



Structuring Home Place PBOs for Success

PBO WORKSHOP #3
13 JANUARY 2025

**YARD
& CO.**

01 Introductions

02 Progress So Far

03 Recap: Operating System

04 Greater Home Place Neighborhood Association

05 Business District PBO

06 All Together in One Place



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





02 Progress So Far

Engagement Snapshot

What Matters Most

Scale, Character, and Design

Home Place strongly prefers the existing neighborhood-scaled buildings and wants to avoid development that changes the neighborhood's character.

Safer, More Enjoyable, and Walkable Experiences

Home Place wants to improve the conditions for walkability.

A Beautified Business District

Home Place wants an active business district to support new and existing businesses.



274 Surveys



597 Map Pins

Summary of Understanding



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 Recap: Operating System

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

Home Place PBOs

There are two PBOs doing important work in Home Place now:

- Home Place Advisory Board
- Greater Home Place Neighborhood Association

We are exploring the idea of creating a new PBO that focuses specifically on the 106th & College business district.



03 Recap: Operating System

November 13th Workshop

Some of you may have attended the workshop we hosted on November 13, “How PBOs Work to Create & Sustain Great Places,” which included:

- Project update
- Intro to the PBO Operating System
- Discussion on who handles these responsibilities now and what are needs/opportunities



03 Recap: Operating System

November 13th Workshop





03 Recap: Operating System

Workshop Results

Public Realm

- When driving by the business district, it doesn't feel active; no visible presence of people
- Car lot has a huge amount of space, which can't be used everyday by the people who live nearby
- There's green space near cemetery that isn't utilized
- No place to hang out or "be"; need a place to go



03 Recap: Operating System

Workshop Results

Public Realm

- Corner is so walkable, but there's no reason to linger
- Create “third spaces” - areas to gather without having to pay a lot or at all
- Brick walkways with plants and a little seating, some murals, would create a place outside that you want to be
- Many folks stop at the gas station on their way to Monon Trail
 - ◆ Could be an opportunity



03 Recap: Operating System

Workshop Results

Infrastructure

- School bus stops are very dark, which is dangerous for kids
- Some streets are really narrow, also dangerous for kids
- Several streets without sidewalks or curbs
- Drainage issues



03 Recap: Operating System

Workshop Results

Real Estate / Development

- Not many businesses
- Need to be close to the street and the trail
- Make a more dynamic place in places where people want to be a part of it - cafe's, storefronts, and gathering spaces
- Home Place feels very individualistic; every house expresses themselves differently
 - ◆ That eclecticism is a good thing and could be translated to the business district



03 Recap: Operating System

Workshop Results

Real Estate / Development

- Concern about out-of-scale, 3-4 story developments coming
- If the gas station was to sell, the neighborhood wouldn't have any power or input; it would just be to highest bidder
 - ◆ Potential role there for working with City to push for the types of development that would be appropriate and welcomed in Home Place



03 Recap: Operating System

Workshop Results

Greater Home Place Neighborhood Association

- Has been working with City for artwork at 106th and College roundabout
- Organizes annual clean up days
- Decorates the cemetery
- Wants to install benches
- 8-10 board members; one committee



04

Greater Home Place NA



04 Greater Home Place NA

Overview

The Greater Home Place Neighborhood Association has been doing good work on the behalf of the community for decades.

This section will explore ideas that:

- Build on the organization's strengths
- Allow them to focus on what they most enjoy doing
- Structure themselves most effectively for results



**Here's where we think GHPNA should
take the Lead and where it should
Partner up.**



04 Greater Home Place NA

Starting Point

GHPNA LEAD

PARTNER

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



04 Greater Home Place NA

Lead With Strengths

GHPNA LEAD

PARTNER

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

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MAINTENANCE



04 Greater Home Place NA

Lead With Strengths

GHPNA LEAD

PARTNER

Focus on residents and neighborhoods to keep the quality of life and Home Place charm going strong

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

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BUSINESS SUPPORT & RELATIONS

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04 Greater Home Place NA

Partner With the City

GHPNA LEAD

PARTNER

SOFTWARE

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04 Greater Home Place NA

Partner With the City

GHPNA LEAD

PARTNER

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MAINTENANCE

Elevate GHPNA
to having
City-recognized
authority to
partner directly,
so change and
improvements
happen with
you, not to you



04 Greater Home Place NA

The GHPNA Action Plan

GHPNA LEAD

PARTNER

SOFTWARE

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MAINTENANCE





Thoughts?



