

CITY OF ROCHESTER



DOWNTOWN REVITALIZATION PLAN



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PURPOSE OF THE PLAN

“Caring citizens of Rochester are seeking to create an up-to-date and attractive image for their city’s Main Street, re-inventing it so that it will appeal more satisfactorily to the 21st Century shopper and visitor.”

These prophetic words first appeared in the 2006 Rochester Downtown Revitalization Plan. However, city leaders realized they did not have all the resources needed to implement the streetscape enhancements and façade improvements listed in that report. Since 2006 however, slowed only slightly by the recession, they put in place the funding and organizational tools needed for downtown revitalization.

And so the purpose of the 2016 Rochester Downtown Revitalization Plan is to update that earlier blueprint and align it with new city resources, including a Main Street organization and downtown TIF district.

The new plan provides everyone – elected officials, development groups, local businesses and investors – with a shared vision of downtown’s future. In that regard, this document is an advisory tool for the city council, plan commission, city staff, Main Street organization and interested citizens when changes are proposed.

SCOPE OF THE PLAN

Downtown is integrated into the whole of Rochester’s economy, but for this study it was treated as a separate entity. The study area for this project centered along Main Street from West 9th Street to West 4th Street. Also reviewed were parallel streets nearby such as Jefferson and Madison streets.

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

EVENTS THAT LED TO THE PLANNING PROCESS

As mentioned, national economic trends and a lack of local resources slowed down implementation of the previous plan. As this document will show, private investment has increased in downtown, and groups such as the Fulton Economic Development Corp. (FEDCO), the Rochester Redevelopment Commission, and the Rochester Downtown Partnership are undertaking revitalization projects.

This new plan re-affirms the community’s revitalization goals and provides updated information for decision-making, including current data on infrastructure needs, building conditions and marketing opportunities.

FUNDING

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PLANNING PROCESS

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

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

There were also numerous site visits to assess buildings, interview shopkeepers and visualize new public spaces. Other research included interviews with business owners, city utility workers and building owners. A series of focus groups was held to present preliminary ideas and gather local suggestions and a public meeting was held to present final ideas.

HOW TO USE THE PLAN

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

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

The plan itself is only the first step; local participation is absolutely vital to making it a success. To make sure everyone is starting from the same place with the same goals, the first step should be reviewing this plan with key stakeholders, such as the Rochester City Council, Fulton County Commissioners, Fulton County Council, FEDCO and the Rochester Downtown Partnership.

CITY HISTORY

The following information is excerpted from a piece Jack K. Overmyer of the Rochester Sentinel wrote for the 2006 plan. His original document started with the community's founding in 1835, and how it jumped in growth after being connected to the railroad. Jumping ahead:

"Main Street retail prospered until 1975 when a fire wiped out a half block of buildings containing the city's major department store and a hardware store. The destruction was a devastating blow to the city's center. However, three years later a citizen group of bankers, realtors and civic leaders not only constructed a new building but induced a major department store chain and a recognized hardware dealer to occupy it. Main Street was rejuvenated again. Then the national trend toward mega-marketing caught up with the city and began a squeeze of the downtown merchants that continues today."

"In recent years, service industries such as a medical clinic, bank branches, wellness center, financial offices and specialty shops have filled in several of these vacancies. Main Street's character is changing; its vibrancy reappearing.

This reinvention of Main Street does not seem to be at an end. The citizens who value their lifestyle and community are moving ahead with confidence to expand upon and strengthen this revitalization of Main Street."

DEMOGRAPHIC PROFILE

This demographic report gives elected officials, community leaders, and ordinary citizens a snapshot of the main demographic features of their community—the trajectory of population growth through time, the age and income distribution of the community as well as the proportion of individuals living below the poverty line, the educational attainment and unemployment rates within the community, and so forth.

POPULATION

As shown below, Rochester grew until 2000, when the population dropped. Since 2010, Rochester lost 92 residents. This change is reflected in all of Fulton County, which shrunk by nearly 300 people. The change hasn't been completely negative, between 2013 and 2014, Rochester grew by 15 residents.

Place	1900	1910	1920	1930	1940	1950
Rochester	3,421	3,364	3,720	3,518	3,835	4,673
Place	1960	1970	1980	1990	2000	2010
Rochester	4,883	4,631	5,050	5,969	6,414	6,219

Source: Indiana Business Research Center

The table below shows the changes in Rochester's population.

Rochester Population Estimates				
2010	2011	2012	2013	2014
6,211	6,187	6,164	6,104	6,119

Source: Indiana Business Research Center

AGE

The Median age of Rochester is higher than both the state and Fulton County.

	Indiana	Fulton County	Rochester
Median Age (years)	37.1	40.7	44.3

Source: U.S. Census Bureau

POVERTY

Rochester has a higher poverty rate than Fulton County, but the difference is between the margins of error, which is quite large for Rochester. This means that the poverty could actually be lower.

	Indiana	Fulton County	Rochester
Population in Poverty	15%	16%	21%

Source: U.S. Census Bureau

INCOME

Rochester lags behind the state and Fulton County in income. This supports the data showing there is more poverty in Rochester than in Fulton County.

	Indiana	Fulton County	Rochester
Median Income	\$48,248	\$40,168	\$29,731

Source: U.S. Census Bureau

EMPLOYMENT

Rochester, and Fulton County as a whole, rely heavily on manufacturing for jobs, and also have similar numbers in educational services, and health care and social assistance.

	Indiana	Fulton County	Rochester
Construction	5.8%	4.8%	4.3%
Manufacturing	18.4%	31.3%	32.2%
Wholesale trade	2.6%	3.5%	6.8%
Retail trade	11.5%	7.3%	8.5%
Transportation and warehousing, and utilities	5.2%	4.4%	6.0%
Information	1.6%	2.0%	2.5%
Finance and insurance, and real estate and rental leasing	5.3%	3.1%	4.3%
Professional, scientific, and management	7.7%	4.8%	4.9%
Educational services, and health care and social assistance	23.2%	19.5%	19.6%
Arts, entertainment, and recreation, and accommodation and food services	8.9%	4.3%	6.5%
Other services, except public administration	4.7%	5.5%	3.0%
Public administration	3.6%	3.4%	0.9%

Source: U.S. Census Bureau

NEXT STEPS

This plan details goals for revitalizing the community and strategies to complete those tasks. It is a comprehensive approach, including projects for streets, sidewalks, building façades and business recruitment.

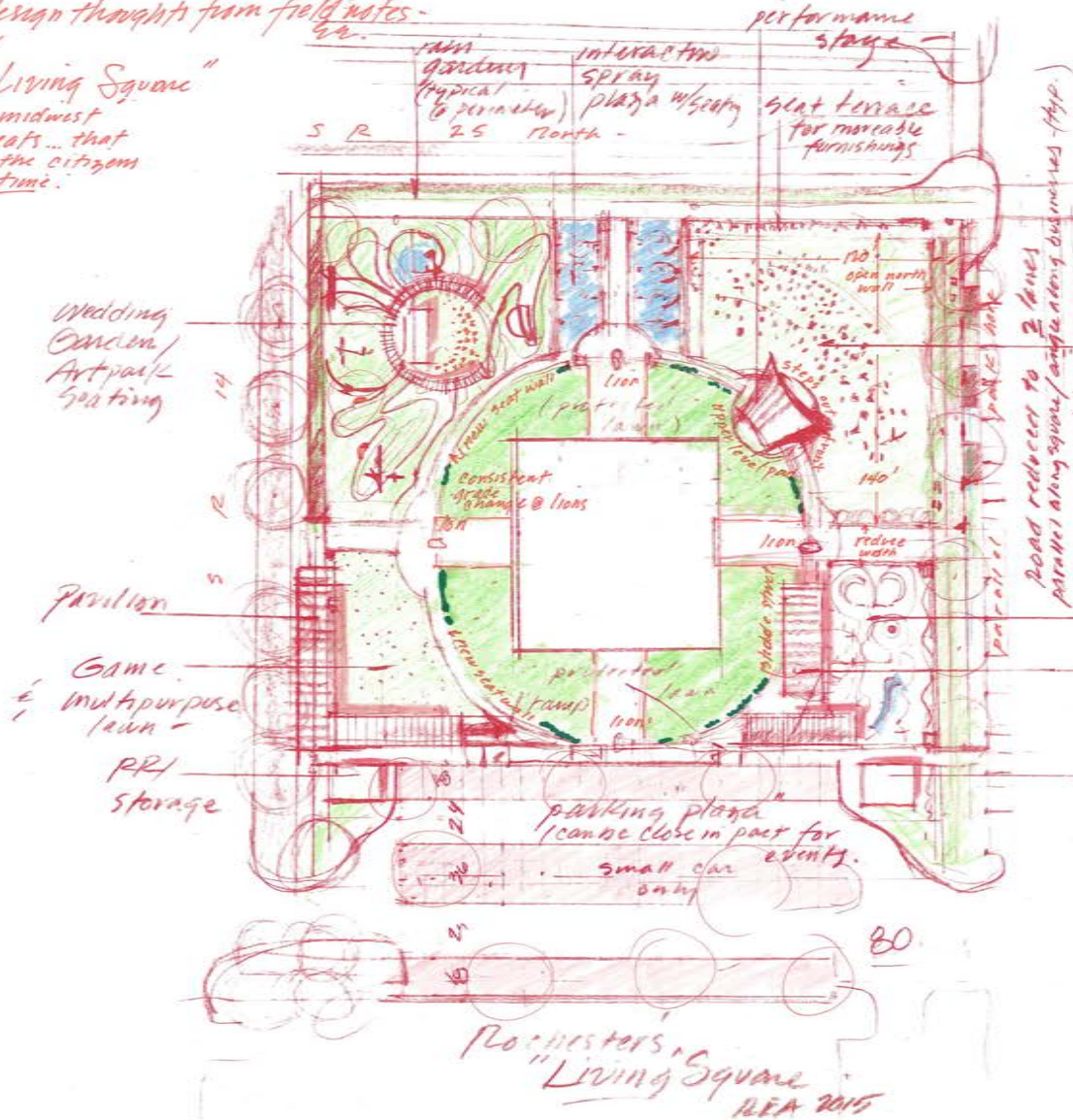
The plan itself is only the first step; local participation is absolutely vital to making it a success. To make sure everyone is starting from the same place with the same goals, the first step should be reviewing this plan with project volunteers.

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

Initial urban design thoughts from field notes -

Rochester's Living Square"

- a model for midwest county seats... that speaks to the citizens of our time.



Principles of work.

- Active open space vs. passive
- Unity between County Government and City to create "community"
- Urban amenity package is economic engine in the urban core.
- Courthouse square becomes a "regional" destination ... (is the "seat" of the County, no?)
- Build in four phases (two if *if possible*)

- Gather
- perform

- All age groups are served!
- multiple functions are accommodated
- parking plaza is also a staging area for special events.

* Integrity of Courthouse
mch. is preserved and
entire seat of government
is celebrated as never
before.

- Every town in the country has a pair in some component
- Surrounding blocks become targets for infiltr, adaptive reuse and even... New construction.... Including storage housing of rammed bricks

- all trail systems connect to the "Living Square".
- Year round 24/7 programming of the place is enacted.
- many county-wide and community leaders and philanthropists contribute \$ and in-kind service to build this new place.

"The proud Courthouse and her children at play have never been happier."

VISION FOR DOWNTOWN ROCHESTER

Revitalizing downtown will begin with giving people a reason for being there. In a nutshell, without an infusion of new permanent residents living downtown, the district cannot hope to regain vitality and become active 24/7, 365 days a year.

To this end, many communities throughout the state and country have experienced success by providing public investment in the form of setting policy and completing physical projects to entice developers and encourage private development.

Today's urban single residents and families seek a package of amenities that support an active and healthy lifestyle, a full complement of cultural options, freedom from autodependency, and multiple opportunities for other forms of transportation. With good policy and this infrastructure in place, investing private dollars in existing and new developments can be worth the risk.

Within Rochester, the revitalization process can begin immediately by programming small activities to renew interest in downtown. Additionally, Rochester can develop and adopt Design

Guidelines to prepare for redevelopment, promote new policies to encourage downtown living, and also begin the process of applying for OCRA funds to restore key façades and stabilize key buildings.

Admittedly, this sounds like a lot of work. And money. Achieving this vision will require investment, which in turn requires risk. Is it worth it? A more relevant question is this: can Rochester afford to allow the continued deterioration of the economic and cultural heart of the city?

Keep in mind:

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

In terms of infrastructure improvements, the diagram to the right is a basic, graphic representation of a physical vision for downtown Rochester. The graphics on the following pages provide further detail as to how these physical improvements can develop and manifest themselves, depending on the preferences of the local leadership and citizenry.

At the southern end of the downtown study area, the courthouse lawn provides opportunities for creating an outdoor, open space that could be regularly programmed and used for downtown events, festivals, and gatherings throughout the year. Similarly, the former Water Tower site, just north of the courthouse square at the northeast corner of Madison and 7th Streets, provides additional open space opportunities.

Providing the connections between and amongst these open spaces and the downtown buildings, are the streets, sidewalks, and alleys. Main Street, from 4th Street on the north, to 9th Street on the south, is targeted for improvements that will increase its walkability and improve its overall aesthetic. Madison Street, 8th Street, and 7th Street are targeted for improvements that will improve their walkability and allow them to act as

extensions of the courthouse square and former water tower site. All east/west streets are targeted for improvements for a minimum of one-half block to improve connections into the downtown from the adjacent neighborhoods.

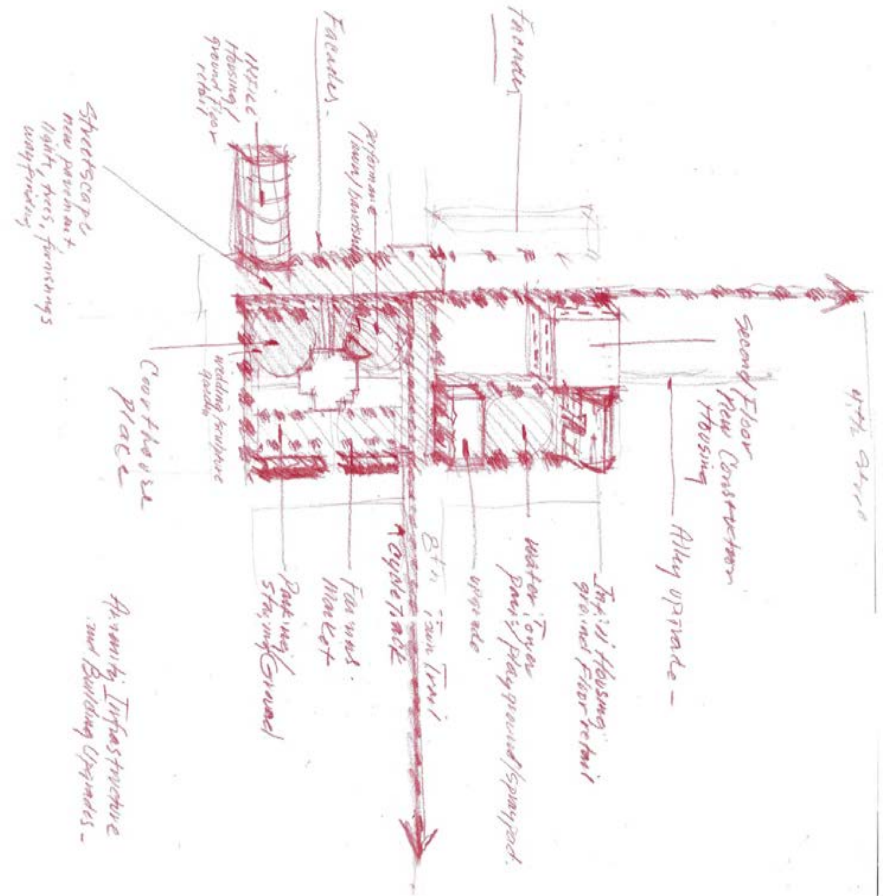
Existing and proposed multi-use trails and cycle tracks highlight the connections that could be created to link the downtown together, as well as to link the downtown to the adjacent neighborhoods, commercial development on the south side of town, and the natural features east and west of downtown.

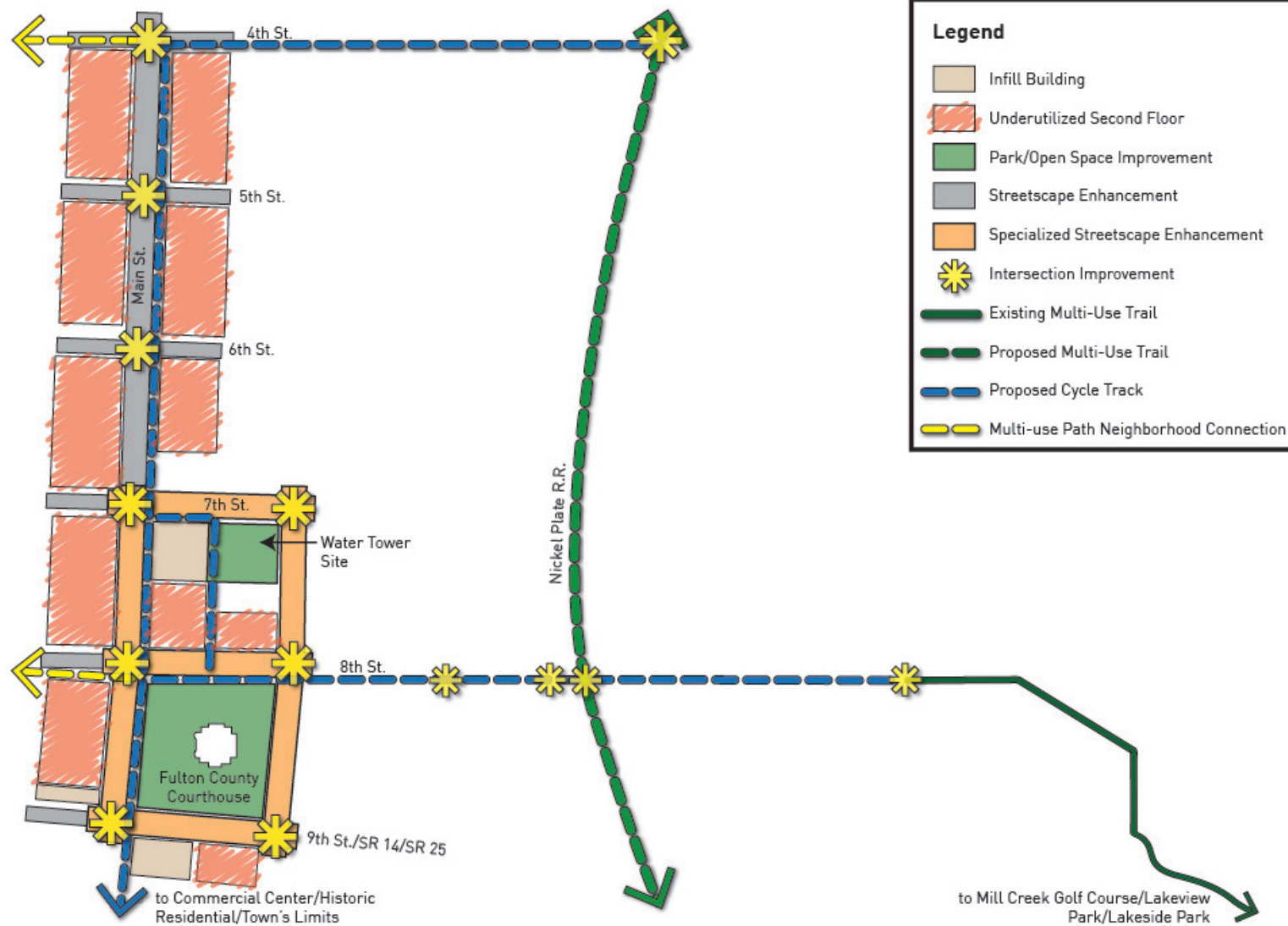
The areas shaded red on the Downtown Rochester Development Diagram on the next page reflect structures that are currently underutilized. Most of these structures have vacant upper stories that could accommodate housing and they should be investigated for this use. Additionally, many of these same buildings have underutilized first stories that should be targeted for retail. With the redevelopment of the downtown streetscapes, the addition of new, active green spaces, and the improved connections to the community's assets, these buildings will become attractive for redevelopment.

Similarly, locations are noted for infill development that would provide key development where buildings have been removed and density lost, or where non-historic buildings could be improved and better complement the rest of the downtown architecture.

It is unrealistic to think that Rochester will be able to undertake the full scope of all of these proposals at one time. For that reason, the Implementation Chapter has incremental projects outlined as a road map for getting started.

“CREATING AN AMENITY INFRASTRUCTURE”





DOWNTOWN ROCHESTER REDEVELOPMENT DIAGRAM



DOWNTOWN ROCHESTER REDEVELOPMENT PLAN

DOWNTOWN CHALLENGES

Until issues such as declining population and lagging wages are reversed, revitalizing the community will be an uphill hike. As described above, until downtown is made desirable again as a place, launching new businesses are likely to be hit-or-miss.

DOWNTOWN ASSETS

It is common to say that a community's greatest asset is its people. While that's also true in Rochester, local leaders are greatly assisted by having a relatively intact, attractive downtown.

In other words, there's lots to work with, including both available buildings and the needed human infrastructure including The Fulton Economic Development Corp. (FEDCO), Rochester Downtown Partnership, and Rochester Redevelopment Commission. There are even empty lots in key areas, which would be ideal for new gateway buildings and public spaces.

What's more, it is clear that all the local resources are now galvanized and focused on revitalization. For example, FEDCO committed to acquiring key property during the planning process.

The remainder of this document explains the steps needed to both bolster local quality of life in general and to restore downtown specifically. The report is first divided into elements: design/ infrastructure, the buildings and the economy. Each of those chapters have their specific proposed improvements.

Because all those components must come together to make real progress, they are combined in the chapter called Combining the Elements: Implementation.

The remainder of this section summarizes the chapters in this revitalization plan.

ELEMENT: DESIGN/INFRASTRUCTURE

This chapter assesses the strengths and opportunities for open and public spaces in Rochester. Although it sounds general, this essentially includes all of the spaces outside, and between, the downtown's buildings. The opportunities lie in extensive street rights-of-way, a generous courthouse lawn, vacant and/or underutilized lots, and an extensive number of natural and cultural amenities. The chapter recommends improvements to the streets, alleys, open spaces, gateways, and proposes a connected trail system throughout the city. These are key elements that activate a downtown and make it a desirable location.

ELEMENT: THE BUILDINGS

Based on historic preservation principles, this chapter takes inventory of Rochester's building stock, describing the character of each block and cataloguing the historic features and recommended renovations for each façade.

Proposed improvements include suggestions for Historic Structure Maintenance, the adoption of Design Guidelines, and recommendations and costs for façade restorations.

ELEMENT: THE ECONOMY

This chapter takes inventory of Rochester's existing downtown economy, listing the number and types of shops and services as well as the city's economic development tools. It also profiles downtown customers and how they spend their money.

Comparing these two components – what local businesses earn versus what local residents spend – reveals possible areas for new enterprises. The chapter also gives a pictorial view of how Rochester looks to a visitor, and a set of development principles to guide new projects.

The chapter ends with the following proposed improvements:

- Continue with momentum developed during this planning process, including working with a developer who expressed interest in pursuing a mixed-use project.
- Form a local investment group to directly control the future of key buildings and lots downtown. Without this group, changes to downtown must rely on the whims and plans of others, who may not be aware of or in line with local revitalization efforts.
- Acquire buildings key to revitalization plans. As mentioned, site control is the surest way to keep progress on track, particularly as the city decides to center revitalization in a few key areas. The empty lot at 9th & Main streets is a natural place to start.
- Create a system for developing local businesses. The retail analysis section lists examples of products that most residents buy outside of the city (jewelry, children's wear, etc.), which might make good candidates for new local businesses.
- Visit other communities and recruit their businesses. Approach the owner of a business that you think will do well in Rochester with a proposal, including photos and information on a specific site (square footage, rent, incentives, etc.).



EXISTING CONDITIONS

DOWNTOWN LAND USES

The current conditions within downtown Rochester are very similar to conditions that were present when the 2006 Rochester Downtown Revitalization Plan was completed. As is typical of most small, midwestern communities, the once thriving downtown has experienced significant losses in downtown commerce, housing, and entertainment as a result of changing socio-economic trends and the pressure from sprawl development that has occurred on the southern perimeter of the community. Continued examples of the downtown's struggles are evidenced by the loss of several businesses since completion of the 2006 study. These include the loss of the Times Theater, Bailey's Outfitters (hardware store), and B & B Menswear, among others. Despite the losses and challenges, there is a strong interest in the long-term viability of the downtown, and new investment with varying degrees of success continues to occur.

Despite the relative decline in commercial entities, downtown Rochester remains the hub of Fulton County's government and professional services. Within the downtown, governmental presence includes the Fulton County Courthouse, Rochester City Hall, Fulton County Chamber of Commerce, and Fulton County Sheriff's Department. The remaining majority of the downtown is comprised of service-related businesses including the Fulton County Medical Clinic, various banks, including First Financial, First Source, Wells Fargo, First Federal, and Beacon Credit Union, attorneys, accountants, realtors, cleaners, and photographers. Multiple dining establishments can be found which include Mikey's Pizza Place, Jarrety's Place, Streamliner, Pizza King, Poblano's Bar & Grill, Putts Bar & Grill, Evergreen, and Dugout.

Despite pressure from large, big box stores on the south side of town, several retail establishments remain within downtown, including Pamela's Plus Size Bridal Salon, Flirt Boutique, Arnold's Fine Jewelry & Gifts, All About Pets, the Gun Connection, Thread Shedd, Webb's Family Pharmacy, and Walgreens, among others.

The commercial core of Rochester's downtown is sited on Main Street, which is State Road 14 and 25 south of the downtown and east of Main Street on 9th Street. Through the downtown, north of 9th Street, the historic U.S. 31 designation has been removed, but Main Street remains a very wide and generous corridor with angled parking occurring on both sides of the street. The existing character of Main Street does, however, lack qualities that result in a comfortable and pleasant pedestrian experience.

Within the downtown, many of the historic structures remain and are occupied, however, several vacant storefronts, boarded upper-story windows, and past building renovations detract from the downtown's overall character. East of the courthouse square, the historic structures have been lost and replaced by the sheriff's department and bank. North of 5th Street, the density of buildings and activity significantly diminishes. In addition, a very prominent structure was lost on the northwest corner of 9th and Main Streets. This is an important gateway to the downtown. The resulting vacant lot and temporary protection of the remaining adjacent buildings are a significant detraction to the downtown. These vacancies represent opportunities for new infill.

The courthouse square presents a marked contrast to the surrounding hardscape, with large lawn panels and mature trees. The structure itself is stately and iconic. Little activity takes place around the building, with exception to the large parking area on the east side. The building houses government offices.

Few structures around the square contain occupied permanent housing. This lack of permanent residents in the core of the City contributes greatly to its decline.



Looking west at the corner of 7th and Main.



Looking west midblock on Main Street between 6th and 7th.



Looking southwest toward the corner of 9th and Main



Looking northeast from the corner of 7th and Main.

ADJACENT NEIGHBORHOODS

Primary residential neighborhoods are located west and south of downtown, with some limited residential development north of 4th Street and east of Madison Street. The former Nickel Plate Railroad acts as an edge to the east side of downtown. East of the railroad, additional, stable residential development is present.

Immediately surrounding the downtown, the majority of the housing stock is comprised of late 19th and early to mid-20th century structures. While the quality of the housing stock varies, it tends to be in stable condition. South of 9th Street and along both sides of Main Street, ornate and historic homes create a pleasant arrival to the City and the downtown.

Statistically, according to the 2010 U.S. Census, the total number of housing units has increased since 2000, however, the number of occupied housing units has decreased and the number of vacant units has increased. The overall rental vacancy rate has decreased. These figures suggest a slight shift from home ownership to rental housing.

Additionally, during the planning process, a developer specializing in community redevelopment and housing development within Indiana was invited to visit Rochester and share his opinions and thoughts. His thoughts directly align with the U.S. Census statistics as he suggests that new, mixed-income rental housing is a market opportunity within the community that could help to further improve and stabilize the community's housing trends.



Looking southwest from the corner of 11th and Main.



Neighborhood west of Main.



Neighborhood west of Main.



Neighborhood west of Main.

VEHICULAR & PEDESTRIAN CIRCULATION

MAIN STREET

Historically known as the Michigan Road, Main Street has also served as U.S. 31. Today Main Street remains Rochester's primary corridor and is dedicated as a part of Indiana's Michigan Road Byway. Prior to the development of the interstate system, Main Street carried a significant amount of travelers heading north and south, not only within Indiana, but between southern Alabama and the upper peninsula of Michigan. The traffic and prominence of this corridor helped foster and sustain development and commerce within the community. The rerouting of U.S. 31 and the development of the interstate system resulted in a reduction of traffic through the heart of Rochester. This can be partially linked to the decline of the historic community center. Furthermore, as a result of the U.S. 31 rerouting, new development, and some existing development, has shifted towards the new alignment on the south side of the community presenting further challenges for attracting and maintaining business in the historic downtown.

