starting point to roughly estimate the city’s pool of regular customers. Realistically, however, the old downtown has few core customers because it has few shops that sell things.

DEMOGRAPHICS

Demographic data from 2014 for the Daleville trade area reveals useful information for the retail analysis. Population projections indicate that the 5-mile area surrounding Daleville will lose about 121 residents between 2014 and 2019, a decrease of 0.57 percent.

As shown in Table 1, when the radius is stretched out to 10 miles, the population loss is a little higher at 1,139 residents, a 0.81 percent decrease. This means that local businesses and prospective developers can expect a decrease in the local consumer base.

On the positive side, that’s still considerably more than 100,000 people within a short drive to downtown. Also, the region’s population has a high concentration of residents aged 18 and over. In 2014, this age group makes up 80 percent of the 10-mile radius’ population.

Table 1: 10-Mile Radius Demographic Profile			
Characteristic	2014	2019 (projection)	% Change, 2014 – 2019 (projection)
Population	140,705	139,566	-0.81%
Households	56,096	55,552	-0.97%
Families	34,210	33,906	-0.88%
Housing Units	64,445	64,467	0.03%
Average Household Size	2.32	2.31	-0.43%
Median Age	36.8	37.1	0.82%
Median Household Income	\$38,175	\$39,959	4.67%
Median All Owner-Occupied Housing Value	\$95,250	\$107,099	12.44%

SOURCE: NIELSEN SOLUTION CENTER

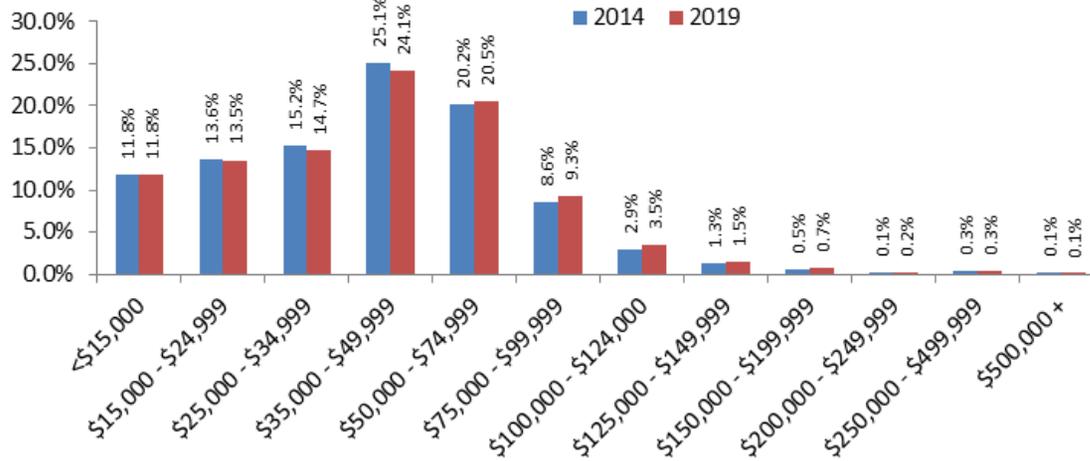
Within the 5-mile trade area the median household income is estimated to be \$47,631, which is projected to increase 2 percent to \$48,650 in 2019. Within the 10-mile trade area the median household income is expected to increase by 5 percent.

Another way to look at household incomes in Daleville is by Effective Buying Income (EBI) or disposable income. EBI estimates and projections reflect income earned after taxes. EBI is a derivative of household income, with the correspondence between before tax and after tax income based on three-year combinations of Current Population Survey (CPS) data.

Figures 1 and 2 on the following page show the percentage of individuals in different EBI ranges for 2014 and the estimates for 2019. About 41

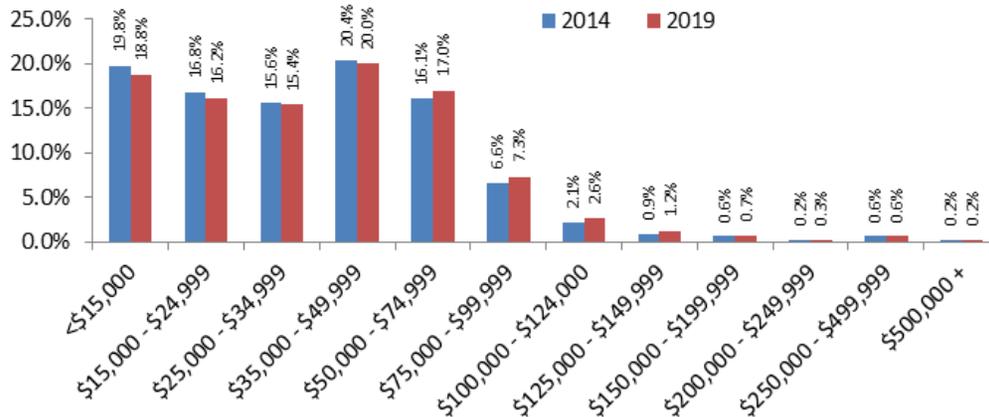
percent of individuals living within 5 miles of downtown Daleville have less than \$35,000 in disposable income. Also, the percentages of individuals with EBIs greater than \$50,000 are projected to increase from 2014 to 2019 for both the 5-mile and 10-mile areas around Daleville.

Figure 1: Effective Buying Income for 5-Mile Radius



SOURCE: NIELSEN SOLUTION CENTER

Figure 2: Effective Buying Income for 10-Mile Radius



SOURCE: NIELSEN SOLUTION CENTER

TRAFFIC PATTERNS

About 5,114 vehicles on average drive through Daleville’s Old Downtown along SR 32 each day, as shown in Table 2. This is the type of information that many service-related businesses, such as restaurants or shops, consider when scouting for new locations. The number of potential customers would increase greatly if downtown merchants could lure drivers off SR 67, just a few blocks away.

Table 2. Traffic Counts for SR 32 and SR 67	
Annual Average Daily Traffic on SR 32	5,114
Annual Average Daily Traffic on SR 67	19,476

SOURCE: INDOT

INVENTORY OF EXISTING BUSINESSES

There are very few functioning businesses left in old town. Starting at the traffic light and going west along SR 32 is The Closet furniture store (Building #9) in the gridiron building and The Bike Sales & Service store. There are several empty business along this road.

Going east along SR 32 is the Overland Tours building (Building #7) and another collection of empty commercial structures. On nearby streets are the post office, Elbert’s Lounge and Canoe Country.

While there are not many shops to attract customers, downtown does have potential in that there are both empty storefronts ready for reuse and empty lots on which to build new businesses.

GAP ANALYSIS: SPENDING VS. EARNING

This section compares what local residents spend to what local companies earn. The difference reveals how much money “leaks” out of the trade area.

In an example from Daleville’s 5-mile radius, consumers spent \$6,384,143 at sporting goods, hobby, book, and music stores in 2014, but area stores only earned \$271,634 from selling these materials. Thus, local people spent the vast majority of their hobby dollars, \$6.1 million, outside the trade area.

This market analysis is the first step toward helping local businesses or new entrepreneurs recapture some of those lost sales. However, the sporting goods and hobby data provide only broad strokes about buying habits. For instance, the sales information does not account for sales at large big box retailers. The reporting system requires businesses to classify themselves by one dominant North American Industry Classification System (NAICS) code rather than provide their mix of merchandise lines, so big box stores’ sales of these products are captured under “general merchandise stores.”

Additionally, although they sell a range of items, it is not entirely accurate to say that national chains keep money from “leaking” out of the Daleville trade area. While local employment figures may benefit from large chain stores, chain stores capture a lot of the money that might otherwise be spent at locally-owned stores, and send much of that money back to their headquarters.

In small communities, the presence of big-box or discount chains can greatly affect product supply. When identifying potential retail categories to explore, communities should determine the product supply, hypothetical sales and price points of competing discount chains and adjust research and recruitment strategies accordingly.

While this data can reveal opportunities for new businesses, it should serve only as a starting point and does not guarantee a “sure thing.” On the other hand, retail history is filled with entrepreneurs who bucked gloomy statistics by “building a better mousetrap.”

In summary, this economic activity information should serve as a starting point for strengthening the downtown mix of goods and services.

Tables B.1 and B.2, which can be found in the Appendix, show opportunity gaps by type of store. In the example from the table below, people living in the 5-mile trade area spend 73 percent of their money at building material and garden equipment stores outside the trade area. A local entrepreneur could decide to open a store or expand the type of merchandise they offer to capture a larger percentage of the \$37 million that people are already spending. Tables B.1 and B.2 show that the city is not

capturing much of the market in most of the broad categories listed. Types of stores with the biggest leaks (where the most money is lost outside of the trade area) are:

5-Mile Trade Area (leak amount):

- Building Material, Garden Equipment Stores (\$27.3 million)
- Food and Beverage Stores (\$22.5 million)
- General Merchandise Stores (\$18.8 million)
- Health and Personal Care Stores (\$14.5 million)
- Clothing & Accessories Stores (\$11.3 million)
- Sporting Goods, Hobby, Book, Music Stores (\$6.1 million)
- Furniture and Home Furnishings Stores (\$5.8 million)

10-Mile Trade Area (leak amount):

- Food and Beverage Stores (\$109.3 million)
- Clothing and Clothing Accessories Stores (\$75.2 million)
- Gasoline Stations (\$54.3 million)
- General Merchandise Stores (\$46.7 million)
- Furniture and Home Furnishings Stores (\$30.2 million)
- Sporting Goods, Hobby, Book, Music Stores (\$18.9 million)
- Building Material, Garden Equipment Stores (\$12.4 million)

Daleville 5-Mile Radius Opportunity Gap by Retail Store, 2013 (Sample)			
Retail Store	Total Spending	% Spent in Trade Area	% Lost to Other Areas
Building Material and Garden Equipment	\$37,580,954	27.3%	72.8%

CAUTIONARY NOTE

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

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

Because they are estimates, it is likely that any one figure, such as retail clothing sales, food bought away from home, etc. – is not entirely accurate.

Then why use the data?

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

MARKET SEGMENTS

When looking to locate a new retail store or restaurant, national chains want to know more than how many people live within the trade area and how much they earn. They also want to know the trade area population’s lifestyle characteristics and habits. This is known as a psychographic profile.

SDG uses the services of an international firm, Nielsen, which collects information on the lifestyles of Americans. Nielsen breaks down local populations into individual market segments, giving names to each segment. It also determines what percent of the local population falls into each group.

Consumer expenditure data is drawn from Consumer Buying Power, Nielsen’s database of estimated expenditures based on the Bureau of Labor Statistics’ Consumer Expenditure Survey. Business data comes from Business-Facts, Nielsen’s database of over 12 million business and professional records. Nielsen’s partner, infoUSA, collects the base Business-Facts data which Nielsen enhances with additional information.

Nielsen bundles all of this consumer information into 66 different categories of imaginary consumers, with names like “Heartlanders” and “Bedrock America.” Nielsen then describes what percentage of each consumer category live in the trade area. In Daleville, the top categories of consumers can be found in the tables on the right.

5-Mile Trade Area: Top Market Segments	
Segment	Percent of Trade Area
Traditional Times	10.64%
Simple Pleasures	7.58%
Mayberry-ville	7.47%
Big Fish, Small Pond	5.86%
Heartlanders	5.71%
Blue Highways	5.26%
Country Casuals	4.07%
Young and Rustic	4.04%
Big Sky Families	4.00%
Red, White and Blues	3.84%

SOURCE: NIELSEN SOLUTION CENTER

10-Mile Trade Area: Top Market Segments	
Segment	Percent of Trade Area
American Classics	7.65%
Mobility Blues	5.73%
Hometown Retired	5.66%
Traditional Times	4.53%
Suburban Pioneers	4.29%
Sunset City Blues	3.94%
Simple Pleasures	3.81%
Mayberry-ville	3.74%
Family Thrifts	3.41%
Heartlanders	3.09%

SOURCE: NIELSEN SOLUTION CENTER

Among Daleville’s trade area populations, “Traditional Times,” “American Classics,” and “Hometown Retired” are the three largest consumer categories. Descriptions of these market groups can be found in the adjacent graphics.

Traditional Times – Upper Mid Older w/o Kids	
	Traditional Times is the kind of lifestyle where small-town couples nearing retirement are beginning to enjoy their first empty-nest years. Typically in their fifties and sixties, these upper-middle-class Americans pursue a kind of granola-and-grits lifestyle. On their coffee tables are magazines with titles like Country Living and Country Home. But they're big travelers, especially in recreational vehicles and campers.
Lifestyle Traits	Demographic Traits
Shop at Sam’s Club	Urbanicity: Town/Rural
Contribute to PBS	Income: Upper/Mid
Read <i>Southern Living</i>	Income Producing Assets: High
Watch Antiques Roadshow	Age Ranges: 55+
Toyota Avalon	Presence of Kids: HH w/o Kids
	Homeownership: Homeowners
	Employment Levels: White Collar, Mix
	Education Levels: College Graduate
	Ethnic Diversity: White
American Classics – Downscale Mature w/o Kids	
	They may be older and retired, but the residents of American Classics are still living the American Dream of home ownership. Few segments rank higher in their percentage of home owners, and that fact alone reflects a more comfortable lifestyle for these predominantly white singles and couples with deep ties to their neighborhoods.
Lifestyle Traits	Demographic Traits
Order from L.L. Bean	Urbanicity: Suburban
Collect stamps	Income: Downscale
Read <i>American Legion</i>	Income Producing Assets: Below Average
Watch The 700 Club	Age Ranges: 65+
Kia Rio	Presence of Kids: HH w/o Kids
	Homeownership: Mostly Owners
	Employment Levels: Mostly Retired
	Education Levels: High School Grad
	Ethnic Diversity: White

Hometown Retired – Downscale Mature Mostly w/o Kids	
	<p>These racially diverse seniors tend to live in aging homes--half were built before 1958--and typically get by on social security and pensions. Because most never made it beyond high school and spent their working lives at blue-collar jobs, their retirements are extremely modest. These second-city dwellers spend their days on crafts and watching daytime TV.</p>
Lifestyle Traits	Demographic Traits
Order from HSN	Urbanicity: Second City
Collect Coins	Income: Downscale
Read Weekday Newspaper	Income Producing Assets: Below average
Watch Rachael Ray	Age Ranges: 65+
Chrysler PT Cruiser	Presence of Kids: Mostly w/o Kids
	Homeownership: Homeowners
	Employment Levels: Mostly Retired
	Education Levels: High School Grad
	Ethnic Diversity: White, Black, Hispanic, Mix

In summary, the retail analysis gives local leaders a portrait of what type of businesses would be the best fit for downtown Daleville. The relatively modest income levels and population are not enough to catch the attention of national chains that require dense, urban areas. However, there are still thousands of people with disposable income passing daily within a few blocks of the central business district.

The key will be fostering new businesses that can sustain themselves while the town completes its plans to attract more full-time residents and visitors. Tactics for achieving this plan are presented in the Retail Strategies Chapter.

10. RETAIL STRATEGY



DALEVILLE RETAIL STRATEGY

The previous chapter described downtown Daleville's customer base and business inventory. This chapter outlines the primary challenges facing revitalization, explains the basic principles that guide new growth and suggests strategies for achieving the town's goals.

At the most basic level, certain raw materials are needed to pump new life back into a downtown. Those building blocks include:

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

Daleville partially meets the first standard; it has a small stock of downtown buildings and some cooperative building owners. However, among the few buildings that are downtown, there is not a great variety of sizes and potential reuses. More promising are the lots with no buildings, which can house new buildings designed for specific users.

As for the second point, the Indiana Department of Transportation estimates that about 5,114 vehicles on average drive through Daleville's "Old Downtown" along SR 32 each day. That would be a considerable number for some small

businesses, particularly when they consider the tens of thousands of cars that drive SR 67 daily.

Daleville gets partial credit on the third point. Some local building owners have attended revitalization meetings and expressed interest in downtown growth.

By undertaking this plan, the Town of Daleville has shown its commitment to the fourth point: revitalizing downtown. However, the work is just beginning. Because it is early in Daleville's revitalization efforts, it is important to manage expectations and to prepare a long-term strategy. It took decades for downtown to lose its vitality and it will take years to recapture it.

DOWNTOWN REVITALIZATION PRINCIPLES

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

LOCAL INVESTMENT

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

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

In Daleville: The steering committee which oversaw this planning process acknowledged that "old downtown" is in dire need of revitalization, and that they were committed to spending time and money on its revival. There is a lot of work to be done – everything from repairing crumbling sidewalks to erecting new buildings. Getting these projects completed, even in piecemeal fashion over time, is vital to future redevelopment plans.

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. If local property owners aren't maintaining their properties, town leaders have to intervene.

In Daleville: Work needs to be done so that potential investors can see the town's potential. Almost anything, from banners to flower beds to the clean-up of empty lots would be a great start.

RISK AND EXPERIMENTATION

The decline of America’s small downtowns happened over many years and was not an unforeseeable accident. Changes in consumer shopping and commuting patterns – and the business community’s adaptation to them – will not be reversed in the immediate future. In other words, waiting for the good old days to return is not a productive strategy.

Instead, some boldness is required, and boldness requires risk. What’s at risk is not only money and time, but morale. It can be discouraging to see the community launch a new business only to see it fail. Too many of these unsuccessful launches can lead to paralysis, where business owners grow increasingly reluctant to take a chance and residents don’t give them much encouragement.

A community can break this cycle in one of two ways. They can get lucky; someone with all the right skills and resources starts a business at just the right time in just the right place and is smashingly successful.

If that seems like a long-shot, a community must create an atmosphere of experimentation in the recruiting and support of new businesses.

In Daleville: There has not yet been enough activity to send the message that the town is serious about its revitalization efforts. Once projects are underway, recruitment drives for new businesses can begin.

LOCALLY GROWN

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

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

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

In Daleville: Until it builds its capacity to support more regional-based businesses, Daleville should concentrate on independent business owners and entrepreneurs. Committing to this decision can help focus marketing efforts.

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 must leave town for, or will it lure tourists with specialty stores or regional attractions?

If a business serves mostly residents, it means that dollars are just circulating from local business owner to business owner; there is little outside money enriching the community. On the other hand, there are many examples where a small restaurant or specialty store attracted loyal customers from far away. It is great to have money come into town from outside the community, of course, but a downtown must make sure it has something for out-of-towners to spend their money on.

In Daleville: 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. Businesses that serve local people will have a greater potential for success.

THE LONE PIONEER SYNDROME

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

Sometimes the owner can make it work, but more often they find themselves stranded. There is not enough supporting business to buffer them. If other businesses don't follow along, the pioneer may have to cut back on hours or days. Some businesses survive the scale-back and some don't. Any new business in a fragile economy needs a support system. Leaving individual businesses entirely to the mercy of market forces is one reason that many downtowns struggle like they do.

In Daleville: Daleville should focus on recruiting or help launch a suite of small, complementary businesses. Downtown boosters can use the information in the Retail Analysis Chapter of this report for recruiting efforts.

EXPECTATION MANAGEMENT

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

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

PRIMARY CHALLENGES

CHALLENGE 1: WHERE TO START

There's a lot of distance between downtown Daleville as it stands today and the drawings of its future reincarnation that appear in this report.

The obstacles are daunting. Daleville has little population growth, few buildings ready for reuse and little interest from the private sector. On the other hand, one of the town's greatest assets is its proximity (40 or so miles) to downtown Indianapolis.

That urban area has tens of thousands of young workers and their families who are on the lookout for neighborhoods with a high quality of life. Their search for livable communities and willingness to drive a bit to get to them has completely transformed formerly small towns like Zionsville, Fishers and Westfield.

But Daleville faces a chicken-or-the-egg dilemma. Indy workers won't move here until there are the homes and amenities they want, but developers won't invest in new homes and businesses unless they are convinced growth will happen.

For these reasons, immediate and mid-term goals should be aimed closer to home. There are hundreds of workers at the Heartland Business Center who live in other communities, and the Daleville Shell Building could attract many more. Capturing these local workers with a mix of local homes, shops, walking trails, etc.,

is a more attainable short-term goal.

If the proposed Mounds Lake Reservoir project gets underway, the town's potential for growth increases greatly. But in the meantime, there are plenty of smaller projects that will give town leaders experience in community development while improving the local quality of life.

CHALLENGE 2: PLANNING FOR THE DOWNTOWN YOU WANT

On one hand, almost any new business would be welcomed downtown. On the other, the business district only has a handful of available buildings, and local leaders have to be strategic about their best long-term uses.

