



Drafting the Operations Strategic Plan

PBO WORKSHOP #4
14 JANUARY 2025

**YARD
& CO.**

01 Introductions

02 Progress So Far

03 Recap Operating System

04 Drafting: Greater Home Place NA

05 Drafting: Business District PBO

06 All Together Now



01

Introductions



01 Introductions

Project Team



KEVIN WRIGHT
PRINCIPAL/CO-FOUNDER
OPERATIONS TEAM LEAD



BROOKE KLEJNOT
DISTRICT EXPERIENCE
OPERATOR



01 Introductions

Community Ambassadors



Robin Scobell

- Resident for 25 years
- Recent empty-nester, excited to meet neighbors during her off-hours



Lindsay Fanning

- Resident for 8 years
- Enjoys nature walks with her family and holds deep appreciation for HP



01 Introductions

Purpose for This Evening

We are here to:

- Define roles for Place-Based Organizations (PBOs) that will be operating in Home Place
- Ensure the PBOs are doing the work they want to be doing and find meaningful to their mission
- Create pathways for new volunteers to get involved to ensure long-term viability for the PBOs



02

Progress So Far



02 Progress So Far

Project Purpose

The 2022 Carmel Comprehensive Plan identified Home Place as a key area in need of community-led planning. As a result, the City of Carmel hired Yard & Company to conduct a **Home Place Subarea Plan**.

carmelcomprehensiveplan.com





02 Progress So Far

Project Purpose

The Home Place planning process has several purposes:

- Establish a vision and goals for the future of Home Place
- Lean into the community's sense of place to guide future decision-making
- Test ideas for improvements
- Build ownership and excitement for the outcomes of the plan and neighborhood identity



02 Progress So Far

Project Timeline





03

Recap: Operating System



03 Recap: Operating System

Overview

Think of your smartphone.

The internal computer is the **Hardware** and the apps are the **Software**.

- With clunky Hardware, the best apps can't function
- With no Software, the most powerful phone sits idle

Operating a successful place can be broken down into Hardware and Software, too.



03 Greater Home Place NA

How Great Places Sustain

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

BUSINESS SUPPORT & RELATIONS

RESIDENT SUPPORT & RELATIONS

VISITOR SUPPORT & RELATIONS

WAYFINDING & DISTRICT IDENTITY

POP-UPS & ACTIVATIONS

GREEN & CLEAN

PUBLIC ART

PUBLIC SAFETY

HARDWARE

INFRASTRUCTURE

STREET & PEDESTRIAN LIGHTING

STREETSCAPE (furniture, landscaping)

PUBLIC SPACE & PARKS

REAL ESTATE DEVELOPMENT

BUILDINGS (rehab, preservation)

STOREFRONTS (facades, signs)

PARKING MANAGEMENT

REGULATIONS (zoning, land use)

MOBILITY & ACCESS (trails, transit)

MAINTENANCE



03 Recap: Operating System

Proposed Community Operations

GHPNA

MARKETING & PROMOTIONS (livability)
PROGRAMMING & EVENTS
RESIDENT SUPPORT & RELATIONS
SPECIAL PROJECTS
GREEN & CLEAN (parks, neighborhoods)

BUSINESS DIST PBO

MARKETING & PROMOTIONS (businesses)
PROGRAMMING & EVENTS
BUSINESS TENANTING
BUSINESS SUPPORT & RELATIONS
VISITOR SUPPORT & RELATIONS
WAYFINDING & DISTRICT IDENTITY
POP-UPS & ACTIVATIONS
PUBLIC ART
GREEN & CLEAN (business district)

PARTNER W/CITY

INFRASTRUCTURE
STREET & PEDESTRIAN LIGHTING
STREETSCAPE (furniture, landscaping)
PUBLIC SPACE & PARKS
REAL ESTATE DEVELOPMENT
BUILDINGS (rehab, preservation)
STOREFRONTS (facades, signs)
PARKING MANAGEMENT
REGULATIONS (zoning, land use)
MOBILITY & ACCESS (trails, transit)
MAINTENANCE
PUBLIC SAFETY



Let's start drafting up the Operations Strategic Plan together!