While negative impacts have resulted from the aforementioned rerouting of the U.S. route, there are also some advantages. Main Street has a significantly large right-of-way that ranges in size from 90 to 110 feet in width through the community. Although Main Street remains State Road 14 & 25 south of 9th Street, it is now a local street north of 9th Street and through the community's historic downtown. This frees the corridor north of 9th Street from the restrictions that are often placed on state and U.S. routes and offers flexibility to upgrade the corridor, converting significant space from vehicular travel lanes to pedestrian-oriented spaces.

As it exists today, the vehicular roadway (including parking stalls) ranges from 65' to 80', with sidewalks averaging 17.5' in width. Sidewalks are in average condition and some amenities such as movable planters and trash cans are provided. A very limited number of street trees are present. Street

lighting is oriented towards vehicles and consist of 25' to 30' tall cobra head fixtures. These factors combined with the large scale of the roadway create an intimidating pedestrian environment that detracts from the walkability of the downtown.

South of 9th Street, where the corridor becomes more residential, the roadway narrows to approximately 45' and offers sidewalks separated from the street by large tree lawns. The pedestrian environment in this area is much more pleasant than the one north of 9th Street.

North of 9th Street, consideration should be given to narrowing the roadway, specifically at intersections, potentially through the use of curb bump-outs. Consideration should also be given to other methods of breaking the space down. This could include the creation of a downtown cycle track, the addition of trees and other site amenities, and the creation of outdoor seating areas and gathering spaces that could be utilized by restaurants and other establishments. The vehicular roadway could also be reduced by transforming angle parking into parallel parking in some areas.



Main Street Through Downtown Rochester

9TH STREET

9th Street is the primary east/west corridor into downtown serving as SR 14 & 25 east of Main Street. The right-of-way varies slightly as it travels through the community, but generally measures 65'. Development along this corridor is significantly different than the other east/west corridors through downtown. 9th Street is a commercialized corridor, characterized by low density, sprawling development, an excessive number of curb cuts, and large parking lots located immediately adjacent to the street and in front of the businesses. Although specifically oriented toward vehicles, 9th Street does provide sidewalks on both the north and south sides of the street that are separated from the roadway by a tree lawn/grass strip that varies in width. Lighting is similar to Main Street, consisting of cobra head style fixtures mounted on 25' to 30' poles.



Main Street South of 9th Street



9th Street

8TH STREET

The second most prominent corridor within Rochester's downtown is 8th Street. 8th Street serves as the northern boundary of the courthouse square containing more in-tact historic, commercial structures than any other east/west corridor in downtown. In addition, 8th Street provides a direct connection to Lakeview Park and the Mill Creek Golf Course. Adjacent to the Fulton County Courthouse, the right-of-way measures 90', and east and west of the courthouse square, the right-of-way reduces to 60' and 70'. Between Jefferson and Madison Streets, angle parking is present. East and west of these areas, parking reverts to a parallel configuration.

Sidewalks are provided adjacent to the roadway, however, few pedestrian amenities or street trees are provided. The corridor would benefit from pedestrian enhancements similar to Main Street.

7TH/6TH/5TH/4TH STREETS

The remaining east/west corridors within the study area include 7th, 6th, and 5th Streets. These corridors have rights-of-way that generally measure 70'. In some instances, these narrow east and west of the downtown core. Within a one-half to one block area east and west of Main Street, sidewalks are generally provided immediately adjacent to the roadways. East of these areas, sidewalks become more sporadic as the corridors end at the former Nickel Plate Railroad. West of the downtown core, the streets transition into more residential areas and sidewalks become separated from the roadways by tree lawns and/or grass strips.

ALLEYWAYS

As is typical of most historic communities, alleyways service the rear sides of all of the downtown buildings in Rochester. While it will be critical to maintain these alleyways for future businesses to receive deliveries and other services, these areas may also serve as potential pedestrian connectors between parking areas, green spaces, and other points of interest.



8th Street



Alleyway Between Water Tower Parking Lot and Fulton County Courthouse

GATEWAYS

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

In Rochester, there are several potential gateway opportunities. At the perimeter of the City, these include US 31 and Main Street at the south, Monticello Road and Main Street at the north, and at Lakeside Park along 9th Street on the east. The only one of these three locations that has any gateway signage is at Lakeside Park along 9th Street. This signage is outdated, and a new standard should be developed that uses specific branding to market the community's identity and assets.

Within Rochester, another potential gateway location is at the intersection of 9th and Main Street as one travels north along Main Street. This is the point where a person feels as though they have arrived downtown. Unfortunately, this location sports a large, vacant lot where a building was lost. As a person approaches this intersection, the most eye catching element is a blue tarp. This site should be given considerations to how new development can act as an attractive gateway to the downtown.



U.S. 31 & Main Street Gateway



Lakeside Park & 9th Street Gateway



9th & Main Intersection

Parking

There is a significant amount of parking available within the downtown Rochester study area. Within the street rights-of-way alone, there is in excess of 250 on-street parking stalls. Public parking lots provide an additional 100 parking spaces, with multiple private parking lots servicing individual businesses.

Along Main Street, angled parking is provided between 9th and 5th Streets. Angled parking is also provided for at least one-half block east and west of Main Street along 8th, 7th, and 6th Streets. While angled parking does accommodate more vehicles than parallel parking, conversion of some angled parking spaces to parallel parking spaces should be considered to allow for larger pedestrian use areas and the implementation of protected bicycle facilities.

While this would reduce the total number of parking spaces, there is more than enough parking to service the downtown. Should parking become an issue, there may be opportunities to create public/private partnerships for parking on weekends that could allow parking in some private parking areas.



Infrastructure & Drainage

Fortunately for the City of Rochester, the majority of the community's overhead utilities, with the exception of light poles and traffic signals, are located in the alleyways. This helps preserve the aesthetic of the downtown and limits the amount of visual clutter in the streetscape. As improvements to Main Street are made and new site lighting installed, there is opportunity to relocate overhead wires to below ground.

Along Main Street, storm sewers run adjacent to the existing curb lines. Inlets are located at intersections and at mid-block alleyways. Drainage appears to function fairly well, but as improvements to the corridor are made, green infrastructure options such as stormwater planters or rain discharge basins should be considered to help alleviate the burden on the conventional storm sewer system.



OPEN SPACE & NATURAL FEATURES

The City of Rochester offers a number of open spaces and natural features. Perhaps the most notable is Lake Manitou, which is located on the southeastern edge of the community. This 775-acre body of water has attracted visitor's and development to the community for several decades, though amenities are quite limited today.

Located on the northwestern tip of the lake, Lakeside Park is an open space providing the best opportunity for public lake access from the downtown. There is a strong desire within the community to link the lake, Lakeside Park, and the downtown through the use of multi-use trails and greenways.

Additional parks and open spaces within the community include Lakeview Park, Mill Creek Golf Course, Fansler Park, Jaycee Park, City Park, Pioneer Park, Fulton County Public Library Arboretum, the Independent Order of Odd Fellows Cemetery, and various school playgrounds.

Within the downtown itself, the only existing green space occurs at the grounds of the Fulton County Courthouse. While this space has hosted events in the past, its current layout and design are not conducive to hosting large, downtown events on a regular basis. The space is viewed by many as a place that should not be disturbed.

As a part of the revitalization process, the City of Rochester might consider activating this space and/or providing additional gathering spaces downtown that can be programmed throughout the year for various events, festivals, and activities. Any new gathering place should be visible, multi-functional, and easily accessible by multiple modes of transportation.

The City of Rochester should seek to link all of its open spaces and natural features via multi-modal facilities such as bike paths, bike lanes, cycle tracks, streetscapes, etc. Currently, the City is planning to develop its portion of the Nickel Plate Trail through the community, which will ultimately link Rochester to Kokomo. As it exists today, the developed portion of the trail ends south of the City's corporate limits.



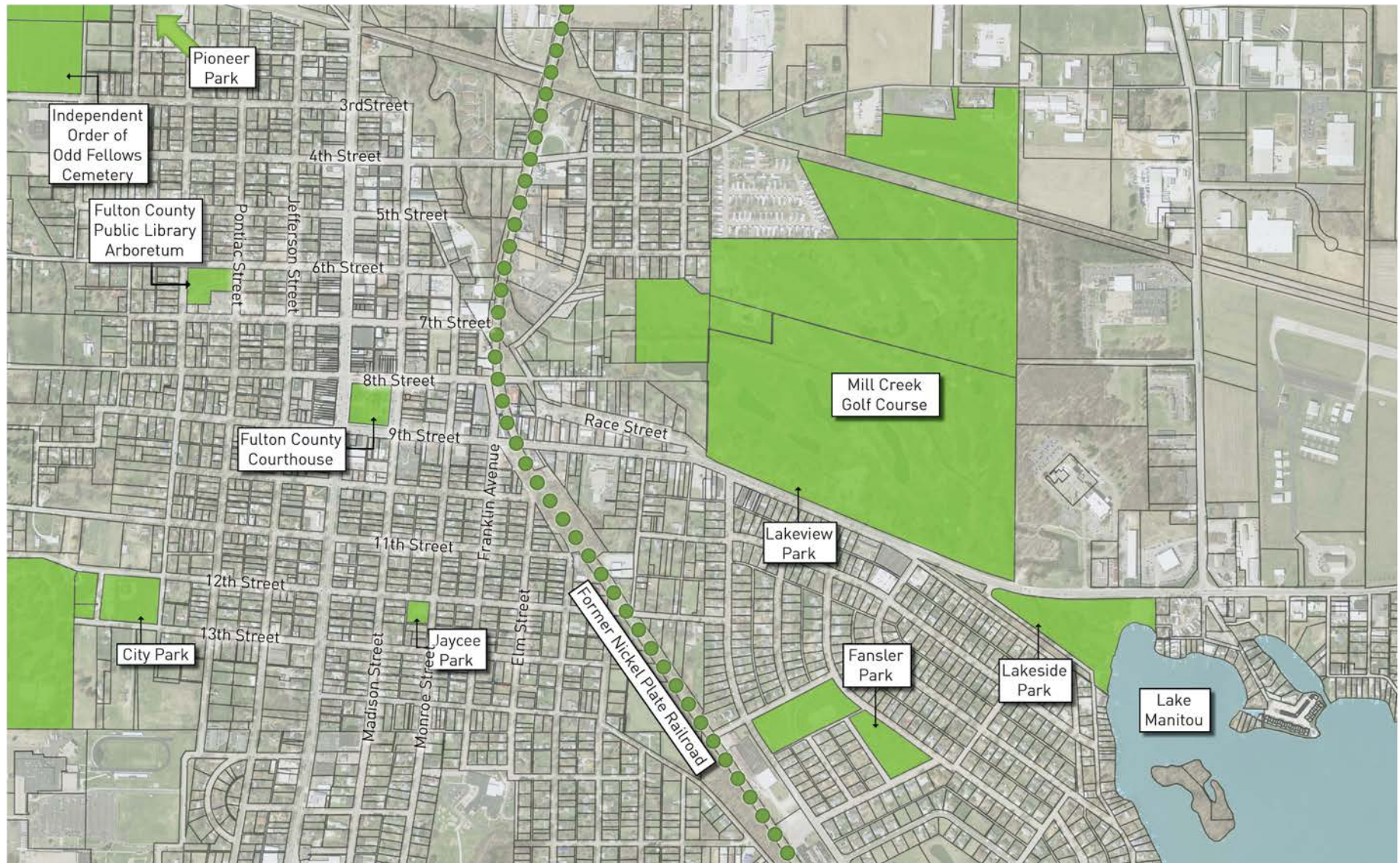
Lakeside Park & Lake Manitou



Fulton County Courthouse Square



Existing Nickel Plate Railroad



City of Rochester Open Spaces & Natural Features

CULTURAL FEATURES

Cultural features are spaces, places, and amenities within a community that are well known and beloved by the citizenry and have been important historically for a variety of reasons. These can include local businesses, gathering places, historical features, churches, schools, civic facilities, trails and corridors, and recreational areas among others.

On approach to Rochester, there are a number of notable cultural features. These include Lake Manitou, the Former Nickel Plate Railroad, and Main Street (Old U.S. 31), now a part of the Historic Michigan Road Byway. All have been integral to the City's historic development.

Another cultural feature is the landmark round barn at Mill Creek Golf Course. Within downtown, perhaps the most important cultural feature is the Fulton County Courthouse, having served as an ongoing destination, gathering point, center of civic business, and point of attraction to Rochester's downtown throughout the community's history. The grounds surrounding the courthouse contains memorials for Rochester College, Rochester Normal University, the Underground Railroad, the Potawatomi Trail of Death, and several war memorials. As this facility will remain an integral part of the community into the foreseeable future, it is important to consider ways of capitalizing on the presence that this facility provides.

Although no longer open, the Times Theater remains a cultural feature that has been a gathering point and attraction for the community's downtown for several decades. There is a strong desire to reopen the facility. Other cultural amenities within downtown include City Hall, the WROI radio station, RTC Channel 4 TV station, and the local newspaper, the Rochester Sentinel.

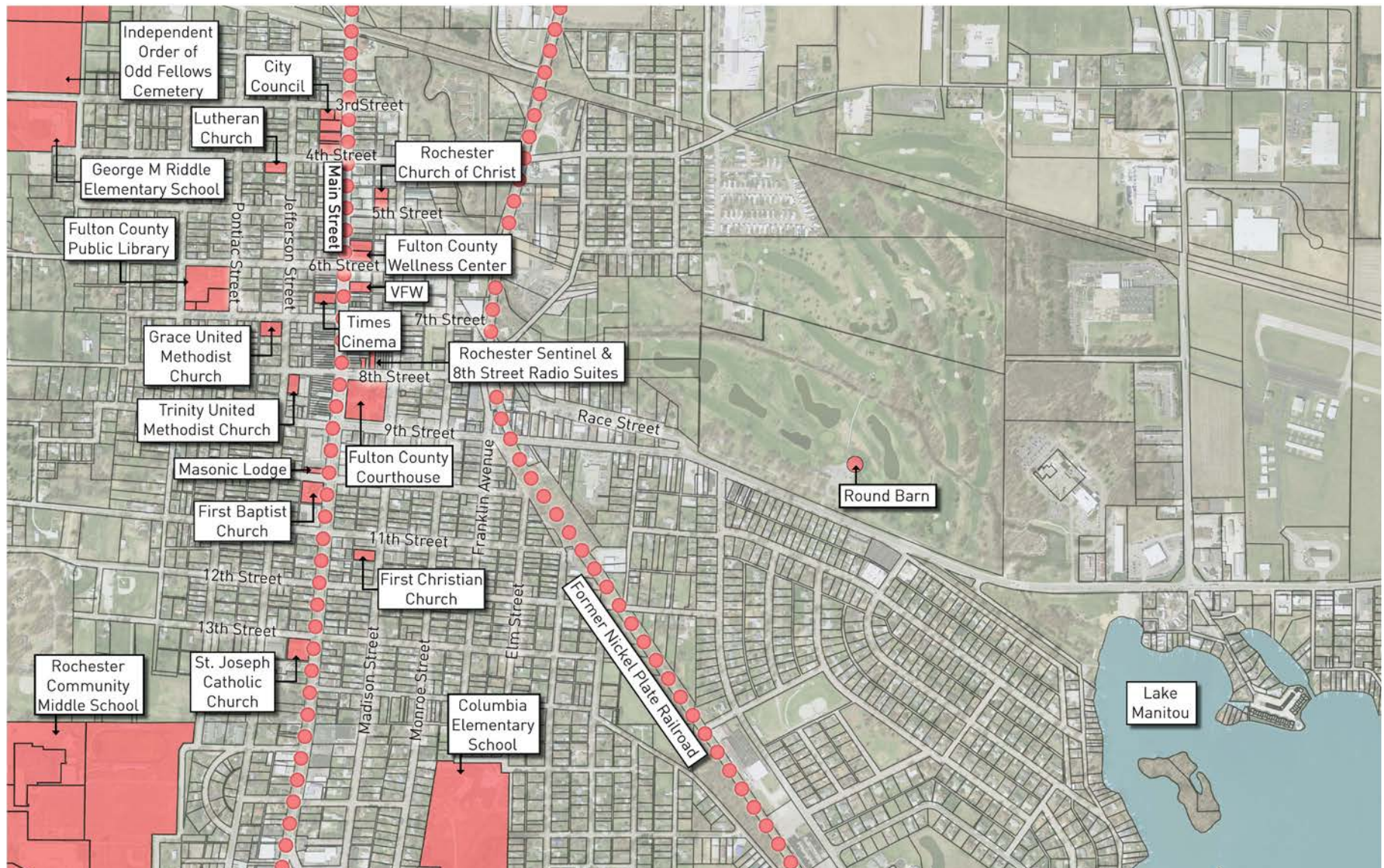
Additional cultural features in Rochester include the City's parks, schools, churches, the Fulton County Library, as well as the Masonic Lodge, VFW Hall, and other local, social gathering places.



Times Theater



The Rochester Sentinel



City of Rochester Cultural Amenities

PUBLIC SIGN SYSTEMS

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

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

SITE FURNISHINGS

Site furnishings refer to items such as benches, litter receptacles, planters, tables and chairs, etc. Within downtown Rochester, the number of existing site furnishings is limited to a few litter receptacles, planters, and a limited number of benches.

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



Sample Downtown Rochester Business Signage



Bench at Courthouse Square



Planter & Litter Receptacle at Wellness Center



Bench & Planter near former Bailey's Outfitters

PLANTINGS

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

Existing plantings are limited to a few above grade planters and street trees that occur along the length of Main Street. As downtown revitalization occurs, consideration should be given to the installation of additional lawn panels with trees, planters, hanging baskets, and stormwater planters, where a variety of colorful perennials can thrive.

LIGHTING

Current lighting manifests itself in a functional fashion throughout Rochester's downtown and does little for aesthetic enhancement. Existing lights are comprised of aging cobra head style fixtures mounted on twenty-five-foot poles. These fixtures provide lighting on the streets for cars, but are outdated, inefficient, and do not reinforce pedestrian spaces. As improvement to downtown is made, the community should consider the installation of more aesthetically appealing, efficient, pedestrian scale lights that are no more than twelve to fourteen feet tall.



Downtown Rochester Plantings



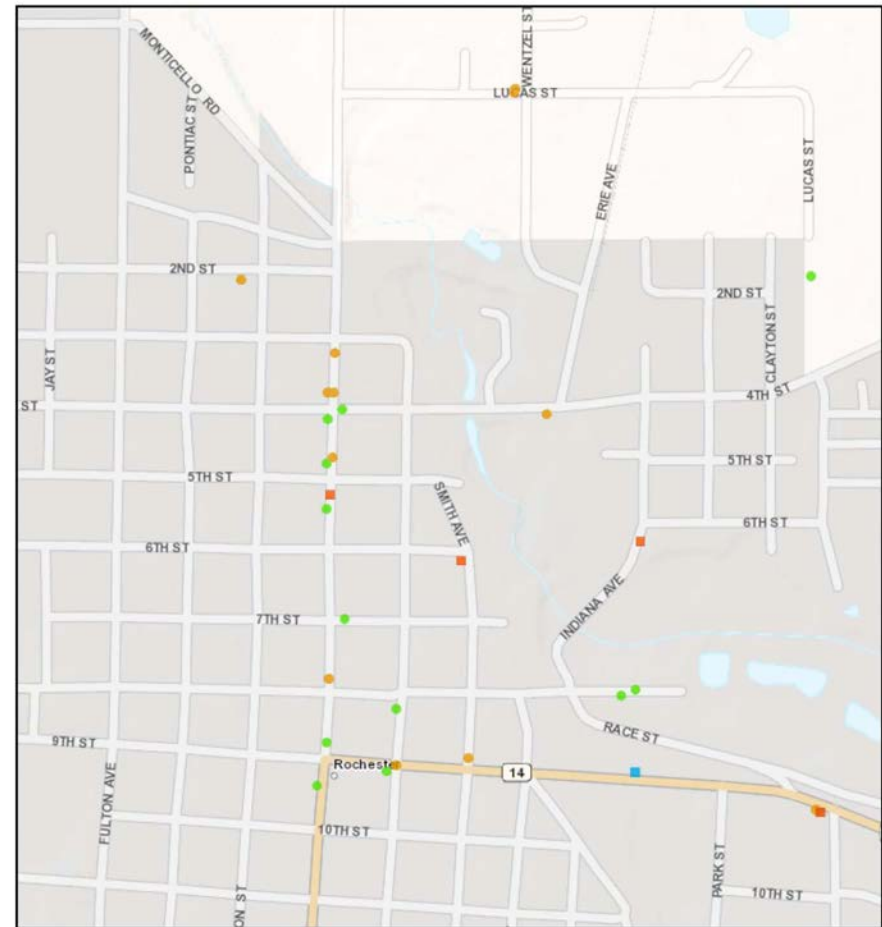
Downtown Rochester Street Lighting

EXISTING ENVIRONMENTAL CONDITIONS

According to the IndianaMap website, <http://www.indianamap.org>, multiple underground storage tanks are located within Rochester. Within a one-block area east and west of Main Street, sixteen underground tanks are noted, seven of which are noted to be leaking. In addition, two industrial waste sites are noted within one block of Main Street and inside the downtown study area.

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

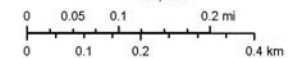
City of Rochester - Environmental Map



December 16, 2015

1:8,000

- | | |
|--------------------------|----------------------------------|
| ■ Brownfields | ■ Open Dump Waste Sites |
| ■ Cleanup Sites 2015 | ■ Industrial Waste Sites |
| ■ Superfund Sites | Underground Storage Tanks |
| ■ Septage Waste Sites | ● Not Leaking |
| ■ Restricted Waste Sites | ● Leaking |



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

PUBLIC TRANSIT

The City of Rochester and Fulton County are serviced by Fulton County Transpo, a local service providing transportation to Fulton County residents that is sponsored by the Fulton County Council on Aging. The service is available to any Fulton County resident regardless of age or socio-economic status, but only is in operations Monday through Friday from 6:30 a.m. to 5:00 p.m.

In addition, Rochester is serviced by Hoosier Ride, a regional transportation service that provides services to locations throughout the Midwest.

EXISTING PLANS

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

- 2004 Rochester Downtown Action Agenda
- 2006 Rochester Downtown Revitalization Plan
- 2007 Indiana Transportation Enhancement Program - (Streetscapes & Trail Improvements)
- 2008 Fulton County Comprehensive Plan
- 2011 Stellar Communities Grant Application
- 2011 Fulton County Zoning Ordinance Update
- 2014 TIF Boundary Updates
- 2014 Community Investment Plan

PROPOSED IMPROVEMENTS

INTRODUCTION

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

SUMMARY OF LIABILITIES AND ISSUES

- Loss of U.S. 31 through downtown and re-routing altering traffic patterns and shifting development south causing pressure on downtown businesses.
- Expansive roadways that are intimidating to pedestrians and decrease walkability.
- Few streetscape amenities/site furnishings/street plantings along Main Street.
- Perceived disconnection between downtown Rochester and Lake Manitou.
- Lack of a physical pedestrian connection between downtown and the city's cultural and natural amenities.
- Underutilized courthouse square.
- Lack of a downtown gathering/open space/family oriented activities.
- Lack of physical gateways and community branding/identity in general.
- Vacancy at the Main & 9th Street intersection, creating an unattractive gateway to downtown.
- Lack of destination activities and attractions that catalize new mixed-use development, particularly urban storefront retail and housing.

SUMMARY OF STRENGTHS AND OPPORTUNITIES

- Expansive roadways providing opportunity for additional pedestrian, multi-modal, and streetscape amenities.
- Significant amount of downtown parking.
- Utilities predominately located in the alleyways.
- A large number of buildings that are currently occupied by a variety of business types.
- A large number of buildings and spaces that are available for redevelopment.
- Extensive natural and cultural assets within the community and opportunities for developing physical connections between them and downtown.
- The Fulton County Courthouse and additional civic entities that provide a continuous and consistent downtown presence.
- The courthouse square offering unused open space for a downtown gathering place at the heart of the city.
- Alleyways within the downtown providing potential pedestrian connectors between points of interest.
- The Nickel Plate Trail providing opportunity for regional bicycle connections to Rochester's downtown.
- Several locations offering opportunities for the development of new community gateways.

STREET AND PARKING IMPROVEMENTS

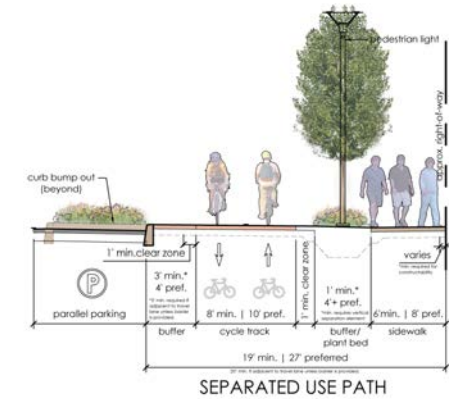
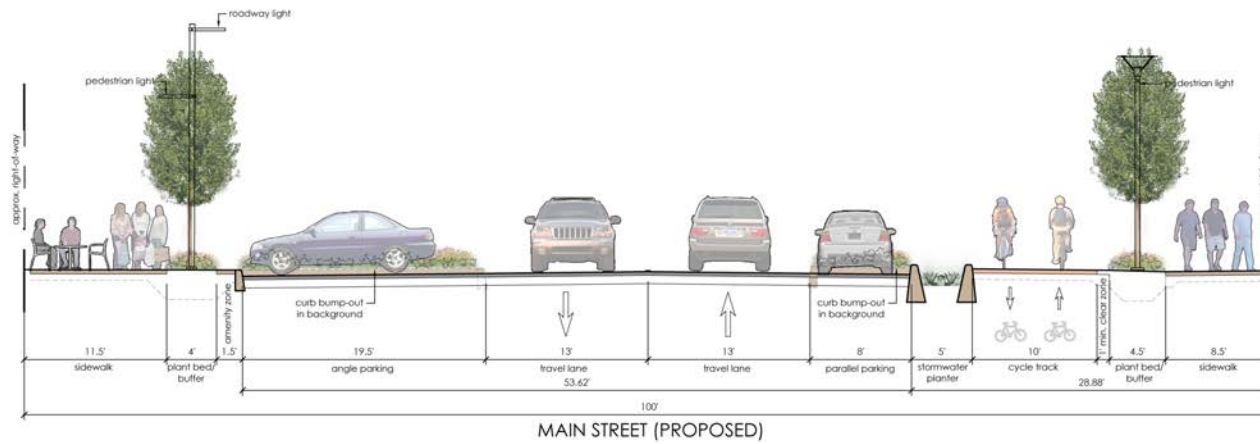
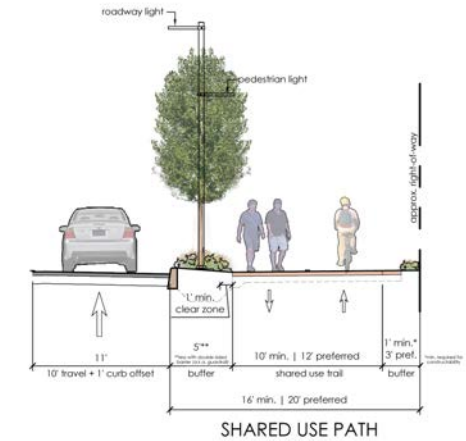
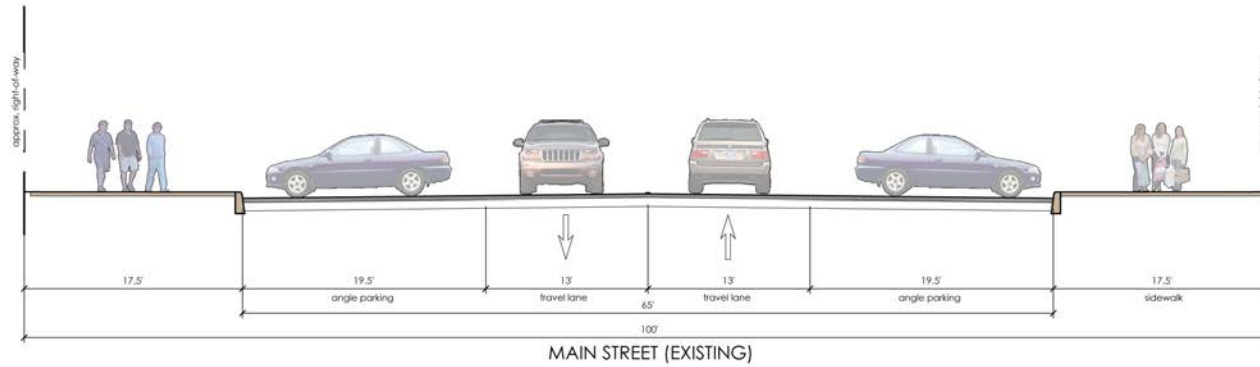
All of the streets surrounding the historic courthouse square are recommended for improvements to enhance the downtown's character. The primary goal is to create complete streets that are functional and attractive to business owners, residents, and visitors alike. The image on the right illustrates an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

Specific improvements for Main, 9th, 8th, and Madison Streets include:

- Narrow the street to establish a more traditional asphalt roadway.
- Convert angle parking to parallel parking on the east side of Main Street and south side of 8th Street, maintaining angled parking on the opposite sides.
- Construct new curbs and upgrade the storm sewer to correct drainage and accessibility issues.
- Implement stormwater planters to capture and cleanse storm runoff along Main Street.
- Construct curb bump-outs to reduce the pavement width that a pedestrian must cross and install crosswalks to allow crossing the street.
- Add new street lighting, trees, benches, litter receptacles, and planters as further discussed in the following sections.
- Implement the separated-use cycle path along the east side of Main Street. (Reference the "Combining the Elements" section for more information). Implement a combined-use cycle track along the south sides of 8th and 4th Streets.
- For Madison Street, reconstruct part of the street as a pedestrian plaza that removes the need for curbs and allows positive drainage away from the buildings. This will allow the remainder of the narrowed street to be used by vehicles during normal business hours, but will allow the street to be shut down and used as a pedestrian gathering area for special events.