Decision makers also have to consider their ultimate goals for downtown, even if it means saying no to new projects. For example, if a trucking company wanted to tear down a few of the remaining businesses and put up a transfer station, the town council would have to weigh the new jobs that might create against how incompatible that use might be for future downtown businesses.

It is important to realize that town leaders have very little say in what happens to a building unless they have direct control over it. For this reason, many local economic development organizations are buying downtown buildings (not just industrial sites) to spur growth.

CHALLENGE 3: RECRUITING NEW BUSINESSES

This is another chicken/egg issue; people won't come downtown unless there are the types of stores they want, but stores won't open unless they can draw a good crowd.

Ideally, the two sides develop simultaneously. Daleville could attempt to fill some of its empty storefronts with small, service-oriented businesses that generate customers. The increased foot traffic might then embolden an entrepreneur to take a chance on a new business that serves both locals and out-of-towners.

This can be a slow process but, as mentioned above, local leaders can accelerate growth by taking the first step: buying and restoring a building and then working to recruit desirable new businesses.

RECOMMENDATIONS

TAKE ROAD TRIPS

Nothing fires up the imagination and optimism like seeing success stories from other small Indiana towns. For example Converse (population 1,148), landed the new Jefferson St. BBQ restaurant, which draws people from around the region. Farmland (population 1,317), offers a virtual playbook on downtown restoration, including websites and live webcasts to promote their many projects (learn more at www.farmlandindiana.org).

Fortunately, there is a regional group already at work on building the tourism economy. Our Small Towns-Thinking Regionally is an all-volunteer group of businesses owners, chamber of commerce representatives and others sharing ideas about revitalization. For more information contact LaRea Slater at 765-661-6990 or lareaslat@gmail.com.

PUT ECONOMIC DEVELOPMENT TOOLS IN PLACE

A town of Daleville's size needs every advantage to build its economy. Four basic development tools include:

- A Main Street group
- Design standards
- A low-interest loan program
- A downtown investment group

To be competitive for downtown grants from the Indiana Office of Community and Rural Affairs, Daleville must be a certified Main Street organization. Certification is not difficult, but it does require time and some sustained effort.

Even if the TIF district provides local money for projects, belonging to Main Street can unlock a lot of useful information and statewide contacts. For more information about Indiana Main Street, please contact Shae Kmicikewycz at skmicikewycz@ocra.in.gov or 317.232.8910.

Design standards are an economic development tool because they assure some level of quality in downtown growth.

Design standards do not have to be absurdly strict, such as demanding only certain types of paint or requiring awnings, but they should oblige new businesses to consider the existing architectural features that made the town's old buildings attractive when working on their modern buildings. These standards will have to be instituted by the town council.

A **low-interest loan program** can be an incentive for entrepreneurs to invest in restoring a downtown building. They can be used for façade work or other improvements. The program is self-sustaining; as a business repays the loan, that money becomes available for other businesses. Other towns have put together the initial fund by combining money from community foundations, local banks (using Community Reinvestment Act money) and economic development funding.

A not-for-profit **downtown investment group** can be very effective in tackling projects that the city is not in a position to undertake. This can include raising the money to buy downtown

buildings and then helping to recruit new businesses to fill them.

RESTORE A KEY AREA

This is known as a “toe hold” approach. Having new businesses spring up at different spots across town would be great; having them all grouped in one area would be even better.

Shops clustered together have a stronger pull on shoppers. In fact, this truism is what got “downtowns” started in the first place.

In the ideal situation, a local group would take control of block or two, restore a building so it is ready for immediate use, repair the sidewalks and then market the opportunity to prospective businesses.

RECRUIT SMALL BUSINESS

For the reasons listed above - in the short term - the town should probably not focus as much on recruiting a particular shop or service. Instead, community leaders should continue working on improvements that make downtown attractive to all sorts of desirable businesses.

However, once a building is under local control and at least partially restored, it is acceptable to poach businesses from other towns. There have been many examples of communities luring everything from restaurants to corporate headquarters away from their current location by offering perks such as subsidized office space.

In a hypothetical example, the town could approach a successful restaurant in another community about opening a new location in Daleville. Have one-page sheets ready that include pictures of available downtown spaces along with information on rent, square footage, etc.

Next time you’re in an interesting shop in another small Indiana town, show the sheet to the owner and talk about Daleville.

11. PUBLIC INVOLVEMENT



PUBLIC INVOLVEMENT

The Daleville Downtown Revitalization Plan reflects the interests of the town government, stakeholders, and larger community.

OCRA VISIONING SESSION

Prior to the Town of Daleville commissioning the design team to prepare a downtown revitalization plan, the town hosted a visioning session for the community with the help of Susie Ripley and the Indiana Office of Community and Rural Affairs (OCRA).

During this session, the community was asked to share what it thought the town's strengths, weaknesses, threats to new development or improvement, and potential opportunities for the community were. Following the meeting, data received were compiled and returned to the community in the form of a visioning document. The complete visioning document can be found in the appendix of this report.

In summary, some of the highlighted strengths included:

- community minded
- independent and highly rated school system
- small size
- home to the most jobs in Delaware County
- safe community
- compassionate, caring people with a sense of pride
- Town Board
- debt free
- reasonable tax and utility rates
- prime land available

- centered between three hospitals
- library
- parks and recreation

Some of the noted weaknesses were:

- lack of curb appeal
- empty buildings on Main Street (SR 32)
- lack of an identity
- train tracks through middle of town
- need for more shopping
- lack of walkability
- lack of festivals
- lack of extracurricular activities
- poor condition of SR 32
- need for small service businesses

Noted threats included:

- eminent domain
- semi trucks/trains
- contamination
- flooding

Opportunities for the community that were noted if money were not an issue included:

- locally owned grocery store
- brownfield redevelopment
- gateways on SR 32 and SR 67 and establishing an identity on these corridors
- improved park complex and trails
- sledding hills
- marketing campaign
- public safety complex

STEERING COMMITTEE

Upon commissioning the design team, the visioning document was reviewed with the town officials and steering committee. The steering committee was chosen as a representative cross section of Daleville and was selected from local public and business leaders. In general, the steering committee felt the visioning document was accurate to the town's perception of itself. After review of the document, familiarization with the community, and discussion with the steering committee, the design team also agreed with the report's findings.

Throughout the course of the project, the design team sought guidance from the steering committee and met repeatedly with them to review progress and gather feedback on recommendations.

PUBLIC HEARING

Near the completion of the project, a public hearing was held where the entire Daleville Community was invited to hear the findings and recommendations of the downtown revitalization plan.

More than 30 people were in attendance throughout the course of the evening. In general, feedback was very positive and the community was supportive of the recommendations. Some concern was expressed over how the additional traffic and improvements would affect the crime rate and small town appeal of Daleville but most people felt the positive aspects of the plan outweighed the negatives. Additionally, the

PUBLIC INVOLVEMENT

community felt the stronger sense of pride that will come with the proposed recommendations will help to thwart any undesirable effects of community growth and improvement.

Approximately one month after the Public Hearing was held, a Public Open-House was held at the Town Hall. This was an additional opportunity for anyone to review the suggested improvements of the Downtown Revitalization Plan and to speak one on one with the design team and members of the steering committee. More than a dozen people stopped in over the two hour period to ask questions and express support for the project.

See Appendix C at the end of this report for the Public Hearing and Public Open House sign-in sheets, Public Hearing proof of publication, and additional notes.

12. MOUNDS LAKE RESERVOIR



MOUNDS LAKE RESERVOIR

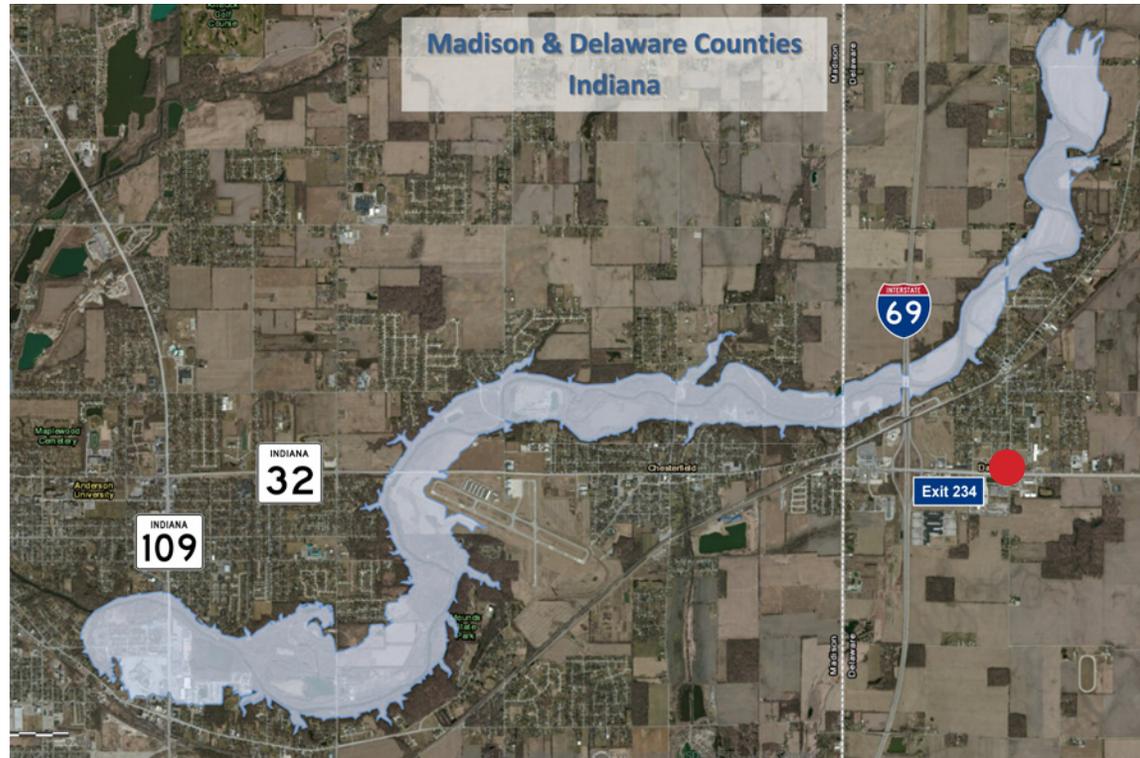
Currently in the planning and feasibility stages of development, a new reservoir is being considered for development in parts of Madison and Delaware Counties. Viewed as a future source of fresh water for the region and Indianapolis area, this project is also seen as an economic development tool that will encourage tourism, recreation, residential and business development for the region.

The reservoir, as currently proposed, would stretch from Anderson, through Mounds State Park, and up to Chesterfield, Daleville, Yorktown, and within close proximity of Muncie. Still a concept at this point, the project has been receiving both positive and negative feedback, but appears to be gaining traction.

Currently the project is undergoing a Phase II Feasibility Study. Should the project continue to develop, Phase III will include permitting and design, and Phase IV will include design and construction within the next six to seven years.

If Mounds Lake Reservoir does get constructed, it will have a drastic impact on all of the communities it goes through or touches. For Daleville, development of the reservoir would result in the downtown being lakefront property.

This potential could mean the accelerated redevelopment of the downtown, as a result of the numbers of people and resultant businesses attracted to the water feature.



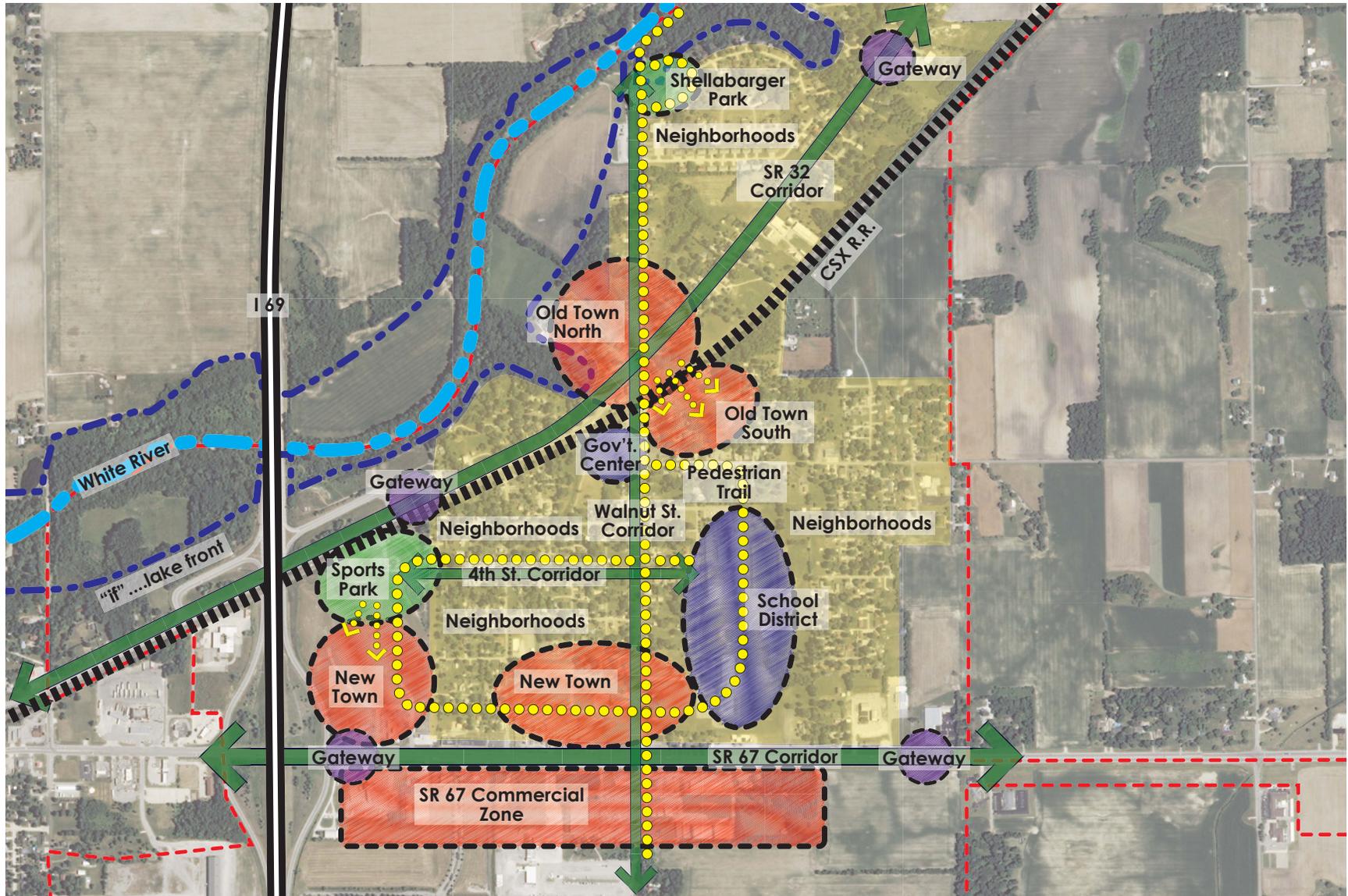
PROJECTED MAP OF FUTURE MOUNDS LAKE RESERVOIR
SOURCE: MOUNDSLAKE.COM

For these reasons, it is imperative that the Town of Daleville take an active role in the planning and development of the reservoir and future planning and development of their community. The town has begun this by ensuring that they have representatives in regular contact with the reservoir development partners and by developing this downtown revitalization plan. While the potential of the reservoir is exciting in the context of downtown Daleville's

redevelopment, it is also important to consider how the downtown will be revitalized if the reservoir does not occur. As explored further in the following sections, this revitalization plan seeks to create a downtown that will be successful regardless of whether or not Mounds Lake Reservoir is developed.

13. DESIGN VISION AND CONCEPT





GENERAL OVERVIEW

With a solid understanding of the various existing conditions at play in Daleville, the design team began looking at improvements to the town with a holistic approach.

As discussed earlier and highlighted in the diagram on the previous page, key districts and amenities are located throughout the community. These include, but are not limited to:

- Historic Downtown, or “Old Town,” which extends north and south of the railroad tracks and was the historic commercial center of town
- “New Town” and the SR67 Commercial Zone which is the currently developing commercial district within the community
- Daleville Community Schools located on the eastern edge of town
- Shellabarger Park located on the northern edge of town
- Baseball/Softball Fields located on the western edge of town
- Town Hall (Gov’t Center) and Town Hall Park located immediately adjacent to downtown or “Old Town”

In addition, key roads and corridors link these amenities and include:

- SR 32 through historic downtown
- SR 67 through the new and continually developing “New Town” and SR 67 Commercial Zone
- Walnut Street, the primary north/south corridor connecting SR 67, downtown, and

- Shellabarger Park on the north
- 4th Street linking Daleville Community Schools to the Baseball/Softball Fields
- 6th Street linking Daleville Community Schools to Walnut Street, parts of “New Town” and future commercial development, and on to the Baseball/Softball Fields further west.

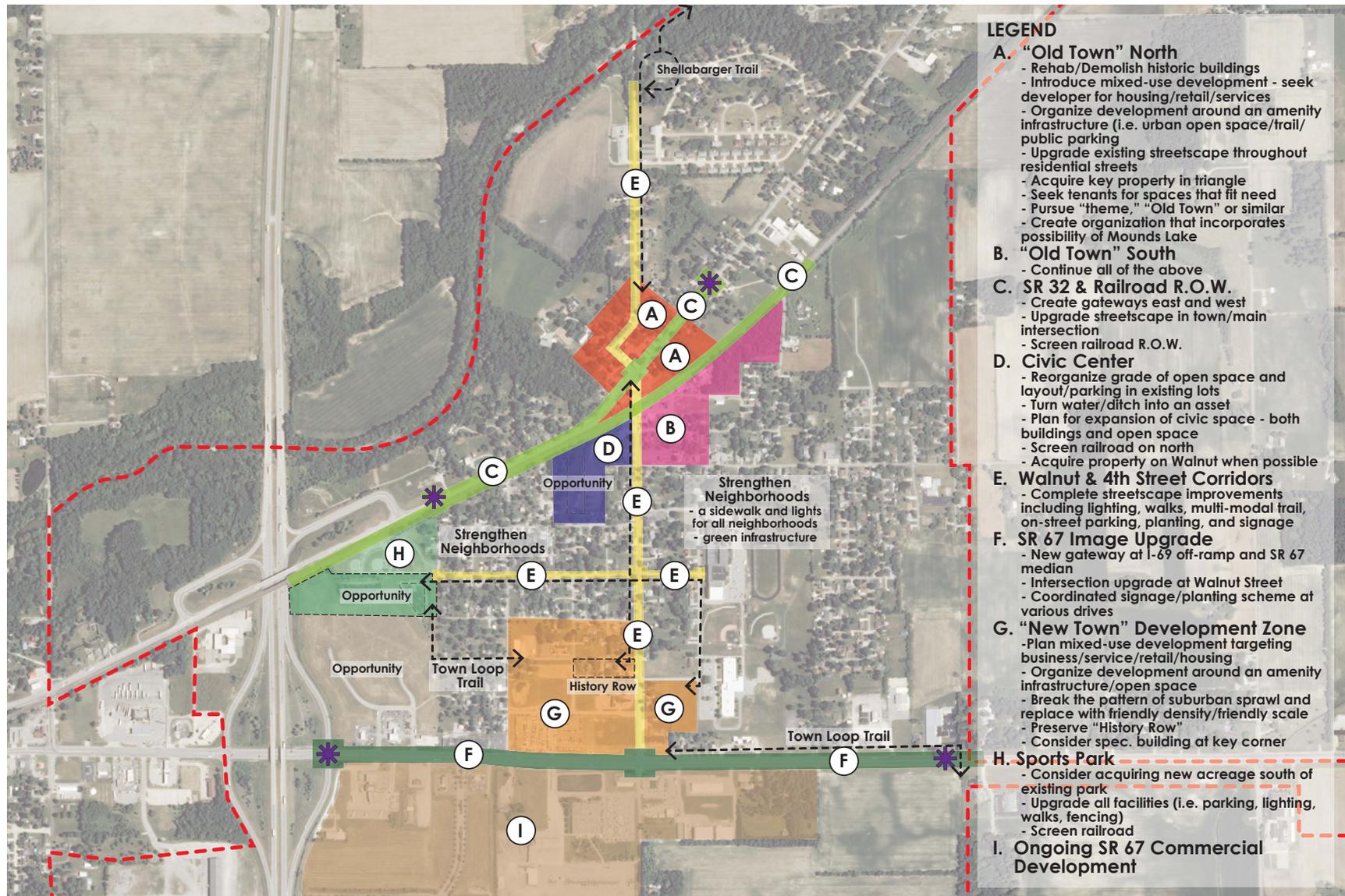
With the ultimate goal being stabilization and growth within the community, the design team made note of improvements for many of these districts, amenities, and corridors that would enhance their appeal, usability, and improve connectivity between them. These improvements seek to create a successful Daleville independent of the Mounds Lake Reservoir potential.

