

# ARMORY



# SQUARE



# **The Armory Square**

A Transportation Hub,  
Visitor Information Center,  
Office Plaza and Community Market Place  
Proposal  
for the Marietta Armory  
as managed by  
Wasco, Inc.

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Prepared For:  
City of Marietta, Ohio

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## Goals of the Armory

While there are numerous goals for the renovation of the Marietta Armory into the Armory Square, this plan focuses on four primary goals:

- 1) The Armory Square must be financially self-sustaining
- 2) The Armory Square will be an Intermodal Travel Center – a comfort station, and a public transportation hub.
- 3) The Armory Square should become a destination point for historic Marietta, Washington County, and Appalachian Ohio.
- 4) The Armory Square will become a community gathering place by providing a range of activities to attract residents with varied interests.

An explanation as to why each of these goals is important to the development of the Armory Square and how each will be accomplished will be addressed. However, it is first necessary to understand why the Marietta Armory was chosen as a site for this project and how it will be organized.

## Description of Facilities

### Current State

This magnificent historic structure constructed in 1914 sits on 3.5 acres in the central business district of Marietta. This building, originally constructed as a Regimental and Company B Headquarters, now sits vacant along the banks of the Ohio and Muskingum Rivers.

Given its location near the river, the first floor of the building is below the 100-year flood plain. However, this floor has concrete floors and walls. The second and third floors, which include the primary space in the building, are above the one hundred year flood elevation.

The building's gross size is 21,000 square feet divided between three floors. Of these 21,000 square feet, 16,195 square feet is net usable area.

| Type of Space                              | Square Feet  |
|--|--------------|
| Entire building                            | 21,000 gross |
| Entire building                            | 16,195 net   |
| 1 <sup>st</sup> floor (below flood plain)  | 6,602 net    |
| 2 <sup>nd</sup> and 3 <sup>rd</sup> floors | 9,593 net    |
| 2 <sup>nd</sup> floor main hall            | 5,130 net    |
| 3 <sup>rd</sup> floor office space         | 2,115 net    |

The building is owned by the City of Marietta, which makes it ideal for the proposed public facilities and enhancements that will be located in the building.

## **Proposed Use**

The proposed uses for this historic building have been generated through research of existing revitalized structures, needs of the community and region, and the goal of financial sustainability.

Therefore, the uses as an Intermodal travel center, retail and office space, visitor information center, community market place, Appalachian showcase and local gathering spot will be described and the financial impact of each area on the sustainability of the venture will be demonstrated.

A report produced in 2003 by R.D. Zande & Associates titled Intermodal Hub Study scored the armory as the best location for a possible Intermodal transportation hub. Additionally, its location in the historic district of Ohio's first city and on the banks of the Ohio and Muskingum Rivers positions it ideally to attract visitors to the site.

The location of the armory is one of the best in the city of Marietta in terms of its location in the central business district and its access to nearby highways OH 60 and OH 7. The site is located on the Ohio River Scenic Route, a federally designated scenic highway. Additionally, I-77 is only 1.3 miles from the armory, and there is parking at the armory for approximately 100 vehicles in the side and back lots. Additionally, the site is adjacent to the Marietta Harbor (a full service public boat dock), the newly completed River Trail (a two mile, multi-use pedestrian and bike way), and the historic Muskingum River Lock House, all of which are city-owned facilities.

An Intermodal Hub is a gateway or regional transfer center for locals and visitors to the area. This central location will allow locals and travelers ease of access in utilizing the current modes of transportation in the area:

- public transportation
  - trolley tours
  - regional bus lines
  - tour buses
  - local bus lines (CABL)
- river traffic
  - sternwheelers
  - river excursions
- private automobile
- pedestrian
- bicycles
- carriage rides

The ease and access to rentals and ticketing for the various types of transportation, cars, bikes, buses and river travel, and the availability of comfort areas make this location more appealing to the visitors of the Square.

A lounge area for bus drivers is another suggestion that came from drivers that currently carry passengers around the region. A conversation with one local merchant that has another location in a high tourist destination generated this suggestion, "The merchants in that area sponsor recliner chairs for the drivers lounge. This added amenity increases the driver's word of mouth advertising for an area. They are more prone to recommend a travel spot if they have had a great experience in the area."