Kirkwood Ave., Bloomington, Indiana



MULTI-USE TRAILS

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

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

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

Through downtown Rochester, consideration should be given to developing a separated-use cycle track along the eastern edge of Main Street between 4th and 9th Streets. This would require the shifting of the eastern curb line and changing existing angle parking to parallel parking along it. Angle parking could be maintained along the western curb line. South of 9th Street, as the trail travels towards US 31, the trail could convert to a shared-



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

use trail, replacing the existing sidewalk, and utilizing the large tree lawn that is available.

At its northern end, the cycle track would travel east along the south side of 4th Street as a shared-use trail, providing a connection to the Nickel Plate Trail. An additional leg of the cycle track is recommended to travel along the southern edge of 8th Street, and Race Street, connecting to the future Nickel Plate Trail and existing Mill Creek Golf Course/Lakeview Park trail. Between Main and Madison Streets, this trail would take the form of a separated-use trail. East of Madison Street, the trail would convert to a shared-use trail.

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

PUBLIC SIGN SYSTEMS

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

Suggested improvements include:

- Develop a design standard for public signage within Rochester that offers at least two types of signs: smaller, more detailed signs located along walks and directed towards pedestrians, and larger, less detailed signs directed towards motorists.
- Develop a physical design character for the signage that has an urban character and complements other streetscape amenities such as benches, litter receptacles, street lights, and planters.
- Locate signs at heavily trafficked and key places such as downtown, parks, key intersections, and along proposed trail corridors.
- List points of interest and provide directional markings and distances. Signs designed for pedestrians can also offer interpretive information about historic, cultural, and social places and events and can provide key maps of the larger community.



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

SITE FURNISHINGS

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

Specific recommendations for site furnishings include:

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

STREET LIGHTING

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

Specific recommendations for street lighting include:

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



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



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

STREET PLANTINGS

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

When considering street plantings, specific recommendations include:

- Select perennials and annuals that are relatively low maintenance.
- When using above-grade planters, select planters that complement other downtown site furnishings and that are movable in lieu of fixed constructions. Movable planters offer more flexibility in the design and use of the streetscape.
- When using trees, select trees that have an upright branching habit to minimize the need for pruning and to minimize conflict with pedestrians and vehicles. Select trees that do not bear nuts or fruit as they become a nuisance when maintaining downtown sidewalks and also attract birds and other wildlife.



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

GATEWAYS

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

Recommendations for gateways within the City of Rochester include:

- Develop gateways with a similar character that evoke a character/brand/theme by which the City of Rochester can be identified. (This could play off of the “Lake” theme that Rochester previously selected in the 2006 Rochester Downtown Revitalization Plan that celebrates the City’s connection to Lake Manitou)
- Construct new gateways along all of the major routes into the City (SR 25/14 & U.S. 31).
- Construct a new gateway at the intersection of Main and 9th Streets.



The City of Fisher’s Indiana celebrates its Geist Reservoir through gateways that evoke a nautical theme.



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



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



EXISTING CONDITIONS

ARCHITECTURE OVERVIEW

The historic buildings in Rochester provide the physical account of the past, present and future of downtown. The buildings section provides analysis and guidelines to restore the unique building stock of the downtown in order to create friendly and inviting spaces for new businesses to open and pedestrians to linger and shop. The focus of the downtown study area is defined by the Rochester Historic District, the blocks on either side of Main Street between 3rd and 9th Streets, as delineated by the Fulton County Zoning Map (found at Think GIS<http://fulton.in.wthgis.com/>).

The architectural focus of the downtown revitalization plan builds upon and expands the façade improvements presented in the Rochester Downtown Revitalization Plan of 2006. The 2006 plan presented color palette suggestions to reflect a Lake Theme to identify with nearby Lake Manitou, signage examples, and façade sketches for the buildings along Main Street between 6th and 9th Streets. These recommendations remain valid, yet the information presented in the sections below will give additional written analysis for the buildings, and will offer tools and resources to spur forward restoring the historic charm of downtown Rochester.

Although little has changed visibly on the façades since 2006, the Rochester Downtown Partnership (RDP), has made significant efforts to develop a grant program with companion design guidelines to facilitate and incentivize improvements. The objectives of the program include: restoring vibrancy to the downtown, preserving the architectural integrity, stimulating economic development, encouraging upkeep and improvements to buildings, and complementing other revitalization and development efforts (See RDP Economic Restructuring Downtown Partnership Grant Program Draft document). The recommendations within this report bolster these goals through building analysis and suggested improvements to those buildings along Main Street roughly between 4th and 9th Streets and East 7th and East 8th Streets, offering tips for historic structure maintenance, proposing



additional ideas to the façade grant program, providing additional guidance for the design guidelines program, and proposing some updated façade renderings including potential costs for selected projects.

The sections that follow develop a baseline of the existing conditions and focus on preserving the historic nature of the downtown by providing the town and building owners tools to restore the historic buildings and adapt them to future use. The evaluation begins with an analysis of current ordinances applicable to the Historic District. Conditions of the downtown buildings are based on preservation of the historic nature of the downtown and the physical condition of the building.



Fulton County Courthouse

GENERAL PRESERVATION CONCEPTS

The study area encompasses the Rochester Downtown Historic District, listed on the National Register in 2008. Preservation of the community's historic buildings protects the tangible link to Rochester's commercial past and provides the context for future development within the business district by complimenting the inherent character of the town. The following Best Practices, adapted and paraphrased from the Secretary of the Interior's Standards for Rehabilitation, offers general guidance for preservation and restoration. (For the complete Standards see: <http://www.nps.gov/tps/standards/rehabilitation.htm>.)



Preservation Best Practices

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

EXISTING CONDITIONS

The scope of the review of existing conditions focuses on a general, visual inspection of the exterior condition of the building facades, not a comprehensive analysis of the conditions. Where potential structural concerns were evident or brought to our attention, they have been noted. However, owners should seek the professional expertise of an architect or engineer for a complete assessment of the building's condition. As a starting point, building owners may follow the guidelines presented in the Historic Structure Maintenance section of this document to inspect their building and should consult professionals with concerns.

The discussion that follows is organized by each block along Main Street, between 5th and 9th Streets, as well as East 7th Street and East 8th Street. The analysis begins with a description of the block's character, revealing the unique features and in some cases, deferred maintenance, alterations and "modernizations" which diminish the charm of the block. Architectural assets include well-maintained and intact buildings, remaining historical elements, sympathetic remodeling and improvements, and occupancy with uses appropriate to a downtown commercial district. Detractions, or



the elements that take away from the historic character and vitality of the square, include structures and additions in poor maintenance, closed-in window and door openings, non-historic or unsympathetic changes to the building, and vacancy or occupancy by ill-suited uses.

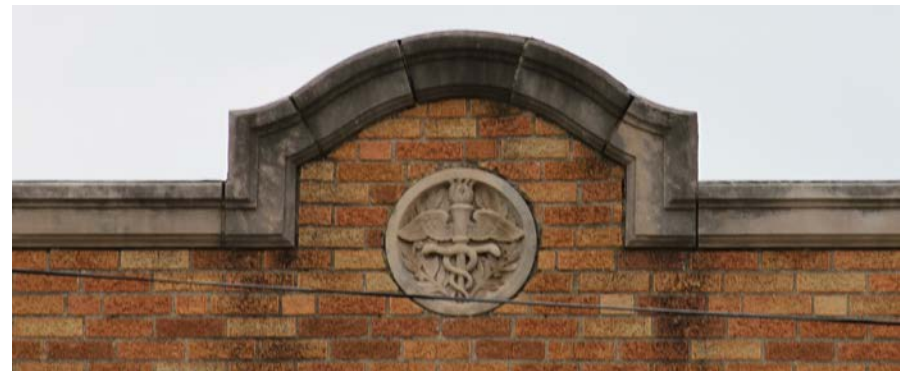
The analysis of each block is followed by a property inventory consisting of a photograph of each building and a summary of the notable features and areas on which to focus renovation efforts. The noted repairs are general and will require further inspection of existing conditions. An analysis of underlying conditions upon selective removal of detracting later additions may be required to determine an appropriate methodology to repairs. Often through this process additional historic materials or evidence of original conditions are found hiding beneath more recent alterations and added layers of surface materials. Sometimes in this process, underlying structural deficiencies become visible requiring immediate repair. This basic building "check up" is just the start of more comprehensive conditions analysis leading to repair/renovation solutions.



800 BLOCK MAIN - WEST SIDE

CHARACTER

Late 19th-century and early 20th-century, two-story, masonry buildings occupy the southern-most block of the historic district. The loss of the building at 828-830 Main due to fire, while tragic, creates an opportunity for redevelopment on the block. This contiguous stretch of historic structures serves as a gateway to the historic district. Assets along this block include the exceptional amount of historic materials and integrity that remains at the parapet levels, the decorative sheet metal cornices, pediments and window hoods, ornamental masonry pediments, and particularly the historic storefront configuration at 816 Main. Unfortunately, the second floor window openings, which have been obscured or infilled with undersized replacement units, detract from the character of the block. Generally storefront alterations date from the mid to late twentieth century and are often unsympathetic to the grander original elements at the upper levels of the buildings. The heavy wood and shingle or other inappropriate awnings have been located such that they hide the traditional transom windows.



Masonry pediment with limestone medallion with symbol of Caduceus, above and metal window hood topping a leaded-glass transom window below.





800
Dawson Building

PROPERTY INVENTORY: 800 BLOCK MAIN - WEST SIDE

Features: Pressed metal cornice, arched masonry window openings with limestone sills, remnants of storefront cornice, and altered storefront.

Renovation Items: Repoint masonry. Repair and paint metal cornice. Install new aluminum-clad wood window with arch tops. Reintroduce transom windows at storefront and install new fabric awning.



802
Rochester Bank Building

Features: Decorative pressed metal cornice with pediment, evidence of shallow arched masonry window openings with limestone sills, and altered storefront with asphalt shingled canopy.

Renovation Items: Repoint masonry. Repair and paint historic cornice. Install new aluminum-clad wood windows to fill original masonry openings. Remove flat white panel at upper storefront and wood canopy. Investigate appropriate solutions for storefront renovation.



804

Features: Decorative window hoods above shallow arched masonry window openings with limestone sills, and altered storefront.

Renovation Items: Repoint masonry, especially at parapet wall. Consider applying a unifying, lime-based paint at brick masonry. (See Sample Guidelines.) Repair limestone window sills. Install new aluminum-clad wood windows to fill original masonry openings. Introduce a single appropriate identification sign. Storefront repairs and installation of new fabric awning.



806

PROPERTY INVENTORY: 800 BLOCK MAIN - WEST SIDE

Features: Blond brick masonry with central pediment and recessed panel, limestone banding, rectangular masonry window openings with limestone sills, aluminum storefront with recessed entry.

Renovation Items: Remove miscellaneous wires. Repoint masonry and repair stone coping and limestone banding. Install new aluminum-clad wood windows to fit existing masonry openings. Reintroduce transom window at storefront. Remove sign board and install appropriate identification sign. Install new fabric awning.



808-810

Features: Blond brick masonry with central pediment and decorative masonry panels at cornice, Limestone coping, banding and window sills, altered storefront materials with original storefront configuration with recessed entryways and second floor sidewalk entrances.

Renovation Items: Repoint masonry joints at stone coping. Install new aluminum-clad wood windows within existing masonry openings. Reintroduce storefront transom windows. Investigate appropriate solutions for storefront renovation.



814

Features: Ornate arched window hoods (3), limestone window sills, and altered storefront with evidence of original decorative cast iron columns.

Renovation Items: Repoint masonry. Install new arch-top aluminum-clad wood windows to fill original masonry openings (3). Investigate conditions of remaining windows (4) to determine appropriate window size and configuration and install new aluminum-clad wood windows. Reintroduce storefront transom windows. Restore cast iron columns. Investigate appropriate solutions for storefront renovation.



816
Stinson Building

PROPERTY INVENTORY: 800 BLOCK MAIN - WEST SIDE

Features: Blond brick masonry with decorative limestone coping, medallion, window keystones, articulated banding and first floor door and window heads, and 6-over-1 double-hung wood second floor windows.

Renovation Items: Restore or replace in kind second floor wood windows, Repair damaged stone watertable banding at foundation. Install new full light wood entry doors. Clean limestone.



818-822

Features: Decorative metal cornice and second floor window hoods, large vertical windows with transoms and limestone sills, and altered storefronts.

Renovation Items: Repoint masonry. Repair and paint metal cornice and window hoods. Repair or replace second floor windows to match the original configuration of northern-most windows (2). Investigate appropriate solutions for storefront renovation including removal of wood canopy and later masonry veneer storefront. Storefront configuration with recessed entries may reflect original configuration.



824-826

Features: Decorative pressed metal cornice and elaborate window hoods, Rusticated stone veneer at upper story, stained glass second floor transom windows over double-hung and fixed sash, partial metal storefront cornice, second floor entry transom, and altered storefronts.

Renovation Items: Repair brick backup and stone veneer at upper south corner. Repair and paint metal cornice and window hoods. Restore stained-glass transoms and install new aluminum-clad wood windows below transom windows. Investigate appropriate solutions for storefront renovation including removal of wood canopy and later masonry veneer storefront and restoration of storefront cornice. Repair south side wall and resurface with lime-based stucco finish to return the integrity of the masonry wall.



828-830

Construct new two story building sympathetic to the historic context of the block.



700 BLOCK MAIN - WEST SIDE

CHARACTER

The west side of the 700 block of Main Street contains an assortment of one to three story buildings constructed of wood and masonry. The taller buildings give this block a more massive quality and almost serve as an anchor to the district. The block contains a mix of strong character features yet also has numerous detractors that chip away at this integrity. The large, three-story buildings have retained much of their historic fabric, especially at their upper levels including decorative sheet metal cornices and masonry parapet walls. The Dillon Building (712 Main) has a unique two-level retail configuration with basement level storefronts. Some upper floor windows remain with units of their original size and configuration, while other openings are obscured or infilled with undersized replacement window units. Some decorative window hoods remain. The only remaining historic storefront at 712 Main is now obscured by an overgrown street tree. Recent applications of later cladding material hide the historic details at the three single-story buildings as well as the Medical Clinic building at 700 Main. Heavy wood and shingle awnings and barrel-vault awnings detract from the historic character of the block by obscuring transom windows and structural details.



The prism glass transom at 712 Main allowed light to filter deep into the store.



700-704

PROPERTY INVENTORY: 700 BLOCK MAIN - WEST SIDE

Features: Only minimal evidence of a decorative metal cornice exists at each corner of the parapet. A recently installed EIFS coating hides the historic masonry façade.

Renovation Items: To return some of the historic proportions and streetscape character, reintroduce larger openings at the storefronts and larger second floor windows. Install new appropriate fabric awnings to reintroduce the storefront line.



706

Features: Evidence of crimson and beige Carrera glass tiles.

Renovation Items: Remove awning and rusticated stone cladding at storefront. Repair and restore Carrera glass tile and install new tile treatment below storefront windows. Install new fabric awning.



708

Features: Evidence of green marble veneer, brass storefront and storefront cornice.

Renovation Items: Replace missing marble tile at upper façade. Restore storefront. Introduce appropriate identification sign.



710

Features: Decoratively patterned brick masonry, limestone coping, window sills and column capitals, and altered storefront.

Renovation Items: Repoint masonry. Restore leaded glass transoms and repair wood sash at third floor. Install wood windows with transoms at second floor matching third floor configuration. Reintroduce transom windows at storefront. Investigate appropriate solutions for storefront renovation and restoration.



712
Dillon Building

PROPERTY INVENTORY: 700 BLOCK MAIN - WEST SIDE

Features: Dentiled metal cornice, limestone detailing and quoining at corners, limestone storefront cornice, prism glass transoms, original storefront configuration and materials, second floor window groupings with contrasting bridge arches and basement level storefronts. Compromised roof and masonry at building rear.

Renovation Items: Repair masonry and roof at rear of building. Repoint masonry. Restore metal cornice. Restore upper level wood windows. Repair storefront including leaded, stained glass transoms. Repair basement level storefronts and install new metal handrails and guard rails. Remove vinyl window signs itemizing store merchandise.



716

Features: The façade has been totally obscured with later surface treatments and storefront alterations.

Renovation Items: A complete assessment of the buildings condition should be made including selective demolition to reveal underlying conditions. Determine an appropriate renovation solution for the building façade and other building repairs.



718-722
Shore Building

Features: Brick blend with articulated windows and cornice detailing, limestone details and window sills, and altered storefronts [3].

Renovation Items: Install new aluminum-clad wood windows at second floor to match historic deteriorated original windows. Investigate appropriate solutions for storefront renovation including removal of dissimilar stretched vinyl awnings and later masonry and wood veneer storefronts.



724-726
Mammoth Building/Central Block

Features: Decorative sheet metal cornice, Gothic arched window hoods, limestone sills and altered storefronts.

Renovation Items: This building's identity is blurred through its connection with the adjacent southern portion of the Shore Building. Even though ownership crosses the building line the two building blocks should retain their own original identity. See restoration suggestions in a later section.



728-730
Masonic Building

PROPERTY INVENTORY: 700 BLOCK MAIN - WEST SIDE

Features: Partial dentiled cornice, rusticated veneer, tall arch-top windows, limestone tablet identify the Masonic Hall, and altered storefront.

Renovation Items: See restoration sections in a later section.



Lower storefront at the Dillon Building.



Dentil cornice on the Dillon Building.



600 BLOCK MAIN - WEST SIDE

CHARACTER

The west side of the 600 block of Main Street contains an array of one and two story buildings constructed of wood and masonry. Although the buildings were constructed in the late nineteenth and early twentieth centuries, they present an assortment of disconnected remodeled styles. The assets of the block include the historic fabric remaining at the upper levels: decorative sheet metal cornices, masonry parapet walls, original second floor windows and window hoods, and the historic Times Theater marquee. Part of the storefront remodel at 606 Main dates from the 1920s and has become historic and should be preserved. Detractions include 628 Main, swathed in metal, hiding the details of a once prominent corner structure. The false façade at the upper level of 610-612 Main is out of place with its masonry façade neighbors. Many of the window openings on the second floor are obscured or infilled with vinyl replacement units. The added heavy stone veneer at the Times Theater building (618-622 Main) overpowers the rest of the façade. Wood and shingle awnings obscure transom windows and structural details.





600-602
Hoover Building

PROPERTY INVENTORY: 600 BLOCK MAIN - WEST SIDE

Features: Brick masonry with stepped cornice detail, paired second floor windows, limestone banding and new aluminum storefront infill.

Renovation Items: Repoint masonry and restore stone coping. Remove vegetation from side of building. Install new aluminum-clad wood windows with wood mullions at second floor. Install appropriately scaled identification sign.



604-606

Features: Stepped metal cornice supported by metal corbels, ornate decorative shallow arched window hoods, and 2-over-2 arched wood double hung windows (3) with limestone sills, and altered storefronts.

Renovation Items: Restore metal cornice and paint. Extensive masonry repointing on all sides of building. Repair or replace wood windows to match original windows. Investigate appropriate solutions for storefront renovation or repairs to existing with historic integrity of their own merit.



608

Features: This c. 1930's one-story building was conjoined with the historic Italianate two story building to the north and reflects a unified storefront at the ground floor for its former auto repair use. The recessed entry and wrapping storefront and entries relate to this time period.

Renovation Items: Restore storefront transom at recessed bay, storefront repairs and restoration, and masonry repointing.



610-612

Features: This historic building has been refaced with horizontal lap siding and an altered storefront. Evidence of the buildings proportions and cornice remain.

Renovation Items: Investigate appropriate solutions for storefront renovation including removal of wood shingle canopy to determine if historic features remain.



614

PROPERTY INVENTORY: 600 BLOCK MAIN - WEST SIDE

Features: This building has lost much of its integrity and is in poor and deteriorating condition.

Renovation Items: Consider demolishing this building for a pocket park.



618-622
Char-Bell Building

Features: The Times Theater retains much of its interior integrity. The brick masonry façade reflects its period of construction in the early teens and retains its limestone and masonry articulated cornice, limestone details, simple wood double-hung windows and the basic first floor storefront and theater configuration. The highlight is the original stylized curved marquee.

Renovation Items: Repoint masonry and repair stone coping. Install new aluminum-clad double-hung wood windows at second floor. Remove stone veneer and repair or replace storefront system. Restore marquee.



624-626
Lee Miller Building

Features: Decorative metal cornice stepped masonry detailing, limestone banding and window sills and altered storefront.

Renovation Items: Repoint masonry and investigate cause of step-cracking above north storefront. Install new aluminum-clad wood windows to fill masonry openings. Restore metal cornice. Investigate appropriate solutions for storefront renovation including removal of wood shingle canopy and white brick veneer and reintroducing storefront transom.



628
Fieser Block

Features:

Renovation Items: Remove metal cladding and repair and repoint masonry below. Install new aluminum-clad wood windows to fill original masonry openings. Remove metal panels at storefront, reintroduce transom windows and install new fabric awnings.



400-500 BLOCK MAIN - WEST SIDE

CHARACTER

The 400-500 block contains a mix of historic commercial buildings, new bank buildings, and residential buildings. The 400 block has retained its historic layout, with two commercial buildings at the south end and two houses at the north. Commercial buildings maintaining the traditional setback pattern of Main Street originally occupied the property where the banks now sit. These structures, dating from the 1870s were demolished after the State Fire Marshal deemed them unsafe in the 1920s. Exceptional details on the upper level of the buildings at 426 and 530 Main include metal cornices and decorative masonry work. The window hoods are ornamented masonry and stone at 530 and metal at 426. Although relatively unadorned, the Twentieth-Century Commercial building at 526-528 Main displays the restrained elements of the style: simple rectangular masonry detail on the parapet, soldier course window surrounds and stone coping. The contemporary-style banks, set back from the sidewalk in a suburban pattern, detract from the historic character of the block. Other detractions include the cladding and finishes on the building at 428-430 Main and the obscured transom windows on the historic buildings.



Details on the Kirtland & Hoover Building, 530 Main.



426

PROPERTY INVENTORY: 400-500 BLOCK MAIN - WEST SIDE

Features: Dentiled metal cornice, metal window hoods, double-hung wood windows, metal storefront cornice and original storefront. The north wall has evidence of ghost signs.

Renovation Items: Repoint masonry. Repair and paint sheet metal at cornice and storefront. Restore or replace second floor windows to match existing. Restore historic storefront elements including glass in transom openings and wood panels at kickplates.



428-430
Troutman Building

Features: Evidence of original metal cornice and cast iron columns, altered storefront and newly clad façade.

Renovation Items: Remove residential character items such as octagon window and hipped roof canopy. Introduce new fabric awnings in the traditional storefront locations.



504

Recommendations: Install landscape at north corner and as buffer to parking lot.



516

Recommendations: Replace metal fence with landscape to provide barrier between the two banks.



526-528

530
Kirtland & Hoover Building**PROPERTY INVENTORY: 400-500 BLOCK MAIN - WEST SIDE**

Features: Stone coping, brick masonry and altered storefront.

Renovation Items: Retain and repoint concrete parapet cap. Install new aluminum-clad wood framed windows at second floor. Remove unused anchors from masonry. Remove panels at storefront and install transom windows.

Features: Decorative metal cornice and stepped masonry at cornice, arched masonry window openings and altered/infilled storefront. Evidence of cast iron columns remain at storefront.

Renovation Items: Restore historic sheet metal cornice. Install new archtop aluminum-clad wood double-hung windows at second floor. Investigate appropriate solutions for storefront reconstruction using remaining historic features.



Side elevation at 530 Main.



500 BLOCK MAIN - EAST SIDE

CHARACTER

Except for the two-story building at the north end of the block, all structures were built post-1920. The Bracket Building (501-503 Main) originally was the home to Progress Wholesale Grocery Company and became the manufacturing facility for Topps Apparel in the 1930s. Topps built the one-story portion of the building and remodeled the front of the older portion of the building. The currently vacant space offers the opportunity for creative development. The two story buildings at the center of the block retain the minimalist details of the twentieth century functional style; however, the wood and shingle awning at 513 Main obscures the transom details. The open area between the two is under development as an outdoor seating venue for the restaurant being constructed at 527 Main.



501 Main - Building details from the late nineteenth century on the left and circa 1930s facade to the right.



501-503
Bracket Building

PROPERTY INVENTORY: 500 BLOCK MAIN - EAST SIDE

Features: Stylized, masonry detailing in the art deco industrial style, vertical banding metal windows at two-story and linear horizontal window banding at one-story, masonry entry detailing.

Renovation Items: Restore fenestration pattern by reintroducing windows at openings in one-story portion of building. Repair steel lintels at window heads. Prepare painted brick surface (north elevation) for application of lime-based paint system. Restore windows. Install new metal coping.



513

Features: Brick masonry with stepped cornice and limestone banding and detailing and altered storefront.

Renovation Items: Repair and repoint masonry at south elevation and re-anchor at front elevation. Remove metal canopies at second floor windows and install new operable aluminum-clad wood windows. Investigate appropriate solutions for storefront renovation including removal of wood shingle canopy.



527

Features: Brick masonry with vertical pilasters articulating structural elements, expansive aluminum storefronts and recessed entry with original door and transom.

Renovation Items: Repair masonry at parapet and repoint masonry at north and front elevations. Scrape and paint steel lintels at the storefront. Repair entry door and transom.



529

Features: The Louderback Building, circa 1940 was remodeled for the Rochester Wellness Center in 1998 and covered in contemporary cladding.

Renovation Items: As a 1980's commercial building, the building is seeing the need for general repair and maintenance. Repair entrance beam and ceiling.



600 BLOCK MAIN - EAST SIDE

CHARACTER

This block of buildings was excluded from the National Register listing because of the newer structures at the north end of the block and the remodeling of the storefronts at the south end, rendering their age of construction indeterminate. The three buildings at the south end of the block, however, are representative of the massing pattern of the historic character of the downtown. The window openings on the center building (619) are inconsistent with the fenestration patterns of the early turn-of-the-century construction. Because of the lack of storefront activity fronting Main Street and the absence of signage, the buildings begin to have a vacant appearance.



Blade sign at 625 Main.



617

PROPERTY INVENTORY: 600 BLOCK MAIN - EAST SIDE

Features: This façade is reflective of commercial storefronts of the 1950's with stack-bond roman brick, simple detailing, clean aluminum storefront and aluminum awning.

Renovation Items: If possible, remove steel beam and repair masonry. Reconfigure blade sign support bracket. Remove electrical channeling or install appropriate lighting fixtures. Repair metal awning.



619

Features: According to Sanborn Maps, this building appears to date to circa 1920. The east elevation reflects a c.1950's façade update with ashlar stone veneer and small, punched openings.

Renovation Items: Consider larger ground floor openings to reflect a more traditional storefront pattern. At minimum create the sense of storefront with two fabric awnings, one at the entrance and one covering the four windows. Incorporate appropriate identification signage.