These suggested improvements include:

- Rehabilitation/stabilization/demolition of existing downtown buildings
- Land acquisition
- Establishing design standards
- Mixed-use development including a variety of housing types
- Controlling new development along SR 67
- Improvements to existing streetscapes throughout Daleville with particular focus on SR 32, SR 67, Walnut Street, and 4th Street
- Construction of gateways at key locations
- Creating a “Town Trail”
- Screening the railroad
- Expansion of the Town Hall and civic facilities

- Improvements to “Town Hall Park”
- Improvements to Shellabarger Park
- Improvements to, and expansion of, the Baseball/Softball Fields,

The graphic on the following page further defines the areas and their suggested improvements.



DOWNTOWN (“OLD TOWN”)

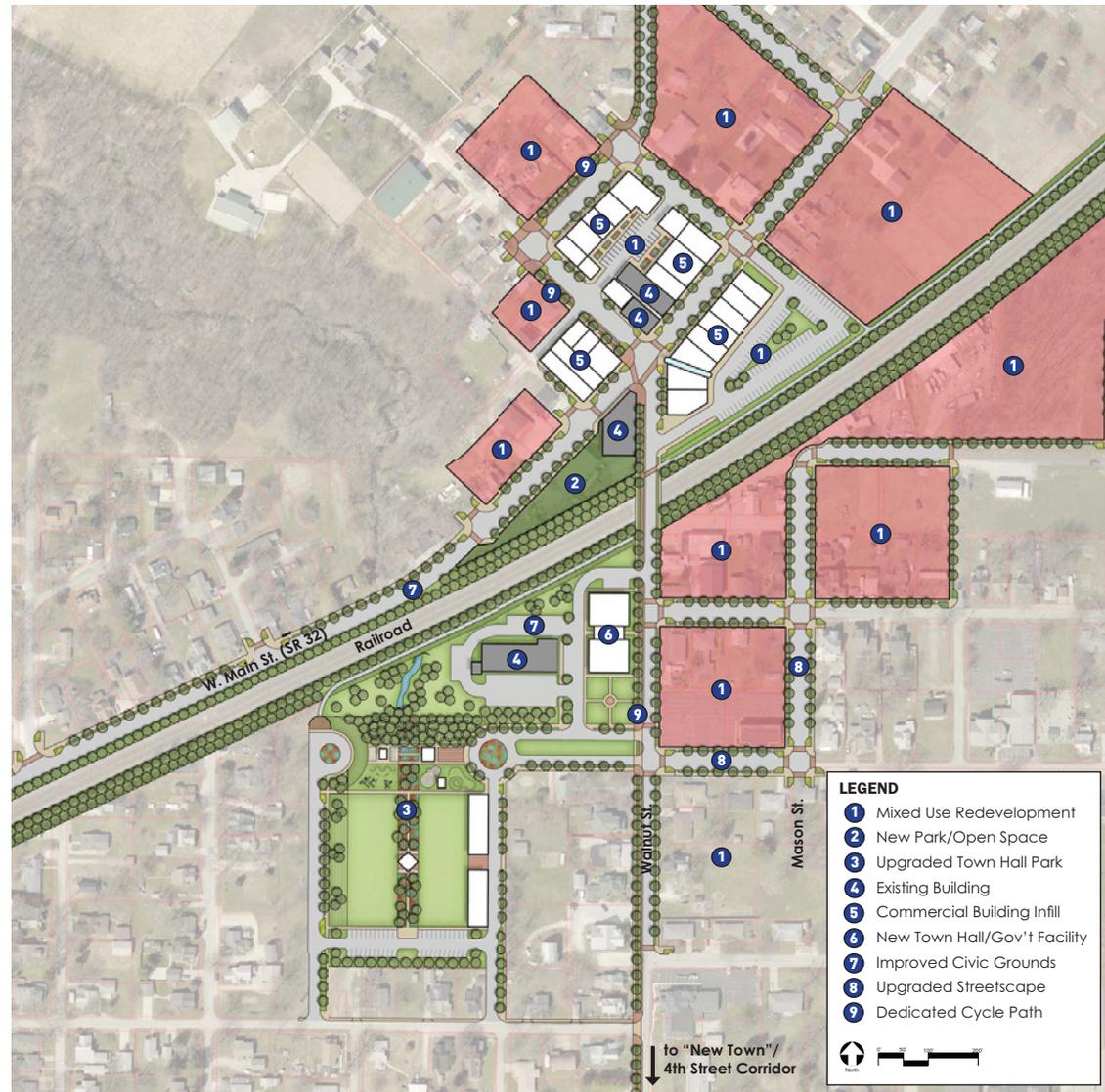
Having proposed physical improvements on a very broad scale, the design team requested that the town and steering committee suggest a more refined area for further design development based on the previous graphic. The town’s representatives asked the design team to focus on the historic downtown (“Old Town” North) and include the Town Hall and Town Hall Park facilities, as well as development of the Town Trail and consideration where new gateways may occur.

In response to the town’s request, the design team crafted a vision for these facilities that, upon implementation, would be successful regardless of whether or not Mounds Lake Reservoir ever comes to fruition.

The adjacent graphic further develops ideas for those areas referred to in the previous graphic as “Old Town” North, “Old Town” South, SR32 & Railroad R.O.W., Civic Center, and the Walnut Street Corridor. While the improvements described are listed under each of those respective areas, it is the sum of all of the improvements that will lead to the future success of downtown Daleville.

OLD TOWN NORTH & OLD TOWN SOUTH

Recommendations in “Old Town” North and “Old Town” South would be nearly identical. Beginning in “Old Town” North (the portion of town immediately north of the railroad tracks along Walnut Street and SR 32) one of the first actions to physically improve



DOWNTOWN IMPROVEMENT PLAN

downtown would be to protect, stabilize, and improve the remaining historic architecture. Described further in the architectural sections of this report, these existing buildings play an important role in the overall character and future success of downtown Daleville.

Secondly, as depicted in the image on the right, the town needs to begin acquiring property and right-of-way for redevelopment and improving basic infrastructure. Basic infrastructure improvements should include improving storm and sanitary sewers as necessary and milling and resurfacing streets to correct drainage issues and allow roadway elevations to be lower than adjacent buildings. Additionally, curbs need to be reconstructed and on-street parking should be provided.

Adjacent to the on-street parking, tree lawns should be constructed to help soften the downtown architecture and shade the pedestrian environment. Where space is needed, these tree lawns can be deleted and the additional space can be used for on-street dining and other commercial space. Stormwater planters, depressed planting areas providing natural stormwater infiltration and transpiration, can be provided at key locations to help reduce the burden on the conventional storm sewer system during rain events.

Additionally, new pedestrian-scale street lighting should be provided at regular intervals to activate the streetscape during the evenings. The light poles could accommodate banners



SUGGESTED "OLD TOWN" IMPROVEMENTS

and planters which can be used for advertising events or simply add color to the streetscape.

At intersections, curb bump-outs can be constructed to reduce the amount of space a pedestrian must travel across to access the opposite side of the street and new pedestrian signalization should be installed at the primary intersection of SR 32 and Walnut Street. Similarly, marked crosswalks need to be provided.

Additionally, Daleville should seek to become a community friendly to all forms of

transportation rather than just automobiles and should consider constructing bicycle facilities downtown. These will most likely be a mixture of bicycle amenities that could vary from cycle tracks, designated bicycle pathways separated from pedestrian sidewalks, parking lanes, and vehicular travel lanes, to bicycle lanes, portions of the roadway designated by painted striping signage, and pavement markings for use by bicyclists.

In conjunction with the redevelopment of the downtown infrastructure, new infill buildings are recommended to help restore a more

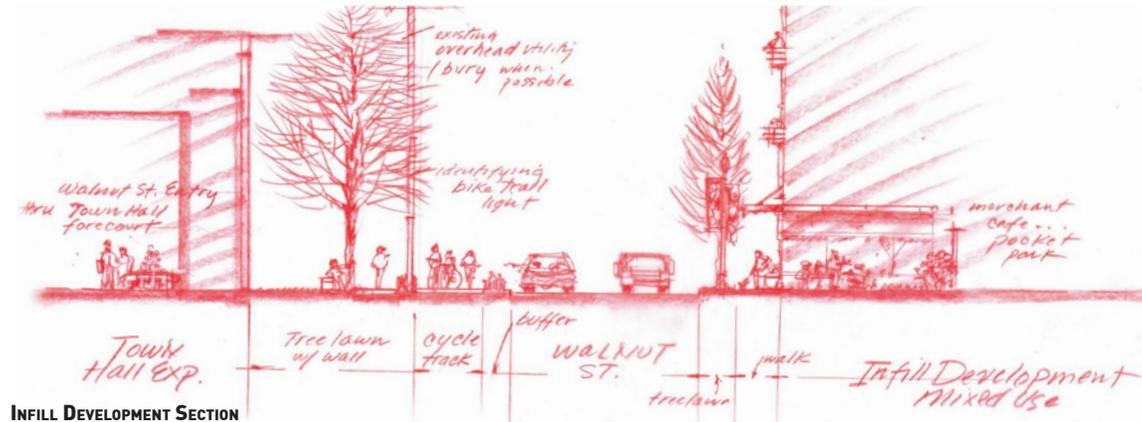
comfortable density and to provide locations for new businesses and future residents to locate. Depicted in the previous and adjacent graphics, and discussed further in the architectural recommendations portion of this report, these structures would be developed in a more traditional pattern immediately adjacent to the right-of-way. With a typical height of two to three stories, but not exceeding four stories, these structures would accommodate commercial uses on the first floors and would provide space for living on the upper floors.

Critical to the success of these new structures is an availability of automobile parking and this report recognizes that the proposed on-street parking will not be enough. For this reason, parking would be provided between and behind new structures. Where new development occurs on property immediately adjacent to the railroad tracks, the recommendation would be to site parking lots adjacent to the railroad easement to help buffer the buildings and activity from the noise and danger. If additional parking demand exists, additional surface lots and/or development of a parking garage may be necessary in the future.

Those areas highlighted in red on the Downtown Improvement Plan (page 106) reflect areas where future redevelopment and growth may occur as the result of successful projects along Walnut Street and SR 32. This development should be planned for, and the design character described above should be carried throughout any additional new development.



SUGGESTED "OLD TOWN" IMPROVEMENTS



INFILL DEVELOPMENT SECTION

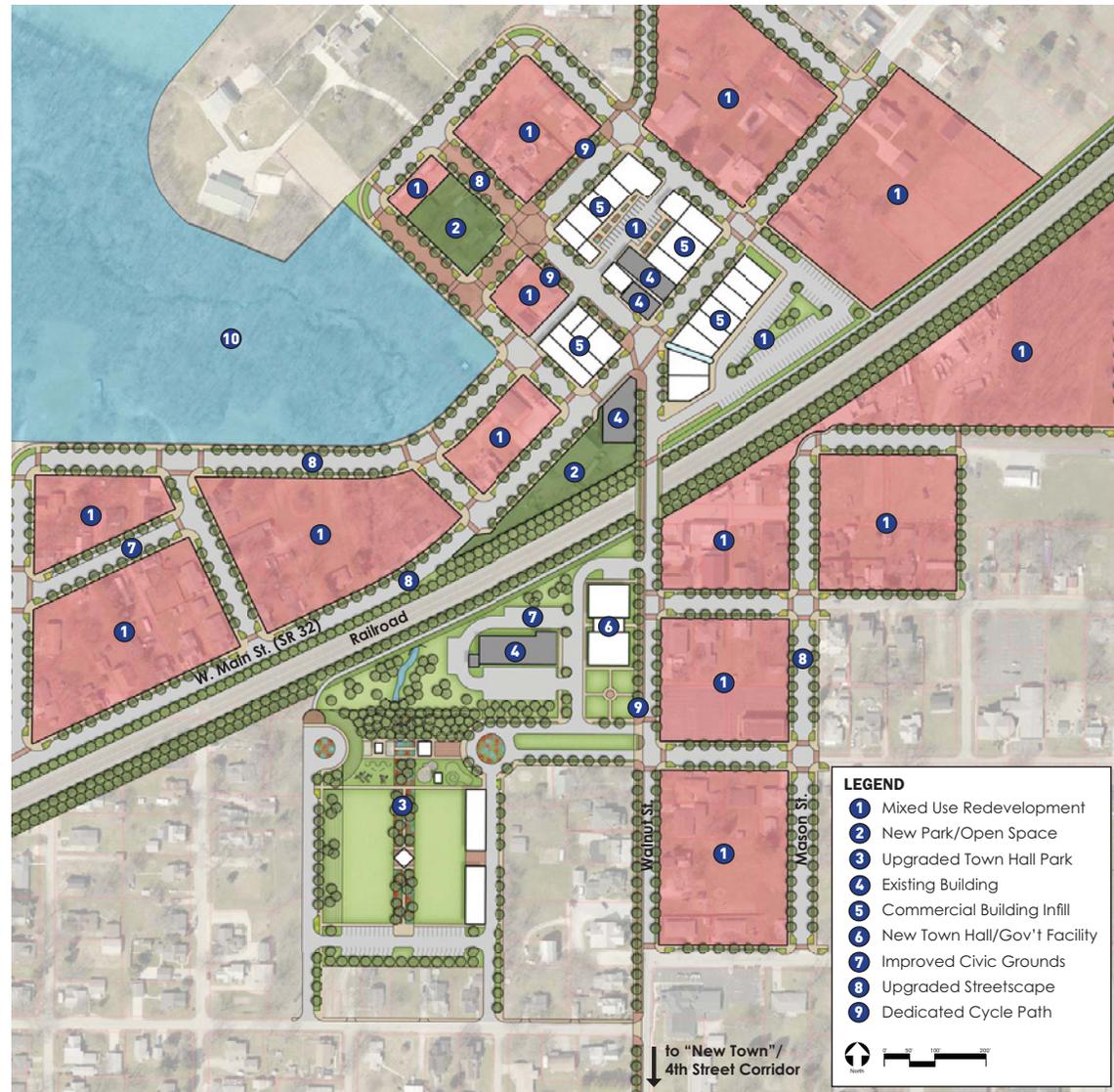
IF MOUNDS LAKE RESERVOIR HAPPENS...

If Mounds Lake Reservoir does happen, revitalization and growth in Daleville can be expected to occur at an accelerated rate. Under normal and existing conditions, the proposed improvements discussed in this plan may take twenty years or longer. However, if Daleville does essentially become waterfront property due to its proximity to the White River, it would not be unreasonable to think that redevelopment could occur in half of that time.

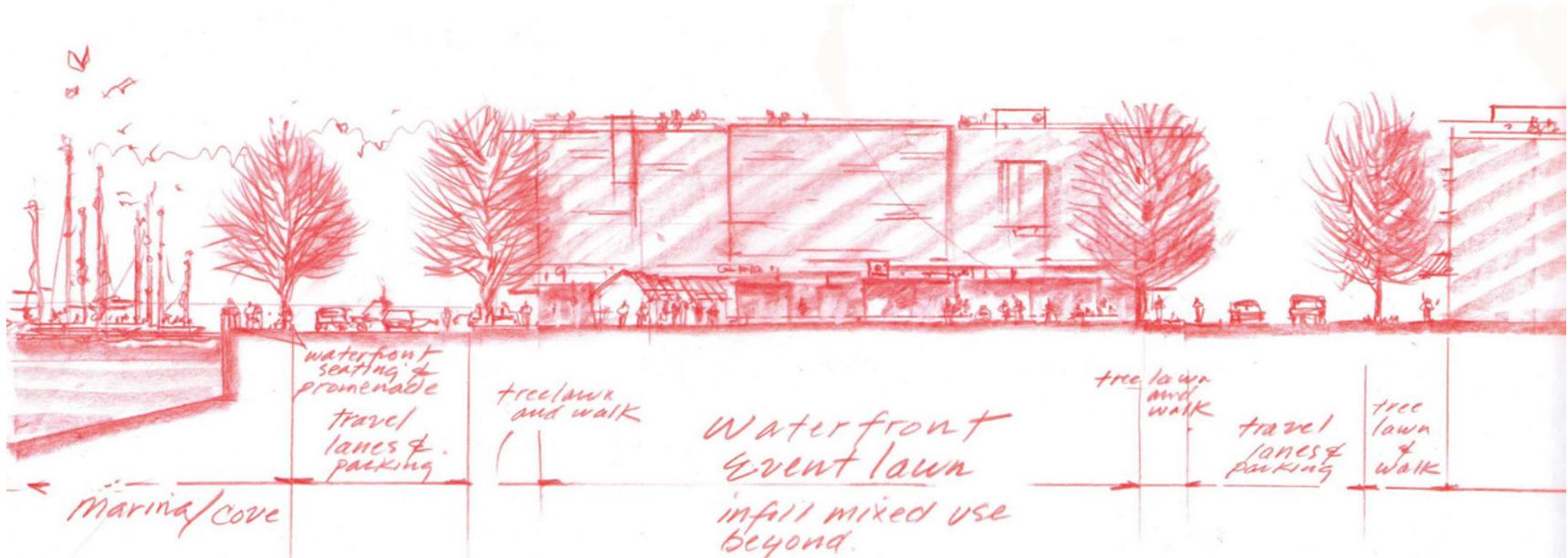
While suggested improvements in “Old Town” North and “Old Town” South would remain as previously discussed, it can be forecasted that additional growth will occur towards the lake and in “Old Town” North. The adjacent Downtown Improvement Plan reflects what this development could look like.

In order to maximize the town’s potential, the community needs to adamantly request that the lake provide deep water immediately adjacent to the town. This can be accommodated through the proper engineering of the drainage swale immediately west of downtown. If this happens, it will allow for the creation of a marina that will bring tourism and a new economic market to Daleville. This market will spur new businesses and demand for housing. Additional streets and infrastructure will need improved and installed and additional properties will be targeted for redevelopment.

In order to maintain the character of the place that Daleville is seeking, it will be critical that the



DOWNTOWN IMPROVEMENT PLAN - WITH MOUNDS LAKE RESERVOIR



SECTION THROUGH MARINA AND PUBLIC OPEN SPACE WITH NEW MIXED-USE DEVELOPMENT IN THE BACKGROUND

design character described within this report be followed and the town will need to update and enforce design standards and zoning. Otherwise, given free reign, some developers will seek to develop massive structures, not in keeping with Daleville's character, in an effort to maximize profits.

Additionally, the town needs to maintain some public open space immediately adjacent to the lake to allow for events and public gathering space adjacent to the water. As shown in the graphic, this dedicated space is proposed to be located immediately east of the marina. It will become a popular location for recreation

and programmed activities such as live performances, festivals, etc.

Streets adjacent to the park are also depicted in a unique fashion. If designed properly, these streets could act as extensions of the park and be used as public gathering space during special events.

SR 32 & RAILROAD R.O.W.

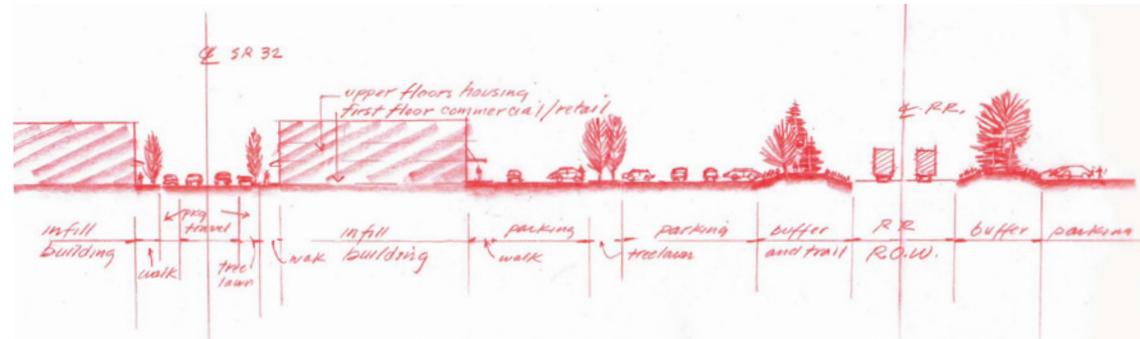
SR 32

Recommendations for SR 32 through “Old Town” North are described in the previous sections and would include selective widening, new storm sewers, asphalt milling and resurfacing, parallel parking lanes, new curbs, tree lawns, stormwater planters, sidewalks, crosswalks, signalizations, etc.