HERE WE GO!



04

Greater Home Place NA



04 Greater Home Place NA

Home Place PBOs & Operators

Three different 501c3 nonprofit organizations

- Greater Home Place Neighborhood Association (GHPNA)
- Clay Township Military Museum and Library
- Legacy Fund - Pleasant Grove Cemetery



04 Greater Home Place NA

The GHPNA Action Plan

GHPNA LEAD

PARTNER

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

BUSINESS SUPPORT & RELATIONS

RESIDENT SUPPORT & RELATIONS

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MOBILITY & ACCESS (trails, transit)

MAINTENANCE



04 Greater Home Place NA

Organization DNA

Mission

- The GHPNA works to ensure a high quality of life for the residents of Home Place.

Vision

- Our vision is a Home Place that is vibrant, healthy, inclusive and a place where everyone can participate in the future of our community.



04 Greater Home Place NA

Organization DNA

We value...

- ...our identity and our history
- ...our small town scale and character
- ...walkability and pedestrian safety
- ...being connected to and knowing our neighbors
- ...having a business district with things to do and places to visit



04 Greater Home Place NA

Operating System

Board of Directors

- Up to 11
 - ◆ State requires minimum of 3 to maintain nonprofit status
- Officers: President, Vice President, Treasurer, Secretary
- Composition: 4 officers, 4 quadrant reps, 2 at-large reps, 1 member from BDPBO
- Terms : 2 year (staggered)



04 Greater Home Place NA

Operating System

Internal Committees (only Board members)

- Executive committee
- Governance committee
 - ◆ Provide governance, review bylaws
 - ◆ Identify and nominate new Board members
 - ◆ Fundraising and fiscal oversight



04 Greater Home Place NA

Operating System

External Committees (mix of Board members and volunteers)

- Government Relations committee
- Resident Support & Relations committee
 - ◆ Support residents and their priorities/needs
- Marketing & Promotions committee
 - ◆ Website, social media, newsletter, event promotion



04 Greater Home Place NA

Operating System

External Committees (mix of Board members and volunteers)... continued

- Programming & Events committee
 - ◆ Organize events and programs led by the GHPNA
- Green & Clean committee
 - ◆ Beautification, clean & green



04 Greater Home Place NA

Operating System

Ad Hoc Committees

→ Special Projects



04 Greater Home Place NA

Funding

- Municipal
- Private/Philanthropic (nearby corporations, institutions)
 - ◆ Cash and in-kind donations
 - ◆ Sponsorship
 - ◆ Grants
- Earned income
 - ◆ Fundraisers
 - ◆ Drink sales
 - ◆ Merchandise
- Goals



04 Greater Home Place NA

First 12 Months

Build out Operating System

- Monthly Executive Committee Meetings
- Adopt Annual Work Plan, update monthly
- By-law updates through Governance Committee
- Launch regular Government Relations Committee
- Appoint Committee Chairs, launch new committees



04 Greater Home Place NA

First 12 Months

Reactivate communications

- Website (new Squarespace simple one-page)
- Facebook (just start new one if need be)
- Keep posting to Next Door
- Posters/Flyers



04 Greater Home Place NA

First 12 Months

Reactivate membership recruitment and relationship building

- Everyone invites 5 neighbors
- Recruit through committee work



04 Greater Home Place NA

First 12 Months

Recharge meetings and signature events

- Monthly association meetings (no meetings in November or December)
- Annual meeting in April
- Ice Cream Social
- Cleanup
- Cemetery Decorations for Christmas season
- Roundabout sculpture (groundbreaking & ribbon-cutting)



04 Greater Home Place NA

First 12 Months

Kick-off Collaboration

- City, GHPNA, and BDPBO meet monthly or quarterly to ensure collaboration



04 Greater Home Place NA

First 12 Months

The job ahead...