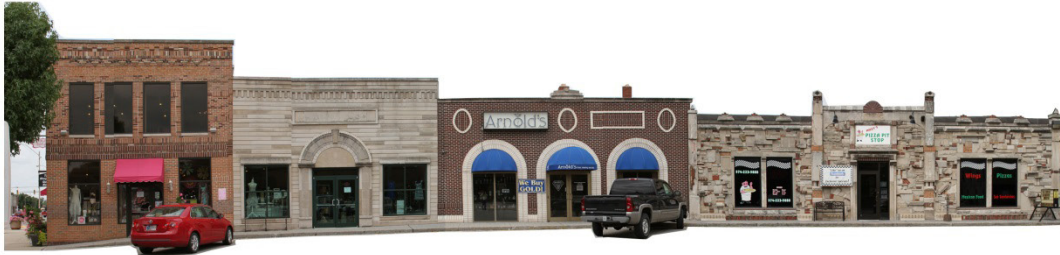


625

Features: This building appears to be historic but proportions and number of windows and the finish of the brick appears to have undergone some type of alteration at an unknown period.

Renovation Items: Repair brick veneer. Install new larger sign on projecting arm and reuse existing sign at ground level. Introduce additional awnings matching existing at other openings.

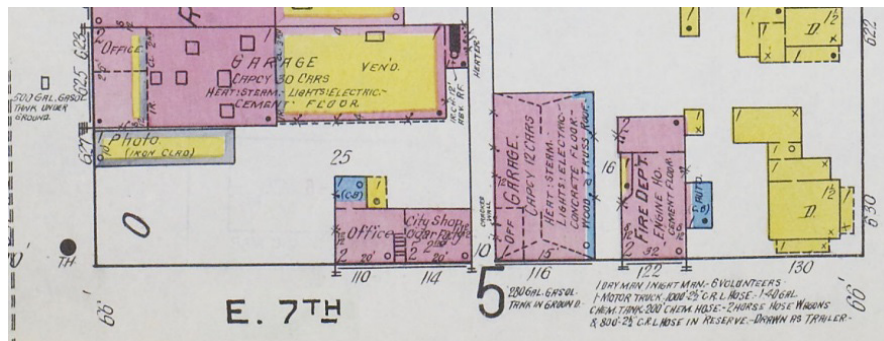
ELEMENT: THE BUILDINGS



EAST 7TH STREET

CHARACTER

The 100 block of East 7th Street begins with a series of quirky facades and culminates in the 1915 City Hall building. The buildings on the west side of the block were covered in new masonry cladding within the last ten years and cover a garage building, built in the early 1900s. They present an interesting face to the former service building. The monumental Tudor Revival City Hall building draws attention to the east end of the block. The fire garage attached to the left side of the City Hall building was constructed in the 1950s.



East 7th Street buildings from the 1920 Sanborn maps #5.
<https://libraries.indiana.edu/union-list-sanborn-maps#Alphabetical>



The creative use of masonry on the East 7th Street buildings includes varying colors of brick above, and the use of concrete elements to create an interesting visual barrier to the dumpster area, below.



625 Main
Flirt Building

PROPERTY INVENTORY: EAST 7TH STREET

Features: This side elevation of the former garage building used to have an adjacent one-story building that would have covered at minimum the first floor openings.

Renovation Items: At a future date consider replacing upper story windows with traditional double-hung sash to fit the existing openings.



106-114 East 7th

Features: These façades are more recent additions made to the side elevation of the former garage.



122 East 7th

Features: Brick masonry with articulated cornice and limestone detailing, Tudor-arch window openings with limestone headers.

Renovation Items: Repoint masonry. Reintroduce double wood doors at west bay. Remove windows and install new aluminum-clad wood windows to reflect historic configuration. Install more traditional overhead doors at fire bays.



700 BLOCK MAIN - EAST SIDE

CHARACTER

The late-1970s one-story building on the north half of the block sharply contrasts with the two-story structures on the south half. The upper level cornices that remain on the south portion of the block illustrate the evolution of late-nineteenth century architectural styles. The bracketed cornice, elaborate window hoods, and arch-top windows reflect the Italianate style on the circa 1890 Nofstger/Robbins Building (717). The building at 721 Main also has the Italianate arch-top windows but has lost its decorative cornice. Just a few years later, the 1894 Sentinel Block (723-727 Main) suggests movement toward the Twentieth Century Functional style with more constrained cornice detailing and rectangular window openings. All the storefronts on these historic buildings have been altered. The 1975 bank building at 729 Main reflects design features, scale and details indicative of the period, yet hold the traditional setback pattern of Main Street. The one-story building occupying the north half of the block detracts from the character of the historic district and has a more suburban “strip-mall” appearance. The heavy wood and shingle awning dominates the dark brown brick façade.



Cornice and window details at 727 Main.

PROPERTY INVENTORY: 700 BLOCK MAIN - EAST SIDE

701

Features: This building is consistent with new development of the 1970's.

Renovation Items: Remove wood and shingle awning and determine underlying condition. Consider installing a new brick veneer above the existing storefronts in a scale and height consistent with other one-story buildings downtown. Install stone coping. Install new fabric awnings and signage to delineate individual storefronts.



717

Noftsgier/Robbins Building

Features: Highly ornate metal cornice, decorative arched window hoods, original wood arched double-hung windows, Limestone window sills, rusticated brick veneer over the original brick masonry, partial remains of original storefront metal cornice, and altered storefronts.

Renovation Items: Restore stone veneer where missing. Repair and paint metal cornice. Restore windows if possible or replace windows with new aluminum-clad arch-top wood windows to replicate the original. Investigate appropriate solutions for storefront improvements including removal of wood and shingle canopy and retaining and mimicking the metal storefront cornice.



721

Features: The original historic façade has been altered through the additional of later finish materials and storefront alterations.

Renovation Items: Investigate appropriate solutions for storefront improvements and upper level repairs. Consider metal cornice reconstruction, installation of appropriately scaled new wood aluminum-clad arch top windows to match original masonry openings and storefront changes to reflect more historic proportions.

723-727
Sentinel Block

Features: The Sentinel block is comprised of three storefront bays. The original decorative metal cornice, articulated masonry detailing, limestone banding at window heads and sills remain. The storefront level has been altered.

Renovation Items: Repoint and clean masonry. Install new aluminum-clad wood windows to fill masonry openings on second floor. Investigate appropriate solutions for storefront improvements including removal of wood and shingle awning.



729

PROPERTY INVENTORY: 700 BLOCK MAIN - EAST SIDE

Features: Three bay storefront with contemporary flush-faced limestone cladding and fluted two story limestone columns defining each bay. Bands of reflective glazing in a bronzed aluminum storefront fill two story openings.

Renovation Items: Repair and maintain the existing features. Consider replacing existing sign with a more sympathetic, appropriately scaled sign to the district.



A long expanse of soffit and brick wall at 700 Main.



Cornice and window head details at 717 Main.



EAST 8TH STREET

CHARACTER

The stretch of historic buildings along the east end of the block provides a fitting backdrop for the Fulton County Courthouse. Although the side elevation of the modern bank building dominates the west end of the block, it reflects the massing and scale of the historic district. The Romanesque Revival building at 110 East 8th is one of few of this style in the district. The Centennial Block, covering the entire east half of the block, still displays much of its original Italianate detailing, the bracketed cornices, elaborate window hoods and arch-topped window openings. However, the section at 124 East 8th has been altered and original details lost. Reconfigured storefronts on the block also detract from the historic district. The storefront at 110 East 8th has retained its historic configuration, including the basement level commercial spaces. The smaller 1955 commercial building in the center of the block appears vacant because of lack of signage or adornment.



Historic storefront at 110 East 8th, including prism transom windows.



110
Holman/Stephenson/Shields

PROPERTY INVENTORY: EAST 8TH STREET

Features: Rusticated stone veneer over original brick masonry, arched second floor window groupings, original storefronts at first and basement levels including prism-glass transoms.

Renovation Items: Repair, clean loose paint and repaint peeling masonry. Reintroduce the arched window configuration with new wood aluminum-clad windows at second floor. Scrape and paint storefront lintel. Restore leaded transom windows. Replace entry doors. Install new fabric awning. Repair and maintain basement stairs and lower level storefronts.



114

Features: two-story building dating c. 1950's with ashlar masonry with limestone window sills and foundation. Original opening have new aluminum storefront and windows in original openings.

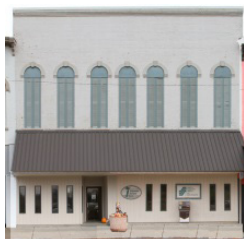
Renovation Items: Remove metal fasteners from masonry and residue above storefront. Repoint where needed. Clean limestone with appropriate methods for historic stone.



118-122
Centennial Block

Features: Metal cornice and metal and brick arched window hoods, some historic windows, and altered storefronts.

Renovation Items: Repair and restore second floor windows or replace with new aluminum-clad wood windows to match the original in size and style. Recoat masonry at west elevation with new lime-based coating system. Relocate window air-conditioning units and rework awning flashing. Investigate appropriate solutions for storefront improvements



124
Centennial Block

Features: Stepped masonry cornice, painted masonry, arched brick window hoods with decorative stone keystone, limestone window sills and altered storefront.

Renovation Items: Repoint masonry, clean paint at upper level and recoat with lime-based coating system. Install new wood aluminum-clad arch top windows to fit masonry openings. Remove metal canopy and determine appropriate solution for storefront reconstruction.



128-130
Centennial Block

PROPERTY INVENTORY: EAST 8TH STREET

Features: Metal bracketed cornice and masonry arched window hoods with altered second floor window openings and storefront.

Renovation Items: Replace spalling and damaged masonry particularly at east elevation. Repoint masonry and clean paint for new lime-based paint in a historically appropriate color. Repair metal cornice. Remove masonry infill at second floor windows and install new wood aluminum-clad archtop windows in original masonry openings. Remove inappropriate storefront infill and investigate appropriate solutions for storefront improvements.



Cornices and windows at 118-120 East 8th Street.



Storefront entrance at 130 East 8th Street.

PROPOSED IMPROVEMENTS

INTRODUCTION

An integral piece to revitalizing Rochester's Downtown Historic District is the rehabilitation of the historic buildings. This section suggests tools to accomplish this goal. The summaries listed below outline the architectural strengths and liabilities in the district. A review of the City's Ordinance and Zoning specifies the laws in place concerning buildings in the District. The Design Guidelines section gives specific examples on ways building owners may implement the façade improvements suggested in the Property Inventory Chart. The Historic Structure Maintenance section lists actions for all building owners to preserve the longevity of their structures.

SUMMARY OF LIABILITIES AND ISSUES

1. Lack of policies to promote appropriate design for the Historic District.
2. Threatened buildings due to deteriorated condition, especially the south sidewall of 828-830 Main, the Dillion Building (712 Main), and 604-606 Main.
3. Vacancies and appearances of vacancies with closed in storefronts and upper windows boarded or otherwise obscured.
4. Inappropriate façade remodeling resulting in unsympathetic building presence in the Historic District.
5. General lack of building maintenance.

SUMMARY OF STRENGTHS AND OPPORTUNITIES

1. Preparatory work done by the Rochester Downtown Partnership to develop guidelines for the Historic District.
2. The establishment of a pool of TIF funds to be used for a façade grant program.
3. Cohesive stretch of historic buildings on Main and East 8th Streets, especially the remaining historic details on many buildings including cornices, masonry, and upper floor windows. General good condition of buildings.
4. Storefronts are available for retail and upper floors available for business or residential use.
5. Exceptional stylistic period buildings – the Fulton County Courthouse (Romanesque Revival), Central Block – 724-726 Main (circa 1860 Italianate), Old City Hall – 122 East 7th (Tudor Revival), Old Post Office – 200 East 8th (Colonial Revival) Char-Bell/Times Theater 616-620 Main (Twentieth Century Functional), and the Dillon Building – 712-714 Main (Neo-Classical).
6. The District has achieved National Register status as of 2008.

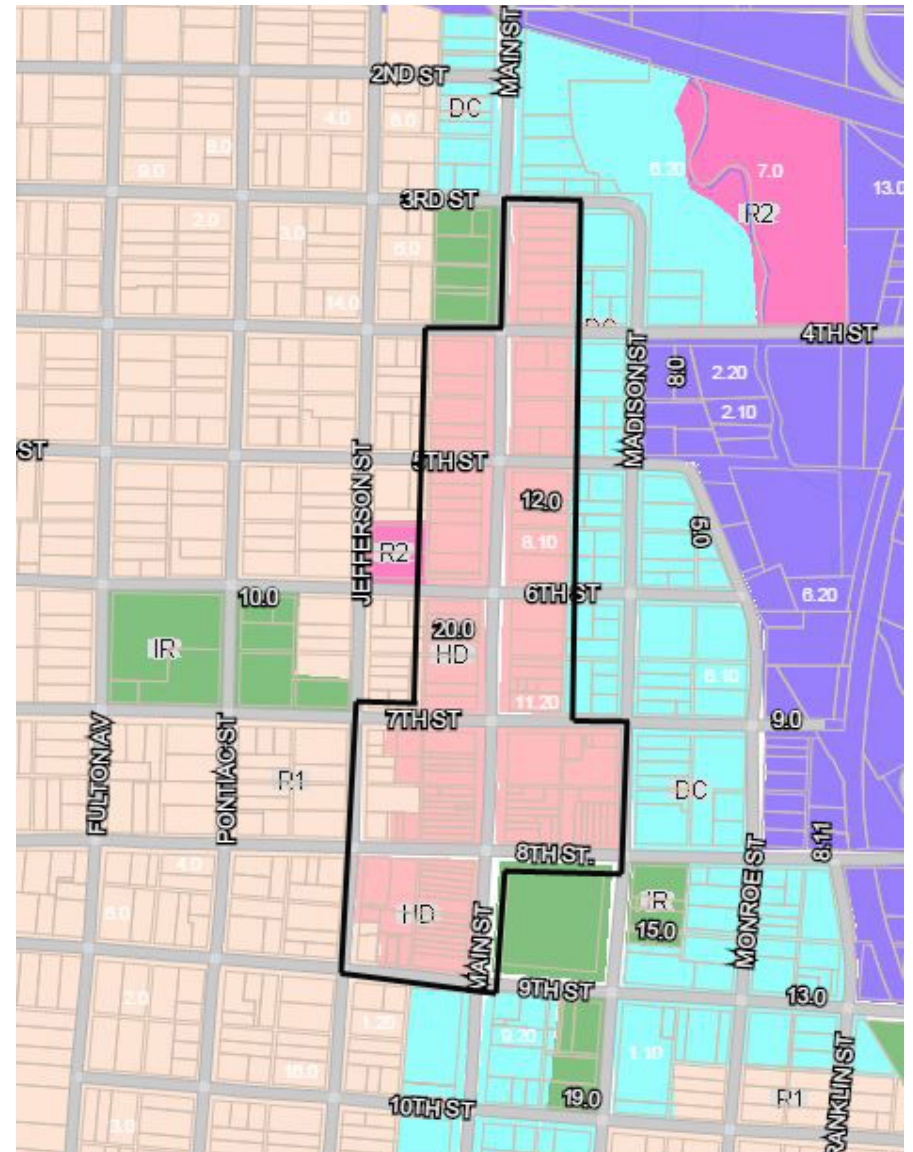


ROCHESTER ORDINANCE REVIEW

The City of Rochester falls under the Fulton County Zone Ordinance, (effective January, 2008 and amended May, 2011). The structure of having the city and county under one umbrella creates an ease for establishing codes and ordinances.

The County ordinance outlines the Historic District in Rochester as Main Street roughly between 4th through 9th Streets. The purpose of the District holds provisions consistent with preservation principles: to “encourage the maintenance of historical buildings that aids in the proliferation of historical atmosphere within our city and town centers,” and “to use this district within the city and town centers in order to create a special mixed-use area of small-scale pedestrian oriented commercial, retail, and office uses.” (Paragraph 4-1.21 Fulton County Zone Ordinance <http://co.fulton.in.us/advisory/Area%20Zone%20Ordinance.pdf>) The ordinance sets forth provisions for permitted uses, lot sizes, setbacks, structure heights and square footage, and sign standards.

Additional protection for the historic district could be provided by Design Guidelines. Rather than promulgating the standards, Design Guidelines provide a resource for building owners to make renovations. The Rochester Downtown Partnership has already done work to create Design Guidelines for their Façade Grant Program, and these standards could be incorporated by the city and county for use in the historic district.



Rochester Historic District <http://fulton.in.wthgis.com/>

FAÇADE IMPROVEMENTS - GUIDELINES FOR DESIGN

INTRODUCTION

The following suggested guidelines for restoration of Rochester's historic facades are based on the Secretary of the Interior's Standards (<http://www.nps.gov/tps/standards.htm>). Utilization of State or Federal funds to make improvements to an historic property or the use of Historic Preservation Tax Credits requires adherence to these Standards.

There is no single approach for façade improvements appropriate for every building. Guidelines are intended to be general in nature and are not meant to give case-specific advice or address exceptions or rare instances. When determining work to be performed, each building must be considered on a case-by-case basis. In order of priority, the following rules should apply:

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

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



1. ROOFS

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

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

RECOMMENDED

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



NOT RECOMMENDED

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

2. STOREFRONTS

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



The storefront at 712 Main Street appears as it did when built. The transoms, display windows, and lower level storefronts remain.

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

See also Anatomy of a Historic Storefront in the Appendix.

RECOMMENDED

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

NOT RECOMMENDED

- Using elements typically found in suburban commercial shopping strips that do not relate to the historic elements in the area.
- Setting new storefronts back from sidewalk and disrupting the visual order of the block.
- Creating new storefronts that replicate non-documented “historic” facades or evoke styles that pre-date the building or that evoke other places (e.g. Colonial Williamsburg).
- Introducing mechanical equipment, e.g. air conditioners, ventilating devices, etc. in storefronts.
- Avoid slab doors, doors of a residential style, or ones with a character that evokes a different time period than that of the building.



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



When the historic storefront no longer exists, a new interpretation reflecting the period of construction and current use of the building may be designed, as the jewelry store above.

3. UPPER STORIES

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

CORNICE ELEMENTS

RECOMMENDED

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

NOT RECOMMENDED

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

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



Cornice details giving character to Rochester downtown buildings include the decorative masonry craftsmanship and the pressed metal cornice at the wood panel and bracketed cornice at 530 Main (upper left), 727 Main (upper right) and 724-726 Main (lower).

MASONRY

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

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

RECOMMENDED

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

- Historically painted masonry surfaces should be maintained and remain painted. When restoring, use only specialized coatings for masonry surfaces.

NOT RECOMMENDED

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



The ghost of a painted sign along the sidewall at 426 Main remains marking the history of advertising and marketing on prominent wall faces. Consider repainting the sign to the original, or preserving its condition to retain the historical evidence of Rochester's past.

WINDOWS

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

RECOMMENDED

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

NOT RECOMMENDED

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



Cornice details giving character to Rochester downtown buildings include the decorative masonry craftsmanship and the pressed metal cornice at the wood panel and bracketed cornice at 530 Main (upper left), 727 Main (upper right) and 724-726 Main (lower).

4. SIDEWALLS / REAR AND/OR SIDE ENTRANCES

Sidewalls refer to the side elevations of a commercial building. Many of the historic building sidewalls of Rochester have benefited greatly by the use of a side or rear entrance. The advantage of a side or rear entrance is that customers, clients, owners and employees can access the building at a location that is often closer to available parking. The side and rear entrances also often provide for an additional means of egress increasing fire safety. Traditional service functions of loading, unloading and trash disposal should continue at rear entrances. To avoid clutter of trash bins, screen walls and storage bins can be designed to partially or completely conceal containers. Several owners may find it convenient to establish a central location for the collective storage and pick-up of trash. This would improve the negative impact multiple trash containers have on the streetscape and pedestrian traffic.

RECOMMENDED

- Restoration of ornate or finished sidewalls in the same manner as the front facades.
- Painted signs on sidewalls that historically had such advertising might be considered provided the design evokes the character of the historic sidewall signage.
- Removal of all garbage and debris from entrances.
- Install awnings over side and rear entrances to communicate the door is in use.
- Removal of failing add-on rear structures, not historic to the original.

NOT RECOMMENDED

- Using sidewalls for large inappropriate signs or billboards.
- Cutting new openings unless as required for egress.



Alleys can offer the opportunity for an additional inviting presence. The alley at the top could be enhanced to provide a quiet area as in the photo below.

5. AMENITIES - SIGNS/LIGHTING/AWNINGS/PAINT

SIGNS

A variety of signs add to the attractiveness and vibrancy of the downtown; However, too much of a good thing results in visual clutter and confusion. When determining the appropriateness of a sign, consider not only the business it represents but how it will fit within the context of the streetscape, and enhances the historic nature of the building and downtown.

RECOMMENDED

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



This blade sign draws attention because of the interesting image and is hung from an appropriate bracket. A larger sign would still be appropriate and information such as the webstie could go on a window sign or elsewhere on the building.



The quirky fishing lure provides business identification and interest for the fishing tackle business.

NOT RECOMMENDED

- Free-standing stationary and portable signs.
- Signs that obscure a window or door opening.
- Temporary signs or banners displayed more than 30 days.
- Internally illuminated signs.
- Changeable message board signs
- Signs that serve as advertising (including but not limited to phone numbers, web sites, listing of more than three services or products, etc.), especially when not related to an onsite business.
- Box signs
- Flashing signs
- Ground mounted or pole signs
- Obscuring architectural features with the sign.
- Attaching signs to historic materials, in particular where the attachment will damage materials and be irreversible.
- Billboard



The painted window sign at WROI is appropriately styled for the district. While internally illuminated signs are normally considered inappropriate, in this instance the “on air” sign is an integral part of the radio business and creates interest.

LIGHTING

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

RECOMMENDED

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

NOT RECOMMENDED

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



Appropriate gooseneck light fixture is a modern interpretation of a traditional style.

AWNINGS

Awnings serve primarily to protect the large expansive storefront as well as patrons from high levels of sun exposure and rain, and secondarily to provide an opportunity for business identification. Originally made of canvas material on a metal frame, awnings were generally operable, giving the shopkeeper the ability to regulate the levels of light penetrating the interior. The hand cranked mechanism also allowed the awnings to be retracted in high winds or when the business was not open. Fabric awnings evolved, and building updates and remodels to the storefronts saw awnings change to metal and wood materials. These awning/canopies were permanently affixed and often obscured transom glass and other architectural details. As air conditioning and electric lighting became commonplace, the transom function to pull natural light far into the building interior was no longer necessary. Awnings add character, color and weather protection to a building and make for a more enjoyable experience for pedestrians and passersby.

RECOMMENDED

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

NOT RECOMMENDED

- Wood framed canopies (often with asphalt or wood shake shingles) .Rarely did the installation of the later canopy respect the original storefront configuration or historic architectural features
- Bubble, concave, convex or barrel vaulted awning
- Backlit or internally illuminated awnings
- Avoid harsh or overly bright colored awnings
- Awnings that are obtrusive in the streetscape or obscure other buildings and their features
- Awnings constructed from cedar shake, concrete, fiberglass, plastic, aluminum or other non-traditional materials based on the period of the building.



The new awning on this building in Winchester, IN was mounted using the historic hardware already in place and compliments the paint scheme.

PAINT

Paint colors should reflect the period and style of a building and should be used to best enhance the design features of a building. Paint is also an easy way to reflect the owner's personal style and taste while remaining compatible with the downtown historic district as a whole. The Design Review Committee may decide to incorporate historic paint colors as well as the Lake Theme colors recommended in the 2006 Revitalization Plan.

RECOMMENDED

- Use of manufacturer's paint recommendations for compatible paint colors representative of a particular period of construction.
- Consider lead paint hazards prior to any paint removal and adhere to Federal, State and local regulations for appropriate removal and disposal requirements.
- Maintain the surfaces of buildings that have historically been painted.
- Buildings that have not been previously painted should not be painted.

NOT RECOMMENDED

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



All national paint manufacturers have historic color palettes, such as the Benjamin Moore swatch above. The Lake Theme color palette suggestions from the 2006 Downtown Revitalization Plan would also be appropriate color choices.

6. NEW CONSTRUCTION/ADDITIONS

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

RECOMMENDED

- New construction should be compatible with neighboring properties through a consistency in size scale, massing, set-backs, height and established patterns.
- New construction should be distinguishable as a product of its own time period.
- Placement of any new construction should respond to the setbacks of the historic existing structures and adjacent and surrounding structures.
- Materials used in new construction should complement or match those used on nearby buildings.
- Most buildings in downtown Rochester are of brick construction. Use of masonry as the primary construction material is encouraged for new construction.
- Colors schemes for new construction should relate to, and not adversely impact, the surrounding buildings or the context.
- Window and door placement and heights should relate in proportion and pattern to those used on existing and adjacent properties.
- Roofs of downtown buildings are generally flat with few exceptions. This should be the rule; however other roof forms may be considered based on the context.
- Mechanical equipment should not be visible from the public right of way.

- Additions to existing buildings should be limited to non- character defining elevations.
- Additions to existing buildings should be subordinate it to the existing building.
- Additions should minimize damage to existing historic walls, roofs, or features.

NOT RECOMMENDED

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



The 1975 First Financial Bank Building is of an appropriate scale to the rest of the buildings on the block.

HISTORIC STRUCTURE MAINTENANCE

INTRODUCTION

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

Roof

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

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



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

WINDOWS

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

- Paint steel lintels, often found in brick or stone buildings, to keep them rust free.
- Check stone or brick lintels for cracks or missing mortar joints and to make sure mortar is in good condition.
- Inspect wood window components for rot (soft spots) or peeling paint and paint if needed.
- Caulk joints between window frame and the wood or masonry opening.
- Reglaze (window putty) windows to make sure glass is secure and water tight.
- Install appropriate storm windows to protect original windows and improve the thermal efficiency of an older or historic window.
- Check window locks to make sure they fasten securely for best performance.



Regular maintenance will keep historic windows operable and sound.

MASONRY

If maintained properly, masonry construction can last indefinitely. Through time mortar joints deteriorate which can lead to water infiltration causing exterior and potential interior damage. Stresses on the structure as a result of water infiltration and deterioration of structural members, unusual loading or expansion and contraction of building components such as rusting steel lintels often cause step-cracking in the masonry joints, bulging of the wall surface, and potential failure of the masonry wall.

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

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

STOREFRONT

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

METAL ELEMENTS

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

HVAC SYSTEMS AND PLUMBING

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

SITE

Inspect annually or after a major storm.

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



EXISTING CONDITIONS

DEMOGRAPHIC AND BUSINESS TRENDS

Rochester's population, an estimated 6,119 in 2014, has had slow growth.

In Rochester's commercial and industrial inventory, there are 782 businesses citywide, according to the Indiana Department of Workforce Development. This list includes everything from Rochester Metal Products Corp., with 400 employees, to Aimee's Place beauty salon, with one.

The biggest concentration of retail and restaurants is on Main Street/SR 25, spreading north from U.S. 31. However, downtown has started to see new restaurants, including upper-end places like the re-emerged Evergreen Café.

Few people live downtown, and despite Rochester's population not growing, there is still opportunity for additional downtown housing. This is particularly true if proposed projects such as walking trails and new shops come to fruition. As these amenities grow, downtown is much more likely to attract people who now live elsewhere in Fulton County or – better yet – outsiders who move to downtown to take advantage of the new housing and small town charm.

During this planning process a developer, who has built mixed-use housing units in similar Indiana downtowns, immediately assessed Rochester's potential for nicer apartments downtown. He said there has been very little new housing in Rochester since the recession, which builds up demand for a finite number of upper-end units. Following through on plans for streetscape improvements and business recruitment will increase the potential for new housing in the central business district.

CULTURAL AND SOCIAL RESOURCES

The central business district is the cultural center of downtown, but it's not the commercial center.

The greatest concentration of businesses is along SR 25, although downtown still has churches, the library, the Times Theatre and county courthouse.

Annual downtown events include:

- 5K Color Run/Walk
- Chili Cook-off
- Community Celebration parade
- Suds in the City
- Santa Parade
- Breakfast with Santa
- Boo fest
- Fulton County Farmers Market

CURRENT IMAGE

Downtown in its current state does not have a positive image in the mind of many residents, but they do recognize its potential. Entrepreneurs also have recognized opportunities downtown, and have responded by opening new businesses, especially restaurants. The community's determination to continue on the path of restoring downtown can be seen in the next three sections, which detail local groups dedicated to revitalization, the plans they've created and the programs they've implemented.