04 Greater Home Place NA

Organizing for Success

First and foremost:

- Mission and Vision Statements
 - ◆ Does GHPNA have these?
 - ◆ If yes, when were they last updated?



04 Greater Home Place NA

Organizing for Success

PEOPLE POWER!

- Board Members
 - ◆ Currently 8-10 members; should be more
- Committees
 - ◆ Currently one (Beautification)
 - ◆ If done right, committees are a great way to focus efforts AND create pathways for new people to get involved



04 Greater Home Place NA

GHPNA LEAD

Powering the Action Plan

PARTNER

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

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REGULATIONS (zoning, land use)

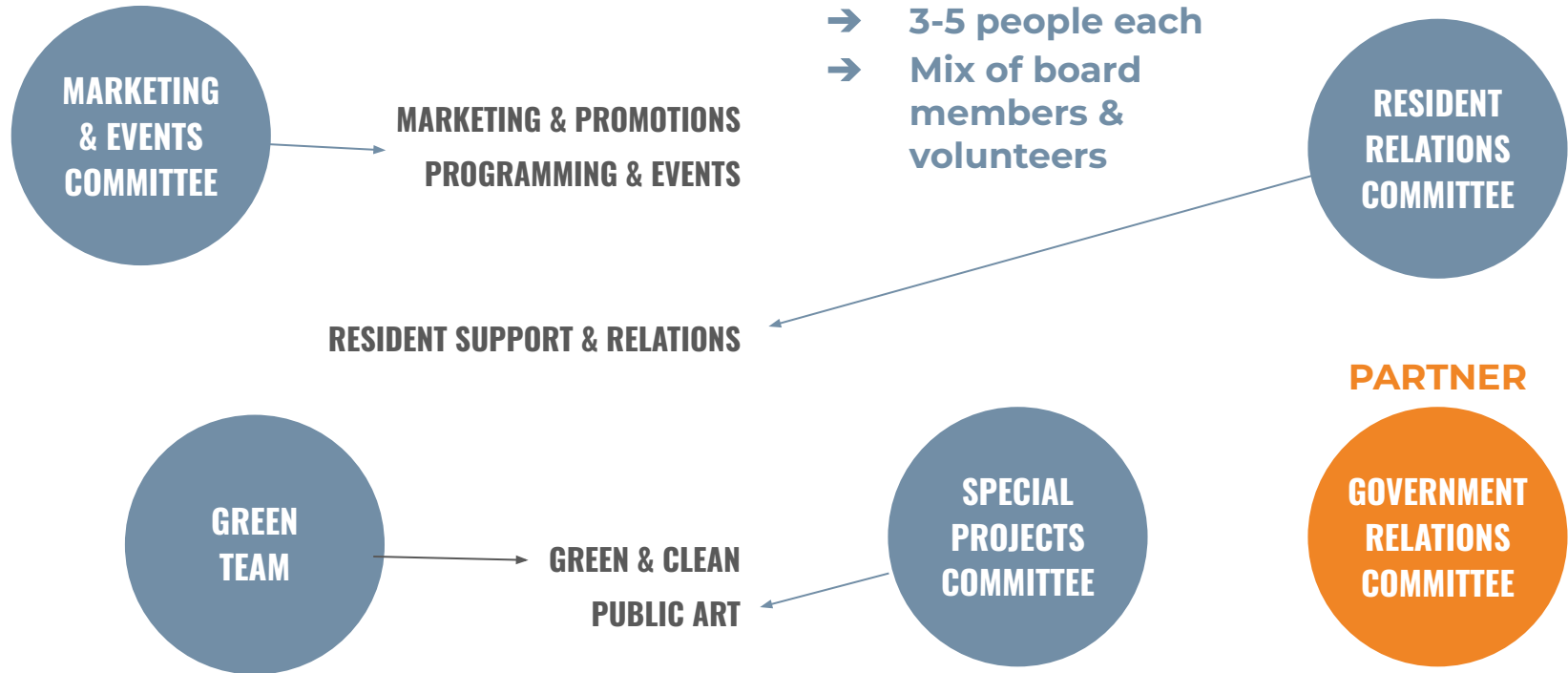
MOBILITY & ACCESS (trails, transit)