- Build out an Operating System
- Reactivate communications
- Reactivate membership recruitment and relationship building
- Recharge meetings and signature events
- Kick-off collaboration



05

Business District PBO

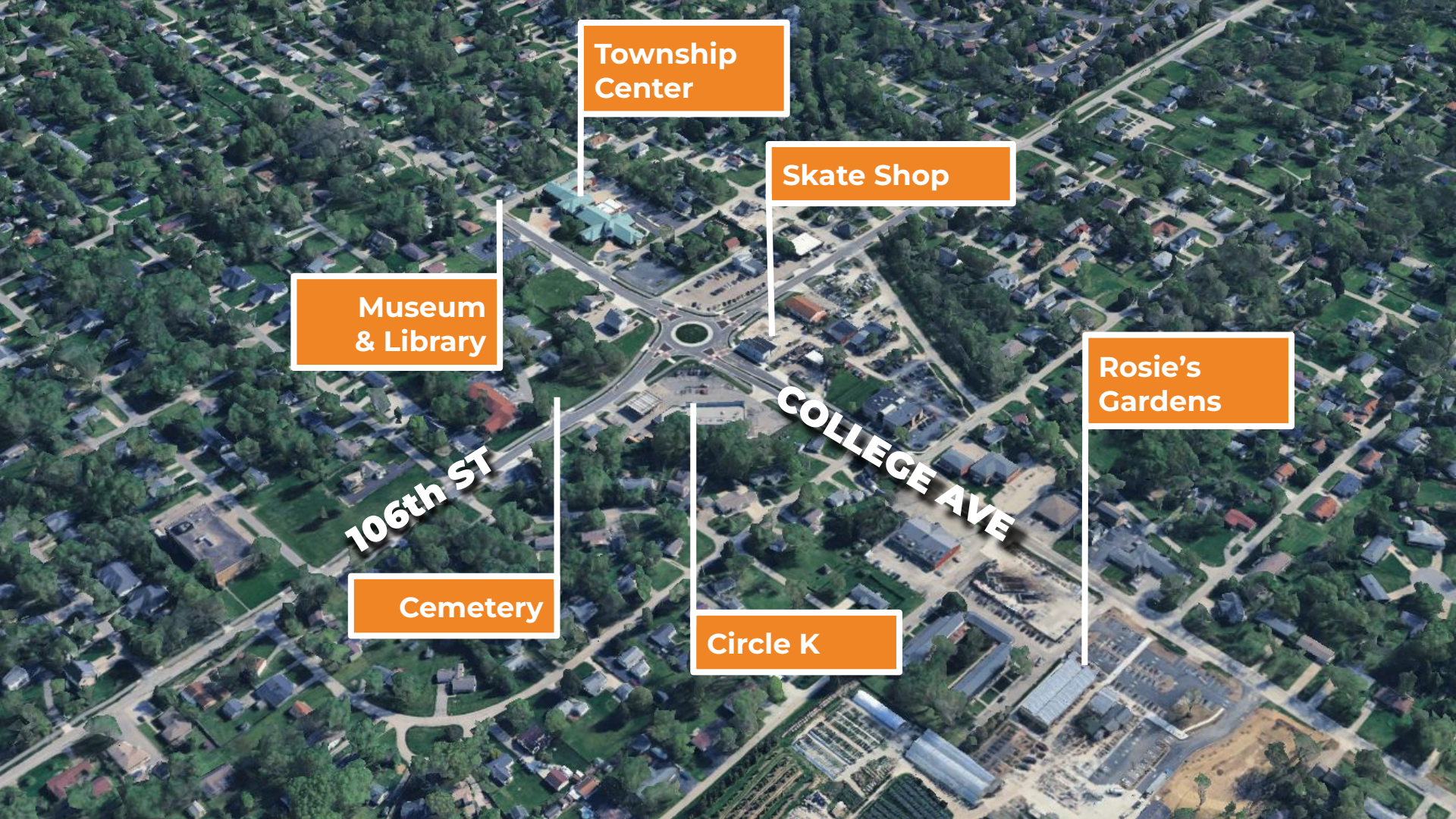


05 Business District PBO

Overview

We're proposing a new PBO focused on the 106th & College business district to ensure a welcoming gathering place for residents that reflects the character of Home Place.

