

Strategic Plan – Initiative Work Plan FY2015

Initiative Name: Energize Downtown

Date: May 30, 2014

Goal # Partnering for Success

Goal Chair(s): Diann McKee

Initiative # 1

Initiative Chair(s): Chris Pfaff and Kim Kuntz

Thesis Statement Indiana State University (ISU) students are increasingly engaged in the process of energizing downtown and 2015 will be a critical year to build upon the success of ISU's engagement and partnerships with downtown Terre Haute merchants, the local arts community and other stakeholders.

1. Introduction/Background – What?

The University continues to partner with a number of downtown stakeholders, including the City of Terre Haute, Downtown Terre Haute Inc., Art Spaces, real estate developers and others to identify and implement methods by which ISU can best affect the redevelopment of downtown. We are succeeding as a catalyst for revitalizing the city core through completed and ongoing projects such as the ISU Barnes & Noble bookstore and Foundation offices, the Scott College of Business, and the intent to develop off campus student housing downtown.

2. Proposal/Purpose/Justification – Why?

During Fiscal Year 2015, the Energize Downtown team will continue to concentrate on working with local developers and property owners to improve the capacity for retail recruitment, and further the development of the cooperative marketing initiative for existing downtown merchants – in partnership with Downtown Terre Haute, Inc. In addition, the team has identified three specific projects with area arts groups that will address the challenge of supporting and engaging the arts and cultural community of downtown.

The Energize Downtown team will continue to need student interns to research and organize data, assist and engage with downtown organizations, communicate with prospects, produce and analyze marketing material, coordinate student and merchant groups, and compile database information to assist in retail recruitment.

The university recognizes the importance and value of building a great “college town” and is committed to working collaboratively with arts and community development partners to ensure the continued revitalization of downtown Terre Haute. These efforts provide experiential learning opportunities for students, faculty and staff and help enhance the overall campus environment, which, in turn, is having a positive impact on recruitment and retention of quality students and faculty.

The Energize Downtown projects identified for FY2015 will provide ISU the opportunity to demonstrate tangible results in partnership with downtown merchants, developers and arts organizations. The initiative will also continue to strengthen the town/gown relationship and lead to further mutually beneficial projects.

Strategic Plan – Initiative Work Plan FY2015

3. Discussion of Past Years Results – Benchmark Successes?

The benchmarks for Energize Downtown indicate we are moving forward, and in some cases, exceeding our goals. For example, the number of students engaged in downtown organizations and activities continues to grow. Events such as the Downtown Block Party, Donaghy Day activities, Blues at the Crossroads, Miracle on 7th Street, and the Strawberry Festival are just some of the community organized activities drawing our students downtown. The number of downtown merchants being assisted by ISU students, faculty and staff also continue to increase and the recent opening of “college friendly” spots downtown, like Yogurt in Love and the expanded J. Gumbo’s are attracting larger crowds of Sycamores than ever before.

As we develop new student housing options downtown in the next couple years, the capacity for additional retail options will only add to the college town feel. In turn, increasing the number of residents downtown will lead to a demand for additional products and services catering to a college demographic. Outcome and assessment for the retail recruitment effort will span multiple years.

ISU’s support and partnership with Downtown Terre Haute Inc. is also a key benchmark that continues to produce opportunities for experiential learning and community engagement. New initiatives, such as the Launch Terre Haute co-work space, support the local entrepreneurial ecosystem and complements ISU’s goal of increasing the number of small business start-ups in Terre Haute. DTH also continues to increase its goal of recruiting new members and subscribers to the “Choose Downtown” e-newsletter, which is helping promote and market all of the events occurring downtown, to include all ISU activities happening on campus. It has been a very effective tool for communicating, both on and off campus.

Partnering with the local arts community is also increasing our level of engagement for students and faculty. For example, the recent mural projects downtown have added a cultural boost to the neighborhood, while engaging the ISU Art Department and its students. In addition, Art Spaces provided outstanding leadership last year with the 2013 – Year of the River initiative and continues to create new approaches to urban planning through public art projects. ISU student interns have been provided to assist on a number of these projects which are having tangible results in improving our quality of place.

4. Work Plan, Next Fiscal Year – Action Steps – Process – How?

The plan will be accomplished through the following:

1. Retail Recruitment (ongoing):
 - a. Continue to identify retail prospects, refine market data information and communicate downtown Terre Haute’s message of revitalization and growth (Fall 2014).
 - b. Work with area developers to promote downtown Terre Haute to potential retail business interests (ongoing).
 - c. Coordinate with university, Thompson Thrift, and Core Redevelopment on downtown housing project(s) to identify optimal “college oriented” retail outlets (FY15).
 - d. Update and revise market study with students.