East and west of “Old Town”, along SR 32, improvements should include curbs, sidewalks, and tree lawns where adjacent to residential development, and asphalt milling and resurfacing with defined edges of pavement, painted striping, and selective plantings where not adjacent to development. Additionally, as SR 32 is one of two primary corridors through town, it should be considered for gateway enhancements on the east and west sides of town as discussed later in the report.

RAILROAD

Currently the railroad acts as a major barrier and distraction between “Old Town” North and all of the development south of the railroad tracks due to its expansive right-of-way, frequency of trains, and noise. Despite these negative characteristics, the railroad has been historically important to Daleville, having brought people and commerce to the community. Although the train no longer stops in Daleville, there is a strong possibility that the railroad could become an economic driver in the community once again. As transportation and commuting patterns, commerce, and

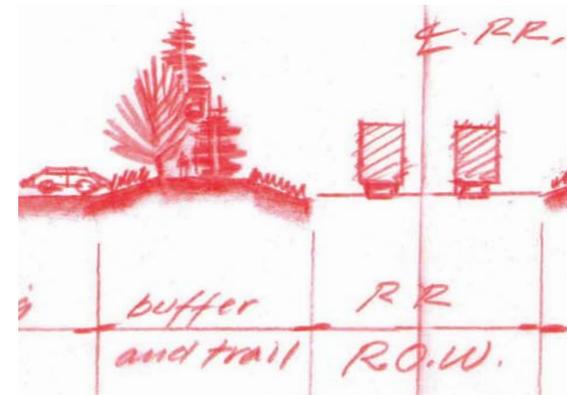


SECTION THROUGH SR 32, “OLD TOWN” NORTH, & RAILROAD

recreation changes, there may again someday be a reason for the train to stop in Daleville.

In order to address the current concerns regarding the railroad, one suggestion is to create large landscaped berms, or constructed earth mounds, immediately adjacent to, or in, the railroad easement through Daleville’s corporate limits. This would require a significant amount of soil import, which could be available if Mounds Lake Reservoir is developed and some excavation for it is required.

Once developed, these planted berms would provide a visual barrier to the railroad that would also soften the noise and distraction it causes. It is also possible that these berms could provide places for a future greenway to follow the train tracks and connect to communities on the east and west.



RAILROAD SECTION ENLARGEMENT

Where Walnut Street crosses the railroad, improved pedestrian signalization should be installed to ensure safe crossing. If budget allows, a future consideration may be the construction of a pedestrian bridge or tunnel to allow the safe transport of pedestrians above or below the railroad and thereby eliminating any potential conflicts.

CIVIC CENTER

The area referred to as the Civic Center includes the Town Hall and Town Hall Park and is located immediately south of the railroad tracks and west of “Old Town” South. Several recommendations are suggested for each of these facilities.

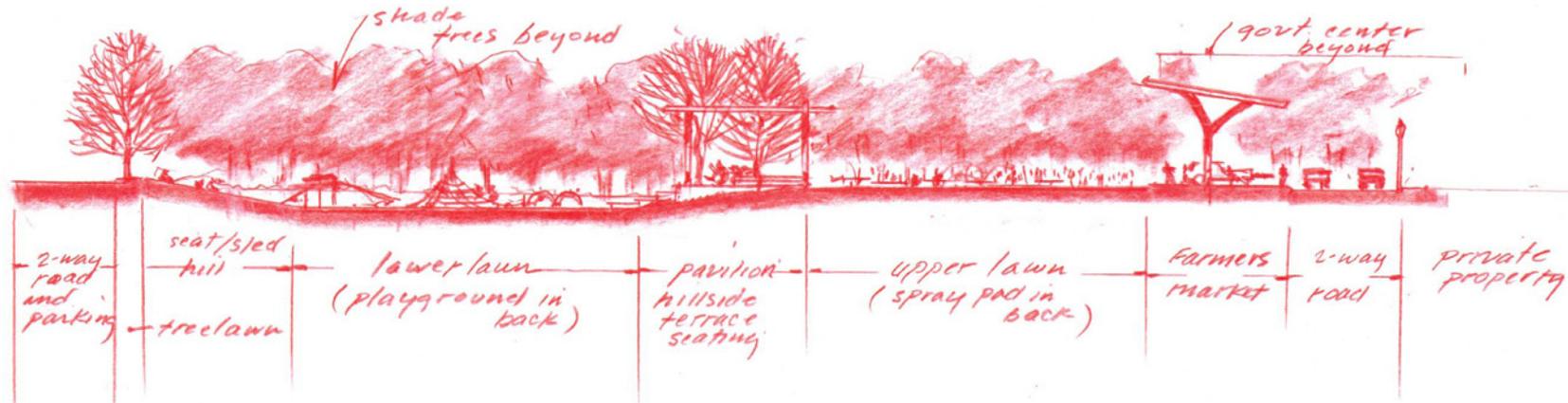
TOWN HALL

As Daleville experiences future growth, there may be a need to expand its current Town Hall facilities. As portrayed in the adjacent graphic, when this happens, it is suggested that the current Town Hall structure be repurposed into a larger maintenance/storage facility for the town’s operations. A new, larger Town Hall facility could be built immediately adjacent to the Walnut Street right-of-way, and potentially further north to align with the Walnut Street/Daleville Road intersection. This structure should follow the same development suggestions prescribed for “Old Town” North, and should include parking behind the building and within the larger site.

Additionally, it would be recommended that the parking areas surrounding the existing Town Hall facility be cleaned up, curbed, and striped to provide some organization and order. Similarly, a new, boulevard type entrance from Walnut Street could be constructed to create a more prominent sense of arrival to the “Civic Center” and a small outdoor gathering area could be used for public gatherings.



DOWNTOWN IMPROVEMENT PLAN - CIVIC CENTER ENLARGEMENT



SECTION THROUGH IMPROVED TOWN HALL PARK

TOWN HALL PARK

Suggested improvements for Town Hall Park are substantial. Currently the majority of the park is unusable due to the large ditch that occupies the western portion of the site. Initial improvements would require the piping, infill, and regrading of this ditch to create usable space. Once this phase of work is completed, construction of the park’s infrastructure could begin.

This would include the development of the perimeter roads on the east and west sides of the park that include entry drop-offs and parallel parking, and the development of the parking lot on the south side of the park. The internal portions of the park would be divided into an upper (east) and lower (west) terrace, separated by a transition area, in an effort to reduce the amount of fill and expense to create a usable space as expressed in the adjacent sketch.

The upper terrace, or east side of the park, would contain a farmer’s market structure that would provide shelter for organized farmer’s market events. This structure could also be a revenue generator and could be rented for weddings, reunions, etc. The upper terrace would include a large gathering lawn for passive recreation, organized sports opportunities, and for viewing performances occurring in the performance pavilion, located in the transition area between the upper and lower terraces. Additional amenities located in the upper terrace could include some play equipment, a smaller park pavilion/restroom facility, a spray plaza, and walking trails.

The lower terrace, or west side of the park, would also contain a large gathering lawn for uses similar to the those on the upper terrace. In this case, patrons viewing a performance in the performance pavilion would be looking up

towards the pavilion located in the transition area. Additional amenities of the lower terrace would include amphitheater style seating, sledding hills during the winter, more traditional play equipment, and additional park shelters and walking trails.

The transition area between the upper and lower terraces would essentially be a sloping garden area with significant plantings and some accessible walks between the two terraces. The performance pavilion would be built into this transition area and would allow viewing of performances from either the upper or lower terrace.

TOWN TRAIL

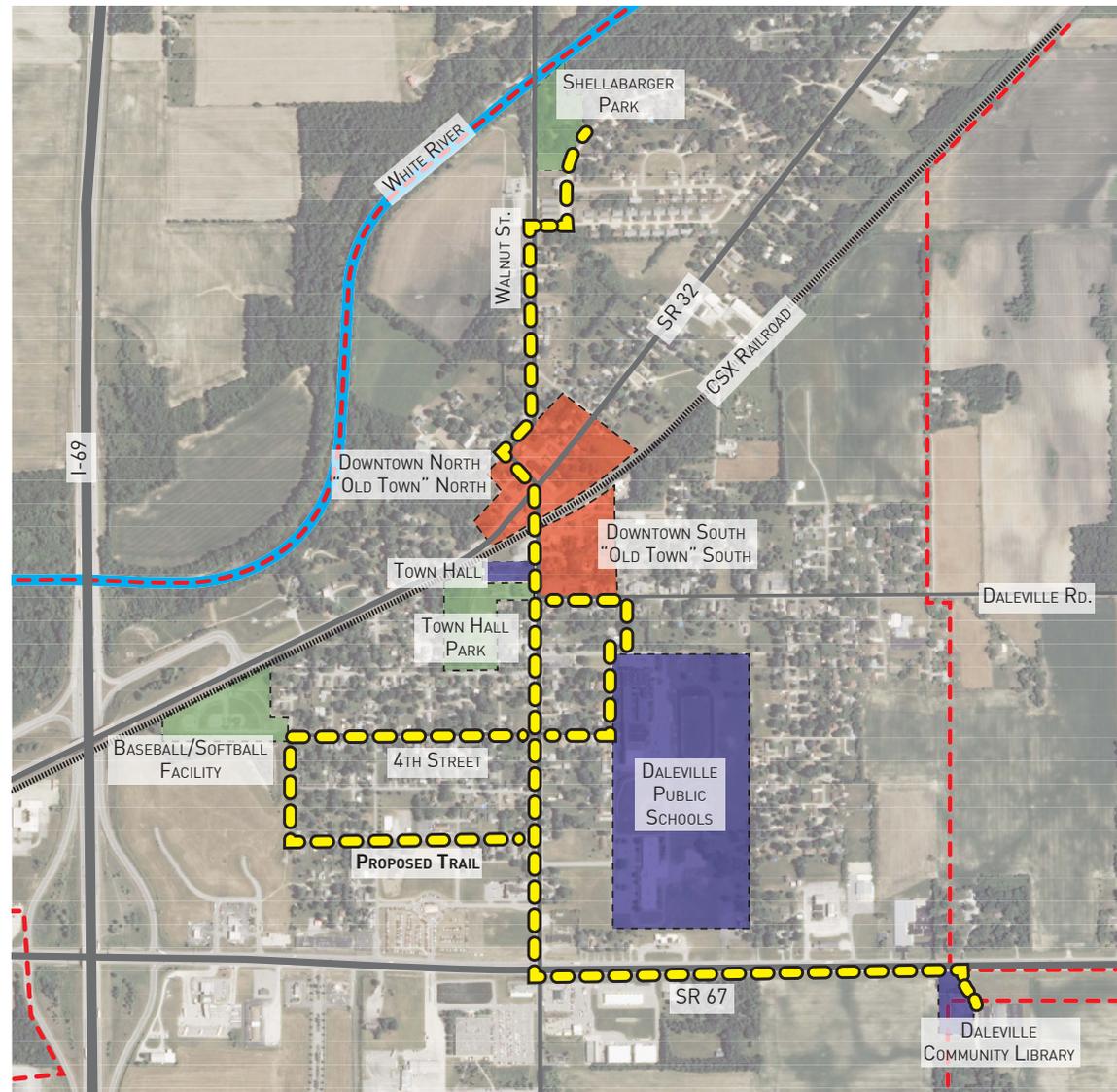
Ideally, as Daleville invests in itself, it will install sidewalks on all local streets to help improve connectivity throughout the community. In addition to this, there are routes in town that should be considered for improvements beyond the basic concrete sidewalk and street lights. These are the primary routes that connect the cultural amenities and points of interest throughout the community; the routes where individuals and families may enjoy walking, jogging, running, or riding a bike.

TRAIL ROUTE

The recommended trail route is shown in the adjacent diagram. It would begin along Walnut Street and would connect SR 67 on the south to downtown and SR 32, and then on north to Shellabarger Park. This would comprise approximately 1.1 miles of trail development.

From this primary corridor, spurs of the trail would occur along 4th Street and connect the Daleville schools on the east to the Baseball/Softball facility on the west, adding an additional .5 mile of trail. Additionally, a spur could travel north from the school along Bronco Drive and through the school administration property to Daleville Road on the north, which is currently being improved.

Additional spurs would travel along 6th between Walnut Street and the vacant property and Baseball/Softball fields on the west. This spur would also travel by some of the town’s historic homes and future development sites adjacent



TOWN TRAIL ROUTING PLAN

to SR 67 and would add an additional .5 mile of trail.

The final spur depicted along SR 67 would connect Walnut Street to the Daleville Community Library on the east and would add .6 miles to the trail network. In total, with all of the trails developed as depicted, a total of 3 miles of trail would be achieved. This does not, however, account for trails that will be developed in Shellabarger Park, within the redeveloped Town Hall Park, and possibly along the railroad.

Future consideration should also be given to developing connections east on SR 67 to the Heartland Business Center and other major employers. As new residential and commercial development occurs within Daleville, people will begin to utilize this trail network in order to commute to work.

TRAIL CHARACTER

Daleville’s Town Trail should be developed in a manner that distinguishes it as a multi-modal corridor; accommodating to bicyclists, roller bladers, joggers, runners, etc. Ideally, the multi-modal trail would be separated from the dedicated sidewalk and would be elevated above the road, but that is not absolutely necessary.

Where space and budgets will not allow it, trails can be developed within the roadway and at the same elevation. The trail should be, however, a minimum of 8’ wide and be buffered from the adjacent street by a minimum of 3’. Additionally,



TYPICAL TRAIL CROSS SECTION

the trail should be visually distinct, constructed of materials unique from those of the sidewalk and should be properly striped and lighted. The above graphic depicts a typical multi-modal trail development. For additional information on different bicycle facilities, reference the National Association of Transportation Officials’ (NACTO) website at www.nacto.org.

GATEWAYS

Simply put, a gateway is a physical statement announcing arrival to a place. Gateways can take many forms and can be signs, artwork, or arches to name a few. Several potential gateway locations were identified early on in the planning process.

As SR 32 and SR 67 are the main corridors through town and to other surrounding communities, it makes sense that gateways would be located along them. Anyone entering the Town of Daleville will do so via one of these corridors.

SR 67

SR 67 is the most active corridor through the community with average daily traffic counts exceeding 15,000. At the same time, most people travelling along this corridor do not realize they are in Daleville. The majority of the town is located north of SR 67 and there are no identifying markers along it with the exception of some minor wayfinding signage locating the schools.

For this reason, the immediate recommendation would be to develop a gateway along SR 67 and immediately east of I-69 as reflected in the adjacent aerial and in the photo on the following page. In this location, there is potential for developing a visually distinct gateway in the median of, or adjacent to SR 67. If large enough, this will also be visible from I-69 and will make a profound statement as an arrival point into the community.



An additional gateway should be considered on the east side of the community along SR 67. The specific location for where this gateway should occur is less clear. Although the town's corporate limit occurs near Sam Pierce Chevrolet, it is somewhat debatable where a person feels like they have arrived in Daleville. This gateway could occur at SR 67, at County Road 800 West, at the Daleville Community Library, or not until Walnut Street. Additional discussion within the community is needed to identify the exact location.

Regardless of where the east gateway is located, additional minor gateways or signage will be necessary to direct people to historic Daleville.

SR 32

Historically, SR 32 was the most influential corridor to Daleville's development and the historic parts of the community are located along it. Today, this corridor carries a fraction of the traffic that SR 67 does, approximately 5,100 vehicles daily. Still a significant number, SR 32 should be considered for gateways on its east and west sides.

Similar to SR 67, the most logical location for the gateway on the west appears to be immediately east of the on-ramp to I-69 in a large easement as shown in the adjacent photograph.

Also similar to SR 67, the specific location for the east gateway is less clear. The town's corporate limit extends to County Road West 400 South. Further town discussion is needed to determine



SR 67 - WEST GATEWAY LOCATION AT I-69



SR 67 - POTENTIAL EAST GATEWAY LOCATION NEAR SAM PIERCE CHEVROLET



SR 32- WEST GATEWAY LOCATION NEAR I-69



SR 32- POTENTIAL WEST GATEWAY LOCATION AT COUNTY ROAD WEST 400 SOUTH

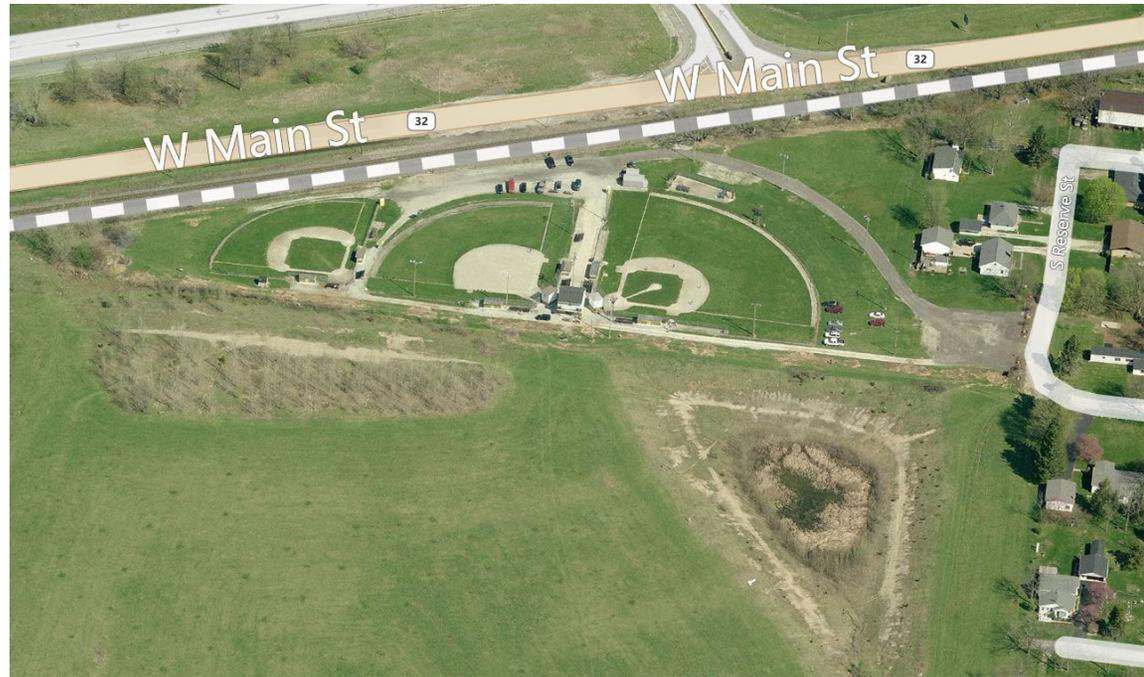
whether or not this is the appropriate location or whether it should be closer to downtown.

BASEBALL/SOFTBALL COMPLEX

Mentioned earlier within this section was the need for improvements to the baseball and softball fields. Although not a major point of focus for this downtown revitalization plan, the design team feels serious consideration should be given to improving the facility.

Facilities such as this are a major asset and draw to a community that gives exposure to visitors, economic development potential, and a sense of pride and hometown support.

This facility could benefit from updated amenities that might include: new bleachers, pressbox, organized and updated parking lots, security lighting, railroad screening, and potential expansion not only for baseball and softball, but also for other sports such as soccer.



BASEBALL/SOFTBALL COMPLEX

14. ARCHITECTURAL OVERVIEW & RECOMMENDATIONS



ARCHITECTURAL RECOMMENDATIONS

It is our intent to revitalize the downtown core of Daleville by showing what “could be” in years to come. We intend to preserve existing historical buildings, and to construct additional facilities as needed in order to bring people and commerce back to the downtown. With the unique angled streets and buildings in Daleville we have the opportunity to create very dynamic places for people to enjoy. Reinvesting in Daleville’s downtown will be an opportunity to create a new economic development tool. By acquiring existing properties, improving infrastructure, building new buildings, and bringing in more occupants and businesses, Daleville can be reestablished as an exciting place to live and work.

Our “long-term” recommendations take into account the “short-term” goals from the Existing Buildings section earlier while adding planning regulations and new construction/renovation ideas. These coupled together will help create Old Town Daleville’s new identity.

A successful Daleville means reestablishing the downtown as “the” place to spend time and money. As big box stores, shopping malls, and strip centers took over the retail industry, most of the quaint downtown stores could not compete and slowly dried up. People began moving to the suburbs and big cities and away from the historic small town and downtown life. These two huge events created the issues that many small towns across Indiana and the United States face to this day. Herein lies our

problem, yet also this is where the solution can be found.