This new PBO will be structured to **supplement** the good work that existing operators are doing.



Township
Center

Skate Shop

Museum
& Library

Rosie's
Gardens

106th ST

Cemetery

Circle K

COLLEGE AVE



05 Business District PBO

The Action Plan

PARTNER

BDPBO LEAD

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

BUSINESS SUPPORT & RELATIONS

RESIDENT SUPPORT & RELATIONS

VISITOR SUPPORT & RELATIONS

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REAL ESTATE DEVELOPMENT

BUILDINGS (rehab, preservation)

STOREFRONTS (facades, signs)

PARKING MANAGEMENT

REGULATIONS (zoning, land use)

MOBILITY & ACCESS (trails, transit)

MAINTENANCE



05 Business District PBO

Organization DNA

Mission

- To promote and support the growth of the 106th & College business district

Vision

- The 106th & College business district is a beloved piece of the Home Place community where residents gather, shop, and enjoy themselves; and where small local businesses thrive.



05 Business District PBO

Organization DNA

We value....

- ...quaint and neighborly over bustling and corporate
- ...locally owned businesses over corporate chains
- ...lush and green over hard and concrete
- ...small scale buildings over mid-rise commercial and mixed-use structures



05 Business District PBO

Organization DNA

Everyday we wake up to...

- ...protect the character of the district so it reflects the Home Place neighborhood and its residents
- ...proactively create vitality and investment in the district through advocacy, activations, and placemaking
- ...lead the storytelling of the district so residents are aware of its people, places, and promotions



05 Business District PBO

Operating System

Board of Directors

- 3-5 to start; grow to 9 over time
- Composition
 - ◆ At least one third are merchants/business owners
 - ◆ At least one property owner
 - ◆ One representative from Greater Home Place NA
 - ◆ Remaining members elected at-large



05 Business District PBO

Operating System

Board of Directors

→ Officers

- ◆ President, VP/President-Elect, Treasurer, Secretary

→ Terms

- ◆ Two year terms
- ◆ Members can serve a maximum of four consecutive terms before rolling off the board for one year



05 Business District PBO

Operating System

Internal Committees

- Administration (three Officers, at minimum)
 - ◆ Provide governance, review bylaws
 - ◆ Identify and nominate new board members
 - ◆ Fundraising and fiscal oversight



05 Business District PBO

Operating System

External Committees

- Marketing & Events
 - ◆ Website, social media, newsletter, events, promotions
- Placemaking
 - ◆ Beautification, clean & green, public art, signage
- Business Development (add this committee over time)
 - ◆ Support business and property owners with building rehabs and tenanting
 - ◆ Explore facade grant program with City of Carmel



05 Business District PBO

Operating System

Funding

- Municipal Funding
 - ◆ Usually contract for services (clean & green)
- Private Donations
 - ◆ Small business & individual support, grant writing
- Earned Income
 - ◆ Fundraisers, sponsorships, events, merch
- Goals



05 Business District PBO

First 12 Months

The job ahead...

- Brand, email, web, social, e-newsletter
- Launch/activation event in April with Yard & Co.
- Implement quick placemaking wins
- Initiate conversation with Indiana Main Street about affiliate program status



06

All Together Now



Who is interested in what?



06 All Together Now

Who is Interested in What?

Over the next 3 months or so...

- We need 3-5 people for GHPNA
- We need 3-5 people for BDPBO

Commitment:

- 1 meeting per month, maybe 1.5 hours



Before we go...



→ Stay up to date on the project:

ThisIsHomePlace.com



YARD
& CO.

Change the way
places change
mm

buildwithyard.com