## **Organization**

It is proposed that the Armory Square be managed and operated by a non-profit entity. The most viable candidate is Wasco, Inc. Wasco is a public non-profit agency created by parents in the 1950's to expand vocational opportunities for adults with developmental disabilities. When first incorporated, WASCO produced craft items and in the 1970's began receiving sub-contract jobs from local business and industry.

Today, WASCO has evolved to meet a variety of needs for local businesses. It provides support from janitorial to production services. It meets copying, printing and mailing needs as well as providing a unique line of products from silk screened items to cards, jewelry and ceiling tiles. WASCO exists to provide meaningful employment options for adults **and** support local business and industry.

The mission of WASCO, Inc. is to provide employment opportunities for adults with disabilities in Washington County, Ohio. We believe that everyone has the right and ability to grow and learn and will assist adults to develop independence, responsibility and self-esteem through a variety of vocational experiences.

With their current structure, they would be able to provide personnel with previous management experience in running operation such as the Marietta Harbor, which they have leased from the City of Marietta for the last several years. During their management of this facility, they have achieved a success that previous for-profit lessees could not achieve. These same abilities and resources can be a positive for the management of the Armory.

Staffing would include a coordinator, full-time supervisors and several part time employees (Wasco consumers). Wasco would be advised by a board of directors to oversee and advise on the operations of the facility.

WASCO, Inc. runs a full service kitchen and is capable of catering any event, large and small, from continental breakfasts to formal dinners. In addition, WASCO provides breakfast and lunch at Ewing School daily and delivers to a

variety of schools, day care facilities and non profits throughout Washington County. With a chef onsite, WASCO is able to meet the needs of businesses and individuals on their special event.

WASCO, Inc. is fortunate to have the support of the community in all of our endeavors. As a 501(c) 3 they are able to pursue grant funding as well as receive tax deductible donations from community members.

WASCO, Inc. currently employs a full time Marketing Manager who will be responsible for developing the Armory Square. Her experience and expertise as well as her many connections throughout the community will be invaluable in furthering the goals of WASCO and The Armory Square. Developing and marketing the Community Marketplace will be high on the list of priorities for the Marketing Manager.

WASCO, Inc. will work closely with local artisans to recruit artists for The Armory Square showcase of Appalachian artists. Representatives from the arts have been and continue to be key players in the development of this project.

Facility maintenance is an important component in ensuring the success of The Armory Square. WASCO, Inc. has held a contract with the Ohio Department of Transportation for many years and maintains the rest areas in Washington County. Additionally, WASCO, Inc. contracts with local businesses and individuals for lawn maintenance and janitorial services. WASCO already owns the necessary equipment for the proper cleaning and maintenance of The Armory Square.

The group's board of directors should consist of seven to eleven members with a variety of backgrounds that will support the goals of the center and preserve the historic tradition of the building. After interviews with the following organizations, The National Business Incubation Association, Tamarack of West Virginia and the Hardin County Armory Foundation, all organizations have recommended this model. Below is a suggested list of attributes to consider when choosing board members:

- Members of arts & crafts industry
- Individual with prior military service and a historical interest in the property
- Experienced contractor, carpenter or tradesman
- Current or former member of local government
- Attorney
- Accountant
- Member of local convention and tourism bureau

There are a variety of board models that may be employed; the primary criteria will be that members of the non-profit board of directors must be committed to the long-term success of the facility.

## **Financially Self-Sustaining**

The City of Marietta, like most other local governments, cannot afford to incur additional expenses for the staffing and maintenance of an additional city operated building. Therefore, the goal of this project must be a collaborative effort between the public and private sector in order to meet the desired outcomes. Rental paid by Wasco would allow the City to pay utilities, maintain insurance on the facility and also to set aside both short-term and long-term maintenance and repair funds.