MAINTENANCE



04 Greater Home Place NA

Powering the Action Plan





Thoughts?



05

Business District PBO



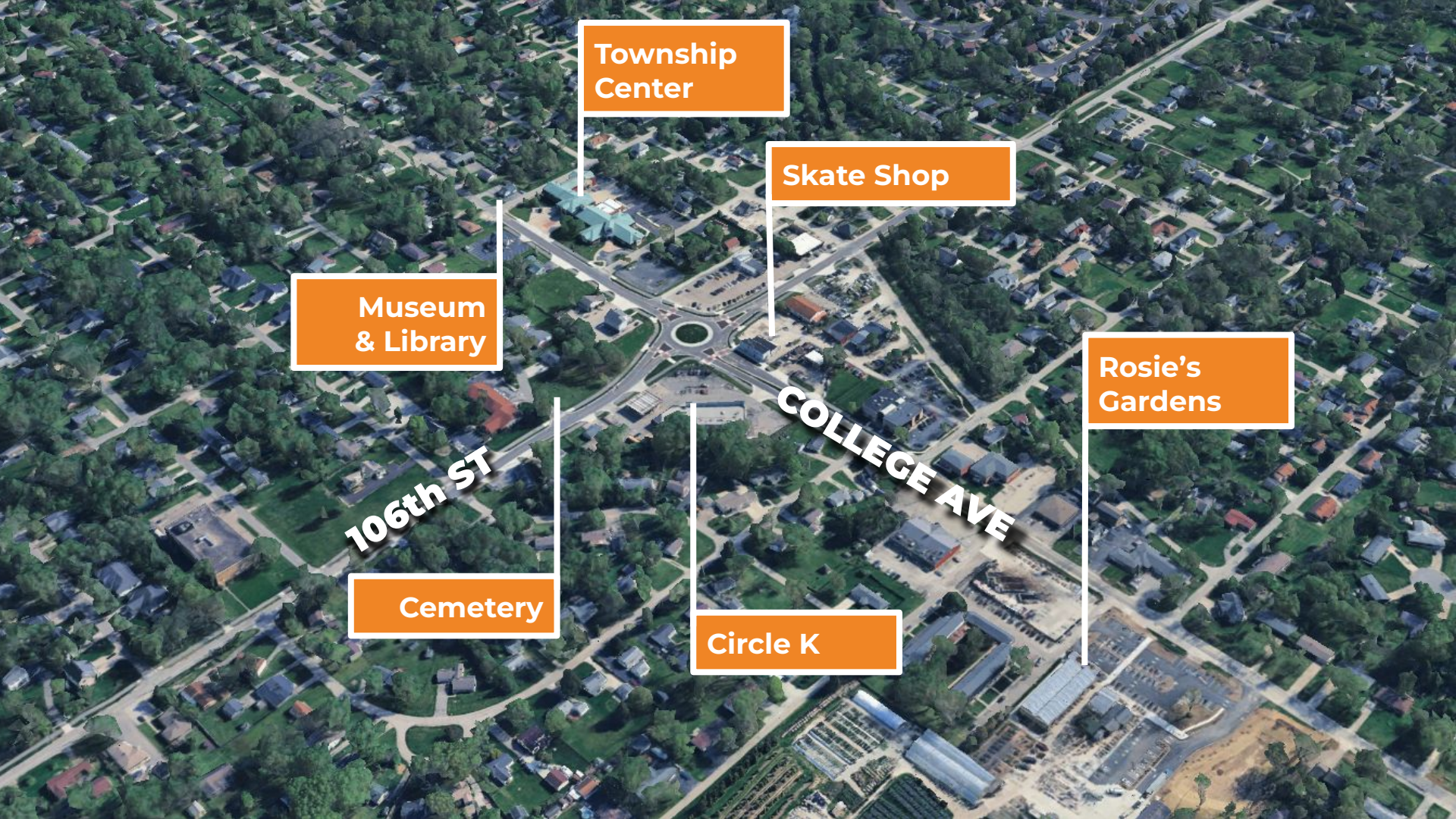
05 Business District PBO

Overview

This section will look the role of a new PBO focused on the 106th & College business district can fill to ensure a welcoming gathering place for residents that reflects the character of Home Place.

We're proposing this new PBO be structured to **supplement** the good work that GHPNA is doing.

Not only is there room for two organizations - we think in a few minutes you'll agree Home Place needs both.



Township
Center

Skate Shop

Museum
& Library

Rosie's
Gardens

106th ST

Cemetery

Circle K

COLLEGE AVE



05 Business District PBO

The Remaining Needs...

GHPNA LEAD

PARTNER

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

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REGULATIONS (zoning, land use)

MOBILITY & ACCESS (trails, transit)

MAINTENANCE



05 Business District PBO

...Provide a Clear Role

PARTNER

BDPBO LEAD

SOFTWARE

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

BUSINESS SUPPORT & RELATIONS

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MOBILITY & ACCESS (trails, transit)

MAINTENANCE



05 Business District PBO

...Provide a Clear Role

PARTNER

BDPBO LEAD

SOFTWARE

Focus on the business district to create a gathering place for residents that reflects the Home Place community

MARKETING & PROMOTIONS

PROGRAMMING & EVENTS

BUSINESS TENANTING

BUSINESS SUPPORT & RELATIONS

RESIDENT SUPPORT & RELATIONS

VISITOR SUPPORT & RELATIONS

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PARKING MANAGEMENT

REGULATIONS (zoning, land use)

MOBILITY & ACCESS (trails, transit)

MAINTENANCE

Have a seat at the table to ensure the needs of the business district are reflected in City's plans





Thoughts?