Humans as a species like to be around other humans. People-watching is one of the “activities” that creates a successful public space. Humans also like the feeling of enclosure; not necessarily inside a building or room, but within a “defined” space. Lines of buildings on both sides of the street, trees along the road and in the distance, fencing along a sidewalk are all ways that enclosure can be defined. Not to mention the interior spaces of those downtown buildings can create dynamic and cozy environments. All successful downtowns have a combination of these two ideas, plus many more other intricate design principles.

As of today there are few places in Daleville where you can spend time to people-watch, in fact there are not many people even in the downtown area to begin with. There are fewer places where you are able to feel that historic downtown sense of enclosure, with the lack of continuity in the building “fabric” or walls along the street. There are as many open gravel lots as there are actual structures in historic downtown Daleville. The lack of these aspects of human nature creates an existing Daleville that is not people friendly. By redesigning a downtown Daleville that fosters these two aspects of human nature, downtown Daleville will be a successful place for people to spend their time and money.

So where do you start to bring people back to downtown Daleville?

The best place to start is to look at other communities that have dealt with similar issues and see what works and what does not work. Many communities around the state, in fact the nation as a whole, have had the same issues with their downtowns that Daleville has. They have already created very successful downtowns and can be precedents and guides for Daleville’s future downtown projects. Even though most of these communities are varied in their location, size, and demographics there is much that Daleville can learn from them. The following is a small collection of successful Indiana downtowns.



MASSACHUSETTS AVENUE ARTS DISTRICT, INDIANAPOLIS, INDIANA
SOURCE: [HTTP://VISITINDY.COM/INDIANAPOLIS-MASS-AVE-ARTS-DISTRICT](http://visitindy.com/indianapolis-mass-ave-arts-district)

Indianapolis, Indiana is our states' capitol and over the past decade has made vast improvements to its downtown areas. The Cultural Trail has been a tremendous asset and connects Broad Ripple to Fountain Square to the Canal and many more places in between. This trail is a way to move people through the city and give them opportunities to sit and people-watch. The path is clearly marked and regularly used. There are way-finding markers, paved pathways, diverse landscaping, light poles to illuminate when it's dark, and engaging stops along the way. The building stock along Massachusetts Avenue is historic but is continually updated and has many new and modern infill structures. This image reveals a height limitation which appears to 3-5 stories maximum and a minimum of 2 stories. The character of the buildings complement each other by respecting datum lines, cornice and window detailing, color choices, and ground level treatments.



THE BROADBENT BUILDING IN INDIANAPOLIS, IN
SOURCE: [HTTP://WWW.URBANINDY.COM/2010/10/06/FIXING-UGLY-BUILDINGS/](http://www.urbanindy.com/2010/10/06/fixing-ugly-buildings/)

The Broadbent Building on the corner of East Washington Street and Virginia Avenue in Indianapolis is another successful building and section of downtown. The building construction is new but respects the historic character and patterning. This street view shows a successful layering of spaces. The building wall creates the back drop, with a small area for planter boxes and signage next to the building. The wide sidewalk allows for multiple people to walk side by side or an area for outdoor activities like café-style eating. The final layer is the tree lawn and fenced landscaping, which shields pedestrians from traffic and parked cars. As you can see the fencing also creates a great place to lock up bikes.



DOWNTOWN VALPARAISO, INDIANA
SOURCE: [HTTP://WWW.NWIBQ.COM/BUSINESS/ECONOMIC-DEVELOPMENT/DOWNTOWN-GROWTH/](http://www.nwibq.com/business/economic-development/downtown-growth/)

Another successful layering of spaces can be found in downtown Valparaiso, Indiana. This street view shows how a wide sidewalk can entertain multiple types and sizes of activities; from a few outdoor planters to a full blown patio with tables and chairs.



AUBURN, INDIANA URBAN PARK

SOURCE: [HTTP://WWW.VISITFORTWAYNE.COM/BLOG/INDEX.PHP/2011/08/CLASSIC-DEKALB-COUNTY-AND-AUBURN-INDIANA-FORT-WAYNES-NEIGHBOR-TO-THE-NORTH/](http://www.visitfortwayne.com/blog/index.php/2011/08/classic-dekalb-county-and-auburn-indiana-fort-waynes-neighbor-to-the-north/)

This public park in Auburn, Indiana is a wonderful example of how green space can enhance the built space. The buildings and trees along the main streets create a visual barrier on all sides that give the park a sense of place and help define the boundaries of the green space. The open air park allows you many opportunities to people-watch by allowing views to and through. There are a variety of places to sit and events to enjoy. A green space allows freedom of use and allows multiple types of activities to happen in the same area.



DOWNTOWN MADISON, INDIANA

SOURCE: [HTTP://INDIANAPLACES.YOLASITE.COM/MADISON-BUILDINGS-PAGE-1.PHP](http://indianaplaces.yolasite.com/madison-buildings-page-1.php)

Madison, Indiana has a downtown with a very distinct historical character. The buildings are all different in color and detail but work well as a cohesive block. The town has taken great care to restore their historic buildings in order to preserve Madison's original identity. The colors and level of detail complement each other as do the cornice lines and street level treatments. This combination of multiple styles helps to create a very lively street view.



DOWNTOWN WALKING ALONG NOBLESVILLE, INDIANA DOWNTOWN STREETS

SOURCE: [HTTP://WWW.INDYSTAR.COM/NEWS/HAMILTON/](http://www.indystar.com/news/hamilton/)

An eye level image in downtown Noblesville, Indiana gives you a sense of how a successful ground level treatment can be accomplished. From the multiple storefront windows for window shopping to the awnings and planters for decoration there are many things to attract visitors' attention.



NOT YOUR ORDINARY DOWNTOWN BACK ALLEY, NOBLESVILLE, INDIANA

SOURCE: [HTTP://NOBLESVILLE-INDIANA.FUNCITYFINDER.COM/2014/06/30/HISTORIC-DOWNTOWN-NOBLESVILLE-PHOTOS/](http://noblesville-indiana.funcityfinder.com/2014/06/30/historic-downtown-noblesville-photos/)

It is important to create a successful main street in any downtown area, but it can also be just as important to revitalize the side streets surrounding that area. This pedestrian alley way in Noblesville, Indiana is a great approach of how to take a once dark and unfrequented path and make it inviting. The paving and lighting make the way safe and easy to follow.



HISTORIC CHARACTER IN DOWNTOWN ZIONSVILLE, INDIANA

SOURCE: [HTTP://EN.WIKIPEDIA.ORG/WIKI/ZIONSVILLE,_INDIANA](http://en.wikipedia.org/wiki/Zionsville,_Indiana)

Zionsville, Indiana has a very historic downtown with a bricked road. This may not be the best idea for a main street downtown that is trying to keep traffic moving, but this a definite successful way to treat a side street. The bricked street slows traffic and creates a historic feel, even if the buildings are modern.



INFILL OPPORTUNITIES IN “OLD TOWN” DALEVILLE

INFILL OPPORTUNITIES

As evidenced by the previous precedents there are many ways to help Daleville reestablish its downtown as its retail and economic core. Adding more square footage allows more space for new business. It is an utmost concern to

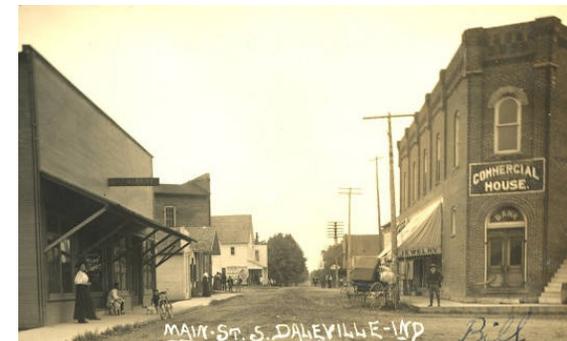
fill in the gaps in the existing building “fabric”. This means recreating buildings where many current gravel lots border on the main streets and moving those current parking lots to the backs of buildings.

The infill design and construction will be new, but must be sensitive to the existing buildings. By mimicking similar materials, cornice heights, details, and datum lines the new infill buildings will not take away from the historic context, just add to it. This new, continuous building wall helps the main streets regain their natural boundaries, thus creating an urban “space”; rekindling that feeling of enclosure and sense of place. Many of these architectural suggestions can be found in the following chapter. The adjacent map shows open areas in green that have the opportunity to be in-filled.

HISTORIC STRUCTURES

Another important factor relevant to Daleville especially, is maintaining their existing stock of historic structures. The acute-angled corner building at the corner of State Road 32 and Walnut Street is at the top of this list, and we also go into detail on a few other historic structures in the project phasing section later. This acute angle is rare and a wonderful historic gem to build Daleville’s new identity upon. The corner building adds to the way-finding through Daleville by becoming a landmark for travelers and pedestrians alike. The corner at SR 32 and Walnut is a crossroads; an intersection where people and cars stop and have the opportunity to see Daleville for a moment in time. The

very definition of a crossroad is a place where roads intersect, a point at which a vital decision must be made, a main center of activity. (<http://dictionary.reference.com/browse/crossroad>). The ability to preserve the historic building on the corner of SR 32 and Walnut Street and to add new construction on the corners across the street gives Daleville the chance to create more than just a place where roads intersect; it can be all the definitions of crossroad.



HISTORIC DALEVILLE SR 32/WALNUT STREET INTERSECTION



EXISTING DALEVILLE SR 32/WALNUT STREET INTERSECTION

OLD TOWN DISTRICT ARCHITECTURAL SUGGESTIONS

Our architectural input focuses on ideas which can be used in the future to establish a set of Architectural Design Guidelines for Old Town Daleville. These ideas are a general framework and need to be further developed as a set of rules/regulations for implementation.

- 1. Maximum Allowable Building Height
 - Limit the height of structures in Old Town to 4 stories and/or 50'-0" maximum



RECENT REDEVELOPMENT IN DOWNTOWN MUNCIE, INDIANA - NOTE THE HEIGHT AND SCALE OF ALL OF THE BUILDINGS
SOURCE: KELLY FLANIGAN

- 2. Minimum Allowable Building Height
 - Limit buildings to at least 1½ stories or 18'-0"
- 3. Minimum Floor to Floor Height
 - Minimum floor to floor height should be 12'-0"
- 4. Maximum Building Width
 - Buildings with frontage wider than 75'-0" should be broken up visually and physically

- 5. Front Façade Alignment
 - All structures in Old Town should have 75% of their main street façade up to the setback line. 25% may setback another 3'-0" maximum.



DOWNTOWN MADISON, INDIANA FACADES ALL ALIGN WITH AWNINGS AND CORNICE DETAIL WORK BEING THE ONLY PROJECTIONS
SOURCE: [HTTP://COMMONS.WIKIMEDIA.ORG/WIKI/FILE:MADISON_INDIANA_MAIN_STREET_08_2007.JPG](http://commons.wikimedia.org/wiki/File:Madison_Indiana_Main_Street_08_2007.JPG)

- 6. Minimum Sidewalk Zone
 - A minimum 10'-0" width should be given to maintain sidewalks and tree lawns in front of all main street façades
- 7. Streetscape
 - "Streetscape space" in front of main street façades should allow for multiple layers of pedestrian interaction; street, curb, tree lawn, sidewalk, outdoor space for businesses



A CARMEL, INDIANA STREETScape SHOWING STREET LEVEL LAYERING AND MULTIPLE LEVELS OF DETAIL
SOURCE: [HTTP://WWW.SHIELDSGARDENS.COM/BLOGS/GARDEN/200707.HTML](http://www.shieldsgardens.com/Blogs/GARDEN/200707.HTML)

- 8. Side Wall Treatment
 - Building side walls should not be left blank or vacant of design or character
- 9. Main Street Ground Floors
 - The ground floor shall be for retail businesses and offices
- 10. Main Street Above Ground Floors
 - The above ground floors shall be for offices and residential.

11. Setbacks

- Commercial: Build up to the setback line
- Residential/Civic: Setback may extend further back to allow for public or civic space



DOWNTOWN MUNCIE, INDIANA BUILDINGS ARE BUILT UP TO THE RIGHT-OF-WAY LINE

SOURCE: KELLY FLANIGAN

12. Balconies & Projections

- Balconies should be flush with the main street façade as much as possible or may project 3’-0” maximum

13. Roofs & Roofscapes

- Consider incorporating green roofs and/or usable roof areas

14. Exterior Building Materials

- Use quality materials that are durable and match the Old Town Daleville “brand”; brick, limestone sills, glass storefront, etc.



CARMEI, INDIANA BUILDINGS HAVE A VARIETY OF EXTERIOR BUILDING MATERIALS THAT COMPLEMENT NEW AND HISTORIC STYLES

SOURCE: [HTTP://WWW.URBANOPHILE.COM/2010/05/23/NEXT-AMERICAN-SUBURB-CARMEI-INDIANA/](http://www.urbanophile.com/2010/05/23/next-american-suburb-carmel-indiana/)

15. Building Signage

- Set signage regulations as to maximum size, look, lighting, placement, etc.

16. Façade & Articulation Design

- Set a standard for architectural excellence in Old Town Daleville

17. Vehicular Access

- Limit parking on main and side streets to parallel only with lot parking towards the rear of buildings. Limit vehicular access drives to lot parking from these side streets and rear streets only, no mid-block drives.

18. Heritage & Character Areas

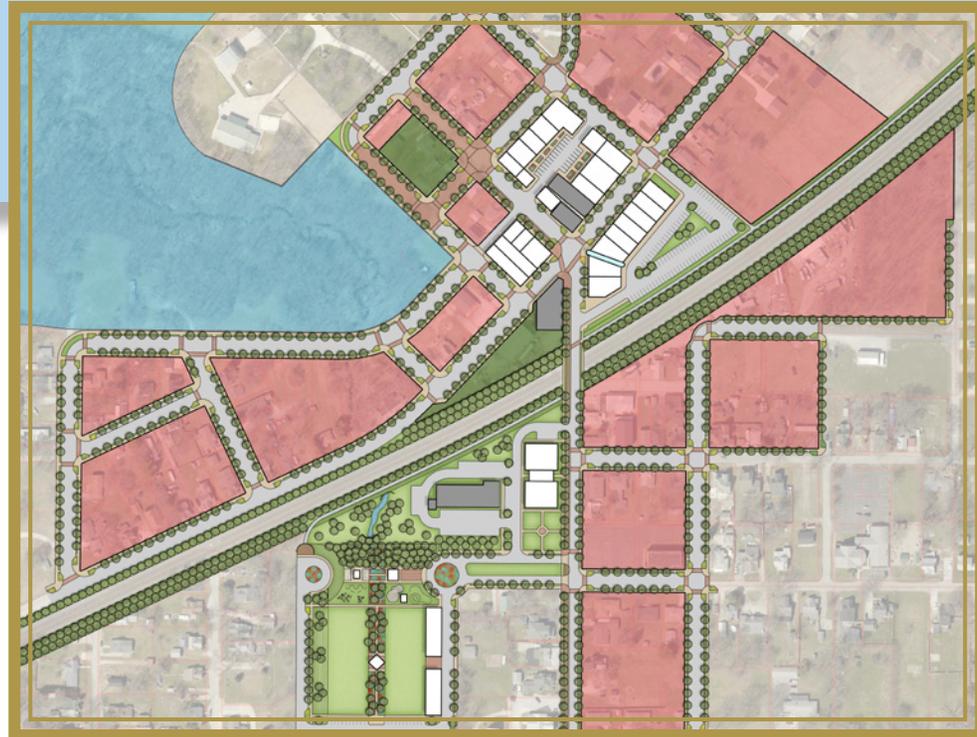
- Define certain existing areas or existing single buildings as heritage areas/buildings and design the context with respect to them.



HISTORIC FARMLAND, INDIANA PROUDLY RESPECTS ITS HISTORIC BUILDINGS

SOURCE: [HTTP://EN.WIKIPEDIA.ORG/WIKI/FARMLAND,_INDIANA](http://en.wikipedia.org/wiki/Farmland,_Indiana)

15. ACTION ITEMS



ACTION ITEMS

ACTION ITEMS

The primary challenge of this plan will be implementing it after its adoption. As it took decades for Daleville to come to its current condition, it will take many years and much more hard work to revitalize the downtown.

While this document is static, the planning for redevelopment will continue and evolve over time and some of these suggestions may change as well. It is strongly believed, however, that the completion of the below listed items will serve as a springboard for further redevelopment and will help establish a momentum towards future success.

The following action items and implementation strategies are intended to serve as guides for the community to begin redevelopment. They are divided into two categories, "Policy Improvements" and "Implementation Projects." Policy Improvements lays out the legal and planning tools that will be necessary for revitalization; work on these items can begin immediately. Implementation Projects lists those specific projects that should be developed first in order to encourage revitalization. With them are suggested phasing and general costs for budgeting purposes.

POLICY IMPROVEMENTS

1. Adopt Downtown Revitalization Plan

- Adopt through formal resolution by Daleville Town Council
- Request/receive letter of support for document from Muncie-Delaware

County, Indiana Economic Development Alliance

2. Create Implementation Task Force

- Select representative cross section of motivated leaders
- Appoint a "Daleville Special Projects Representative"
- Involve in all following Action Items
- Approach business and land owners about long-range goals and develop partnerships

3. Form A Main Street Organization

- Contact Indiana Office of Community and Rural Affairs' Indiana Main Street program
- Schedule a site visit

4. Form A Not-For-Profit For Purpose Of Purchasing And Developing Property On Behalf Of Town.

- Study Indiana examples of investment groups (Akron, Dunkirk)

5. Update Strategic Goals For Downtown

- Promote redevelopment of downtown
 - Redevelop amenity infrastructure (roads, sidewalks, trails, lighting, drainage, etc.)
 - Stabilize and improve historically significant buildings
 - Encourage connectivity throughout Daleville through the implementation of pedestrian and bicycle facilities
 - Redevelop town park

- Encourage new infill buildings
- Create and promote an identity for Daleville attractive to residents, tourists, employees, etc.
- Encourage downtown housing

6. Update Downtown Zoning Ordinance

- Create special zoning overlay for historic downtown and area immediately south of railroad to Town Park
- Encourage downtown housing
- Encourage on-street parking
- Require minimum sidewalk widths
- Require street amenities (i.e. benches, litter receptacles, lighting, plantings, etc.)
- Adopt design guidelines for new infill construction
 - Max. 4 story height
 - Respect character of historic structures
 - Require construction out to ROW
 - Require surface parking lots behind structures
- Plan for and require designated, public green space adjacent to Mounds Lake Reservoir should it be developed
- Adopt signage guidelines

7. Pursue Active Involvement In Mounds Lake Reservoir Planning

- Attend all future planning meetings and push for best interests of town
- Use this planning document to establish town's interest and goals

ACTION ITEMS

- Require deep water immediately adjacent to downtown development

8. Establish Façade Improvements Loan Fund

- Explore funding sources from OCRA
- Study the possibility of creating a downtown TIF district

*See following project's pages for Implementation Project's Information.

IMPLEMENTATION PROJECTS

1. Redevelop Town Park

Budget: \$3.5 Million (Full Park Development)

Phasing: Phase as Needed

Steps for Development:

- Commission design team
- Identify desired program
- Refine master plan, budget, and scope of work
 - Phase project as necessary to construct all amenities over time
- Acquire survey
- Acquire additional property as necessary
- Develop design and construction documents
- Bid and award contract for construction

Supplemental Description:

Improvements to Town Hall Park can begin immediately. The Town currently owns the majority of the property with the exception of some private property along the western edge of the park that will be necessary to own in order to improve the ditch. These portions of the private property are largely unusable as they slope towards the center of the ditch.

Conversations can begin immediately with these property owners about potential acquisition of portions of the properties. If property is unable to be acquired, accommodations in the park design can be made.