ECONOMIC DEVELOPMENT TOOLS

A city of Rochester's size needs every advantage to build its economy. Fortunately, the city has done the groundwork needed to acquire these tools. In fact, its biggest accomplishment since the 2006 downtown report was building upon the organizational structure needed for revitalization, including:

- Fulton Economic Development Corp. (FEDCO)
- Rochester Downtown Partnership, which is an Indiana Main Street community
- Fulton County Chamber of Commerce
- Fulton County Tourism Commission
- Rochester Redevelopment Commission
- A supportive city council

These organizations are usually responsible for making sure the community has everything in place needed to attract and direct growth. The most important of these tools (after the formation of Main Street and similar groups) include:

1. A tax increment financing district
2. A low-interest loan program
3. Design guidelines and standards
4. A downtown investment group

Tax increment financing (TIF) districts are essential because they generate money needed to fund downtown infrastructure repairs, façade programs, etc. To maximize its benefits, a TIF district must be in place before new growth and construction take place.

Fortunately, local leaders have formed a redevelopment commission and installed a TIF that encompasses downtown. Although it is not generating much income yet, this program promises to be a source for funding future downtown projects.

Low-Interest Loan Program: FEDCO has a low-interest loan program for businesses to cover projects such as façade improvements, and the Rochester Downtown Partnership is creating design guidelines to accompany that program. More information on the program can be found in the Elements: Buildings chapter.

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

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

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

The city's new façade program, mentioned above, will include design guidelines, which building owners using the grant must follow. In contrast, design standards adopted by the city council must be followed by anyone doing new construction downtown. The central business district is currently protected by a few standards tied to set-backs and signage.

More information on the importance of design guidelines and standards can be found in the Elements: Buildings chapter.

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

There are several inspiring examples nearby, including the Akron Revitalization Committee, which has successfully bought and restored local buildings and filled them with recruited businesses. The City of Dunkirk in Jay County has the Dunkirk Investment Group, which has restored several buildings and created a public-private partnership with local government.

EXISTING ECONOMIC DEVELOPMENT PLANS

There is no shortage of plans about restoring downtown Rochester, as shown in the following list. Using the façade program and other tools listed above, the community is moving into the implementation stage. Plans and reports reviewed for this study include:

- 2006 Downtown Revitalization Plan
- 2007 IN TE Streetscape Multi-Modal Application
- 2007 IN TE Streetscape Improvement Application
- 2007 IN Transportation Enhancement (TE) Application
- 2008 DNR National Register Application
- 2015 Rochester Community Investment Plan
- 2008 National Register Survey Data
- Stellar Application 2011
- 2015 Safe Routes to School

RETAIL TRADE ANALYSIS

This retail analysis captures a snapshot of downtown Rochester's economy as it stands in late 2015, including types of stores and services provided, along with the spending and earning habits of customers and business owners.

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

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

DEFINING THE TRADE AREA

The map to the right shows the trade area around Rochester. These imaginary circles divide the local population between groups that are likely to do their shopping in Rochester and those who will probably go elsewhere.

As shown from the map below, the trade area is broken into three sections based on the distance from the center of town: 1 mile, 10 miles and 15 miles.

Individuals living within 10 miles of town are considered to be Rochester's core customers. These are the individuals who are most likely to purchase goods and services from local businesses. Lake Manitou is located on the edge of downtown and is the closest tourist destination. Visitors to the lake may stop in Rochester for boating, fishing and picnicking supplies.

Consumers within the 15-mile radius are still fairly likely to shop in Rochester, especially if Rochester businesses offer better deals than neighboring competitors or products that are not readily available closer to home.

The population beyond the 15-mile radius is increasingly less likely to drive into town for daily errands, but might be drawn to unique businesses or well-known restaurants.

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



DEMOGRAPHICS

The following table includes information about the population within the Rochester trade area based on the three concentric rings (up to a 15-mile radius). Rochester’s population is slowly declining, with about a 1.5% projected decrease by 2020.

The information shows that within reasonable driving distance to downtown Rochester there are over 34,000 individuals, which is a good-sized base for attracting customers, and that the population’s median household income is \$46,288.

Table 1: 15-Mile Radius Demographic Profile

Characteristic	2015	2020 (projection)	% Change, 2015-2020 (projection)
Population	34,045	33,548	-1.4%
Households	13,244	13,080	-1.2%
Housing Units	16,113	16,103	-0.6%
Average Household Size	2.5	2.5	0.00%
Median Age	40.4	40.4	0.00%
Median Household Income	\$46,288	\$49,665	7.2%
Median Owner-Occupied Housing Value	\$106,253	\$114,175	7.4%

Source: Nielsen Solution Center

TRAFFIC PATTERNS

The Indiana Department of Transportation uses a count system called Annual Average Daily Traffic (AADT), which is the average of all daily traffic that would use the road over a year. The number indicates the total vehicles moving in both directions.

In 2014, an AADT of 12,820 cars was listed on SR 14/SR 25, just south of where it turns east on SR 14/SR 25 (known locally as 9th Street). About 1,900 of those vehicles were commercial trucks.

Looking east on SR 14/SR 25, in between Park Street and Wabash Ave., another 2014 study had an AADT of 9,600 vehicles. About 1,276 of those vehicles were commercial trucks. In other words, the great majority of traffic comes close but turns off and does not continue north on Main Street through downtown.

Downtown Rochester has an increasing pool of potential visitors from traffic along U.S. 31. In 2014, an AADT of about 10,135 vehicles in two-way traffic was recorded for U.S. 31 just south of the Rochester exit. A traffic study from 2011, before the new bypass around Kokomo opened, showed a lower AADT of 8,971.

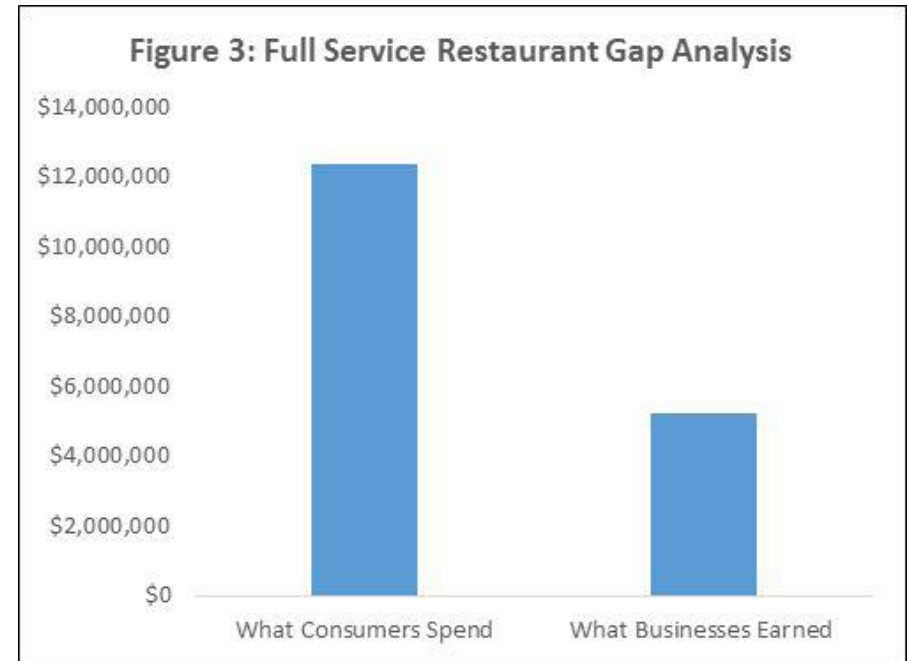
MARKET ANALYSIS

Understanding Rochester's economy begins with two questions:

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

Ideally, local business would receive nearly all of the dollars spent by the local population. In reality this rarely occurs because of the accessibility of internet sales and an individual's willingness to travel to obtain specific items.

Money is said to "leak" from downtown if residents spend more for goods and services than local businesses earn. The hypothetical chart below shows that local shoppers in an area spent \$12.4 million on full service restaurants, but local restaurants earned only \$5.2 million. Thus, \$7.2 million dollars leaked out of the local economy. Understanding where this leakage occurs is an important step toward creating a retail strategy. SDG uses a national company called Nielsen Holdings N.V. for the following data on consumer spending.



Source: Nielsen Solution Center

Local entrepreneurs can go category by category through the detailed retail analysis located in the appendix of this report to look for opportunities. For instance, the following table shows that 90 percent of the \$3.8 million local people spend on jewelry is spent outside of Rochester. Could a small shop recapture some of that money? However, the first step in any new recruitment effort is speaking to existing shop owners about expanding their line of goods or services.

In another example, people within 10 miles of downtown (the core customers) spend about \$3.4 million dollars at family clothing stores, but local stores in that category only receive about 20 percent of that spending.

Finally, local consumers are spending \$3 million in the category of specialty food. Rochester currently offers no specialty food store business options. A local store could possibly meet this demand for Rochester customers.

Table 2 lists stores where less than 50 percent of consumer demand is being met within the 10-mile Rochester area.

Local entrepreneurs will also be encouraged to note that Rochester doesn't just "leak" money, it also can capture a "surplus," which is local spending from people outside the trade area. For instance, Building Material and Supply Dealers made about \$38.7 million, but local people only spent \$25 million. Outsiders provided the additional \$13.7 million to the local economy.

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

10-Mile Trade Area (**leak** amount):

- Other Merchandise Stores (\$17 million)
- Full Service Restaurants (\$7 million)
- Limited Service Eating Places Stores (\$6 million)
- Clothing Stores (\$5 million)

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

Retail Stores	Total Spending	% Spent in Trade Area	Spending Lost to Other Areas
Hobby, Toy & Game Stores	\$1.2 million	0%	\$1.2 million
Outdoor Power Equipment Store	\$1.5 million	0%	\$1.5 million
Office Supply & Stationary Store	\$1.6 million	0%	\$1.6 million
Specialty Food Store	\$3 million	0%	\$3 million
Special Food Services	\$3.1 million	46%	\$1.6 million
Radio, Television, Electronic Stores	\$3.1 million	42%	\$1.8 million
Family Clothing Store	\$3.4 million	19%	\$2.6 million
Jewelry Stores	\$3.8 million	10%	\$3.4 million
Limited Service Eating Places	\$11.1 million	45%	\$6.1 million
Other General Merchandise Stores	\$19.6 million	12%	\$17.2 million

Source: Nielsen Solution Center

10-Mile Trade Area (**surplus** amount):

- Grocery Stores (\$46 million)
- Hardware Stores (\$17 million)
- Building Material & Supply Dealers (\$14 million)
- Used Merchandise Stores (\$7 million)

15-Mile Trade Area (**leak** amount):

- Clothing & Clothing Accessories Stores (\$37 million)
- Automotive Dealers (\$36 million)
- Other Merchandise Stores (\$21 million)
- Full Service Restaurants (\$17 million)

15-Mile Trade Area (surplus amount):

- Grocery Stores (\$60 million)
- Beer, Wine & Liquor Stores (\$51 million)
- Hardware Stores (\$21 million)
- Other Motor Vehicle Dealers (\$13 million)

GAP ANALYSIS: MERCHANDISE SPENDING VS. EARNING

The previous set of data was from types of stores (hardware, department, etc.). Nielsen also performs opportunity gap analysis on the kinds of goods (merchandise) the customers' purchase, no matter where they got it. For example, someone could buy a hat at a hat store, hardware store, grocery store, etc. Table 3 below lists goods being purchased outside the 10-mile Rochester area.

Table 3: Rochester - 10-Mile Radius Opportunity

Merchandise Lines	Total Spending	% Spent in Trade Area	Amount Lost to Other Areas
Alcoholic Drinks	\$1 million	46%	\$500,000
Jewelry	\$3.5 million	15%	\$3 million
Meals & Snacks	\$23.3 million	45%	\$12.7 million

Source: Nielsen Solution Center

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

10-Mile Trade Area (leak amount):

- Meals & Snacks (\$13 million)
- Jewelry (\$3 million)
- Children's Wear (\$1.6 million)
- Automotive Fuels (\$1.3 million)

10-Mile Trade Area (surplus amount):

- Groceries & Other Foods (\$35 million)
- Packaged Liquor/Wine/Beer (\$28 million)
- Cars, Trucks, Other Powered Transportation (\$3.8 million)
- Books (\$2 million)

15-Mile Trade Area (leak amount):

- Meals & Snacks (\$31 million)
- Cars, Trucks, Other Powered Transportation (\$29 million)
- Drugs, Health Aids & Beauty Aids (\$21 million)
- Women's Juniors' & Misses' Wear (\$9 million)

15-Mile Trade Area (surplus amount):

- Groceries & Other Foods (\$37 million)
- Packaged Liquor/Wine/Beer (\$33 million)
- Cigars, Cigarettes, Tobacco, Accessories (\$2 million)
- RVs, Campers, Camping & Travel Trailers (\$1.9 million)

CAUTIONARY NOTE

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

Several national firms gather and process retail data. SDG uses a firm called Nielsen. All of their final numbers are estimates based on a formula which includes information from sources such as the U.S. Department of Labor's Consumer Expenditure Survey. Because they are estimates, it is likely that any one figure, such as retail clothing stores, 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 to Rochester's retail market to see itself as others do.

MARKET CATEGORIES

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

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

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

Table 4: Rochester - 10-Mile Trade area: Top Market Categories

Categories	Percent of Population
Simple Pleasures	7.71%
Shotguns & Pickups	7.70%
Heartlanders	7.39%
Crossroad Villagers	7.27%
Big Sky Families	7.26%
Blue Highways	6.52%
Bedrock America	6.36%
Back Country Folks	6.30%
Old Milltowns	5.69%
Young & Rustic	4.24%

Source: Nielsen Solution Center

Note that the top three categories in the above table comprise about 23 percent of the population. As described below, Simple Pleasures, Shotguns & Pickups and Heartlanders generally have lower EBIs.

As previously stated, the anecdotal descriptions of typical consumers are intended to provide an overview of the lifestyle and spending capabilities of different categories of Rochester’s local population.

Simple Pleasures: Lower-Mid Mature without Kids

With many of its residents over 65 years old, Simple Pleasures is mostly a retirement lifestyle: a neighborhood of lower-middle-class singles and couples living in modestly priced homes. Many are high school-educated seniors who held blue-collar jobs before their retirement. And a disproportionate number served in the military, so many residents are members of veterans clubs.

Lifestyle Traits	Demographic Traits
Shop at True Value	Income: Lower-Mid
Belong to a fraternal order	Age Range: 65 +
Read fraternal order magazines	Presence of Kids: Household without Kids
Watch Wheel of Fortune	Homeownership: Mostly Owners
Drive: Ford Taurus	Employment Levels: Mostly Retired
	Education Levels: High School Grad
	Ethnic Diversity: White

Source: Nielsen Solution Center

Shotguns & Pickups

The segment known as Shotguns & Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These Americans tend to be young, working-class couples with large families, living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than anywhere else in the nation.

Lifestyle Traits	Demographic Traits
Shop at Sears Hardware	Income: Lower-Mid
Go camping	Age Range: 25-44
Read North American Hunter	Presence of Kids: Households with Kids
Watch Outdoor Channel	Homeownership: Mostly Owners
Drives: Ford F-Series	Education Level: High School Grad
	Ethnic Diversity: White

Source: Nielsen Solution Center

Heartlanders - Midscale mostly without kids

America was once a land of small middle-class towns, which can still be found today among Heartlanders. This widespread segment consists of older couples with white-collar jobs living in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders residents pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping, and boating.

Lifestyle Traits	Demographic Traits
Order from QVC	Urbanicity: Town/Rural
Own Motor Home	Income: Midscale
Read North American Hunter	Income Producing Assets: Above Average
Watch New Yankee Workshop	Age Ranges: 55+
Dodge Dakota	Presence of Kids: Households without kids
	Homeownership: Mostly Owners

Source: Nielsen Solution Center

This thread of middle-to-low income and education continues through the next three most common segments in the 15-mile radius: Crossroad Villagers, Big Sky Families and Blue Highways. For example, Crossroad Villagers are described as the “classic rural lifestyle. Residents are high school-educated, with lower-middle incomes and modest housing; one-quarter live in mobile homes.”

Returning to the discussion about price points, note that many residents have low income and downscale buying habits. In such cases, new businesses with higher prices must either work hard to capture the smaller percentage of high-income shoppers or somehow attract more affluent visitors from elsewhere.

ROCHESTER THROUGH A VISITOR'S EYES

One of SDG's roles is to view Rochester as it looks to an outsider, whether that be a tourist, a family looking for a new home or a business owner wanting to expand. It is through that lens that we present the following observations.

Pulling off U.S. 31 onto SR 25, there is a small flurry of retail activity. There are two hotels, which support extended-stay visitors. However, those hotels are served mostly by nearby fast food restaurants and not much else. The

lack of nicer, family eating places would work in downtown's favor if there were signage or other indicators that more restaurants were available in the central business district.

Traveling shoppers looking for a promising stop at the Peace Tree Village find mostly off-name brands. Although there are richer offerings a mile or so down the road in the central business district, there is inadequate signage directing people to that area.





Heading into downtown, some of Rochester's charms and proud history start to show up. The scattered commercial properties near the U.S. 31 intersection give way to a residential neighborhood as Main Street narrows into a tree-lined street.

There are some magnificent homes along Main Street, monuments to a prosperous past. Other areas with a stock of nice homes include streets bordering downtown, including Jefferson Street.

People looking for good homes in established neighborhoods could be drawn to parts of Rochester. As an additional incentive, homes are less expensive in the city than they are in Fulton County or Indiana generally.

Bargain hunters will find that the average home price locally is about \$30,000 less than the state average.



Mixed in among the older, private homes, however, are residential properties that have been converted into small businesses. When these photos were taken, in September of 2015, several of these businesses were empty.

Allowing homes to convert into shops and services can provide locations for new, small businesses, but it also breaks up the feel of a residential neighborhood and drains vitality from the central business district.

This is particularly true in one of Rochester's most beautiful neighborhoods.

If business owners can find cheaper rents or alternatives to downtown, or are allowed to set up shop in homes, than they draw both income and customer traffic from downtown.

ELEMENT: THE ECONOMY

Upon arriving at the corner of Main and 9th streets, visitors are greeted with an open – but mixed – picture of what downtown might offer.

To the west is a temporary eyesore; the infill lot where a building burned down. The blue tarps are useful, though, for showing the visual impact that a key corner lot can provide – whether that be a negative or positive image.

Any new structure on that site should serve a secondary important purpose of providing a welcome entrance into the cultural and commercial heart of the city.

Looking straight ahead, visitors see the wide expanse of Main Street and the promise of shops and interesting buildings to the north.

There is, for the most part, parking available everywhere downtown. During numerous site visits for this planning process, the consulting team was able to park virtually at will during the middle of the day.

Without doubt, some local residents will report a less rosy picture of available parking, complaining of shortages and blaming things like business owners parking on the street in front of their own shops.

A parking study was not done for this plan, but national research shows that many complaints stem from locals remembering visits during crowded times, such as festivals, or having to park a block or so away from their destination.





One of downtown's strongest assets is the storybook-like Fulton County Courthouse. Built in 1895 and well maintained, the limestone castle and green lawn present an impressive view. The courthouse and administration offices also provide many downtown 'customers' in the form of county employees.

Once out of the car and strolling, however, challenges arise. Main Street through downtown is particularly wide. So wide, that the shopper may think twice about hopping over to the other side of the street to explore an interesting looking shop.

In fact, pedestrians may have trouble seeing over the parked cars and around moving traffic to shops across the street. Speaking of traffic, trucks rolling through downtown are an alarming and loud presence, further discouraging street crossing.



The next challenge for pedestrian explorers is determining what the town has to offer: What's open; where should I go? As mentioned, wide streets and traffic make it tough to look across the street and see what shops over there are offering (or even if they're open). That means visiting pedestrians are more or less confined to focus on their side of the street.

Going window to window, they encounter an unfortunate mix in the current lineup of downtown businesses – empty storefronts and open stores intermingled along most of the thoroughfare.

Some of the empty (or seemingly empty) spaces take up almost a full block.

While the spacing of these closures are due to circumstances beyond the control of local supporters, they do illustrate an important principle. When possible, revitalization efforts should focus on reclaiming a small area at time. Create several “sure-fire” destinations (a restaurant with a regional draw, a furniture store with a wide draw, etc.) and let complementary businesses expand out from those center points.

Whether that pattern happens naturally or is artificially induced (through a local investment group), the results are usually better than if downtown's key draws are scattered throughout the district.



Of course, it's not always possible to group the most successful businesses, so an alternate strategy is to group similar (but not necessarily proximate) stores in a marketing campaign. This is already underway somewhat in Rochester, where the Flirt Boutique and Miss Pamela's Plus-Size Bridal Salon share a customer base.

One way to combat wide streets, busy traffic, intermingled empty buildings and disrupted line-of-sights, is for businesses to fly "Open" flags in the front of their stores. Some cities, like Madison, Indiana, offer standardized flags to local shops for a small fee.



RETAIL MAPPING

Retail mapping provides a birds' eye view of the inventory of downtown businesses and services. The information was collected during site visits in the fall of 2015.

Like a snapshot, it records the activities that were taking place at just one moment in time. It's entirely likely that some changes have already taken place, but retail maps can guide the leaders of revitalization efforts in making key decisions such as:

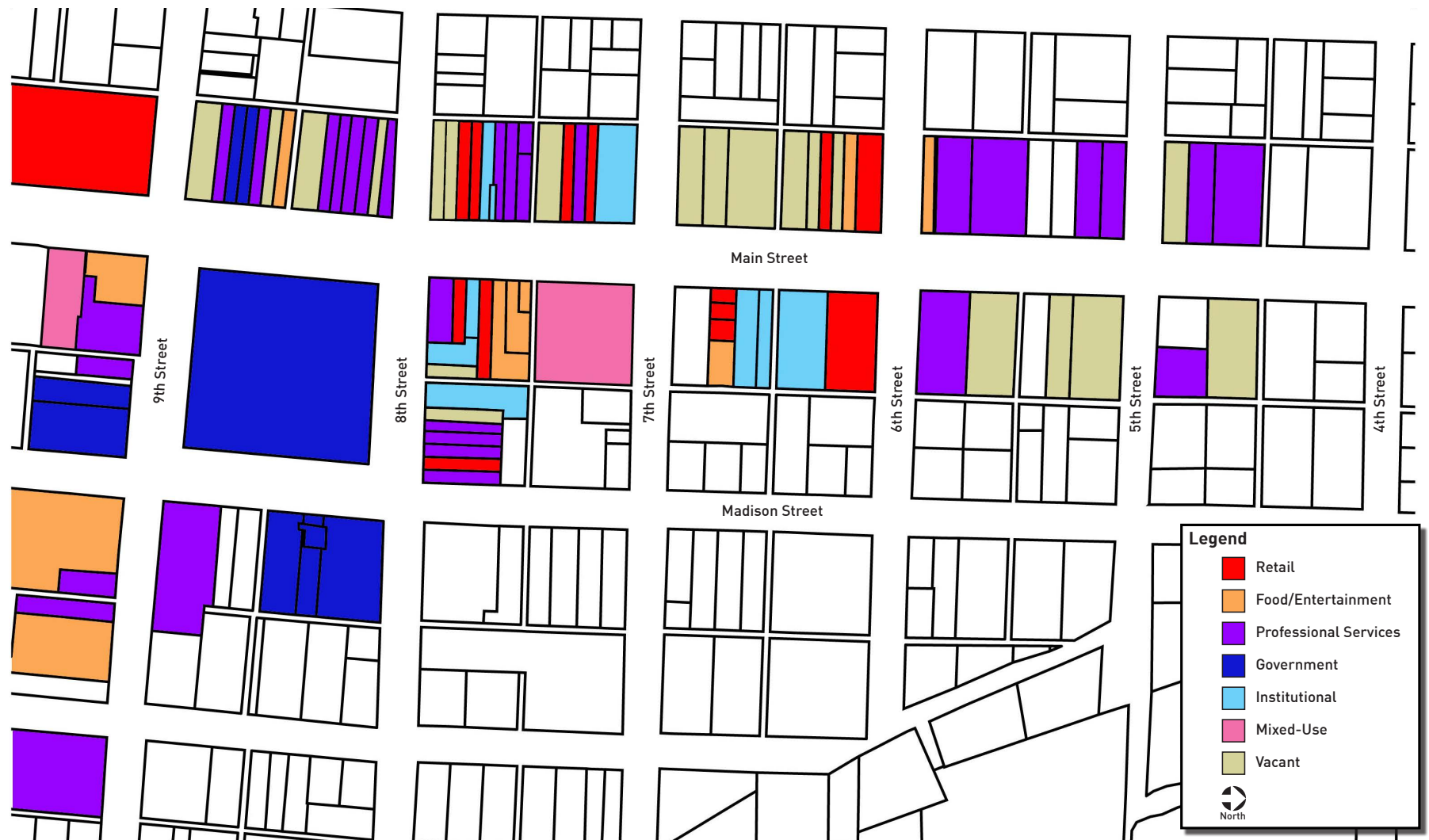
- What are the gaps in downtown businesses?
- Does the current grouping of restaurants, etc., promote pedestrian exploration?
- What new activities or businesses might the area support?
- What type of customers should we pursue?

MAP 1: EXISTING BUSINESS TYPES

This overview map shows what mix of uses exist downtown – retail, professional, etc.

The Ideal: Downtown has something for everyone. It is the center of local commerce and home to the community's most unique shops and cultural offerings. People live downtown, and walk to the grocery store and their favorite restaurants. There are few vacant buildings.

The Reality: On the positive side, Rochester has an intact downtown with plenty of available buildings. But as this map shows, everything is scattered with the two largest uses being professional services and vacant buildings. Government uses dominate two sides of the square. There is a real shortage of money- and traffic- generating retail stores.



City of Rochester Downtown Revitalization Plan

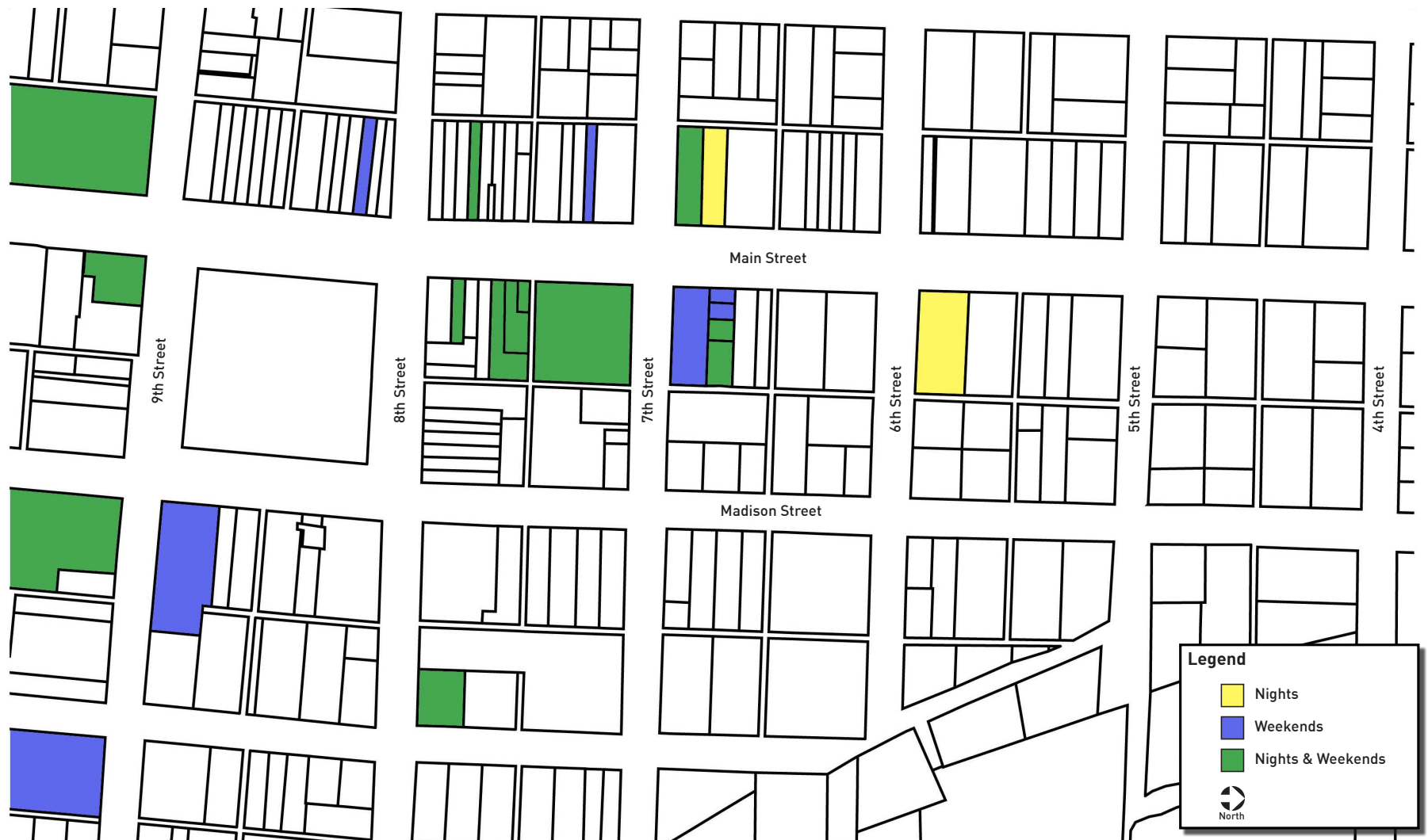
Existing Business Types

MAP 2: BUSINESS HOURS

This map shows which businesses stay open after 6 p.m., on weekends, or both.