Additionally, the Friends of the Armory have established a program at the Marietta Community Foundation that will help sustain Armory Square for the future. This program consists of annual memberships for individuals or families, those who love and believe in the preservation of our history, as well as those who have ties to the original purpose of the building, the military. An additional opportunity to help sustain the Armory is to pay tribute to past, current and future veterans by purchasing a brick to be included in the Veteran's Walk of Honor. Funding from these brick sales will help generate funding toward an endowment managed by the Marietta Community Foundation to support the long-term maintenance and operations at the site. These bricks will line a "Walk of Memory" that will tie together the sidewalk of Front Street to the Bike Path located to the rear of the Armory Building. This path will serve the dual purposes of guiding pedestrians adjacent to, and hopefully into Armory Square, while gaining them an additional access point to the riverfront bicycle trail. By inscribing the bricks with veterans' information, the history and previous use of the Armory will be recognized.

## **Revenue Potential**

Primary sources of revenue for the Armory Square in the initial stages:

- 1) The Appalachian Showcase**
- 2) Rentable Space**
  - a. Café / Catering**
  - b. Community Marketplace**
- 3) Special Events**
- 4) Interactive Visitor Information Kiosks**
- 5) Other Features**

### **Appalachian Showcase Store**

This retail store, located in the second floor visitor and transportation hub, will feature a different product mix than the community marketplace located on the ground floor. This area will present an Ohio made version of West Virginia's Tamarack, and will serve to increase appreciation and awareness of arts and products created in the Mid-Ohio Valley region. To do this it will showcase the

best products that the region has to offer. As such, all products showcased must have been created in the region.

All products offered will need to be original works of art or products crafted in the region. Possible categories include:

- Textiles
- Woodwork
- Furniture
- Ironwork
- Ceramics and glass
- Home décor items
- Jewelry
- Children's toys
- Homemade food items
- Paintings of any medium
- Music or performances by area performing artists

One of the most important aspects of creating an artists and artisans display hall such as the Showcase is determining the criteria by which artisans will be allowed to display their wares or potentially perform demonstrations of their work. A consistent, standardized jurying process should be used to select the approved artisans and goods for the Showcase.

Jury members should be selected by the Armory Foundation Board of Directors. Ideally, some of the Board of Director members will be from within the professional artist industry. Other potential jury members should include members or arts faculty from local colleges and universities and well-respected craftsmen from the local community. Based on the resources at Marietta College, Washington State Community College and WVUP, the professional arts community should become well represented on this board.

The proposed model for the Appalachian Showcase Store to follow in generating revenue from its sales is that of the Dairy Barn in Athens, Ohio. Similar to the proposed Showcase Store, the Dairy Barn has an artisan shop within that provides a retail outlet for regional artists. The shop is maintained by the Dairy Barn and receives 35 percent for displaying and selling the products while the artists receive 65 percent of the proceeds.

### **Rentable Tenant Space**

There will a number of anchor tenants located on the third floor's available 2,115 square feet that will support the Armory Square becoming self-sustaining. Possible tenants that have been identified with similar missions are listed below and only listed for financial projection purposes.

- Convention and Visitors Bureau
- Military Recruiters

- Division of Watercraft
- Veteran Services Offices (that could include a section for historic military documents and memorabilia)

Of the entities listed, the Convention and Visitors Bureau have committed to be a tenant when The Armory Square is complete. This anchor tenant not only helps provide a steady stream of revenue, but also is the perfect fit of the mission of The Armory Square to provide information for visitors and serve as a visitor’s hub. Their mission is “to serve and educate its partners by promoting, developing, publicizing, and selling the Marietta area to tourists and convention markets, thus encouraging increased state and local tax revenue, job stimulation and economic growth and development. The CVB is to be responsive to the needs of the tourist and convention visitors. The CVB shall strive to enhance the historic charm and maintain the quality of life that makes the Marietta area unique.”

Price estimates for rental property in downtown Marietta have been collected from real estate agencies that manage and sell rental properties in the area. The following chart lists the information that was obtained and the sources of the information. (“Triple net” implies that all taxes, utilities and insurance for the tenant are included in the lease.)

| Source of estimate                    | Inclusions                     | Estimated price per year |
|---------------------------------------|--------------------------------|--------------------------|
| 1 <sup>st</sup> City GMAC Real Estate | Triple net                     | \$12-\$14 per sq. ft.    |
| McCarthy Real Estate                  | Triple net w/ storefront space | \$10-\$15 per sq. ft.    |

For the purposes of the financial projections for this plan, \$10 per sq. ft. per year was used as a conservative estimate of potential revenue. The armory is unlikely to attract tenants at the higher rents (\$13-\$15 per sq. ft.) because the offices do not have storefront space.