What would this new PBO look like?



05 Business District PBO

Organization Model

Proposed Structure

- 501(c)(3) nonprofit organization
- 5-9 Board Members
 - ◆ Selected to ensure perspective from several community sectors (small business, residents)
 - ◆ Could include a rep from GHPNA (and vice versa)
- No staff or employees
 - ◆ All volunteer-based



05 Business District PBO

Organization Model

Indiana Main Street

- One of the most successful programmatic models for business district revitalization
- Network of hundreds of communities large and small, urban and rural, in nearly every state in America.
- Indiana has 110 affiliated communities statewide
 - ◆ Mass Ave Cultural Arts District
 - ◆ Irvington Development Organization
 - ◆ Next Stop Beech Grove





05 Business District PBO

Organization Model

Indiana Main Street Program Levels





05 Business District PBO

Organization Model

Indiana Main Street Program Levels



- Starting point for all Indiana Main Street communities
- Networking and knowledge base benefits with fewer program requirements compared to accreditation



05 Business District PBO

Organization Model

How is it Funded?

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

With no paid staff, an annual programming budget of \$30,000 - \$50,000 would accomplish a lot



06

All Together in One Place



Community Operations Model

GHPNA

MARKETING & PROMOTIONS (livability)
PROGRAMMING & EVENTS
RESIDENT SUPPORT & RELATIONS
PUBLIC ART & 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
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

**Overall need
for 30-40
volunteers**



Before we go...



1. Join us tomorrow to help draft the Strategic Plan, 5:30pm
2. Stay up to date on the project:

[ThisIsHomePlace.com](https://thisishomeplace.com)



YARD
& CO.

Change the way
places change
mm

buildwithyard.com