The Ideal: Downtown serves different sectors of people depending upon the time of day. During working hours general sales and service businesses do the majority of their trade. However, some stores stay open into the early evening to accommodate people who do their errands on the way home from work. Entertainment venues open at night.

The Reality: There are a few open businesses nights and weekends, but not enough of a concentration of opportunities for downtown to be considered a “night spot” in any way.



City of Rochester Downtown Revitalization Plan

Operational Hours Outside of Normal Business Hours

MAP 3: LOCAL VS. REGIONAL ATTRACTIONS

The Ideal: Downtown serves local residents, but it also pulls in “other peoples’ money,” meaning travelers come into town to spend. If there’s not a lot of visitors, then local people are just circulating the same dollars among themselves.

The Reality: This map is somewhat subjective, but it’s safe to say that not many people drive in from out of county on a weekday afternoon to shop downtown. Some of the new restaurants may become regional draws.



City of Rochester Downtown Revitalization Plan

Local vs. Regional Attraction

BUSINESS CLIMATE

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

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

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

Rochester meets the first standard; it has infill space and a large stock of downtown buildings. Some will need extensive remodeling before they can be used, but others are more-or-less ready to go.

As for the second point, the Indiana Department of Transportation estimates that about 13,000 cars drive past downtown daily on SR 25. Looking ahead, after improvements to downtown gateways and business recruitment have taken hold, Rochester can tap into the much larger volume of traffic flowing along U.S. 31. In fact, traffic along U.S. 31 itself has increased as a result of the recently completed Kokomo bypass. That bypass around Kokomo was a simultaneous project with additional bypasses around Lakeville and Lapaz.

Regarding the third point, there are very positive signs of new, private investment downtown, especially with restaurants.

Rochester also receives high marks for the fourth point: political will and public investment. As mentioned, the city has put in place a TIF district, Main Street organization and other tools needed to drive revitalization.

DOWNTOWN REVITALIZATION PRINCIPLES

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

LOCAL INVESTMENT

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

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

In Rochester: Besides generally maintaining downtown's infrastructure, the city has been putting in place the resources needed to fundamentally alter Main Street, including the TIF district and Rochester Downtown Partnership. Issues such as spot flooding and cracked sidewalks can be addressed as these resources ramp up.

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 Rochester: As shown in the Retail Mapping section of this chapter, Rochester already has a few shops whose primary customer base lives outside the trade area. With a little more work, Rochester could build upon this foundation. Details can be found in the Proposed Improvements section of this chapter.

BAITING THE HOOK

Many businesses have been launched after an entrepreneur glanced out the windshield at a beautiful streetscape and thought, “What a nice looking little town. You know, this is just the kind of place I’ve always dreamed about starting a business in.”

Baiting the hook can include landscaping (that hasn’t become withered), banners and storefront lighting even for buildings that are empty.

In Rochester: As shown by recent activity, downtown may be ripe for outside investment. A developer who has built mixed-use projects around the state expressed an interest in a local project. Perhaps the greatest bait the city can produce is preparing the empty lot at 9th and Main streets for development.

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 Rochester: Downtown has both retail space that needs filling and some missing shops from its inventory. As described in the Proposed Improvements section of this chapter, it is crucial to create a sustained system for both recruitment from outside the community and entrepreneurship within.

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 Rochester: As it builds capacity to support more regional-drawing businesses, Rochester should probably concentrate on independent business owners and entrepreneurs. Committing to this decision can help focus marketing efforts.

THE LONE PIONEER SYNDROME

After a long dry spell a community may rejoice when a new business, such as a restaurant or coffee shop, finally opens. In their excitement, the new owner may decide to be the only business downtown that's open evenings or on 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 Rochester: As shown in the Retail mapping section, the city has a mix of desirable businesses, but they are spread out along downtown and pedestrian flow is not optimal. Besides promoting walking as discussed in the chapter on Elements: Design, the city should focus on recruiting or helping launch a suite of small, complementary businesses. Downtown boosters can use the information in the Market Analysis section of this chapter for recruiting efforts.

SWEETEN THE POT

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

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

In Rochester: Fortunately, Rochester already has the elements needed for this topic, including FEDCO and the Rochester Downtown Partnership

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. Fortunately, the recession has receded and many communities are showing signs of increased economic activity, although not at pre-recession levels.

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

PROPOSED IMPROVEMENTS

PRIMARY PROBLEMS

As spelled out in the previous sections, Rochester is at a key juncture in its revitalization. After some years of sluggishness and decline, the private sector is again showing an interest in downtown. Now is the time for the public sector, and public-private partnerships, to keep alive the momentum. To summarize the key challenges:

- Making the best use of available buildings. On one hand, almost any new business would be welcomed downtown. On the other, what types of businesses open – and in what order – can create the difference between success and failure. The challenge for local leaders is they have very little say about what types of businesses open and in what order unless they have direct control over the buildings or aid in the creation of the businesses.
- Recruiting new businesses. This is a chicken/egg issue related to the previous challenge: people won't come downtown unless it has the types of stores they want, but stores won't open unless they can draw a good crowd.
- Drawing a crowd. Few Rochester residents work downtown, and they don't routinely visit the central business district. Additionally, because the town is somewhat off the beaten track, few outsiders find it.

PRIMARY OPPORTUNITIES

STEP 1: CONTINUE WITH MOMENTUM DEVELOPED DURING THIS PLANNING PROCESS. As part of this plan SDG brought in a developer to assess downtown's potential for new growth. This developer, who has completed mixed-use projects in New Castle, Muncie and other Indiana cities, had many useful insights, including:

- Downtown is ripe for housing because there has been so little new construction in recent years. In other words, in a town of Rochester's size there is probably an unmet demand for a range of rental units, including upper-end housing.
- One reason new housing hasn't been created downtown is because the cost of retrofitting existing structures for a few units is too expensive. To be profitable, the developer said he would have to put in around 40 units. Most of the existing downtown buildings, even the large ones, are too small to hold that many apartments. For instance, the Masonic Lodge might hold 7-8 units, he said.

STEP 2: FORM A LOCAL INVESTMENT GROUP. There are signs that the real estate market is heating up downtown, with sales discussions on several buildings that had long been vacant.

That's the good news. Less comforting is the possible uses of those buildings. Downtown already has large buildings being underused, such as for storage. Indiana's small downtowns are filled with beautiful but deteriorating structures owned by people who intend to "sit on them" until just the right opportunity comes along. Another possible problem is people who acquire key buildings with good intentions but lack the resources to restore them properly.

In other words, without some tool to steer the uses of downtown buildings, local leaders have to rely on the whims and plans of others, who may not be aware of local revitalization efforts. One effective tool for directing growth has been a local investment group. There are two successful examples in the area.

One is nearby in Akron, where the Akron Revitalization Committee bought a building, rehabbed it and then recruited a dentist to use it.

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

Site visits would provide specific and practical advice about forming local investment groups.

STEP 3: ACQUIRE BUILDINGS KEY TO REVITALIZATION PLANS. As mentioned, site control is the surest way to keep progress on track, particularly is the city decides to center revitalization in a key few areas. The empty lot at 9th & Main streets is a natural place to start.

STEP 4: CREATE A SYSTEM FOR DEVELOPING LOCAL BUSINESSES. The retail analysis section lists examples of products that most residents buy outside of the city (jewelry, children’s wear, etc.), which might make good candidates for new local businesses.

But, as mentioned in the Downtown Revitalization Principles above, “The free market is already at work in Indiana’s small towns – it’s done everything it wants to do. If your downtown does not have all the businesses you want, you must change the economics in order to lure new investment.”

In other words, a creation and support system must be in place to produce a steady stream of new businesses. Rochester already has the necessary parts (an economic development group, Main Street, etc.), but it is mostly a passive system; new business owners must come to them. It is possible, as explained below, to create a more dynamic method.

Keep in mind, however, that a spot recruitment program alone may not be enough to revitalize downtown. For example, suppose a local entrepreneur was encouraged to open a computer sales and repair store. Further suppose that the owner was a good business person (not just good at fixing computers) and an excellent marketer. And finally, suppose they got a good deal on renting downtown space that didn’t need many costly repairs or renovations.

While the owner should now be ideally set to succeed, in fact they probably still have very steep challenges ahead. Why? Because one new downtown store is not enough to change the shopping patterns of local residents.

In this case, people probably don’t buy enough computer-related services to keep the store open, and there aren’t enough tourist dollars to capture. Small businesses run on such narrow profit margins that almost every positive condition has to be in place for it to succeed.

Community leaders should also consider what would have the biggest impact in the short term? Does it make more sense to slowly build toward a compelling density of small shops or to aim at a couple big “game changers?”

It’s a tough nut to crack, but one place to start is by enrolling in the state-run Community Entrepreneurship Initiative. This initiative is a free program that provides consulting services to community economic development leaders, elected officials and citizens interested in developing and retaining entrepreneurs.

This new program is run by The Indiana Small Business Development Center (ISBDC) and Office of Community and Rural Affairs (OCRA) and provides:

- In-depth tactical planning for community leaders to cultivate a more vibrant entrepreneurial community.
- Ongoing consulting to ensure objectives are met.
- Assistance for communities preparing bids for Young Entrepreneurs Program.

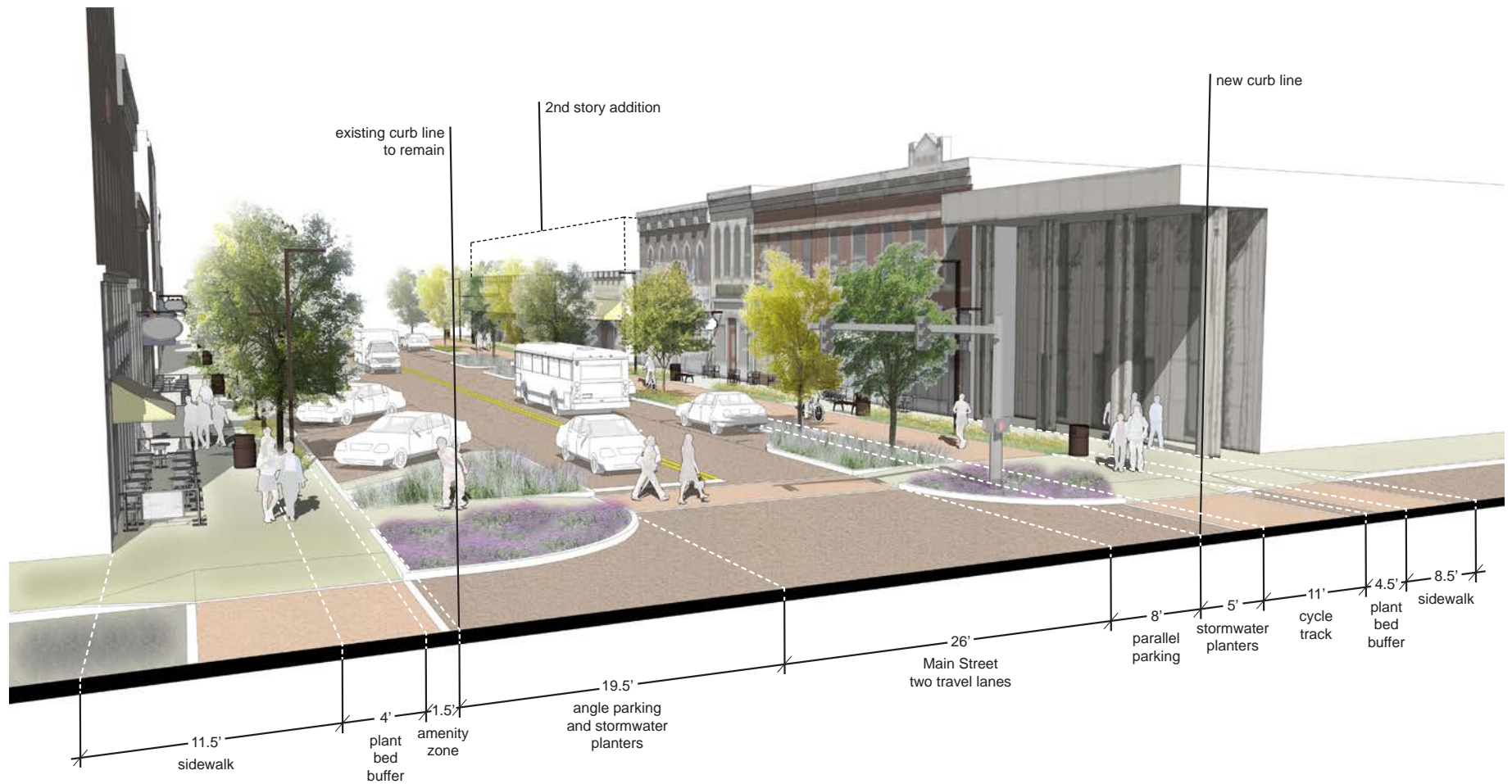
This program is a natural extension of the revitalization plan, and a way to make use of all the information recently gathered and to keep momentum going. To begin, contact your OCRA community liaison or visit ISBDC.org/cei.

STEP 5: VISIT OTHER COMMUNITIES AND TALK TO THEIR BUSINESS OWNERS. The goal here is to find independent regional business owners who are looking for expansion opportunities.

Approach owners who you think might do well in Rochester with a proposal, including photos and information on a specific site (square footage, rent, incentives, etc.). Use information from the retail data in this report, and explain they will be part of a larger, ongoing and supported revitalization effort. Ideally, the company could be enticed to maintain its base operation but open another store in Rochester.

More information on how these steps fit in with the larger revitalization effort can be found in the chapter Combining the Elements.

COMBINING THE ELEMENTS: IMPLEMENTATION



INTRODUCTION

This entire planning process was aimed at one goal: **making downtown Rochester someplace where people want to be.**

To be clear, this is not just a *wouldn't-that-be-nice dream*; it is essential to the city's economic future. And because it is a vital goal and not just a wish list, it will require investment, hard-nosed decisions and a mindset ready to work through both the success and the setbacks that will inevitably come.

Fortunately, both long-standing conditions and new circumstances greatly increase the community's chances of scoring more successes than setbacks.

The advantageous, long-standing conditions include the city's prosperous past (which left behind a stock of beautiful homes and downtown buildings) and its location (far enough away from larger cities to have its own self-sustaining economy and close to U.S. 31, the main thoroughfare for central Indiana).

The new circumstances are an improving economy (leading to an increased interest in developing business and housing downtown) and economic tools put together by city leaders (such as a TIF district and well-organized Main Street group).

Reviving downtown, while a worthy goal in and of itself, will provide benefits for the entire city. A revitalized downtown with enhanced quality of life will put Rochester in a better position to recruit new small, basic employers.

This section explains how city leaders can combine the elements of site improvements, economic development and building restoration to create the highest probability of steady, sustained success.

Here's how the elements overlap:

- Improved gateways, roads and sidewalks help attract new businesses.
- New business owners are more likely to restore building facades.
- Building and road improvements attract new downtown customers – both local residents and visitors.
- Money spent by new customers leads to more interest in opening other new businesses; etc.

The cycle mentioned above shows how the components of revitalization are deeply interrelated. **However, fixing any one element is not enough to reach the city's goals – steady progress must be made on all fronts.** Failure to recognize this interdependence is why many revitalization efforts run out of steam.

For instance, fixing problematic curbs and sidewalks can be satisfying and visually appealing, but the first thing many investors look at is available store fronts and buildings. Local investors may be willing to buy and renovate a building, but lack the knowledge to determine what type of business would succeed or how to recruit business tenants. A Main Street group might find an entrepreneur willing to open a new bakery downtown, but if it's the only new shop they may not generate enough traffic to stay in business.

Balancing those factors can seem overwhelming, but there are some general strategies to help community leaders stay on course:

1. Pick **one** or **two** absolutely vital, must-do projects for each element.
2. Go for an early win to build momentum.
3. Publicize your victories to attract more support.
4. Start on the next project.

Previous chapters of this report gave specific recommendations for design, buildings and the economy. This chapter begins by listing individual goals and objectives. It then combines those elements into a bigger vision before describing incremental projects that will help to achieve that vision.

GOALS & OBJECTIVES

GOAL: PROMOTE DOWNTOWN WALKABILITY AND ENHANCE THE AESTHETIC OF THE DOWNTOWN STREETScape

OBJECTIVES

- Narrow and repave asphalt roads as necessary.
- Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.
- Update storm sewers toward green standards.
- Reconstruct sidewalks as needed.
- Convert angle parking to parallel parking as needed.
- Provide curb bump outs at intersections for safer pedestrian crossing.
- Provide crosswalks.
- Provide in-grade plantings, street trees, and stormwater planters.
- Provide site furnishings (benches, litter receptacles, etc.)
- Provide pedestrian scale lighting.
- Implement multi-modal paths on targeted streets.
- Encourage mixed-use infill that complements the downtown's historic character.

GOAL: CREATE DOWNTOWN GATHERING PLACES THAT ARE ACTIVE, DYNAMIC, PROGRAMMABLE, HIGHLY VISIBLE, AND PROMOTE DOWNTOWN INVESTMENT AND LIVING.

OBJECTIVES

- Update/renovate the courthouse lawn and grounds to provide a space that can accommodate festivals, performances, programmed events, and recreation.
- Utilize the existing Water Tower Parking Lot as an extension of the courthouse lawn to provide play opportunities and gathering for youth.
- Organize a group/entity that is responsible for the ongoing maintenance and programming of these developed spaces.

GOAL: PROMOTE MULTI-MODAL TRANSPORTATION AND CONNECT KEY DESTINATIONS, ATTRACTIONS, POINTS OF INTEREST, AND DISTRICTS WITHIN ROCHESTER

OBJECTIVES

- Provide a network of bicycle facilities (greenways, cycle tracks, bicycle lanes) that connect the community's downtown to other commercial districts, residential neighborhoods, natural amenities, and cultural amenities.
- Provide links to regional bicycle facilities such as the Nickel Plate Trail.
- Implement an improved wayfinding system.
- Provide bicycle amenities (bicycle loops, trailheads, pedestrian signalization) throughout the community.

GOAL: CONSTRUCT NEW GATEWAYS THAT CELEBRATE THE COMMUNITY'S IDENTITY, UNIQUENESS, AND OFFERINGS.

OBJECTIVES

- Develop a branding theme that can physically represent the identity that the community would like to evoke.
- Reconstruct gateways eliciting the theme at the corporate limits and/or perceived arrival points to the community.
- Construct gateways at arrival points to key districts, such as the Downtown, within the community.
- Construct an infill building at the intersection of 9th and Main Streets. This building should be aesthetically appealing and visually prominent.

GOAL: IMPLEMENT DESIGN GUIDELINES FOR THE HISTORIC DISTRICT

OBJECTIVES

- Launch RDP Façade Grant Program and companion Design Guidelines.
- Evaluate Façade Grant Program and revise Design Guidelines to meet the specific needs of the Rochester Downtown Historic District.
- Adopt Ordinance incorporating Design Guidelines for the Rochester Downtown Historic District.

GOAL: IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

OBJECTIVES

- Use local financial tools, including RDP Grant funds, FEDCO low-interest loan funds and private investment to make positive changes in the downtown buildings.
- Promote examples of appropriate, owner-financed façade restorations and projects completed using local funds.
- OCRA Main Street Revitalization Program (MSRP) Grant Application
 - Consult with community liaison
 - Hire qualified grant writer and architect
 - Recruit and educate building and business owners
 - Engage architect to complete Section 106 Review
 - Explore other towns that have received an OCRA Façade Grant
 - Engage a state certified grant administrator and architect
 - Finalize project budget
 - Secure building owner commitments
 - Keep the public informed about the progress and positive aspects of the project

GOAL: FORM A LOCAL INVESTMENT GROUP

OBJECTIVES

- Pull together potential investors to review data in this report for business opportunities.
- Visit or contact members of the Dunkirk Investment Group for advice on structuring a group. Start with a call to Jay County Community Development Director Ami Huffman at (260) 726-3497.
- Contact statewide developer who expressed interest in a local project for status of his projects.
- Determine how the new investment group might work with that developer, and/or select its own local projects. The empty lot at 9th & Main streets is a natural place to start consideration.

GOAL: ACQUIRE BUILDINGS KEY TO REVITALIZATION PLANS

OBJECTIVES

- After forming the investment group, studying other success stories and selecting a site that ties into the city's reinvestment plans, purchase the property.
- Work with FEDCO and city government in development.

GOAL: CREATE A SYSTEM FOR DEVELOPING LOCAL BUSINESS**OBJECTIVES**

- Once the investment group and building are in place, what businesses should they house? Most of the individual elements needed to develop local businesses are already in place, offered by FEDCO, Rochester Downtown Partnership and the chamber. But currently it is a passive system; the entrepreneur has to seek out all the pieces. A more active system searches for entrepreneurs, using everything from word-of-mouth to advertising to a local version of the TV show Shark Tank. Offer the invaluable service of guiding them through the maze of launching a new business.
- Working with the investment group and local organizations, review the types of businesses lacking downtown and select several new ones that would complement the current line-up of shops and services. Alternatively, you could start by surveying existing business owners to see if they have expansion plans.
- Enroll in the state-run Community Entrepreneurship Initiative, a new program run by The Indiana Small Business Development Center (ISBDC) and Office of Community and Rural Affairs (OCRA) that provides in-depth tactical planning for community leaders to cultivate a more vibrant entrepreneurial community.
- Creating new businesses is one method, recruiting existing businesses from other communities is technique. Approach the owner of a business that you think will do well in Rochester with a proposal, including photos and information on a specific site (square footage, rent, incentives, etc.).

GOAL: PROMOTE MIXED-USE DEVELOPMENT AND DOWNTOWN LIVING**OBJECTIVES**

- Remove/Change policies that create barriers to downtown living.
- Renovate the upper stories of existing downtown buildings to provide apartments/condos downtown.
- Encourage infill in underutilized spaces/vacant lots that provides first floor retail and upper story living.

It is unrealistic to think that Rochester will be able to undertake the full scope of all of these proposals at one time. For that reason, the following incremental projects are outlined as a road map for getting started.

- Rediscover Downtown
- Adopt Design Guidelines
- Promote Downtown Housing
- Improve the Visual Impact of Buildings in the Downtown District
- Courthouse Lawn and Former Water Tower Site
- Courthouse Square
- Downtown Cycle Track

PROJECT: REDISCOVER DOWNTOWN

Filling the holes in downtown Rochester’s lineup of shops and businesses will be a long-term project. In fact, it will be much less straightforward than, say, buying a building or restoring facades.

The number of moving parts – public demand, access to capital, management, marketing, competition, etc. – adds to the complexity.

For these reasons, businesses recruitment is less about one-time deals – how to we get a micro-brew, for example – and more about building a long-term system and promoting the overall idea of visiting downtown.

The components of the entrepreneur system were explained in the Elements: The Economy chapter and detailed in the Implementation Chart. As that system ramps up, it will be important to also promote downtown as a place people want to be.

Main Street groups across Indiana have experimented with several relatively easy and inexpensive events to rekindle interest in visiting downtown, including:

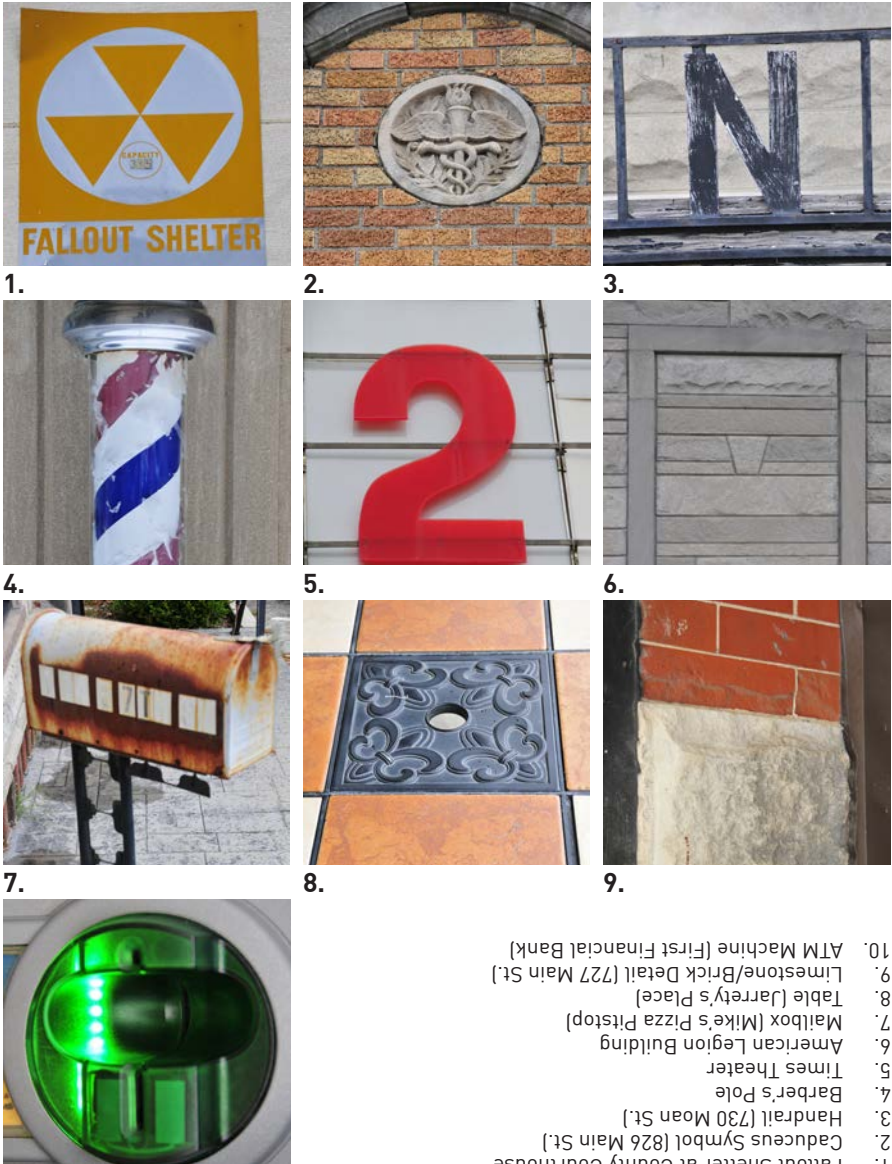
VISUAL TREASURE HUNT

The city of Frankfort and others have lured people downtown with this visual contest. The goal is getting people to rediscover downtown’s past glory and future potential by taking a closer look at its buildings.

Start by holding a contest where people must identify the exact location of each of the close-up photos in the mosaic. Local merchants could contribute small prizes to everyone who completes the puzzle.

The rules could be simple or a little more complex. For example, you could award 5 points for each correct answer, including the exact location and what street it faces. Various prizes could be awarded based upon accumulated points. In general, keep it simple and make it fun.

See accompanying photos for an example of how it might work in Rochester.



- 1. Fallout Shelter at County Courthouse
- 2. Caduceus Symbol (826 Main St.)
- 3. Handrail (730 Moan St.)
- 4. Barber's Pole
- 5. Times Theater
- 6. American Legion Building
- 7. Mailbox (Mike's Pizza Pitstop)
- 8. Table (Jarrey's Place)
- 9. Limestone/Brick Detail (727 Main St.)
- 10. ATM Machine (First Financial Bank)

DT MOSAIC KEY

REDISCOVER DOWNTOWN

POP-UP SHOPS

This promotion stages one-time or short-term events to showcase empty but available downtown buildings.

The Highland Redevelopment Commission has made great use of pop-ups to:

- Promote properties for lease and for sale
- Highlight local artists and provide a venue for artists to sell their work
- Provide a networking event for business persons

In the case of a pop-up to promote local artists, the components include:

- A volunteer art curator
- Property owner who would like visibility for their building
- Artists that want to exhibit and sell their work
- An agreement/contract signed by all parties that delineates each person's role
- Publicity for the event

NEXT STEPS

As stated, the goal is to get people walking around downtown, reminding themselves that there are some nice buildings and shops there.