### **Community Marketplace**

Although in the flood plain, the lower level offers many options. A Community Marketplace will offer various types of spaces for rental. Many of the ideas developed for this space are based on input from Eric Barrett, Washington County Agricultural Agent, The Ohio State University Extension. Models that were used include North Market, Columbus, Ohio and Capitol Market, Charleston, WV.

The hallway area of the lower level could provide rentable indoor space in a booth type concept where 3' x 5' areas could be used by smaller farmers or crafts

people. Other businesses, such as direct marketing businesses like Longaberger Baskets, Pampered Chef and Home & Garden, could find a inexpensive retail location as an alternative to home parties. Additionally, this space could be ideal for not-for-profit fundraising activities such as bake sales.

One of the rooms could be used as artist studio where artists could actually produce their works. This would be at a lower rate than traditional retail space. It would also act as an attraction area as visitors could watch artist at work.

Lastly, the remaining areas of rooms could be rented to food vendors that are looking for a small facility. Possibilities mirror North Market and Capital Market and could include:

- Deli
- Bakery
- Farm Fresh
- Cheeses
- Meat Shop
- Pasta/Little Italy
- Seafood
- Pastry Shop
- Pie Shop

Finally, to truly embrace ideas related to agricultural enterprises and to utilize the whole facility and build upon the community gathering place concept, rentable outdoor space with a covered area for truck vendors could be considered as well as utilizing the main floor for special tastings that might include local foods and wines.

### **Special Event Rental**

The current drill floor will be available for special event rental: receptions, dances, dinners, concerts, and community events. The assumed cost per event is \$400. The versatility of the drill floor will allow for the largest space in the area for mini-conventions and conferences. All of the components of the Intermodal and Visitors Center can be moved to create a flexible space to accommodate these special events.

### **Interactive Visitor Information Kiosks**

An additional use for the Armory Square's drill floor space includes kiosks and a video clip viewing area. The kiosks are electronic and interactive and can be programmed to provide a variety of information to tourists and residents. Each kiosks, video clip or display will be sponsored by a local or regional business. This sponsorship will be on an annual basis and the kiosks will exhibit the name of the sponsor. The kiosks will be strategically placed around the drill floor at the Armory Square.

Possible information topics provided by the kiosks could include:

- Veteran's Archives
- Restaurant Information
- Attractions
- Shopping
- Internet/Street finder

### **Other Features**

A promotional video of regional history and area tourist attractions will be located on the second floor. This video will provide for a sponsorship opportunity for an area organization.

Newsstand vendor rental will provide an opportunity for a local entrepreneur to set up a small newsstand to sell to visitors to the Armory Square.

A one-stop ticket booth will also be integrated into the informational plaza. This will allow for ticket purchases of various kinds in one location.

### **Financial Analysis Overview**

| <b>Sales Assumptions</b>     | <b>Totals</b>     |
|------------------------------|-------------------|
| Rentable Tenant Space        | \$ 23,400         |
| Promo Video                  | \$ 12,000         |
| Café / Catering Profit       | \$ 54,900         |
| Ticket Booth                 | \$ 1,150          |
| Newsstand Vendor rental      | \$ 1,200          |
| Kiosk Sponsorship            | \$ 48,000         |
| Marketplace % of sales       | \$ 18,750         |
| Special Events               | \$ 12,000         |
| Community Vendor Marketplace | \$ 18,000         |
| <b>TOTAL SALES</b>           | <b>\$ 192,744</b> |

### **The Armory Square as a Visitor Center**

Given its prime location in Marietta's central business district, the businesses and organizations that occupy the Armory Square should attract people to the downtown area. In particular, out-of-town visitors must be attracted to have true economic impact. The potential economic impact will contribute positively to the future success of the central business district and the entire region. With the location of the Marietta Washington County Convention and Visitors Bureau as an anchor tenant, their typical user will be driven to the Armory Square and will be exposed to the offerings of the facility. This co-location will be beneficial to the visitor as the traditional visitor information will be available as well as enhanced offerings.