CIVIC CENTER ENLARGEMENT - TOWN HALL PARK

IMPLEMENTATION PROJECTS

2. Develop Town Trail Network

Budget: \$4.4 Million (Phase 1)

Phasing: Phase 1: 4th Street (Daleville Schools to Baseball/Softball Fields) & Walnut Street (4th Street to Shellabarger Park)

Phase 2: Walnut Street (4th Street to SR 67 Development)

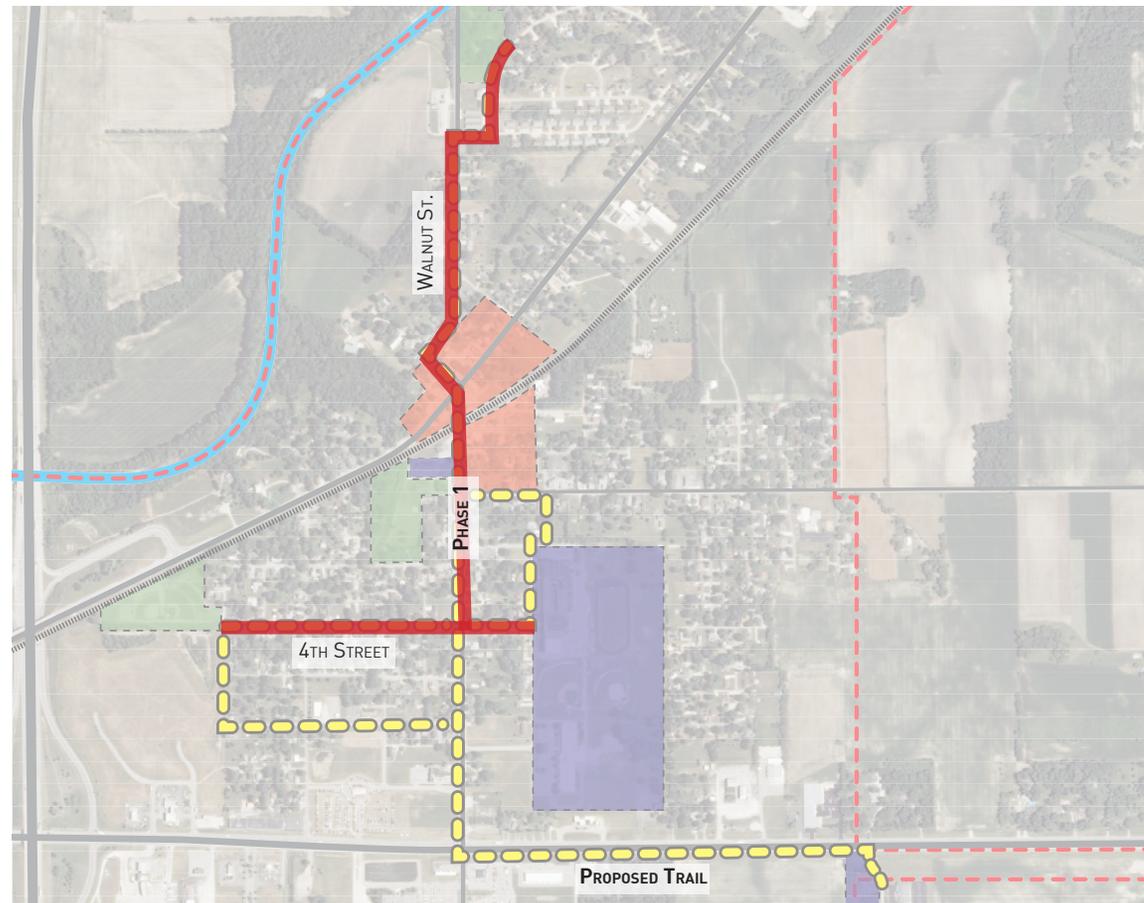
Phase 3: Remaining Support Connections

Steps for Development:

- Commission trail designer to refine program, budget, and scope of work
- Phase project as necessary to construct all amenities over time
- Acquire parcels/right-of-way as necessary to implement bicycle and pedestrian facilities
- Acquire survey
- Develop design and construction documents
- Bid and award contract for construction

Supplemental Description:

Construction of the trail can begin immediately along Walnut St. between Town Park and 4th Street. Additionally, improvements to 4th Street can begin immediately to connect Daleville



TOWN TRAIL ROUTING PLAN

Community Schools to the Sports Park. The portion of the trail through downtown and north to Shellabarger Park may need to be considered for a later phase. If it is developed immediately, other improvements to downtown

may require the reconstruction of the portions of the trail to accommodate new structures and streetscapes.

IMPLEMENTATION PROJECTS

3. Redevelop Old Town Intersection - Infrastructure (see following pages for architectural projects, phasing, and costs)

Budget: Site & Infrastructure
\$1.1 Million (Phase 1 Infrastructure - SR 32 & Walnut Street as depicted)

\$225 K (Phase 1 Railroad Screen as depicted)

Phasing: Phase 1 Infrastructure: SR 32 & Walnut Street as depicted on right

Phase 1 Railroad Screening: As depicted on right.

Steps for Development:

- Commission urban design team to refine master plan, program, budget, and scope of work (architects, landscape architects, civil engineers, historic officials, etc.)
 - Phase project as necessary to construct all amenities over time
- Refine and revisit design with property owners
- Acquire property as necessary
- Acquire survey
- Replat parcels and right-of-ways to provide sufficient urban space
- Seek partnership with developer
- Develop design and construction documents for new buildings and amenity infrastructure
- Design Project according to "Old



IMPROVEMENT PLAN TARGET AREA

- "Old Town" architectural guidelines and zoning
- Bid and/or award contract for construction

Supplemental Description:

While railroad screening can begin immediately, it may be more economical to implement it once excavation from new structures is available. Similarly, streetscape improvements should occur in tandem with building improvements as construction of new buildings will require work within the public right-of-way.



OVERALL BUILDINGS IMPROVEMENTS

IMPLEMENTATION PROJECTS

3. Redevelop Old Town Intersection - Improve Historic Building(s) or Construct new Building

Phase 1: Old Town South Building

Budget: Architecture: \$7.5 million (including infrastructure)

1st Floor Retail (New Shell Construction) -25,000 sf @ \$80.00 sf

2nd Floor Apartments/Office (New Construction) - 25,000 sf @ \$120.00 sf

3rd Floor Apartments (New Construction) - 7,000 sf @ \$120.00 sf

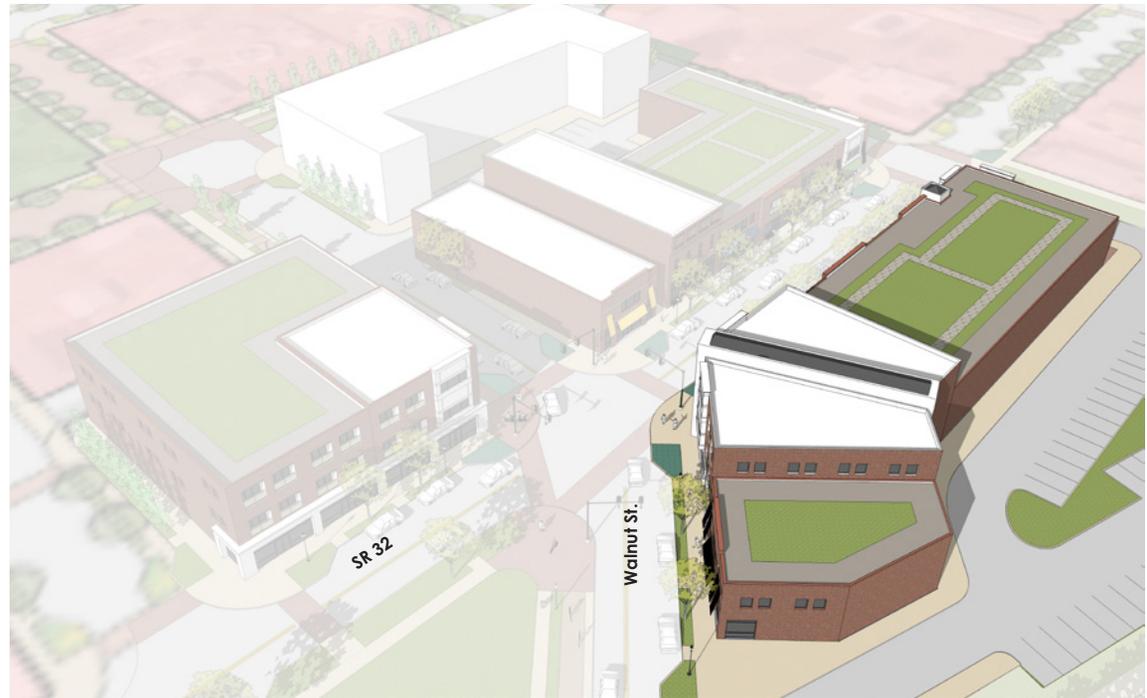
*This can be further broken down into more phases based on funding.

Steps for Development:

- Similar Page 127

Supplemental Description:

The southeast corner of the primary intersection downtown (SR 32 & Walnut St.) has the most potential for immediate redevelopment. This area is comprised of several properties which are currently for sale or are in foreclosure. Once property is acquired, the street right-of-way can be widened as recommended and construction of new buildings and streetscapes can begin.



PHASE 1- SOUTH BUILDING



SOUTH BUILDING - VIEW FROM NORTHWEST



SOUTH BUILDING - VIEW EAST FROM SR 32/WALNUT ST. INTERSECTION

IMPLEMENTATION PROJECTS

3. Redevelop Old Town Intersection - Improve Historic Building(s) or Construct new Building

Phase 2: Old Town North Building & Renovate Existing Historical Buildings

Budget: Architecture: \$4 million (\$2 million for historic buildings + \$2 million for new construction and infrastructure)

1st Floor Retail (3 Story Building Renovation) - 2,500 sf @ \$150.00 sf

2nd Floor Apartments (3 Story Building Renovation) - 2,500 sf @ \$150.00 sf

3rd Floor Apartments (3 Story Building Renovation) - 2,500 sf @ \$150.00 sf

1st Floor Retail (1 1/2 Story Building Shell Renovation) - 2,800 sf @ \$80.00 sf

1st Floor Retail (New Shell Construction) - 5,600 sf @ \$80.00 sf

2nd Floor Apartments (New Construction) - 5,600 sf @ \$120.00 sf

*This can be further broken down into more phases based on funding.

Steps for Development:
- Similar Page 127



PHASE 2 - NORTH BUILDING

Supplemental Description:

The northeast corner of the primary intersection of SR 32 & Walnut St. also has significant potential for immediate redevelopment. A single property owner owns the real estate from the primary intersection east for an entire block. If an agreement can be made with the property owner, the existing, historic buildings can begin to be renovated and construction of new structures and streetscapes can happen.



NORTH BUILDING - STREET LEVEL VIEW OF RENOVATED HISTORIC BUILDINGS

IMPLEMENTATION PROJECTS

3. Redevelop Old Town Intersection - Improve Historic Building(s) or Construct new Building

Phase 3: Old Town West Building

Budget: Architecture: \$3.5 million (including infrastructure)

1st Floor Retail (New Shell Construction) - 15,000 sf @ \$80.00 sf

2nd Floor Apartments (New Construction) - 15,000 sf @ \$120.00 sf

3rd Floor Apartments (New Construction) - 15,000 sf @ \$120.00 sf

*This can be further broken down into more phases based on funding.

Steps for Development:

- Similar Page 127

Supplemental Description:

Intended for a later phase of redevelopment, the northwest corner of the primary intersection of SR 32 and Walnut St. is occupied by vacant or underutilized structures. At a time when the northeast and southeast corners of the main intersection are improved and occupied, there may be a need for redevelopment of this northwest corner.



PHASE 3 - WEST BUILDING



WEST BUILDING - VIEW FROM SOUTHEAST



WEST BUILDING - VIEW FROM SOUTHWEST

IMPLEMENTATION PROJECTS**4. Redevelop Baseball/Softball Fields**

Budget: \$1.5 Million

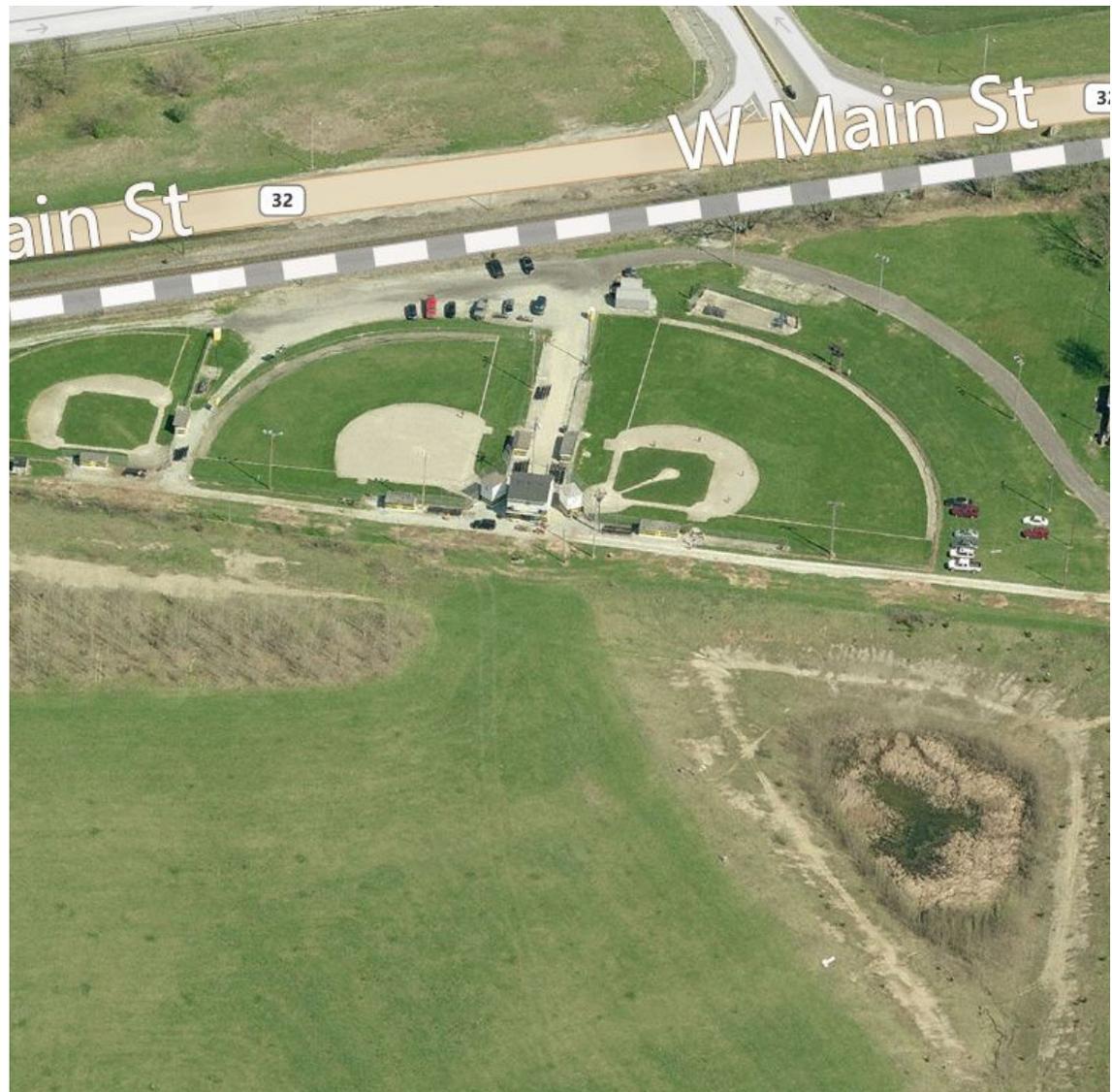
Phasing: As Necessary

Steps for Development:

- Commission design team
- Identify desired program
- Refine master plan, budget, and scope of work
 - Phase project as necessary to construct all amenities over time
- Acquire survey
- Acquire additional property as necessary
- Develop design and construction documents
- Bid and award contract for construction

Supplemental Description:

Redevelopment of the Baseball/Softball Fields is a project that can begin immediately with the appropriate agreement between the Town and operating organization. Upon completion of the improvements, this sports complex will become an asset that will generate economic activity, attract visitors and residents, and provide a destination anchor for the larger trail network.



BASEBALL/SOFTBALL FIELDS

IMPLEMENTATION PROJECTS

5. Create Daleville Gateways

Budget: \$1 Million (Gateway at SR 67 & I-69)
\$400 K Remaining Gateways

Phasing: Phase 1: SR 67 & I-69 Gateway
Phase 2: Remaining Gateways

Steps for Development:

- Commission design team
- Refine scope, budget, and location for gateways
 - Identify priority locations for initial development
- Acquire property as necessary
- Acquire surveys for gateway sites
- Develop design and construction documents
- Bid and award contracts for construction

Supplemental Description:

The gateway location with the most potential for immediate development is located at the intersection of the on and off-ramps to Interstate 69 and SR 67. Establishing a gateway in this location will help to create a visual sense of arrival to Daleville that does not currently exist.

Additional gateways should be developed as the other Action Items are completed. As improvements are made, there will be additional reason for visitors to stop and the character of the improvements may have a strong influence on the design of the gateways.



GATEWAY LOCATION MAP

16. FUNDING SOURCES



FUNDING SOURCES

FUNDING SOURCES

These funding sources were researched in mid 2013. Although generally reliable, please be aware there may be changes over time that reflect administrative revisions or the addition of new information. Titles and text were taken directly from the web sites of each entity listed.

IHCDA: COMMUNITY INVESTMENT FUND OF INDIANA
<http://www.in.gov/myihcda/2367.htm>

January 2013 Launch

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

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

In 2010, IHCDA incorporated the Community Investment Fund of Indiana, Inc. (CIFI) to be certified as a statewide, non-profit CDFI. CIFI offers risk capital, loans, mezzanine financing, and other support for community revitalization

initiatives, including commercial and mixed-use development, entrepreneurship and small business expansion, community facilities, and light industrial projects. For more information about CIFI and projects that might be eligible for CIFI's support, visit our website coming soon.

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

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

ELIGIBLE GRANTEES
 States are automatically eligible for HOME funds and receive either their formula allocation or \$3 million, whichever is greater. Local jurisdictions eligible for at least \$500,000 under the formula [\$335,000 in years when Congress appropriates less than \$1.5 billion for HOME] also can receive an allocation.

Communities that do not qualify for an individual allocation under the formula can join with one or more neighboring localities in a legally

binding consortium whose members' combined allocation would meet the threshold for direct funding. Other localities may participate in HOME by applying for program funds made available by their State. Congress sets aside a pool of funding, equivalent to the greater of \$750,000 or 0.2 percent of appropriated funds, which HUD distributes among insular areas.

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

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

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

FUNDING SOURCES

chapters/affiliates, and fiscal agent relationship will be handled on a case-by-case basis.

Types of Grants Available:

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

INDIANA DEPARTMENT OF NATURAL RESOURCES

Historic Preservation Fund

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

Type of funds: Federal

Program occurrence: Annual

Total funds available: Variable

Maximum grant award: \$35,000 for Architectural and Historical; \$50,000 for Acquisition & Development and Archaeology.

Matching share ratios: 50% federal / 50% local for most projects; 70% federal / 30% local for survey projects.

Length of program: 13 months

Eligible applicants:

- Municipal government entities
- Educational institutions
- Not-for-profit organizations with 501(c)(3) status

Project categories: Architectural and Historical, Archaeological, and Acquisition and Development (Rehabilitation)

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

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

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.

- Application - (PDF version)
- Application - (Word version)

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

- Application - (PDF version)
- Application - (Word version)

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.

- Application - (PDF version)
- Application - (Word version)

INVESTMENT TAX CREDIT PROGRAMS

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

Income tax credits are the principal governmental subsidy available for privately owned and funded historic preservation activities. Both the federal government and the state of Indiana offer a Rehabilitation

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

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

THE LAND & WATER CONSERVATION FUND (LWCF)

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

htm

The Land and Water Conservation Fund was passed by Congress in 1965 to assist eligible governmental units in the provision of new park areas.

Grant Funding Amounts

The Land and Water Conservation Fund applicants may request amounts ranging from a minimum of \$10,000 up to a maximum of \$200,000. If any changes are made to the manual/application they will be posted by March 1. Applications are available online or upon request from the Division of Outdoor Recreation. The application is required to be submitted or post-marked by June 1.

Who is eligible?

Only park and recreation boards established under Indiana law are eligible. The park and recreation board must also have a current 5-year master plan for parks and recreation on file, approved at the Division of Outdoor Recreation.

INDIANA FINANCE AUTHORITY PROGRAMS

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

TAX-EXEMPT BOND PROGRAMS

These programs offer opportunities for manufacturing facilities, businesses and not-

for-profits to finance projects through tax-exempt bonds. Learn more.

- Indiana Brownfields Program- The Indiana Brownfields Program offers educational, financial, legal and technical assistance to communities who wish to revitalize “brownfields” - abandoned properties with actual or perceived contamination - in their area. Learn more.
- State Revolving Fund Loan Program- The State Revolving Fund (SRF) Loan Programs offer low-interest financing for political subdivisions and other eligible entities to construct or rehabilitate wastewater and drinking water infrastructure. Learn more.

TAX-EXEMPT BOND PROGRAMS

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

- The IFA awards Volume Cap to applicants within Indiana’s allotted capacity to issue tax-exempt private activity bonds. Volume Cap is competitively awarded based on jobs created and/or retained, wages, capital investment, project location, dedication to low income housing and other factors. A borrower who is not a 501(c)(3) must be awarded Volume Cap before issuing bonds through the IFA.