If these activities create a little buzz, the next step is to organize other reasons to come downtown. Start small, because each event should be set up so that no one loses money. A related goal is to get cash registers ringing. Activities include:

- Wine tasting with silent auction
- "Taste of" event
- Chocolate Walk
- Ladies Day/Night Out
- Open House
- Halloween Event for the family
- Downtown building tours

PROJECT: ADOPT DESIGN GUIDELINES

Work done by the Rochester Downtown Partnership (RDP) to create a façade grant program and companion guidelines sets the stage for the adoption of Design Guidelines for the Rochester Historic District as outlined in the Fulton County Zoning Ordinance. The purpose of the program, identified by RDP, illustrates the Main Street principle of design, stated as, “improving the visual appearance of downtown, while maintaining Rochester’s historic presence to create a friendly and attractive place that will draw visitors and businesses.” A phased implementation of the program will allow for community education, feedback and adjustments to the guidelines in order to best serve the needs of the City. During this process important considerations include: reaffirming the overall goal of improving the appearance and economic base of the historic downtown, reevaluating and updating the guidelines and grant specifications based on community feedback and experience gained through administering the program, and remembering results often take many years to actualize. Two years would be a reasonable timeframe for adoption of the guidelines, using the following staged approach.

First Steps:

- **Appoint Design Review Committee.**
- **Publicize Grant Program and Design Guidelines.**
- **Educate Design Review Committee.**



IMPLEMENT AND ADMINISTER THE RDP GRANT PROGRAM: IMMEDIATE – ONGOING

The first steps to initiating the grant program and companion design guidelines include the following:

- **Appoint a Design Review Committee**

A Design Review Committee should consist of three to nine members. The Committee will review applications for the grant program to determine the appropriateness of the proposed improvements based on the design guidelines developed for the program. Indiana Landmarks offers resources to aid towns in adopting guidelines (see “The Role of a Local Preservation Commission” at http://www.indianalandmarks.org/SiteCollectionDocuments/PreservComms_12.pdf).

ADOPT DESIGN GUIDELINES

- **Publicize the Grant Program and Design Guidelines**

The Committee may also enhance publicity efforts by meeting with building and business owners to discuss the application process and answer questions about the intent of the design guidelines program. Consider hosting workshops to describe the grant application and how to apply the design guidelines to specific projects.

- **Educate the Design Review Committee and Building/Business Owners**

Many resources are available for the education of the Design Review Committee and the public. The Indiana Statewide Preservation Conference offers a CAMP (Commission Assistance and Mentoring Program) Workshop offering local preservation commissions the opportunity to learn about best practices from around the country (for more information see <http://www.in.gov/dnr/historic/4463.htm>). The building and business owners may benefit from education about the program. The RDP might present information on how to select a qualified contractor; budgeting for improvements; or technical seminars on common restoration topics such as appropriate masonry repointing or window restoration.

Additional resources about historic preservation may include the following:

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



ADOPT DESIGN GUIDELINES

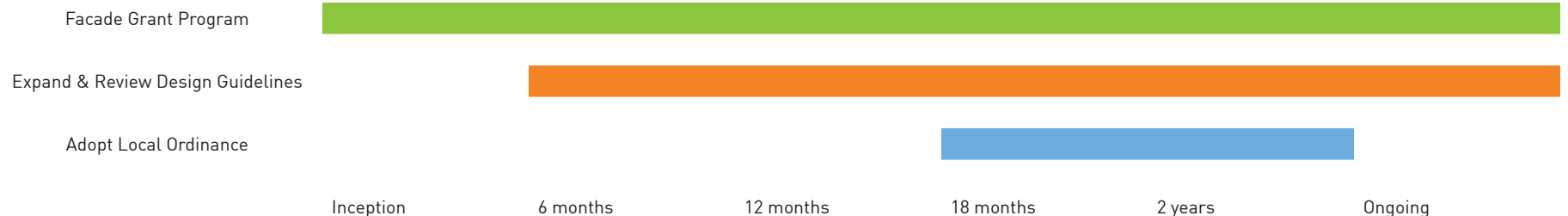
EXPAND AND REVISE: 6 MONTHS – ONGOING

The current Façade Grant Program and Design Guidelines written by RDP are an ideal tool to begin evaluation of the program’s effects on the community. Through ongoing experience with the grant program and design guidelines fine tuning and revisions may be required. The Design Review Committee and RDP may monitor such indicators as how many applications are received and seek comments about the application process. Feedback and experience implementing design guidelines will provide direction about revisions, improvements, or additions needed to amend the guidelines to best address the needs for preserving and protecting the assets of downtown Rochester while allowing positive and progressive growth and improvements. Potential improvements might include: descriptive and photographic examples of appropriate renovations and improvements, and language that applies to varying types of renovation, from simple repairs to complete restoration. During the program expansion and revision process, RDP and the Design Review Committee will have the opportunity to highlight and publicize appropriate local building renovations creating real-time examples of the application of Design Guidelines and program utilization.

ADOPT THROUGH LOCAL ORDINANCE: 18 MONTHS – 2 YEARS

Experience and physical impact of the RDP Grant Program paves the way for adopting Design Guidelines for the downtown historic district. Through the Grant Program implementation, the RDP and building and business owners will become educated about and familiar with the Design Review process and how Design Guidelines serve as a tool to facilitate appropriate changes to buildings in the historic district. Adopting the Design Guidelines through local ordinance moves design review to part of a local building permitting process. As such, enforcement must be considered to ensure project review and compliance, key components to ongoing program success and the “teeth” needed to protect and encourage investment. For additional benefits of adopting design guidelines for a historic district see the National Trust for Historic Preservation’s Top 10 List at <https://savingplaces.org/stories/10-on-tuesday-10-benefits-of-establishing-a-local-historic-district#.VpvGyfrK01>.

DESIGN GUIDELINES ADOPTION TIMELINE



PROJECT: PROMOTE DOWNTOWN HOUSING

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

Previous sections of this report highlighted the benefits of live-in downtown customers and also the unmet demand for new apartment units. This section **underscores the importance of removing barriers to upper floor residential development in historic downtowns**. Below is a list of common barriers, followed by ways the city can remove these roadblocks.

COMMON BARRIERS

- **Zoning Ordinance:** residential units may not be a permitted use in the zoning districts applied to the downtown.
- **Code compliance:** the cost to retrofit older buildings with sprinkler systems, and compliance with other codes that do not differentiate between new construction and rehabilitation can be exorbitant without really providing an increase in safety. Under-trained or inconsistent inspectors may further exacerbate these issues.
- **Permit and impact fees:** regulatory fees are necessary to help finance municipal services, however, building permit, inspection, traffic impact, park impact, and fire impact fees can disproportionately impact small business and property owners when trying to redevelop downtown buildings for new uses and tenants.
- **Minimum parking requirements:** on-site parking is often impossible without partial building demolition and securing off-site parking may be difficult, cost prohibitive, or too far away to meet the code or be useful.
- **Financing:** local lending institutions often lack comparable projects with which to gauge the risk of investment and are therefore unlikely to provide loans. Additionally, long-term neglect and deferred maintenance can lead to underestimated rehabilitation costs.
- **Public perceptions:** In communities that have not had a downtown population for some time, perceptions may exist that only low-income people live downtown or that downtown is unsafe.



POTENTIAL INCENTIVES

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

PROJECT: IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

Restoration of Rochester's historic facades is a key element to renewing vibrancy in the downtown district. The task of restoring downtown requires multiple resources and approaches. Tools to accomplish this goal begin the implementation of the RDP Façade Grant program and enactment of design guidelines for the historic district, as discussed earlier. The sections below offer additional means to prevent loss of key buildings and to kick start revitalization, begin with tools to get the work done; starting with local resources - financing opportunities, incremental change suggestions, and publicity of downtown improvements - followed by a roadmap for undertaking a major restoration through an Indiana Office of Community and Rural Affairs (OCRA) Main Street Revitalization Program (MSRP) Façade Grant. Rendered restorations for focus properties in downtown Rochester, including work scope and costs, for each building.

TOOLS FOR RESTORING ROCHESTER'S DOWNTOWN FAÇADES

The Rochester Community already has in place many avenues for restoring the historic downtown. The City also has the opportunity to go bigger and apply for an MSRP Façade Grant.

Rochester local resources include financing opportunities, community support and involvement and building owners seeking to make positive change to the historic downtown. Local financial support includes the FEDCO Low Interest Loan Fund and the Rochester Downtown Partnership (RDP) Grant Program, soon to be implemented. Additional funding sources may be found in the Appendix of this report.

Community and business and building owner involvement supports the goal of Main Street enhancements. Façade improvements made through the use of local financing or private investment offer the opportunity to publicize and celebrate incremental change. RDP may also consider partnering with an owner restoration to create educational community events using the project as an example.

While undertaking locally financed projects, the City of Rochester may apply for an MSRP Façade Grant. The program assists rural residents "in their efforts to create successful, sustainable communities and improve local quality of life". The following discussion of the application and administration

process involved in an MSRP Façade Grant stems from our experience of working in Indiana towns that have received the Grant.

GRANT APPLICATION PHASE (IMMEDIATE – OCTOBER 14, 2016)

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

The steps to completing the application begin with consulting with the OCRA Community Liaison for the North Central Region, Jennifer Vandenburg (jvandenburg@ocra.in.gov). The City will also need to secure the services of a qualified grant writer to prepare the application, and an architect to complete the building analysis and cost sections.

Local support during the application process will only make for a stronger case. Leadership by organizations such as the City, RDP and FEDCO will help to recruit community participation, generate enthusiasm and support for the project, and educate building owners on the opportunities and pitfalls of participation (opportunity far outweighs the struggles!).

Community leaders will also need to seek building owner participation. Building owners with a willingness to contribute matching dollars for approximately of 20-25% of the total renovation cost build the strength of the grant application. Leaders may consider asking interested building owners to complete a questionnaire of participation interest and financial commitment (see appendix for Façade Grant Participation Form). Key buildings for façade renovation typically include those that have been well maintained, are generally structurally sound (while the unknowns always exist), and will serve as a catalyst for future improvements.

PRE-GRANT AWARD PHASE (OCTOBER 15 – DECEMBER 1, 2016)

After the grant application has been submitted to OCRA, the Rochester community may stay active in the façade restoration process in a number of ways. The City may consider engaging an architect to work with building

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

owners on the pre-design and prepare Section 106 Documentation to be submitted to the State Historic Preservation Office. Section 106, also known as Environmental Review, is required before construction can begin on a federally funded grant project and a successful release is required by 60 days after the grant is awarded.

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

GRANT AWARD PHASE (DECEMBER 1, 2016 – NOVEMBER 30, 2018)

After an MSRP Façade Grant has been awarded the City will need to hire a State Certified Grant Administrator to oversee the grant and an Architect to prepare Construction Documents. The Grant usually requires that the project is complete and closed out within two years of the grant date.

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

First Steps

- Engage the services of a qualified Grant Administrator and Architect.
- Educate the community about the OCRA Façade Grant Program.
- Determine buildings and owners to include in the Façade Grant Program.

FOCUS BUILDING RESTORATION RECOMMENDATIONS

The following pages outline restoration recommendations for five key buildings in the Rochester Downtown Historic District. These buildings represent structures with a commanding presence in the downtown. The discussion begins with a building description depicting components of the structure and discusses the renovation work to be done. A photo provides a visualization of existing conditions. Page 2 of the individual analysis includes a list of items of work and costs. The recommended improvements follow the Secretary of the Interior’s Standards for Rehabilitation.

Costs are provided to aid the City and building owners to pursue an MSRP Façade Improvement Grant. To comply with the grant requirements the costs account for Federal Davis Bacon prevailing wage rates, design fees, project contingency and overhead and profit. Costs were also based on actual costs from three different, recent facade projects we have completed within the State. Because of the preliminary nature of the building investigation, the estimates are conservative to reflect potential additional work scope. Keep in mind that these costs are estimates and neither the Client or Consultants have control over the costs of labor, equipment, materials, or even the Contractor’s method of calculating costs for bidding purposes.



IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

728-730 MAIN STREET

Construction Date: 1869

Style: Italianate Commercial

Interim Report Classification: Notable

Building Description: The three-story Masonic Hall building has a commanding presence at the northwest corner of the intersection of 7th Street and Main. The masonry building has seen considerable alteration over the last nearly 150 years. In a few locations, the original brick masonry peeks from behind the c. 1900 installation of a rusticated, masonry-like veneer. All windows of the front, east-facing elevation have been removed or obscured by plywood panels. The entire storefront has been altered and replaced by a c. 1920's bronze/metal storefront to the north and a more recent aluminum storefront with granite panels to the south. An expansive wood shake canopy spans the entire length of the façade obscuring conditions behind. The projecting cornice with bracketed eaves remains intact at the north end of the building but has lost its detail at the south and along the 8th Street facing elevation.

For the purpose of this plan, we will only be considering the front façade. However, additional investigation of the south and west facing elevations, partial north elevation, roof and structural conditions should also be conducted.



728-730 Main Street existing.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

728 MAIN STREET

ITEM OF WORK	COSTS
Demolition <ul style="list-style-type: none"> Remove wood shake canopy Remove south storefront Remove metal cornice at south end 	\$8,000
Masonry repairs and repointing	\$20,000
Assume application of a lime based coating (paint) finish	\$12,000
Storefront reconstruction	\$15,000
Door replacement or restoration	\$4,500
Window replacement with appropriate aluminum-clad wood windows (14)	\$28,000
Repair and restore cornice	\$4,500
Signs (allowance)	\$6,000
Sub-total	\$98,000
Contingency/OH & P (30%)	\$29,400
TOTAL	\$127,400



728-730 Main Street proposed.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

712 MAIN STREET

Construction Date: 1915

Style: Neo-Classical

Interim Report Classification: Notable

Building Description: The existing three-story building is one of the few in downtown Rochester which retains its original exterior character intact. The original brick masonry with glazed brick arches, butter thin joints, and limestone detailing, wood double-hung windows, original cornice and bronze metal storefront with prism glass transoms remain in fair to good condition. Even the unique basement level storefronts and entry stairs appear to remain in appearance much as they did when originally constructed. However, the building has suffered from deferred maintenance and requires areas of restoration and repair.

For the purpose of this plan, we will only considered the front façade. However, severe masonry deterioration at the parapet level of the rear elevation should be addressed before continuing with other building improvements.



Storefront details at 712 Main Street.



712 Main Street existing.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

712 MAIN STREET

ITEM OF WORK	COSTS
Demolition	\$500
• Remove vinyl signage from windows	
Masonry repairs, repointing, and cleaning	\$9,200
Paint	\$6,000
Storefront repairs	\$15,500
• Leaded transoms	
• Storefront	
Door restoration, hardware	\$2,400
Decorative metal railing	\$12,000
Windows	\$10,600
• Restoration and reconstruction of existing wood windows (14)	
• Installation of new aluminum storms	
Repair and restore cornice	\$12,000
Signs (allowance)	\$3,000
Basement level repairs	\$7,200
Sub-total	\$67,600
Contingency/OH & P (30%)	\$20,280
TOTAL	\$87,880



712 Main Street proposed.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

718 AND 724-726 MAIN STREET

Construction Date: 1860 and 1915

Style: Italianate Commercial and 20th Century Functional

Interim Report Classification: Contributing

Building Description: A pharmacy has occupied the Central Block building since it was built. To accommodate growth, the business . expanded into the southernmost portion of the adjacent Shore building. The two buildings represent very different periods of construction and architectural style. 724-726 Main has a much earlier construction date and retains its upper story

character replete with articulated bracketed cornice and arched window hoods in the Moorish style. Unfortunately, later alterations on the ground floor have virtually obscured all of the original character of the storefront and upper story windows. 718 Main, dates to early 20th Century and presents a smaller stature and minimalist approach to detail. The characteristic brick masonry with simple projecting header coursing laid in large rectangular forms is the extent of the visible remaining original character. Similarly to 724-726, the existing storefront spans both buildings and obliterates any remaining evidence of the original character or configuration.



724-726 Main Street existing.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

724-726 MAIN STREET

ITEM OF WORK	COSTS
Demolition <ul style="list-style-type: none"> Remove wood shake canopies Remove wood and brick storefronts Remove windows and infill 	\$8,000
Masonry repairs, repointing, and cleaning	\$9,500
Assume application of a lime based coating (paint) finish	\$7,800
Storefront reconstruction	\$25,000
Door replacement or restoration	\$1,800

ITEM OF WORK	COSTS
Window replacement with appropriate aliminum-clad wood windows (7)	\$10,600
Repair and restore cornice	\$3,200
Signs (allowance)	\$3,000
Sub-total	\$68,900
Contingency/OH & P (30%)	\$20,670
TOTAL	\$89,570



724-726 Main Street proposed.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

618-622 MAIN STREET

Construction Date: 1920

Style: 20th Century Functional/Art Moderne theater marquee

Interim Report Classification: Contributing

Building Description: 618-622 Main Street was until recently (2014) home to the Times Theater. Today the building sits vacant waiting for the grand marquee to be illuminated once again with the latest entertainment. The two-story building is an exercise in contrast. The second floor retains its original brick masonry in c. 1920's simple styling with minimalist limestone

accents and punched window openings. The first floor has been altered in appearance, but not in general configuration from the original with the installation of a rustic stone veneer. Storefront arrangement, theater entry and even the billboard display windows remain in their general original placement.



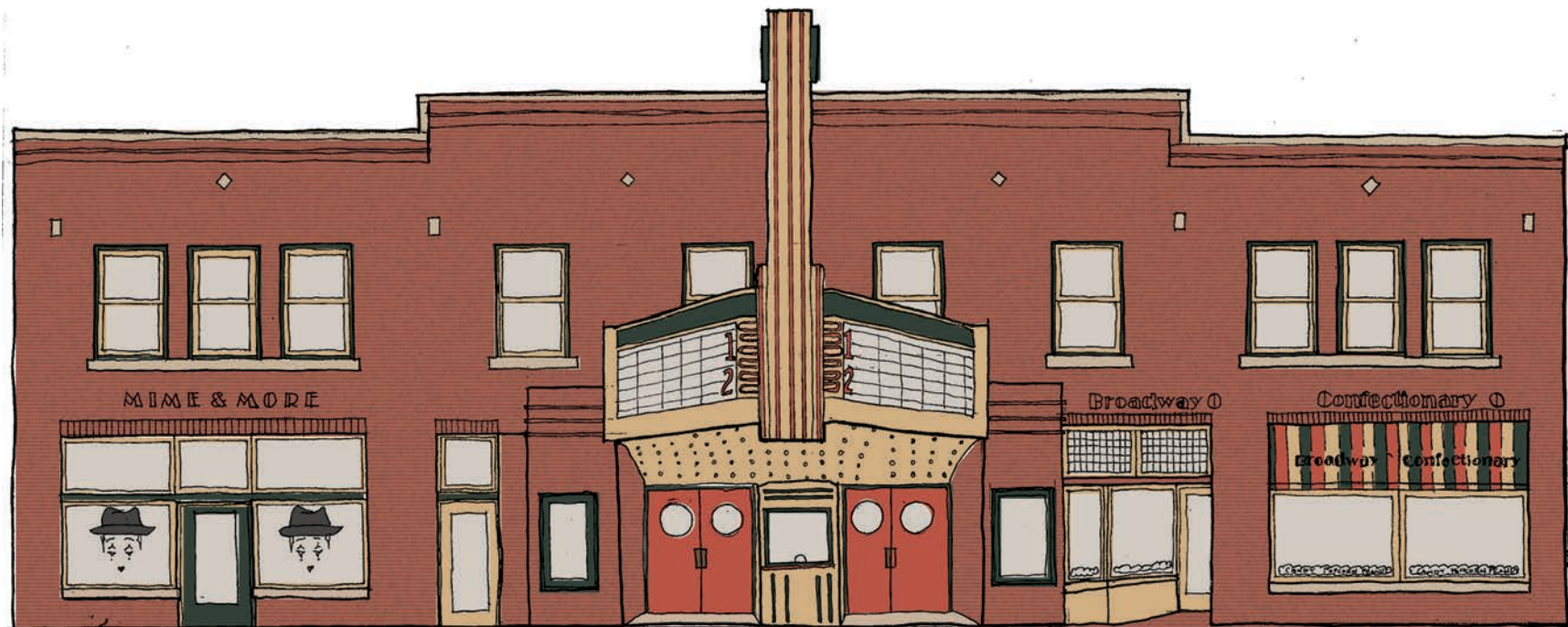
618-622 Main Street existing.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

616-622 MAIN STREET

ITEM OF WORK	COSTS
Demolition <ul style="list-style-type: none"> Removal of artificial stone veneer Removal of windows and infill construction 	\$9,000
Masonry repairs, repointing, and cleaning	\$18,000
Storefront repairs and transom reconstruction	\$14,000
Door replacement or restoration	\$3,000
Window replacement with appropriate aliminum-clad wood windows (7)	\$6,400

ITEM OF WORK	COSTS
Repair and restore cornice	\$2,500
Signs (allowance)	\$4,000
Sub-total	\$56,900
Contingency/OH & P (30%)	\$17,070
TOTAL	\$73,970
Marquee Restoration (allowance)	\$50,000
TOTAL	\$123,970



618-622 Main Street proposed.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

701 MAIN STREET

Construction Date: 1975

Style: Commercial Strip Center

Interim Report Classification: Non-Contributing

Building Description: The loss of the Arlington Hotel at this location created a significant gap in the overall character of the east side of Main Street. The demolition of this structure left a quarter block vacant lot ripe for development. The construction of a low-rise suburban-like commercial structure filled the space in the streetscape and provided valuable retail space for the downtown, but fell short of providing an infill replacement of any comparable scale, mass or detail. The long low building configuration is accentuated by the continuous shingle shed canopy running the length of the building and wrapping the corner. Recommended is removal of the long canopy and replacement with a upper articulated cornice. The introduction of fabric awnings at each of the storefront bays would allow the introduction of color and unique signage opportunities.



712 Main Street existing.



701 Main Street existing.

IMPROVE THE VISUAL IMPACT OF BUILDINGS IN THE DOWNTOWN DISTRICT

701-715 MAIN STREET

ITEM OF WORK	COSTS
Demolition	\$2,500
• Remove shingled canopy	
Masonry cornice construction	\$23,000
Storefront repairs and maintenance	\$3,000
Door replacement with wood doors	\$6,500
Fabric awning installation	\$8,400
Signs (allowance)	\$6,000
Sub-total	\$49,400
Contingency/OH & P (30%)	\$14,820
TOTAL	\$64,220

To increase the building's mass and provide opportunities for second floor residential, investigation into the potential for constructing a second floor over the existing building might be investigated. This type of addition close to the proposed adjacent water tower park may provide a desirable opportunity for a mixed -use development.



701 Main Street with added second story.



701 Main Street proposed.

PROJECT: COURTHOUSE LAWN AND WATER TOWER SITE

COURTHOUSE LAWN

Within Rochester, a substantial amount of opportunity lies in the Fulton County Courthouse and surrounding lawn. A historical impetus of the community, the courthouse lawn is currently an underutilized space sited at the heart of the city and the gateway to the downtown.

Imagine this space being transformed into an active space used throughout the year that attracts people of a variety of ages and backgrounds to gather for performances, weddings, festivals, farmer's markets, movies on the lawn, ice skating, and more. This space is capable of supporting such activity and energy while still maintaining its historic and cultural prominence.

In the southwest quadrant of the square, a wedding/sculpture garden with a permanent gazebo located near the southwest corner is proposed. Historically a gazebo was sited in this approximate location. A central lawn would be manicured with semiformal plantings and lighting defining the space. White moveable chairs could be stored within the gazebo structure for use during large events. Artworks could be situated throughout the perimeter of the space and a rose trellis or pergola could further define the edges. This space could be rentable, used during festivals and events, and would be inviting during normal days and business hours for gathering, eating lunch, or light recreation such as tossing a frisbee.

In the northwest quadrant, a performance lawn and elevated stage are proposed. The stage, a discreet concrete pad with audio/power hookup would reside at the upper walk level. It may not have a permanent structure covering it, but it could have a temporary, fabric structure erected during events if desirable or needed. The performance lawn would be a prescription turf, and well drained, with event lights affixed atop two or three poles at the perimeter of the space. Outlets to hookup temporary sound towers and support festival vendors would also be provided.

Along the eastern edge of the courthouse parking would be maintained, but the lot would be reconstructed as a formal festival plaza that could be programmed and used for markets, festivals, and/or other events. The groundplane of this plaza would be constructed from special pavement so as to appear as a grand carpet, or rug that celebrates the history of Rochester in some way. Special bollards and lighting standards would keep aisles identified and separate pedestrian walks from vehicle travel lanes. In the winter months, this space could house a temporary ice skating venue and or other special events.

A permanent structure(s) along the eastern-most edge would provide covered parking during normal days, rentable shelter space, or serve as a covered farmer's market structure as needed.

Along the western edge of this space, at the base of the existing berm and either side of the approach walk, a small spray plaza would celebrate the formal nature of the courthouse and also provide passive opportunity for play.

Between the east and west halves of the courthouse square, an ordered grouping of shade trees would provide some much needed shade.

COURTHOUSE LAWN AND WATER TOWER SITE



Limits of Courthouse Lawn and Water Tower Site Project

COURTHOUSE LAWN AND WATER TOWER SITE

WATER TOWER SITE

An “extension” of the courthouse lawn, the former water tower site, an existing parking lot located at the southeast corner of Madison and 7th Streets, approximately one-half block away, would provide a myriad of play opportunities for both youth and adults that would be protected from the visual exposure and high vehicular traffic present at the courthouse square.

This space could be designed as a smaller reflection of the courthouse lawn, divided into four quadrants with a large gazebo at it's center. Three of the surrounding quadrants could offer a variety of play opportunities geared towards different age groups, and the fourth (northeast) quadrant could provide an open lawn for use as passive recreation, picnicking, small events, etc. The mid-block alley between Main and Madison Streets, that is on axis with the northern entrance to the Fulton County Courthouse, would be upgraded with new pavements, lighting, and pedestrian amenities, further encouraging the connection between these two spaces.

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

COURTHOUSE LAWN COST OPINION

ITEM OF WORK	Costs
Courthouse Lawn	\$2-3 million
Water Tower Site	\$400,000-700,000
Sub-total	\$2.4-3.7 milliom
Contingency/OH & P (30%)	\$1.11 million
TOTAL	\$3.5-4.8 million

First Steps:

- Begin discussions with County and surrounding property owners about goals for the Courthouse Lawn and Water Tower Site and garner public support.
- Commission design professionals to assist in public space design.
- Develop a schematic design with accurate project costs.
- Fund raise.
- Proceed with construction documents.
- Construct Courthouse Lawn Improvements.
- Construct Water Tower Site Improvements.
- Construct Alley Improvements.

PROJECT: COURTHOUSE SQUARE

Complementing the improvements to the courthouse lawn as previously described, improvements are suggested to the streets and buildings surrounding the courthouse square, and extending one block north, to and through, the 7th Street intersection. These improvements are intended to garner public and private interest in the downtown, improve the downtown’s aesthetic, make it more functional, and prepare the buildings and empty spaces for redevelopment and infill.

MAIN STREET

Improvements to Main Street include the narrowing of the roadway to improve walkability and increase pedestrian friendliness. This is accomplished by shifting the eastern curb line to the west, converting the eastern angled parking to parallel parking, adding curb bump-outs at the intersections, and providing safe and visually distinct crosswalks. The shifting of the eastern curb line also allows the development of a separated-use cycle track along the east side of Main Street as discussed further in the following project sheets. While the western curb line would remain in place, curbs and sidewalks would be selectively replaced as needed, and portions of the sidewalk would be removed to allow for the installation of street trees.

The entirety of Main Street would receive new site furnishings and street lights. Between 9th and 7th Streets, the roadway could be reconstructed in special pavements further providing a unique identity to the downtown.

9TH STREET

Improvements to 9th Street include the reconstruction of sidewalks and curbs as needed and the implementation of new crosswalks to improve pedestrian circulation. Street trees should be installed, and special pavements could be utilized within the roadway to create a visually distinct identity and sense of arrival to downtown. Further emphasizing this location as a gateway, the northwest and southeast corners of the intersection of 9th and Main Streets should be targeted for infill with new mixed-use structures as discussed in the following pages.

8TH, 7TH, & MADISON STREETS

Improvements to 8th, 7th, and Madison Streets would be very similar. Curbs and sidewalks should be selectively replaced as necessary and new curb ramps, crosswalks, and intersection treatments provided. Where adjacent to the proposed courthouse lawn, Madison and 8th Streets should be designed with flush curbs to allow the street to act as an extension of the gathering spaces. This will promote their maximum flexibility and allow them to be more easily programmed for events.

The addition of street trees would improve the aesthetic of the streetscape, and special pavements within the roadway would further define this area as a special district within the community and downtown.

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

Reference the previous Improve the Visual Impact of Downtown Buildings project for recommendations to the structure at 701 Main Street, and the following pages for suggested improvements to the structures located along 8th Street.