A one-stop ticket office within the Square will allow travelers and visitors to the area to purchase tickets to museums, theaters, attractions, rentals, and events all from one convenient location. This type of one stop ticketing will facilitate the development of packages for the leisure time travel market. This increase in packaging will provide two desired positive economic outcomes:

- increase attendance to attractions and activities
- increase overnight stays within the community and surrounding area

### **Travel & Tourism 2004 Fact Sheet**

Visitors to Washington County in 2004 totaled over 1.7 million people. Their collective spending in Washington County totaled \$194 million in 2004; up 4% over 2003 (\$7.9 million increase).

- \$40.74 million in overnight trip spending
- \$153.26 million in day trip spending

The spending breakdown is:

|  | 2004 | 2003 |
|--|------|------|
| • \$62.08 million for Food and Dining    | 32%  | 34%  |
| • \$48.50 million on Shopping            | 25%  | 28%  |
| • \$38.8 million on Transportation costs | 20%  | 17%  |
| • \$32.98 million on Recreation          | 17%  | 15%  |
| • \$11.64 million on Lodging             | 6%   | 6%   |

#### Travel Information Distribution (2004 data)

- 4,770 Telephone and Internet Requests
- 11,777 Reader Response Labels
- 1,655 Convention Packets
- 68,988 General distribution through members, AAA offices, other CVBs, Ohio travel information centers, and travel shows
- 20,000+ Cooperative marketing campaigns

#### Tourist Information Center (2004 data)

- 6,966 Visitors signed the guest register at the Tourist Information Center located in the Kroger Shopping Plaza.

By having anchor tenants such as the Division of Watercraft, military recruiters and the Convention and Visitors Bureau (CVB), as well as housing the Appalachian Showcase, the above mentioned travelers and visitors to the area will have a destination to gain the necessary information about the community and the region.

In order for the Armory Square to be the hub of information for local and regional travel, all individuals working in the area must be trained on the services that are

being located at the Armory Square. Presently, the CVB offers frontline training to the community. This effort will have to initially be increased to get the community driving all information seekers to the Armory Square.

One of the key tenants will be the Washington County Convention and Visitors Bureau (CVB). The CVB will welcome and greet persons to the Armory Square who are a part of a tour group, an independent traveler, or a local resident. It will not only provide information on area businesses and attractions, but also serve as a rest stop for travelers and visitors to the city.

## **Using the Marketplace to Increase Economic Development**

The Appalachian Showcase within the Armory Square will also serve to attract visitors to this destination point. It will do this by using rigorous jurying procedures to ensure the arts, crafts, and regional products for sale are the best showcase of offerings in the Mid-Ohio Valley region.

For the Appalachian Showcase to substantially increase tourism spending and therefore economic development in the area, the Showcase will not only have to promote the goods that it sells, but also the goods of other area stores and merchants. Once again, using the strict product requirements and judging procedures, the Appalachian Showcase can help Marietta become the premier shopping destination for consumers looking for handmade regional arts and treasures. By making Marietta the “brand name” for this type of product within Ohio, the Showcase can help to draw out those travelers who are looking for shopping opportunities during their trips.

It is important to note that the Appalachian Showcase is not designed or intended to take business away from other downtown businesses. Instead, because the Armory Square is a tourism center it will promote other local business by installing directional signs and promotional literature brochures that will direct visitors to other downtown shopping destinations.

Again, last year visitors to the Washington County area spent 194 million dollars.

## **A Gathering Place**

Over the course of the last 18 months, the green in front of the armory has been used for a series of concerts and events that have drawn thousands of people. The Mayor’s Jubilee series has been very well received and in addition to music, the River City Farmers’ Market has been staged at these events. The site was even utilized for a rally welcoming Vice-Presidential Candidate John Edwards. An economic impact of the facility as a gathering place is difficult to determine, but the positive social/cultural impact is significant and must be considered an important goal.

For the Armory Square to fulfill its goals of becoming a center for the city's activities, it is important that it have the appropriate look and feel of a historical river city.

The design of the armory building will help re-enforce this type of feeling. Currently, the main floor features a large open great hall. This hall has a wood paneled ceiling and high rafters that are reminiscent of an old barn. Light streams in through large windows that line either side of the room. Downstairs on the ground floor, walls are composed of red and yellow bricks and have high ceilings. The earthen floors and underground design is like being in a country cellar.