LARGE BOND PROGRAM (for lower-interest borrowing of amounts more than \$3M)

- Applicants who need to issue more than \$3 million in bonds can utilize the IFA through this program. Also known as Industrial Revenue Bonds (IRBs) or Industrial

Development Bonds (IDBs), these private activity bonds are issued by state or local government entities for the benefit of a private company.

SMALL BOND PROGRAM (for lower-interest borrowing of amounts \$3M or less)

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

INDIANA LANDMARKS - ENDANGERED PLACES PROGRAM

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

ENDANGERED PLACES GRANTS

Indiana Landmarks' makes Endangered Places Grants available to nonprofit organizations for professional architectural and engineering feasibility studies and other preservation consulting services, as well as organizational development. The grants may not be used for physical restoration work. We award Endangered Places Grants on a four-to-one matching basis, with four dollars from us matching each local cash dollar. We will fund 80% of the total project cost up to \$2,500. For more information, contact the Indiana Landmarks regional office nearest you.

ENDANGERED PLACES LOANS

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

INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS

COMMUNITY ECONOMIC DEVELOPMENT FUND

<http://www.in.gov/ocra/2373.htm>

INTRODUCTION AND DESCRIPTION

The Community Economic Development Fund (CEDF) is a grant program administered by the Indiana Office of Community and Rural Affairs (OCRA) and is funded with federal Community Development Block Grant (CDBG) dollars. These grants support a variety of projects that create or retain jobs that benefit low to moderate income persons.

APPLICANT ELIGIBILITY

The following entities are eligible for the Community Development Block Grant:

- Small cities which do not receive CDBG funds directly from U.S. Housing and Urban Development (HUD);
- Incorporated towns;
- Counties (excluding Lake and Hamilton, which receive funds directly from HUD).

PROGRAM/PROJECT ELIGIBILITY

The Local Unit of Government must have a company identified. The Company must commit to creating net new permanent full-time jobs. Transferred jobs are not eligible for CDBG assistance. Eligible activities typically include acquisition of land, construction or renovation of a building to accommodate the business, purchase of capital equipment or infrastructure improvements.

The project must meet one of the national objectives and be an eligible activity under the CDBG program, and it must comply with applicable state and federal laws and regulations.

The eligible national objectives for this program are:

- Job Creation- Must benefit low and moderate income persons – at least 51% of beneficiaries

FUNDING AND DISTRIBUTION

There is approximately \$1.5 million available each year through this program. The maximum amount per job created is determined by OCRA on a project by project basis.

APPLICATION PROCESS

Applications are accepted on an ongoing basis. Applicants must first contact their local Indiana Economic Development Corporation (IEDC) representative to discuss the project. After consultation, IEDC may determine the project to fit the requirements of the program at which point OCRA will be brought in for additional meetings to further examine the eligibility of the project.

TECHNICAL ASSISTANCE

The Office of Community and Rural Affairs can provide assistance with project development and the application process. All communities should contact the IEDC prior to contacting the Office of Community and Rural Affairs regarding Community Economic Development Fund projects.

Geoff Schomacker
 Project Manager
 Indiana Office of Community and Rural Affairs
 One North Capitol, Suite 600
 Indianapolis, IN 46204
 Tel: (317) 232-8909
 Email: gschomacker@ocra.in.gov

Questions regarding these policies should be directed to the Director, Grant Support Division by calling (317) 232-1703 or (800) 824-2476; or you may write: Indiana Office of Community and Rural Affairs, Director, Grant Support, One North Capitol, 6th Floor, Indianapolis, IN 46204

INDIANA OFFICE OF COMMUNITY AND

RURAL AFFAIRS

Community Focus Fund Planning Grant
<http://www.in.gov/ocra/2374.htm>

INTRODUCTION AND DESCRIPTION

The Community Focus Fund Planning Grant program is administered by the Office of Community and Rural Affairs and funded with federal Community Development Block Grant (CDBG) dollars. It is designed to assist in the funding of feasibility plans and research for future projects that either benefit low to moderate income persons or eliminate slum and blight in communities. The goal is to identify needs/issues, explore options in addressing them, and determine the best course of action.

APPLICANT ELIGIBILITY

The following entities are eligible for the Community Focus Fund Planning Grant:

- Small cities which do not receive CDBG funds directly from U.S. Housing and Urban Development (HUD);
- Incorporated towns;
- Counties (excluding Lake and Hamilton, which receive funds directly from HUD).

PROGRAM/PROJECT ELIGIBILITY

Typical eligible planning activities include feasibility studies, preliminary engineering reports (PERs), specific project plans, and assessment for issues such as, land use, economic development, downtown revitalization, comprehensive plans, utilities, and historic preservation. Most costs associated with data gathering, studies, analysis, and

the preparation of plans are eligible for reimbursement.

The project must meet one of the national objectives and be an eligible activity under the CDBG program, and it must comply with applicable state and federal laws and regulations. The national objectives are:

- Benefit to low and moderate income persons; or
- Prevention/Elimination of slum and blight

FUNDING AND DISTRIBUTION

The total amount available each fiscal year is approximately \$1 million. The Indiana Office of Community and Rural Affairs (OCRA) has established the following maximum grant award amounts: For environmental infrastructure studies, the limits are as follows: \$30,000 for a study on a single utility, \$40,000 for a study on two utilities, and \$50,000 for a master utility study (water, wastewater, and storm water); Dam and Levee System Evaluations will be limited to \$50,000; Comprehensive Plans and Economic Development Plans are limited to \$40,000; Downtown Revitalization Plans are limited to \$30,000 or \$40,000 based on population, all other plans will be limited to \$15,000. The maximum award is not intended to serve as a target figure for requests for grant assistance. A local match of at least 10% of the total project cost is required, 5% must be in the form of cash or debt. Additional in-kind contributions can be counted as a local match up to 5% of the total project cost, with a maximum of \$2,500.

APPLICATION PROCESS

Applications are accepted on a monthly basis, with a deadline of the last business day of each month. A letter of intent to submit a Planning Grant application must be sent to OCRA a minimum of one month prior to submission of the application. This will allow Community Affairs staff to conduct a site visit prior to the procurement process and completion of the application. The procurement process for obtaining professional services for the planning study must be completed prior to submitting an application, which may result in a 60-day period between letter of intent and submittal of the application. At the time of application, a city or town cannot have more than one open Community Focus Fund (CFF), Main Street Revitalization (MSRP), Flexible Fund (FF) or Planning Grant, and a County cannot have more than two open CFF's, FF's, MSRP's and/or Planning Grants. Any open grants must be under construction by the time a Planning Grant application is submitted.

TECHNICAL ASSISTANCE

Questions regarding these policies should be directed to the Director, Grant Support Division by calling (317) 232-1703 or (800) 824-2476; or you may write: Indiana Office of Community and Rural Affairs, Director, Grant Support, One North Capitol, 6th Floor, Indianapolis, IN 46204

NATIONAL ENDOWMENT FOR THE ARTS

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

This agency provides grants to organizations

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

SMALL BUSINESS ADMINISTRATION

<http://www.sba.gov/category/navigation-structure/loans-grants>

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

STATE OF INDIANA FINANCE AUTHORITY

Indiana Brownfield Program
<http://www.in.gov/ifabrownfields/2366.htm>

An environmental program of the Indiana Finance Authority, the Indiana Brownfields Program offers educational, financial, legal and technical assistance and works in partnership with the US Environmental Protection Agency and other Indiana agencies to assist communities in making productive use of their brownfield properties.

- IDNR Bicentennial Nature Trust - Provides funding for land acquisition.
- City of Muncie Local Wheel Tax - Provides

funding for paving.

- Delaware County Metropolitan Plan Commission/City of Muncie CMAQ (Congestion Mitigation and Air Quality Improvement Program) - Provides funding for trails and sidewalks.
- City of Muncie, American Electric Power - Provides funding for street lighting.
- IDNR Community Forestry Grant/City of Muncie Parks Department - Provides funding for street trees.
- County Commissioners Cumulative Bridge Funds - Provides funding for bridge related improvements.
- Various Local Foundations - Provides funding for Cardinal Greenway spurs.

17. APPENDICES



APPENDIX A - OPPORTUNITY GAPS TABLES



TABLES B.1 AND B.2

The following tables outline retail information provided by Nielsen that detail what kind of consumer spending is staying in the community, and what is “leaking” outside of the community.

- (\$18.9 million)
- Building Material, Garden Equipment Stores (\$12.4 million)

Tables B.1 and B.2 show opportunity gaps in Daleville by type of store. The city is not capturing much of the market in most of the broad categories listed. Types of stores with the biggest leaks (where the most money is lost outside of the trade area) are:

5-Mile Trade Area (leak amount):

- Building Material, Garden Equipment Stores (\$27.3 million)
- Food and Beverage Stores (\$22.5 million)
- General Merchandise Stores (\$18.8 million)
- Health and Personal Care Stores (\$14.5 million)
- Clothing & Accessories Stores (\$11.3 million)
- Sporting Goods, Hobby, Book, Music Stores (\$6.1 million)
- Furniture and Home Furnishings Stores (\$5.8 million)

10-Mile Trade Area (leak amount):

- Food and Beverage Stores (\$109.3 million)
- Clothing and Clothing Accessories Stores (\$75.2 million)
- Gasoline Stations (\$54.3 million)
- General Merchandise Stores (\$46.7 million)
- Furniture and Home Furnishings Stores (\$30.2 million)
- Sporting Goods, Hobby, Book, Music Stores

APPENDIX A - OPPORTUNITY GAPS TABLES

RMP Opportunity Gap - Retail Stores

Radius 1: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 5.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	361,677,690	234,627,352	127,050,338
Motor Vehicle and Parts Dealers-441	66,191,916	95,304,910	(29,112,994)
Automotive Dealers-4411	53,520,032	86,644,595	(33,124,563)
Other Motor Vehicle Dealers-4412	7,293,653	6,963,680	329,973
Automotive Parts/Accsrs, Tire Stores-4413	5,378,231	1,696,635	3,681,596
Furniture and Home Furnishings Stores-442	6,583,095	749,410	5,833,685
Furniture Stores-4421	3,355,546	363,788	2,991,758
Home Furnishing Stores-4422	3,227,550	385,622	2,841,928
Electronics and Appliance Stores-443	6,230,073	874,420	5,355,653
Appliances, TVs, Electronics Stores-44311	4,524,045	183,820	4,340,225
Household Appliances Stores-443111	866,516	15,699	850,817
Radio, Television, Electronics Stores-443112	3,657,529	168,120	3,489,409
Computer and Software Stores-44312	1,513,523	690,601	822,922
Camera and Photographic Equipment Stores-44313	192,505	0	192,505
Building Material, Garden Equip Stores -444	37,580,954	10,252,133	27,328,821
Building Material and Supply Dealers-4441	32,004,721	8,177,361	23,827,360
Home Centers-44411	12,786,658	67,691	12,718,967
Paint and Wallpaper Stores-44412	539,599	0	539,599
Hardware Stores-44413	3,193,046	271,340	2,921,706
Other Building Materials Dealers-44419	15,485,419	7,838,330	7,647,089
Building Materials, Lumberyards-444191	5,815,895	2,933,379	2,882,516
Lawn, Garden Equipment, Supplies Stores-4442	5,576,233	2,074,772	3,501,461
Outdoor Power Equipment Stores-44421	1,841,806	623,223	1,218,583
Nursery and Garden Centers-44422	3,734,427	1,451,549	2,282,878
Food and Beverage Stores-445	47,994,910	25,437,760	22,557,150
Grocery Stores-4451	31,272,948	18,481,279	12,791,669
Supermarkets, Grocery (Ex Conv) Stores-44511	29,160,714	18,277,192	10,883,522
Convenience Stores-44512	2,112,234	204,087	1,908,147
Specialty Food Stores-4452	3,769,971	15,293	3,754,678
Beer, Wine and Liquor Stores-4453	12,951,992	6,941,188	6,010,804
Health and Personal Care Stores-446	22,882,632	8,317,236	14,565,396
Pharmacies and Drug Stores-44611	18,176,672	7,504,617	10,672,055
Cosmetics, Beauty Supplies, Perfume Stores-44612	1,620,543	123,355	1,497,188
Optical Goods Stores-44613	1,048,325	552,931	495,394
Other Health and Personal Care Stores-44619	2,037,092	136,333	1,900,759

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RMP Opportunity Gap - Retail Stores

Radius 1: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 5.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	37,161,013	47,405,624	(10,244,611)
Gasoline Stations With Conv Stores-44711	27,395,294	17,813,184	9,582,110
Other Gasoline Stations-44719	9,765,720	29,592,440	(19,826,720)
Clothing and Clothing Accessories Stores-448	13,923,013	2,560,104	11,362,909
Clothing Stores-4481	7,651,830	1,678,403	5,973,427
Men's Clothing Stores-44811	381,530	384	381,146
Women's Clothing Stores-44812	1,791,396	19,139	1,772,257
Children's, Infants Clothing Stores-44813	493,878	204,514	289,364
Family Clothing Stores-44814	4,001,868	1,291,262	2,710,606
Clothing Accessories Stores-44815	322,003	87,066	234,937
Other Clothing Stores-44819	661,156	76,037	585,119
Shoe Stores-4482	1,218,229	38,988	1,179,241
Jewelry, Luggage, Leather Goods Stores-4483	5,052,953	842,714	4,210,239
Jewelry Stores-44831	4,445,934	842,714	3,603,220
Luggage and Leather Goods Stores-44832	607,020	0	607,020
Sporting Goods, Hobby, Book, Music Stores-451	6,384,143	271,634	6,112,509
Sporting Goods, Hobby, Musical Inst Stores-4511	5,570,914	221,954	5,348,960
Sporting Goods Stores-45111	2,860,318	181,691	2,678,627
Hobby, Toys and Games Stores-45112	1,611,149	0	1,611,149
Sew/Needlework/Piece Goods Stores-45113	563,927	40,263	523,664
Musical Instrument and Supplies Stores-45114	535,520	0	535,520
Book, Periodical and Music Stores-4512	813,229	49,680	763,549
Book Stores and News Dealers-45121	695,813	49,680	646,133
Book Stores-451211	602,839	49,680	553,159
News Dealers and Newsstands-451212	92,974	0	92,974
Prerecorded Tapes, CDs, Record Stores-45122	117,416	0	117,416
General Merchandise Stores-452	42,390,812	23,498,418	18,892,394
Department Stores Excl Leased Depts-4521	17,118,491	0	17,118,491
Other General Merchandise Stores-4529	25,272,322	23,498,418	1,773,904
Miscellaneous Store Retailers-453	10,099,093	961,384	9,137,709
Florists-4531	375,018	40,910	334,108
Office Supplies, Stationery, Gift Stores-4532	4,429,443	163,965	4,265,478
Office Supplies and Stationery Stores-45321	2,123,389	19,953	2,103,436
Gift, Novelty and Souvenir Stores-45322	2,306,054	144,012	2,162,042
Used Merchandise Stores-4533	617,209	268,775	348,434
Other Miscellaneous Store Retailers-4539	4,677,423	487,734	4,189,689
Non-Store Retailers-454	29,631,942	473,793	29,158,149
Foodservice and Drinking Places-722	34,624,093	18,520,525	16,103,568
Full-Service Restaurants-7221	15,532,286	6,386,044	9,146,242

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RMP Opportunity Gap - Retail Stores

Radius 1: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 5.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	13,883,343	11,287,739	2,595,604
Special Foodservices-7223	3,731,503	364,105	3,367,398
Drinking Places -Alcoholic Beverages-7224	1,476,961	482,638	994,323
GAFO *	79,940,580	28,117,952	51,822,628
General Merchandise Stores-452	42,390,812	23,498,418	18,892,394
Clothing and Clothing Accessories Stores-448	13,923,013	2,560,104	11,362,909
Furniture and Home Furnishings Stores-442	6,583,095	749,410	5,833,685
Electronics and Appliance Stores-443	6,230,073	874,420	5,355,653
Sporting Goods, Hobby, Book, Music Stores-451	6,384,143	271,634	6,112,509
Office Supplies, Stationery, Gift Stores-4532	4,429,443	163,965	4,265,478

RMP Opportunity Gap - Retail Stores

Radius 2: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 10.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	2,358,667,848	1,757,830,850	600,836,998
Motor Vehicle and Parts Dealers-441	423,265,558	414,055,318	9,210,240
Automotive Dealers-4411	344,083,095	355,353,224	(11,270,129)
Other Motor Vehicle Dealers-4412	45,929,561	35,533,490	10,396,071
Automotive Parts/Accsrs, Tire Stores-4413	33,252,902	23,168,604	10,084,298
Furniture and Home Furnishings Stores-442	39,829,708	9,618,392	30,211,316
Furniture Stores-4421	20,086,331	6,244,080	13,842,251
Home Furnishing Stores-4422	19,743,377	3,374,312	16,369,065
Electronics and Appliance Stores-443	44,380,985	28,930,879	15,450,106
Appliances, TVs, Electronics Stores-44311	31,517,465	25,201,030	6,316,435
Household Appliances Stores-443111	5,555,291	8,305,382	(2,750,091)
Radio, Television, Electronics Stores-443112	25,962,173	16,895,647	9,066,526
Computer and Software Stores-44312	11,603,181	3,729,849	7,873,332
Camera and Photographic Equipment Stores-44313	1,260,339	0	1,260,339
Building Material, Garden Equip Stores -444	225,315,940	212,861,560	12,454,380
Building Material and Supply Dealers-4441	191,326,887	197,313,421	(5,986,534)
Home Centers-44411	77,561,281	154,560,096	(76,998,815)
Paint and Wallpaper Stores-44412	3,127,182	686,093	2,441,089
Hardware Stores-44413	20,067,530	5,056,692	15,010,838
Other Building Materials Dealers-44419	90,570,894	37,010,539	53,560,355
Building Materials, Lumberyards-444191	35,125,612	13,850,647	21,274,965
Lawn, Garden Equipment, Supplies Stores-4442	33,989,053	15,548,139	18,440,914
Outdoor Power Equipment Stores-44421	10,894,343	2,639,050	8,255,293
Nursery and Garden Centers-44422	23,094,710	12,909,089	10,185,621
Food and Beverage Stores-445	315,583,847	206,261,973	109,321,874
Grocery Stores-4451	201,167,873	136,135,631	65,032,242
Supermarkets, Grocery (Ex Conv) Stores-44511	187,327,613	131,430,671	55,896,942
Convenience Stores-44512	13,840,261	4,704,960	9,135,301
Specialty Food Stores-4452	24,417,131	8,106,085	16,311,046
Beer, Wine and Liquor Stores-4453	89,998,842	62,020,257	27,978,585
Health and Personal Care Stores-446	134,604,116	139,769,338	(5,165,222)
Pharmacies and Drug Stores-44611	106,824,806	124,364,558	(17,539,752)
Cosmetics, Beauty Supplies, Perfume Stores-44612	9,434,302	2,066,673	7,367,629
Optical Goods Stores-44613	6,304,753	5,882,091	422,662
Other Health and Personal Care Stores-44619	12,040,255	7,456,016	4,584,239