COURTHOUSE SQUARE COST OPINION

ITEM OF WORK	COSTS
Main Street Improvements	\$970,000-1.7 million
9th Street Improvements	\$370,000-600,000
8th Street Improvements	\$390,000-680,000
7th Street Improvements	\$360,000-560,000
Madison Street Improvements	\$500,000-710,000
Sub-total	\$2.6-4.3 million
Contingency/OH & P (30%)	\$1.3 million
TOTAL	\$3.9-5.6 million

COURTHOUSE SQUARE



COURTHOUSE SQUARE

EAST 8TH STREET FACADE IMPROVEMENTS

Rehabilitation of the buildings on East 8th Street will create a vibrant backdrop for improvements to the Courthouse lawn as well as new spaces for working and living. A rejuvenated streetscape will give new life to storefronts and open second story windows to courthouse lawn activities. The expansive areas on the second floors are optimal for creating new uses. Interior renovation of these spaces, much of it comprised of clear open spans, has the potential to generate new office space, residential units or even a boutique hotel.

Public use of second floor space is optimized through elevator access and parking in close proximity. The back of 118-130 East 8th Street would provide an optimal place for an elevator/circulation corridor to serve all the buildings allowing better accessibility and egress. An improved surface parking lot to the rear of the buildings will support the new uses and other downtown activities.

FEASIBILITY STUDY

A feasibility study is recommended to determine a comprehensive façade restoration scope of work, the potential for utilization of the second floor spaces including identifying code constraints, and also investigation into site development opportunities for the north portion of the lot as either a building addition or public gathering space. The study should also include preliminary costs for building renovation and site work. Having this initial work completed may serve as the catalyst for development or an enticement



The map above illustrates the space available for an elevator corridor extending from 118-130 East 8th Street. Map adapted from <http://fulton.in.wthgis.com/>.

for interested developers.

This feasibility study may be eligible for matching grant funding through Indiana Landmarks when analyzing the potential for maximizing the use of the buildings. With National Register status, this project would be an ideal candidate for the Federal Historic Preservation and State of Indiana Historic Tax Credit programs, each offering a 20% tax credit based on investment.



Proposed facade restoration for East 8th Street.

COURTHOUSE SQUARE

MIXED-USE INFILL

A mixed use residential/commercial structure on either the southeast or northwest corner of Main and 9th Street would bolster street life both during the day and the evening, as well as stimulate the economy of the downtown. The vision for the building is to provide a contemporary, downtown living experience, encouraging professionals working in downtown to live in Rochester rather than commuting to surrounding communities. The design of the new structure should be respectful of the historic context and scale, yet reflect a contemporary innovative approach to infill design regarding scale, massing, established rhythms and materials.

The services of a design professional and qualified contractor familiar with designing and building within an historic context would be the first step. After initial design concepts are prepared, it would be possible to determine a more accurate budget; however, projects of similar scale and magnitude in a downtown setting suggest project costs including design and engineering to be a \$1-1.2-million-dollar investment. To encourage this type of financial commitment in the revitalization of the downtown, the City may seek opportunities for reducing startup costs through tax abatement or housing loans.



Proposed infill building.

First Steps:

- Begin discussions with County, surrounding property owners, and potential developers about goals for the Courthouse Square and garner public support.
- Commission design professionals to assist in public space and building design.
- Develop schematic designs with accurate project costs.
- Fund raise.
- Proceed with construction documents.
- Construct streetscape enhancements
- Construct infill opportunities.

PROJECT: MULTI-USE PATH

As previously mentioned, the long-term goal is to provide a city-wide network of multi-use paths and facilities to connect the residential, cultural, natural, and commercial amenities throughout Rochester. These networks have proven to encourage economic development, mixed-use housing, and investment in and around the areas where they are developed.

MAIN STREET

Within downtown Rochester, the first phase of this project is recommended to occur as a separated-use path along the length of Main Street between 9th and 4th Streets as depicted in the graphic on the right. This will provide maximum safety for pedestrians and cyclists, separating the two user groups and keeping cyclists from being immediately adjacent to storefronts. Parallel parking will buffer the cyclist from the roadways, and plant beds will buffer the cyclists from the dedicated sidewalks.

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

The long-term goal should be to continue the Main Street cycle track south of 9th Street, connecting to the commercial development on the south side of town. This development could occur as a shared-use path, comprising the existing area occupied by the eastern sidewalk.

8TH STREET

Along 8th Street, the cycle track is envisioned as a shared-use path following the southern curb line. Between Main and Madison Streets, the cycle track would provide direct connections into the courthouse lawn. Additionally, a spur would be developed connecting to the Water Tower park site via the mid-block alley. Throughout this area, amenities as described above would be provided. This one-block development could be completed as a part of the courthouse lawn or courthouse square project.

Although not recommended as a Phase 1 project, the cycle track would continue east out of downtown, providing a connection to the Nickel Plate

Trail, and eventually following the south curb line of Race Street until reaching Lakeview Park and Mill Creek Golf Course. As a temporary improvement, painted bicycle lanes or sharrows could be provided to establish this connection.

4TH STREET

4th Street should be developed with a shared-use cycle track similar to 8th Street. This leg of the path would connect Main Street and the proposed Nickel Plate Trail. Temporarily, painted bicycle lanes, or sharrows, could be used to make this connection.

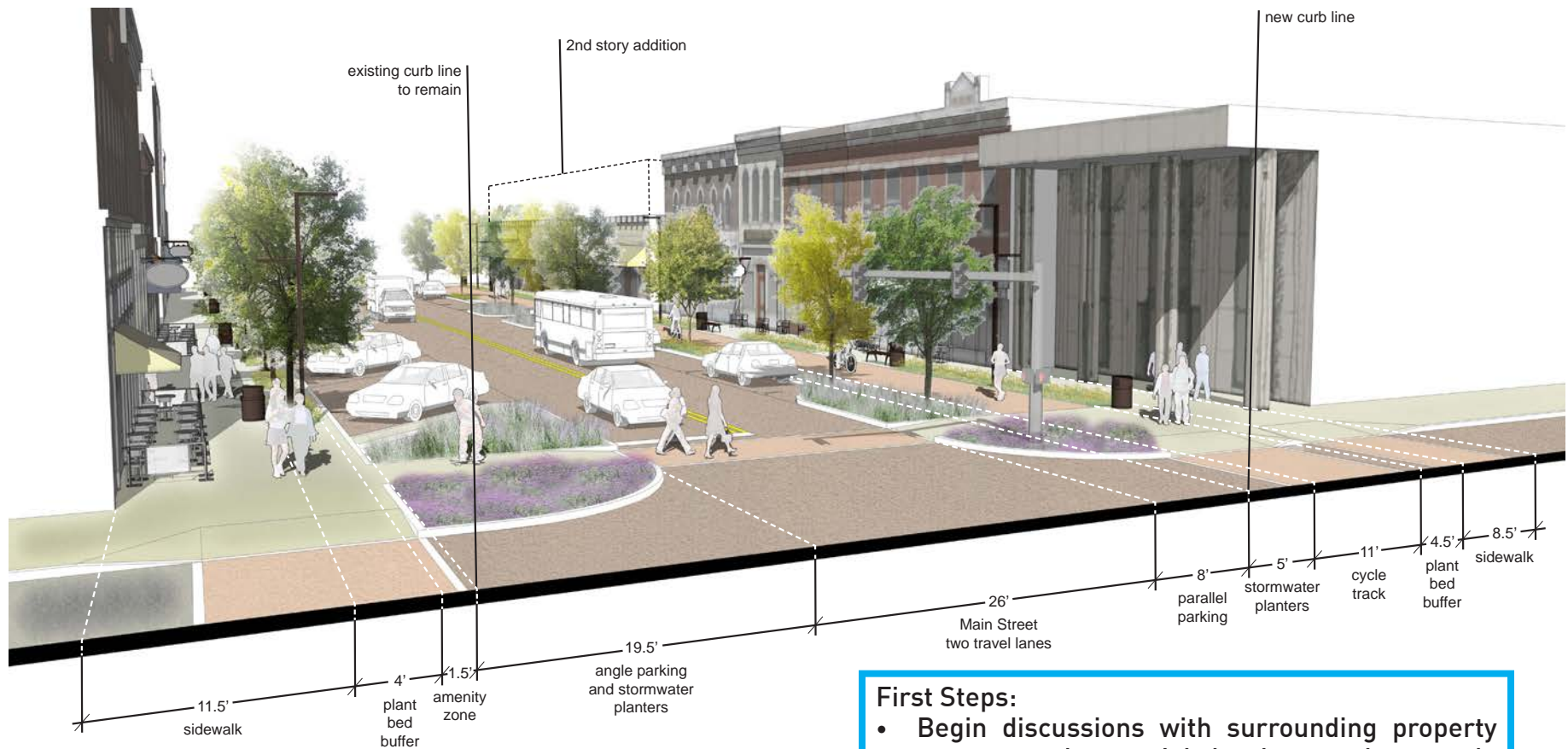
NICKEL PLATE TRAIL

While outside of the focus area, it is recommended that the Nickel Plate Trail be a priority for development. The completion of this trail will not only complete a multi-use path circuit within the downtown, but it will provide regional connections that will encourage tourism, recreation, and economic development.

MULTI-USE PATH COST OPINION

ITEM OF WORK	COSTS
* Main Street Separated-Use Cycle Track	\$1.52-1.72 million
Main Street Shared-Use Cycle Track Extension	\$2,000/foot
* 8th Street Temporary Bicycle Lanes/Sharrows	\$7,200
8th Street Shared-Use Cycle Track	\$950,000-1.19 million
* 4th Street Temporary Bicycle Lanes/Sharrows	\$6,000
4th Street Shared-Use Cycle Track	\$905,000-1.12 million
* Sub-total	\$1.53-\$1.74 million
* Contingency/OH & P (30%)	\$520,000
* TOTAL	\$2.05-2.26 million
* based on a Phase 1 implementation Note: Main Street (9th to 7th Streets) and 8th Street (Main Street to Madison Street) costs are incorporated into the Courthouse Square project.	

MULTI-USE PATH

**First Steps:**

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

IMPLEMENTATION

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - Main Street				
Narrow and repave asphalt roads as necessary.	Medium Term	\$345K to \$970K (material varies)	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$145K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$708K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$560K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	Medium Term	In asphalt roads cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	Medium Term	\$120K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$600K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$45K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$580K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	Medium Term	\$105K to 400K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$200K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - 9th Street				
Narrow and repave asphalt roads as necessary.	Medium Term	\$350K to \$310K (material varies)	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$22K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$50K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$75K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	Medium Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	Medium Term	\$30K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$16K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$7K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$85K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$30K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - 8th Street				
Narrow and repave asphalt roads as necessary.	Medium Term	\$60K to \$350K (material varies)	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$105K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$355K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$155K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	Medium Term	In asphalt roads cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	Medium Term	\$60K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$290K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$26K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$335K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	Medium Term	\$100K to 405K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$100K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - 7th Street				
Narrow and repave asphalt roads as necessary.	Medium Term	\$50K to \$290K (material varies)	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$40K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$50K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$55K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	Medium Term	\$20K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$40K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$10K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$90K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$30K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - 4th Street				
Narrow and repave asphalt roads as necessary.	Medium Term	\$120K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$85K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$300K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$75K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	Medium Term	\$30K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$150K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$20K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$260K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	Medium Term	\$95K to 300K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$60K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Promote Downtown Walkability & Enhance Streetscape Aesthetics - Madison St.				
Narrow and repave asphalt roads as necessary.	Medium Term	\$60K to \$350K (material varies)	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Re-establish curblines where needed (where implementing the cycle track) and reconstruct curblines as needed.	Medium Term	\$45K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Update storm sewers towards green standards.	Medium Term	\$100K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Reconstruct sidewalks as needed.	Medium Term	\$40K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Convert angle parking to parallel parking as needed.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide curb bump outs at intersections for safer pedestrian crossing.	Medium Term	In curblines cost above.	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide crosswalks.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide in-grade plantings, street trees, and stormwater planters.	Medium Term	\$55K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide site furnishings (benches, litter receptacles, etc.)	Medium Term	\$10K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Provide pedestrian scale lighting.	Medium Term	\$140K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Implement multi-modal paths on targeted streets.	N/A	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Encourage mixed-use infill that complements the downtown's historic character.	Short Term	N/A	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street
Demolition Allowance	Medium Term	\$35K	INDOT, TIF, Main Street, Grants	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Create Downtown Gathering Places				
Update/renovate the courthouse lawn and grounds to provide a space that can accommodate festivals, performances, programmed events, and recreation	Short Term	\$2.5 to \$3 million	County, City of Rochester, Main Street, Grants, TIF	City of Rochester, Main Street
Utilize the existing Water Tower Parking Lot as an extension of the courthouse lawn to provide play opportunities and gathering for youth	Short Term	\$500K to \$750K	City of Rochester, Main Street, Grants, TIF	City of Rochester, Main Street
Organize a group/entity that is responsible for ongoing maintenance and programming of these developed spaces	Short Term	N/A	N/A	City of Rochester, Main Street
Promote Multi-Modal Transportation & Connect Key Destinations				
Provide a network of bicycle facilities (greenways, cycle tracks, bicycle lanes) that connect the community's downtown to other commercial districts, residential neighborhoods, natural amenities, and cultural amenities. *Main St., 8th St., and 4th St. cycle tracks are included in "Promote Downtown Walkability & Enhance Streetscape Aesthetics" above.	Medium Term	N/A	N/A	City of Rochester, Main Street
Link to regional bicycle facilities such as the Nickel Plate Trail *8th St. and 4th St. cycle tracks connections are included in "Promote Downtown Walkability & Enhance Streetscape Aesthetics" above.	Medium Term	N/A	N/A	City of Rochester, Main Street
Implement an improved wayfinding system (downtown)	Long Term	\$50K allowance	City of Rochester, Main Street, Grants, TIF	City of Rochester, Main Street
Provide bicycle amenities (bicycle loops, trailheads, pedestrian signalization) throughout the community	Long Term	T.B.D.	City of Rochester, Grants, TIF	City of Rochester
Construct New Gateways that Celebrate the Community's Identity, Uniqueness & Offerings				
Develop a branding theme that can physically represent the identity that the community would like to evoke	Short Term	\$10K	City of Rochester, Main Street, Grants, TIF	City of Rochester, Main Street

GOAL/OBJECTIVE	TIMELINE	COST	FUNDING SOURCE	RESPONSIBLE ENTITY
Reconstruct gateways illiciting the theme at the corporate limits and/or perceived arrival points to the community	Medium Term	\$200K to \$300K each	City of Rochester, Main Street, Grants, TIFF	City of Rochester, Main Street
Construct gateways at arrival points to key districts, such as Downtown, within the community	Medium Term	\$150K	City of Rochester, Main Street, Grants, TIFF	City of Rochester, Main Street
Construct an infill building at the intersection of 9th and Main Streets that is aesthetically appealing and visually prominent	Long Term	T.B.D.	T.B.D.	Developer, City of Rochester, Main St.
Implement Design Guidelines for the Historic District				
Launch RDP Façade Grant program and companion Design Guidelines	Short Term	N/A	N/A	RDP
Evaluate Façade Grant Program and companion Design Guidelines	Short Term - Ongoing	N/A	N/A	RDP, City of Rochester
Adopt ordinance incorporating Design Guidelines for the Rochester Downtown Historic District	Medium Term	N/A	N/A	City of Rochester
Improve the Visual Impact of Buildings in the Downtown District				
Use local financial tools, including RDP Grant funds, FEDCO low-interest loan funds and private investment to make positive changes in the downtown buildings.	Short Term - Ongoing	Budget based on project	FEDCO, RDP, Building owner, local banks	Building Owners, RDP, FEDCO
Promote examples of appropriate, owner-financed façade restorations and projects completed using local funds.	Short Term - Ongoing	N/A	N/A	Building Owners, RDP, FEDCO, City of Rochester
MSRP Grant Application				
- Consult with community liaison	Short Term	N/A	N/A	City of Rochester, RDP
- Hire qualified grant writer and architect	Short Term	\$5,000 - \$10,000		City of Rochester
- Recruit and educate building and business owners	Short Term - Ongoing	N/A	N/A	City of Rochester, RDP
- Engage architect to complete Section 106 review	Short Term	\$4,000 - \$6,000		City of Rochester

- Explore other towns that have received an OCRA Façade Grant	Short - Medium Term	N/A	N/A	City of Rochester, RDP, FEDCO
- Engage a state certified grant administrator and architect	Medium Term	\$25,000 - \$30,000		City of Rochester
- Finalize project budget	Medium Term	N/A	N/A	City of Rochester
- Secure building owner commitments	Medium Term	\$50,000 - \$80,000 owner match dependent on amount of grant	FEDCO loan, local banks, private funds	Building owners
- Keep the public informed about the progress and positive aspects of the project	Short - Medium Term	N/A	N/A	
Form a local investment group				
Pull together potential investors to review data in this report for business opportunities	Short Term - Ongoing	N/A	N/A	FEDCO, Main Street
Visit or contact members of the Dunkirk Investment Group for advice on structuring a group	Short Term	N/A	N/A	FEDCO, Main Street
Determine how the new investment group might work with that developer, and/or select its own local projects	Short Term	N/A	N/A	FEDCO, Main Street
Acquire buildings key to revitalization plans				
Study other success stories and selecting a site that ties into the city's reinvestment plans, purchase the property	Short Term	N/A	N/A	FEDCO, Main Street
Work with FEDCO and city government in development	Short Term	N/A	N/A	FEDCO, Main Street
Create a system for developing local business				
Review the types of businesses lacking downtown and select several new ones that would complement the current line-up of shops and services	Short Term	N/A	N/A	Main Street, FEDCO
Enroll in the state-run Community Entrepreneurship Initiative	Short Term	N/A	N/A	Main Street, FEDCO
Recruit existing businesses from other communities	Medium Term	N/A	N/A	Main Street, FEDCO

ROCHESTER MAIN STREET STATUS

Rochester Downtown Partnership, which is an Indiana Main Street community, is fully operational. They were key partners in this planning process and will continue that role into the implementation phase.

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

REVISIONS TO EXISTING PLANS & REGULATIONS

As detailed in the projects above, some legislation action by the mayor and city council will be needed to set the stage for downtown revitalization.

FUNDING SOURCES

An updated list of possible funding sources is included in the Appendix of this report, along with tips on how a community can approach grants.

MECHANISMS FOR EVALUATING & UPDATING

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

Fortunately, this is unlikely to happen in Rochester, which has an experienced group of professionals and volunteers dedicated to restoring downtown. In fact, some revitalization projects were starting even before the planning process was complete.

The Fulton Economic Development Corp., Rochester Downtown Partnership, Rochester and Lake Manitou Chamber of Commerce and other groups will undoubtedly continue their coalition and tradition of working closely together. One new member to recruit to the team is Rochester's new mayor, who took office just as this report was being completed.



ARCHITECTURAL STYLES

19TH AND 20TH CENTURY FUNCTIONAL (1880-1910)

Characterized by a functional façade with minimal exterior ornament often limited to brickwork. Character often derived from the grid fenestration pattern featuring large windows allowing for natural light and air to penetrate the building.

ART DECO (1925-1940)

Characterized by rich decoration in geometric shapes or stylized floral patterns. Although beautifully ornamented, the basic structures are rectangular and boxy with a monolithic appearance, often clad in smooth-faced stone, terracotta or concrete.



The 20th Century Functional façade of the Times Theater also displays a 1940s Art Deco Marquee.

ART MODERNE (1930-1950)

Characterized by a streamlined, aerodynamic form. Its horizontal orientation displays rounded edges, long horizontal windows, smooth exterior wall surfaces and minimal ornamentation.



The angled corner and ribbon windows on the Brackett Building illustrate the Art Moderne style.

COLONIAL REVIVAL (1870-1950)

Characterized by a balanced façade, decorative door crowns, pediments multi-light double-hung windows and decorative cornices. Use of sidelights and fanlights to emphasize the front entrance.

ITALIANATE (1840-1885)

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



The Italianate style expressed in the Central Block includes the bracketed cornice and decorative window hoods.

RICHARDSONIAN ROMANESQUE (1880-1900)

Characterized by round arch door and window openings, a heaviness of appearance created by rock-faced stonework. Use of deep window reveals, asymmetrical facades, towers or turrets with conical roofs and porches with broad round arches supported by squat piers.

NEOCLASSICAL (1895-1950)

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



NeoClassical storefront on the Dillon Building.

TUDOR REVIVAL (1890-1940)

Characterized by four-centered, pointed arches, simple ornamentation, and crenellated parapet treatment.

ARCHITECTURAL TERMS

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

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



Tudor Arch at 122 East 7th Street.

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

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

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



Brackets at 606 Main

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

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

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

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

CLADDING Exterior wall coverings.

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

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



Corbelling

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

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

CRENELLATION A repeated pattern of indentations.



Crenellation

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



Dentil

EAVE	The portion of the roof which projects beyond the walls.
EGG AND DART	An egg-shaped ornament alternating with a dart-like ornament used on a decorative band.
FAÇADE	The principal face or front elevation of a building.
FENESTRATION	The arrangement of windows and other exterior openings on a building.
HOOD	A protective and sometimes decorative cover found over doors, windows, etc.
KEystone	A wedge shape stone found at the center of an arch.
KICKPLATE	Material at the bottom of a storefront or door. Used as a decorative element and/or to protect glass from being “kicked”.
LINTEL	A horizontal structural member that supports a load over an opening; usually made of wood, stone or steel; may be exposed or obscured by wall covering.
MORTAR	A mixture of plaster, cement or lime with a fine aggregate and water; used for pointing and bonding bricks or stones.
PARAPET	A low wall or protective railing; often used around a balcony, or along the edge of a roof.

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

PILASTER	A rectangular column or shallow pier attached to a wall; quite frequently decorated to represent a classical column.
REPOINTING	The treatment of masonry joints by removing deteriorated mortar and filling in with a new mortar.
STOREFRONT	The front wall of the commercial space usually with large expanses of glass and the primary building entrance.
WINDOW TERMS:	
COUPLED	Two closely spaced windows that function independently but visually form a pair.

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



Double-hung windows with decorative hoods.

FIXED A fixed frame window that does not open.

MULLION The vertical bar between coupled windows of multiple windows.

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

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

PANE A single piece of window glass. Synonym: Light

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

SIDELIGHT A long fixed sash located beside a door.

TRANSOM A small window above a door or other window.



Transom windows with leaded prism glass

INDIANA HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY (IHCDA): COMMUNITY INVESTMENT FUND OF INDIANA

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

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

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

In 2010, IHCDA began incubating the Community Investment Fund of Indiana, Inc. (CIFI) with key community stakeholders such as Indiana Association for Community Economic Development IACED and Fifth Third Bank, to be certified as a statewide, non-profit CDFI. CIFI offers risk capital, loans, mezzanine financing, and other support for community revitalization initiatives, including commercial and mixed-use development, entrepreneurship and small business expansion, community facilities, and light industrial projects.

SMALL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT

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

Community Enhancement and Economic Development (CEED) Loan Program

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

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

Activities eligible for CEED financing include:

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

Business Expansion and Entrepreneurship Development (BEED) Program

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

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

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

HOME FUNDS

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

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. HOME funds allocated for Indiana were drastically cut in the 2016 Federal Budget. For more information about HUD programs see: <https://www.hudexchange.info/manage-a-program/>.

INDIANA ARTS COMMISSION (IAC)

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

The Arts Commission advocates arts development opportunities across the state, and stewards effective use of public and private resources for the arts. It stimulates public interest in, and participation with, Indiana's diverse arts resources and cultural heritage. The Arts Commission works to enhance public awareness of the arts, life-long learning opportunities, and arts education programs. Governed by a 15-member board of gubernatorial appointees, the IAC serves all citizens and regions of the state.

The Indiana Arts Commission is an agency of State Government funded by the Indiana General Assembly and the National Endowment for the Arts, a federal agency.

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 III, Statewide Arts Service Organizations, Regional Arts Partnership Regional Block Grant, and Regional Arts Partnership Operating Support. If special funding opportunities arise, some deviation from this rule may be permitted on a case-by-case basis at the discretion of the IAC and the funding source. Public entities, chapters/affiliates, and fiscal agent relationship will be handled on a case-by-case basis.

INDIANA DEPARTMENT OF NATURAL RESOURCES

Historic Preservation Fund

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

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

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

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

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

INDIANA FINANCE AUTHORITY (IFA) PROGRAMS

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

Indiana Brownfields Program

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

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

State Revolving Fund Loan Programs

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

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

Tax-Exempt Bond Programs

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

The IFA is authorized to issue tax-exempt bonds, which lower the cost of financing for manufacturing projects, health care facilities, private institutions of higher education and certain other qualified projects. In order to qualify for tax-exempt financing, an applicant that is not a 501(c)(3) must first be awarded “Volume Cap.” Indiana is allotted annually a specific amount of Volume Cap that may be awarded to qualified applicants for the purpose of issuing tax-exempt bonds.

Tax-exempt bonds are often structured similarly to a term loan or mortgage, and the interest rates vary based on the company’s financial situation, credit enhancements, method of sale of bonds and the current market.

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

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

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

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

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

INDIANA LANDMARKS

<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.

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.

Partners in Preservation National Register Program

Indiana Landmarks' Partners in Preservation National Register Program (PIP) provides assistance to list properties in the National Register of Historic Places. We supply partial funding to hire professional consultants to complete National Register nominations, and we supervise the nomination through the review process at the state level.

PIP provides 50 percent of the cost of a National Register nomination up to \$1,500 for a single-site nomination. For a historic district nomination, we negotiate the funding amount based upon the size and complexity of the district. We also cover mileage, postage and photo printing expenses up to \$100. (PIP does not fund determinations of National Register eligibility.)

Indiana Landmarks makes PIP grants to the owner of the historic property (the owner may be a private individual, not-for-profit organization, or municipality). A consultant listed as a Qualified Professional by the Indiana Division of Historic Preservation and Archaeology, with official property-owner consent. (Find the list on the State Division of Historic Preservation and Archaeology website: <http://www.in.gov/dnr/historic/3675.htm>.)

INDIANA OFFICE OF COMMUNITY AND RURAL AFFAIRS

Community Entrepreneurship Initiative

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

OCRA is partnering with the Office of Small Business and Entrepreneurship (OSBE) to establish the Community Entrepreneurship Initiative (CEI). CEI will assist communities in growing and retaining entrepreneurial talent.

CEI provides consulting services and training for community economic development leaders, elected officials, and citizens interested in forging local initiatives to grow and retain entrepreneurs. The CEI staff will help develop plans with measureable steps in cultivating a more vibrant and innovative entrepreneurial community.

Community Development Block Grants

Main Street Revitalization Program

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

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

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

Public Facilities Program (PFP)

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

Community facilities enhance the lives of residents in numerous ways. Libraries, museums, community centers, and performance spaces open doors to knowledge and ideas, culture, and enjoyment. In addition to community facilities, historic preservation projects are eligible for PFP.

The goals of our Public Facilities Program are to:

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

COMPREHENSIVE SITE REDEVELOPMENT PROGRAM

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

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

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

Stormwater Improvements Program (SIP)

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

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

The goals of our Stormwater Improvements Program are to:

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

Wastewater and Drinking Water Program (WDW)

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

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

The goals of our wastewater and drinking water program are:

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

NATIONAL ENDOWMENT FOR THE ARTS

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

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

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

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

Indiana Landmarks offers guidance to groups looking to adopt a Historic District Ordinance. Contact the Western Regional Office, west@indianalandmarks.org or 812-232-4534. Also helpful is Indiana Landmarks document, "The Role of a Local Preservation Commission." http://www.indianalandmarks.org/SiteCollectionDocuments/PreservComms_12.pdf

One of the best ways to understand the process of adopting ordinances and design guidelines is to talk with those who have recently been through the process.

The City of Martinsville is in the process of adopting an Ordinance and accompanying Design Guidelines. Contact Joanne Stuttgen, Martinsville Plan Commission, jstuttgen@comcast.net

Greenfield Main Street, Inc. recently adopted a Façade Program, funded by the City and TIF funds, to offer grants for storefront improvements and loans for structural repairs. For information contact Joanie Fitzwater, City of Greenfield Plan Director, jfitzwater@greenfieldin.org www.greenfieldin.org.

Through a 2013 Downtown Revitalization Study, the Converse Economic Development Commission began the implementation of a local façade program. For more information see <http://www.townofconverse.com/business/economic-development-news/> , or contact Steve Reiff, President Converse Economic Development Commission, sreiff44@gmail.com .

Other online resources include:

Bloomington

https://bloomington.in.gov/documents/viewDocument.php?document_id=3266

Kendallville

<http://www.kendallville-in.org/Ordinances/G0%201157.pdf>

Madison

<http://www.madison-in.gov/DocumentCenter/View/18>

Nashville

http://townofnashville.org/files/DRC/Design_Review_Guidelines.pdf

Anatomy of a Historic 'Main Street' Building



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

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

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