Strategic Plan – Initiative Work Plan FY2015

2. Turn to the River – the Design Phase (August 2014 – April 2015):
 - a. Consultant/Artist selection (July 2014)
 - b. Stakeholder meetings (August/September 2014)
 - c. 3 Day Design charrette (Fall 2014)
 - d. Draft of plan (December 2014)
 - e. Presentation of the final Plan (Early 2015)

3. Downtown Terre Haute Retail Incubation Project (June 2014 – December 2015):
 - a. Indiana Main Street grant application (June 2014)
 - b. Identify appropriate downtown real estate (July 2014)
 - c. Issue call for proposals (August/September 2014)
 - d. Launch and promote first retail operation (September 2014)
 - e. Continue to identify and launch new store concepts (October 2014 – December 2015)

4. Downtown Way-finding Project – Design Phase (July – Dec. 2014):
 - a. Identify design team (July 2014)
 - b. Data compilation, design, and review (August/September 2014)
 - c. Draft of plan presented to City (October 2014)
 - d. Fabrication (November/December 2014)
 - e. Installation (Early 2015)

5. Launch Terre Haute Co-work Space: Start-up Phase (July 2014 – June 2015):
 - a. Assign student interns (June 2014)
 - b. Promotion and recruitment (ongoing)
 - c. Complete build-out of offices (July 2014)
 - d. Open for Business (July 2014)
 - e. Identify ongoing engagement opportunities for ISU students and class projects (2014-2015)

5. Reporting and Deliverable Schedule – When?

The Energize Downtown team meets routinely throughout the year to ensure stated goals and timelines are on track. Each goal and internal/external management team will report to the initiative their progress and challenges during this time and adjustments coordinated as needed. Project deliverables will be expected to keep pace with estimated timelines listed above.

6. Budget – How Much, a General Discussion of Funds Use?

The Energize Downtown team requests \$71,000 for FY 2015 to support and fulfill its mission of building a great college town and further engaging with the Terre Haute arts community.

Strategic Plan – Initiative Work Plan FY2015

1. Student Interns wages: \$28,500 (base budget)

Description – three (3) student interns to assist in the research, production and execution of project materials, work with downtown stakeholders, coordinate engagement efforts, and compile database information to assist committee in executing action steps.

2. Operational supplies, materials and printing: \$5,000 (base budget)

Description – media and research materials to assist in the collection and communication of market data, retail recruitment packets, report of accomplishments and community arts projects. Publish materials to communicate results of Energize Downtown success. Publish DTH Way Finding Map.

3. Contractors/Consultants: \$27,500 (one-time expense)

Description – to partner with downtown arts and community developers (Art Spaces, Downtown Terre Haute Inc., City of Terre Haute etc.) to plan, organize and execute the projects described above. The funds will be used specifically to support the design phase of the Turn to the River project, matching funds for the Indiana Main Street enhancement grant, and build-out support for the Launch Terre Haute co-work space. Each project will leverage talent from ISU and provide faculty and students experiential learning opportunities throughout the process.

4. Capital Expenses: \$10,000 (one-time expense)

Supplement the city of Terre Haute in developing a way-finding system for downtown. Assist in identifying design team to provide professional services in placement and design of way-finding signs, maps, etc.

FY2015 Total Energize Downtown Budget Request: \$ 71,000

7. Stakeholders and Management Plan – Who?

Chris Pfaff (Business Engagement) and Kim Kuntz (ISU Foundation) serve as leadership for the Energize Downtown initiative, assisted by Pam Chamberlain, (Business Engagement AA), and three ISU student interns.

Externally, the staff of Arts Spaces, Inc. (Mary Kramer, Kim Shwibbe, and one ISU intern), Downtown Terre Haute, Inc. (Shelley Klingerman), and the City of Terre Haute (Mayor Bennett and staff) will work collaboratively to manage and organize activities described for FY 2015.

Strategic Plan – Initiative Work Plan FY2015

8. Outcome Assessment & Future Testing

The University recognizes the importance and value of building a great “college town” and is committed to working collaboratively with arts and community development partners to ensure the continued revitalization of downtown Terre Haute. These efforts provide experiential learning opportunities for students, faculty and staff and help enhance the overall campus environment, which, in turn, is having a positive impact on recruitment and retention of quality students and faculty.

The Energize Downtown projects identified for FY2015 will provide ISU the opportunity to demonstrate tangible results in partnership with downtown merchants, developers and arts organizations. The initiative will also continue to strengthen the town/gown relationship and lead to further mutually beneficial projects.

9. Line Item Budget Discussion that tracks Budget Templates ...

Undergraduate Student Wages:

Up to 20 hrs/week (fall/spring) and 28 hrs/week (summer) = (\$9,300) X 3 \$28,500

Energize Downtown student workers have been critical to the success of our initiative, and especially Downtown Terre Haute Inc. They fulfill a number of key operational positions which allow the executive director to focus on more strategic activities, while providing our students daily and weekly project management experience.