APPENDIX A - OPPORTUNITY GAPS TABLES

RMP Opportunity Gap - Retail Stores

Radius 2: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 10.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	241,759,292	187,387,075	54,372,217
Gasoline Stations With Conv Stores-44711	178,460,847	114,880,041	63,580,806
Other Gasoline Stations-44719	63,298,445	72,507,034	(9,208,589)
Clothing and Clothing Accessories Stores-448	96,424,150	21,152,206	75,271,944
Clothing Stores-4481	52,961,611	13,825,742	39,135,869
Men's Clothing Stores-44811	2,853,783	1,550,758	1,303,025
Women's Clothing Stores-44812	12,545,484	212,946	12,332,538
Children's, Infants Clothing Stores-44813	3,016,777	1,079,517	1,937,260
Family Clothing Stores-44814	27,686,535	6,878,075	20,808,460
Clothing Accessories Stores-44815	2,275,633	804,254	1,471,379
Other Clothing Stores-44819	4,583,398	3,300,193	1,283,205
Shoe Stores-4482	8,463,304	816,143	7,647,161
Jewelry, Luggage, Leather Goods Stores-4483	34,999,236	6,510,321	28,488,915
Jewelry Stores-44831	30,875,635	5,913,146	24,962,489
Luggage and Leather Goods Stores-44832	4,123,601	597,175	3,526,426
Sporting Goods, Hobby, Book, Music Stores-451	47,140,266	28,143,984	18,996,282
Sporting Goods, Hobby, Musical Inst Stores-4511	37,949,116	21,293,177	16,655,939
Sporting Goods Stores-45111	20,409,537	1,591,461	18,818,076
Hobby, Toys and Games Stores-45112	10,554,033	18,315,351	(7,761,318)
Sew/Needlework/Piece Goods Stores-45113	3,259,873	817,996	2,441,877
Musical Instrument and Supplies Stores-45114	3,725,672	568,369	3,157,303
Book, Periodical and Music Stores-4512	9,191,151	6,850,807	2,340,344
Book Stores and News Dealers-45121	8,298,975	6,850,807	1,448,168
Book Stores-451211	7,547,508	6,850,807	696,701
News Dealers and Newsstands-451212	751,467	0	751,467
Prerecorded Tapes, CDs, Record Stores-45122	892,175	0	892,175
General Merchandise Stores-452	277,069,002	230,275,256	46,793,746
Department Stores Excl Leased Depts-4521	112,377,260	54,538,642	57,838,618
Other General Merchandise Stores-4529	164,691,742	175,736,614	(11,044,872)
Miscellaneous Store Retailers-453	68,069,490	44,473,569	23,595,921
Florists-4531	2,268,302	610,710	1,657,592
Office Supplies, Stationery, Gift Stores-4532	30,709,906	25,941,881	4,768,025
Office Supplies and Stationery Stores-45321	14,766,880	16,230,541	(1,463,661)
Gift, Novelty and Souvenir Stores-45322	15,943,026	9,711,340	6,231,686
Used Merchandise Stores-4533	5,038,118	3,957,249	1,080,869
Other Miscellaneous Store Retailers-4539	30,053,165	13,963,729	16,089,436
Non-Store Retailers-454	204,290,967	58,123,667	146,167,300
Foodservice and Drinking Places-722	240,934,528	176,777,633	64,156,895
Full-Service Restaurants-7221	108,861,540	82,538,196	26,323,344



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RMP Opportunity Gap - Retail Stores

Radius 2: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 10.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	95,437,738	82,791,987	12,645,751
Special Foodservices-7223	25,603,445	7,603,294	18,000,151
Drinking Places -Alcoholic Beverages-7224	11,031,806	3,844,156	7,187,650
GAFO *	535,554,017	344,062,598	191,491,419
General Merchandise Stores-452	277,069,002	230,275,256	46,793,746
Clothing and Clothing Accessories Stores-448	96,424,150	21,152,206	75,271,944
Furniture and Home Furnishings Stores-442	39,829,708	9,618,392	30,211,316
Electronics and Appliance Stores-443	44,380,985	28,930,879	15,450,106
Sporting Goods, Hobby, Book, Music Stores-451	47,140,266	28,143,984	18,996,282
Office Supplies, Stationery, Gift Stores-4532	30,709,906	25,941,881	4,768,025



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RMP Opportunity Gap - Retail Stores

Radius 3: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 15.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	3,572,918,138	2,811,298,501	761,619,637
Motor Vehicle and Parts Dealers-441	649,418,783	621,636,458	27,782,325
Automotive Dealers-4411	526,744,314	475,309,467	51,434,847
Other Motor Vehicle Dealers-4412	72,109,836	109,033,257	(36,923,421)
Automotive Parts/Accsrs, Tire Stores-4413	50,564,632	37,293,734	13,270,898
Furniture and Home Furnishings Stores-442	60,673,780	15,299,188	45,374,592
Furniture Stores-4421	30,600,778	8,496,110	22,104,668
Home Furnishing Stores-4422	30,073,002	6,803,078	23,269,924
Electronics and Appliance Stores-443	64,985,649	39,303,185	25,682,464
Appliances, TVs, Electronics Stores-44311	46,552,019	34,431,811	12,120,208
Household Appliances Stores-443111	8,400,382	11,593,593	(3,193,211)
Radio, Television, Electronics Stores-443112	38,151,637	22,838,218	15,313,419
Computer and Software Stores-44312	16,603,120	3,739,562	12,863,558
Camera and Photographic Equipment Stores-44313	1,830,509	1,131,812	698,697
Building Material, Garden Equip Stores -444	345,627,696	272,928,592	72,699,104
Building Material and Supply Dealers-4441	293,148,567	245,244,407	47,904,160
Home Centers-44411	118,465,211	166,977,642	(48,512,431)
Paint and Wallpaper Stores-44412	4,806,897	1,688,877	3,118,020
Hardware Stores-44413	30,608,211	8,702,079	21,906,132
Other Building Materials Dealers-44419	139,268,247	67,875,810	71,392,437
Building Materials, Lumberyards-444191	53,596,090	25,401,512	28,194,578
Lawn, Garden Equipment, Supplies Stores-4442	52,479,129	27,684,184	24,794,945
Outdoor Power Equipment Stores-44421	17,087,307	8,371,440	8,715,867
Nursery and Garden Centers-44422	35,391,822	19,312,745	16,079,077
Food and Beverage Stores-445	480,525,348	365,693,977	114,831,371
Grocery Stores-4451	308,931,601	187,049,439	121,882,162
Supermarkets, Grocery (Ex Conv) Stores-44511	287,732,760	174,424,937	113,307,823
Convenience Stores-44512	21,198,840	12,624,502	8,574,338
Specialty Food Stores-4452	37,523,491	75,873,443	(38,349,952)
Beer, Wine and Liquor Stores-4453	134,070,256	102,771,095	31,299,161
Health and Personal Care Stores-446	207,481,159	184,937,560	22,543,599
Pharmacies and Drug Stores-44611	164,591,289	160,926,068	3,665,221
Cosmetics, Beauty Supplies, Perfume Stores-44612	14,558,232	5,141,617	9,416,615
Optical Goods Stores-44613	9,783,169	9,141,445	641,724
Other Health and Personal Care Stores-44619	18,548,470	9,728,430	8,820,040



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RMP Opportunity Gap - Retail Stores

Radius 3: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 15.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	369,605,446	310,465,469	59,139,977
Gasoline Stations With Conv Stores-44711	272,979,036	205,141,402	67,837,634
Other Gasoline Stations-44719	96,626,410	105,324,067	(8,697,657)
Clothing and Clothing Accessories Stores-448	143,126,787	55,656,725	87,470,062
Clothing Stores-4481	79,460,910	36,056,091	43,404,819
Men's Clothing Stores-44811	4,187,441	2,359,811	1,827,630
Women's Clothing Stores-44812	18,702,658	5,404,867	13,297,791
Children's, Infants Clothing Stores-44813	4,753,861	2,722,755	2,031,106
Family Clothing Stores-44814	41,590,860	16,324,040	25,266,820
Clothing Accessories Stores-44815	3,382,217	1,947,464	1,434,753
Other Clothing Stores-44819	6,843,874	7,297,154	(453,280)
Shoe Stores-4482	12,897,103	8,156,624	4,740,479
Jewelry, Luggage, Leather Goods Stores-4483	50,768,773	11,444,010	39,324,763
Jewelry Stores-44831	44,571,908	10,846,835	33,725,073
Luggage and Leather Goods Stores-44832	6,196,865	597,175	5,599,690
Sporting Goods, Hobby, Book, Music Stores-451	68,790,395	42,795,908	25,994,487
Sporting Goods, Hobby, Musical Inst Stores-4511	56,695,374	33,068,099	23,627,275
Sporting Goods Stores-45111	30,220,166	2,680,907	27,539,259
Hobby, Toys and Games Stores-45112	15,940,387	26,620,665	(10,680,278)
Sew/Needlework/Piece Goods Stores-45113	5,026,215	2,532,907	2,493,308
Musical Instrument and Supplies Stores-45114	5,508,605	1,233,620	4,274,985
Book, Periodical and Music Stores-4512	12,095,021	9,727,809	2,367,212
Book Stores and News Dealers-45121	10,805,912	9,727,809	1,078,103
Book Stores-451211	9,730,718	9,727,809	2,909
News Dealers and Newsstands-451212	1,075,194	0	1,075,194
Prerecorded Tapes, CDs, Record Stores-45122	1,289,110	0	1,289,110
General Merchandise Stores-452	421,145,135	458,347,972	(37,202,837)
Department Stores Excel Leased Depts-4521	170,455,328	99,275,280	71,180,048
Other General Merchandise Stores-4529	250,689,808	359,072,692	(108,382,884)
Miscellaneous Store Retailers-453	101,931,069	80,343,021	21,588,048
Florists-4531	3,473,497	1,006,022	2,467,475
Office Supplies, Stationery, Gift Stores-4532	45,312,570	51,099,526	(5,786,956)
Office Supplies and Stationery Stores-45321	21,619,963	27,161,721	(5,541,758)
Gift, Novelty and Souvenir Stores-45322	23,692,607	23,937,805	(245,198)
Used Merchandise Stores-4533	7,175,730	5,557,610	1,618,120
Other Miscellaneous Store Retailers-4539	45,969,273	22,679,862	23,289,411
Non-Store Retailers-454	302,779,435	77,184,499	225,594,936
Foodservice and Drinking Places-722	356,827,457	286,705,948	70,121,509
Full-Service Restaurants-7221	160,721,307	126,591,897	34,129,410



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APPENDIX A - OPPORTUNITY GAPS TABLES

RMP Opportunity Gap - Retail Stores

Radius 3: S WALNUT ST AT W MAIN ST, DALEVILLE, IN 47334, 0.00 - 15.00 Miles, Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	142,012,544	142,245,123	(232,579)
Special Foodservices-7223	38,107,573	10,908,748	27,198,825
Drinking Places -Alcoholic Beverages-7224	15,986,033	6,960,181	9,025,852
GAFO *	804,034,315	662,502,503	141,531,812
General Merchandise Stores-452	421,145,135	458,347,972	(37,202,837)
Clothing and Clothing Accessories Stores-448	143,126,787	55,656,725	87,470,062
Furniture and Home Furnishings Stores-442	60,673,780	15,299,188	45,374,592
Electronics and Appliance Stores-443	64,985,649	39,303,185	25,682,464
Sporting Goods, Hobby, Book, Music Stores-451	68,790,395	42,795,908	25,994,487
Office Supplies, Stationery, Gift Stores-4532	45,312,570	51,099,526	(5,786,956)

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.



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RMP Opportunity Gap - Retail Stores

Appendix: Area Listing

Area Name:

Type: Radius 1 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S WALNUT ST AT W MAIN ST Latitude/Longitude 40.122976 -85.557223
 DALEVILLE, IN 47334 Radius 0.00 - 5.00

Area Name:

Type: Radius 2 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S WALNUT ST AT W MAIN ST Latitude/Longitude 40.122976 -85.557223
 DALEVILLE, IN 47334 Radius 0.00 - 10.00

Area Name:

Type: Radius 3 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S WALNUT ST AT W MAIN ST Latitude/Longitude 40.122976 -85.557223
 DALEVILLE, IN 47334 Radius 0.00 - 15.00

Project Information:

Site: 1

Order Number: 973861607



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APPENDIX B - DALEVILLE VISIONING DOCUMENT



2013



Daleville Vision

Fast Forward for Daleville - Push the button...

Susie Ripley
State of Indiana
5/8/2013

Daleville visioning

Strengths -

What do we have in Daleville? What do we think we are good at?

(The following are the answers received in the order they were given)

- Gas Station
- Fast Food
- Speeding tickets
- Community minded
- Independent School System
- Dedicated Teachers
- Good Staff
- Small Size
- Most Jobs in Delaware County
- Good Testing
- Interstate (2) Highways
- Safe & Compassionate
- Caring & Pride
- Post Office
- Local Dialysis
- Well & City water
- Large Day Care Center



Strengths II

- Fire & EMT
- Caring Town Board
- Great access to BIG things
- Debt Free
- Reasonable Tax Rate
- Low Utility cost
- Nelson Lee
- Affordable & variety of housing
- Prime land available
- Shell building
- More churches than bars
- Centered between 3 hospitals
- Good infrastructure
- Great snow removal
- Library
- 2 Parks
- Dentist
- Veterinarian (animals)
- Girl Scout office
- Boys Scouts
- Lion Club
- Ball Diamond
- Canoe Country with 20,000 visitors per year
- 2 Truck Stops
- 5 min from State Park
- Local Bank



Weaknesses

If we have strengths, we have weaknesses, and if we are honest with ourselves, we could be/do better at...

- Lack Curb Appeal
- Empty Buildings on Main Street
- Lack an identity
- Train Track thru middle of town
- Need more shopping
- Lacks walk ability
- Lacks opportunity of Bigger Schools
- Not enough festivals
- Youth extracurricular opportunities are lacking
- Need a Redo for 32 Corridor
- Need more small Service Businesses
- Lack a Subdivision
- Personal Responsibility for curb appeal
- Not legal to have hens or gardens
- Lacks public transportation



Threats

Things we have no control over but are forced to deal with – and plan how to deal with them too...

- Eminent Domain
- Semi Trucks/Trains
- Explosions
- Contamination
- Health Risk
- Drug Trafficking
- Substance abuse
- Tornados
- Flooding
- Mold
- Asbestos
- Snow & ice
- Power outages
- Terrorism



Opportunities

Challenges illuminate opportunities to change or add to your community with effort, strategic planning and leadership. What opportunities could come to Daleville if money was no object?

Locally owned Grocery Store/Café/Organic (11) ○○○○○○○○○○○○

Mixed and multi use housing (1 dot) ○

Brownfield Clearance (9 dots) ○○○○○○○○○○

Open 32 & 67 Gateway (4 dots) ○○○○

Clean up 32 & 67 - give it an identity (13 dots) ○○○○○○○○○○○○○○

- Street lights (lamp post)
- Sidewalks
- Planters
- Gateway announcement

Small Time Mayberry Artsy" feel" community (1 dot) ○

Park complex to keep canoe enthusiasts (11 dots) ○○○○○○○○○○○○

Trails, Walking, Biking, nature (6 dots) ○○○○○○

Destination Park – water sports (2 dots) ○○

Water Park (2 dots) ○○

Snow for sledding (snow machine) Build with dirt from dredging (4dots) ○○○○

Pumpkin Festival yearly (3 dots) ○○○

Log cabins for camping (2 dots) ○○

Marketing campaign (6 dots) ○○○○○○

Farmers Market (3 dots) ○○○

Sporting goods store (1 dot) ●
Public Safety Complex Fire/EMS (5 dots) ●●●●●

▶▶ Push the button

Now What???????

▶▶ **Push the button**

I want to thank you for allowing me to spend the time getting to know you! I am always fascinated at how resourceful and creative communities are – together!

This is a **starting** place, NOT an ending place!! Your work is just beginning, but now you have arranged your thoughts and put some measurement in priorities. Now it is time to *PUSH THE START BUTTON!* This will help to guide you as you develop your plans for the future of Daleville. As you look at your opportunities and see where the most dots have been placed, you may consider spending more time exploring opportunities surrounding those ideas that received the most attention. You may also consider putting them into categories and grouping them into actionable items.

Ask yourselves:

- How might we get *there* and make that happen?
- Who might we need in and out of our town to accomplish it?
- How long might we need in order to accomplish this? Create a timeline?
- What state, local or county resources/partners do we need to achieve this?
- What top three things are we willing to invest the most in time and resource for a long period of time?
- What top three things are we looking for to accomplish quickly to show a “quick win” to build community momentum?

Community problems do not happen overnight, and they will not be solved overnight. However, with patience, effort and a solid plan, you will be amazed at how you are able to progress and create a future that you all can be proud of. Remember to tell your story!!! Let EVERYONE know what is happening!! Be transparent and watch how your community becomes more engaged. Find non- traditional volunteers to help you in your efforts. Create a mission statement and tag line for your efforts. I am always willing to help you with these things, even if only a phone conference, if time doesn't allow for a meeting. Having a solid direction, focus and plan is what makes ALL the difference.

Thank you again for allowing OCRA to assist you and I hope to help you more in the future to be the Town Daleville wants to be!!

The Office of Community and Rural Affairs mission is to:

To promote community prosperity, to strengthen Indiana's economy, by providing capacity building solutions and to assure ready, marketable and competitive communities for economic growth!

Please feel free to contact me with questions

Sincerely,

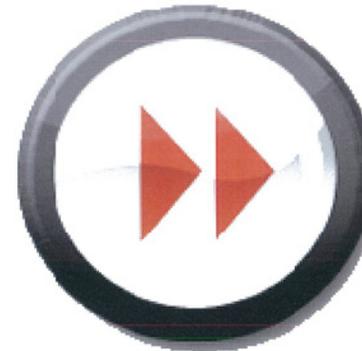
Sarah Ripley - East Central Community Liaison

Office of Community and Rural Affairs - One North Capitol Suite 600 Indianapolis IN 46204

Sriplevy@ocra.in.gov 317-416-3281



Forward Future for Daleville - Push the button!



Fast Forward



APPENDIX C - PUBLIC HEARING DOCUMENTATION



APPENDIX C - PUBLIC HEARING DOCUMENTATION

August 28, 2014

Public Meeting - Report

Daleville Downtown Revitalization Plan

Name	Email & Phone (optional)
Kelly Birk VS ENGINEERING	kbirk@vsengineering.com 317-746-3628
GARY BICKEL 14305 Daleville Rd.	765-722-0807
Kevin Imel 14501 W. Washington St. Kalostewart	
Ben W. Fisher 7801 South Walnut Street	ben.w.fisher.619@gmail.com 765-215-1113 Yahoo.com
Robbie Mizell 660 S. CR 400 W	748-0430

PUBLIC HEARING SIGN-IN SHEET

Daleville Public Hearing

Date: 8-28-14

Public Comment/Questions:

1. Daleville needs new housing areas (\$100k-150k) single family homes & apartments
 - a. Sam's club, groceries and motels have looked at Daleville but passed
 - b. More jobs in Daleville than people and homes
2. Plans are "good"
 - a. What other areas would we focus on if we had more time?
 - b. Encourage availability online!
3. Edwards Street was closed (it crossed the RR) will we reopen that as a part of our RR redevelopment?
 - a. Concern about children crossing RR currently & how that will be addressed
4. About the deep water part of the possible marina; how deep will it be? 8'-0"? 9'-0"?
 - a. Need to get boats to the sea wall
 - b. 880' line on GPS?
 - c. Want to see a Topography Map to know the grade levels and depths
 - d. Interest on the depth of the possible marina
5. Where is the 'Recommendations' section looking to take control of a few blocks at?
 - a. Is it in the Old Town Quadrant?
6. Will the fire station move downtown? Or stay where it is?
7. Attended a few of the Mounds Lake meetings; will the River Road Bridge (highway) be taken out? Will our team decide that? Will the bridge be kept and raised higher?
 - a. Current plan is to maintain all bridges and adjust them as necessary.
8. Concern with how Mounds Lake will affect Daleville
 - a. Put in a dive shop!
9. Concern with local money coming in before the private investment
 - a. Public appears to think Daleville doesn't have a great deal of money
10. "Wow" "exciting future" "new tomorrow" "can't put a houseboat on that river that's down there now" "sit on patio looking out on water/boats"
11. Solar panels on roadway to help with winter freeze/melt snow?
 - a. Cost of that versus just simple asphalt only?
12. Bike path in the works from Anderson to Muncie; was design team aware?
13. Muncie streets are terrible/bad. Bridges are bad
 - a. Future Daleville streets will be nice and stay that way
 - b. "nicest streets in Delaware County"
14. Encourage Daleville to move forward; want to revitalize downtown
 - a. "I believe in this town" "My daughter will grow up here" "Her future is here"
15. Concern with the crime rates. They will go up what will happen?
 - a. Criminals now go to Anderson and Muncie because there is nothing in Daleville
 - b. Benefits outweigh the negative
16. Carmel is awesome, it works. "Makes you smile" "Active" "nice atmosphere"
 - a. So much to see there. Flowers
 - b. All it takes is for people in an area to take pride in their community
17. If we do nothing it will continue to deteriorate. What if you don't do anything?
 - a. Speaker is from a small town in Michigan that has redeveloped its downtown and when he visited it was a good thing. Just like how he remembered from his childhood.

PUBLIC HEARING COMMENTS

TOWN OF DALEVILLE
OPEN HOUSE - Oct. 1, 2011
SIGN-IN SHEET

1. Gary McManus
2. Angie + Kelly Brown
3. Joe + Shirley Owen
4. Roni Waitman
5. Susie Conyers
6. Bryce Conyers
7. Raymond Brown
8. Madonna Hillum
9. Robert E. Hillum
10. Keira Beckereck
11. Robert Hurler
12. Tom Cantrell
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.
- 21.
- 22.
- 23.
- 24.

PUBLIC OPEN HOUSE SIGN-IN SHEET