Turn to the River – Design Phase: \$ 10,000

Stipend to cover costs associated with professional visiting artist, travel, accommodation, space for design charrette and professional fees.

Art Spaces will continue the momentum generated by both *2013 Year of the River* and *Turn to the River* over the past two years. The design team will include Mary Kramer, Executive Director of Art Spaces; Pat Martin, Terre Haute Chief Planner; and a nationally renowned artist. The design phase will include a 3-day public charrette, which will require a facilitator, a graphic designer, an architect/landscape architect, and others as needed. Students from ISU and Rose-Hulman will also be invited to participate. The planning team will consult closely with representatives from the City of Terre Haute, Downtown Terre Haute Inc., Indiana State University, Terre Haute Parks & Recreation, Riverscape, Vigo County Officials and others with a vested interest in the project.

Strategic Plan – Initiative Work Plan FY2015

Energize Downtown Supplies/Expenses: \$ 5,000

Printing costs for downtown map (\$2,500)

Postage (\$500)

Market research collection (e.g. traffic counts, market data) (\$2,000)

Downtown Terre Haute Retail Incubation Project: \$10,000

To provide matching funds for the Indiana Main Street Downtown Enhancement Grant. DTH Inc. has proposed to the Office of Community and Rural Affairs the development of a program to assist locally initiated retail operations in getting established downtown. The program will offer new retail operators a reduced cost, short-term lease within currently vacant storefronts downtown to encourage start-up businesses to launch and retain their operation downtown.

Businesses will be selected based on the appeal of their proposed use, how well the concept works in synergy with existing tenants and their ability to build excitement downtown through in-store events, promotions and storefront appeal. In exchange, DTH will promote the location(s) and hours of operation in conjunction with advertising and marketing downtown events.

Tenants will also be partnered with ISU's Business Engagement Center and SBDC to assist the company in establishing a sound business plan, connections to financial and legal counsel, and other marketing and promotional assistance as needed.

Project costs include: Professional fees (\$1,500), Insurance (\$1,250), Rent subsidy (\$3,500), Marketing (\$2,500), Administrative costs (\$1,000), Supplies (\$250)

Downtown Way-finding Project – Design Phase: \$10,000

The City of Terre Haute, in partnership with DTH Inc. and the Energize Downtown initiative are working toward the development of a much needed way-finding system for downtown. The intent is to procure the services of an experienced firm (such as Ratio, ASI, etc.) to provide professional and technical analysis and design for the project. Funds would be used to supplement city funding for this phase of the project.

The goal of the project is to develop a design using elements of the recent branding strategy for Downtown Terre Haute and install an engaging, clear and safe set of signage with a consistent visual identity to enhance the visitor's experience by easily directing them to places of interest. As a result, residents and visitors will more efficiently navigate the community and likely observe civic, cultural, commercial, conference, lodging and recreational amenities they may otherwise miss.

Downtown Terre Haute is home to a number of outstanding attractions that define a creative economy, but they aren't necessarily well defined spatially. A way-finding system is an effective method to promote downtown and spur economic and community development.

Strategic Plan – Initiative Work Plan FY2015

Launch Terre Haute Co-work Space:

\$7,500

Founded by Tech Haute, a partnership of four local entrepreneurs, Launch Terre Haute proposes to create a “co-work” space downtown to provide an innovative, open and collaborative workspace for freelancers, independents, and start-ups. While providing office amenities, the space encourages creativity, collaboration and business success. Objectives include growing and retaining talent, root and grow new innovative businesses, and continue to build upon the success of an enlivened downtown.

Co-work spaces are designed for the entrepreneur needing resources not available in the traditional “coffee shop office.” The space is ideal for traditional independents or freelancers looking to gain access for office amenities without the expensive overhead of rent. It can also be a resource for larger corporations, with project teams, looking to focus on specific projects without the distraction of the traditional office.

Once established, Launch Terre Haute intends to sustain operations through annual memberships and provide business resources needed by entrepreneurs such as: power, high speed internet, printers, desk space, conference rooms and breakout areas with white boards. The concept is very much in line with the mission of ISU’s Business Engagement Center, but more appropriate for early stage companies that may not be mature enough to be incubated on campus. Launch Terre Haute has the potential to become a great source of pipeline projects for the Innovation Alliance.

Project costs include: Shelving (\$2,000), Printer (\$1,000), White boards (\$1,000), Furniture (\$2,500), Supplies (\$500), Signage (\$500)

ISU would be joining the Terre Haute Economic Development Corporation, Tech Haute, and Launch Terre Haute paid members to sponsor the space at the corner of 7th Street and Wabash Avenue in downtown.

Total FY15 \$71,000