The redesign of the armory space should reinforce this picturesque image of a time honored river town. A customary period design of elements should be used throughout the building. Natural wood floors and exposed brick will also keep in tune with the unpretentious ambiance. While these design elements will keep the true organic feel of the Armory Square, they will also decrease the remodeling costs by utilizing as much of the natural architecture as possible.

To add to this organic atmosphere, local musicians will be scheduled during peak hours to entertain visitors with area music. Additional space will be allocated to create a veteran's artifact archive area to recognize the history of the facility and to memorialize those who have defended our nation. This will not only allow the armory to remain dedicated to its original purpose, but it will also add to the historic significance of the building.

Holidays and seasonal events at the Armory Square will be especially delightful. To capitalize on the turning of each season, the advisory board will be responsible for ensuring that the décor and product offerings are in line with the time of year. Additional "festivals" could highlight these seasonal peaks or holidays and create new tourism opportunities for the Armory Square. For example, a Renaissance Fair could mark the start of spring. Autumn harvest could be a festival as well, with apple and pumpkin products for sale across the front lawn. In addition, the ground floor "Cellar" market could provide ample space to sell fresh cut Christmas Trees in the winter while Santa greets children with hot cocoa in the great hall.

## **Operational and Financial Analysis**

The importance of the Walk of Honor is that it helps fund an endowment. Because Armory Square will be like most business start-ups, the business plan has been developed with conservative assumptions that indicate there may be additional funding needed in the early years to break-even. This endowment is important to help cover shortfalls that may occur in the first few years.

Additionally, as Armory Square comes to fruition, it is anticipated there could be an increase in tourism dollars spent in the area. One potential sustaining

revenue source could be a review of the transient guest tax. The City of Marietta currently receives a transient guest tax from all visitors to the local hotels and motels within the City of Marietta. At present, the Convention and Visitors Bureau receives 50% of the tax for their efforts in promoting the Marietta area to potential visitors to the area. The remaining 50% is retained by the general fund of the City of Marietta to utilize as determined by City Council. As the total revenue of this tax grows, a review of the allocation may be appropriate. Consideration should be given to the model that the more overnight visitors the center brings to the community, the more revenue the Armory Square generates to support its functions and allows it to have direct impact on being self-sustaining.

### **Expense Analysis**

The two largest expenditures associated with the creation of the Armory Square are the overhead costs and the salaries and wages of employees. By having WASCO utilize its current pool of employees to run the Armory Square, expenses will be minimized and the community will benefit by the creation of additional jobs for adults with disabilities.

It is difficult to estimate overhead costs because the Marietta Armory has been closed for more than ten years, Allegheny Power and Dominion Gas do not have historical records of energy usage for the building. A comparative analysis of different armories around the region and country was made to provide the best possible estimate of overhead costs. One building, the Hardin County Armory, stood out as the most similarly situated building for which information could be obtained.

### **Promotional Strategy**

Most interviewed organizations agreed that attracting tourists was difficult and required years of financially subsidized existence before a steady base of visitors was developed. From information gathered from interviews with managers of other crafts display halls, the following promotional techniques are recommend.

- Signs along I-77 that promote the Armory Square and eating establishments in downtown Marietta
- A professionally created website that includes a sales function for artists craftsmen who are tenants at the Armory Square Marketplace
- Brochures that detail the offerings of the Armory Square Marketplace and other places of business in the central business district of Marietta to be distributed at rest stops along I-77

There are many promotional tactics that can be employed by the Armory Square. However, these require a marketing budget. It is our suggestion that contact is made with Stonewall Marketing in Marietta to discuss a collaborative marketing campaign. This firm currently works with the CVB on their marketing needs.

The military history of the building offers appeal to a targeted group of visitors to the area. Therefore, a focus on the memorabilia/ artifact wall and the archive room in various marketing efforts is a must for the military history enthusiast.

## **Appendix A:**

### **Comparative Examination of Tamarack of West Virginia**

Mayor Mullen suggested that Tamarack of West Virginia be examined as potential model for what the Appalachian Marketplace might become. The following is a short summary of Tamarack's operations and includes some comparison to the potential Appalachian Marketplace at the armory.

Tamarack operates under the West Virginia parkways authority. Tamarack is the tenant in the building and operates, but it has no responsibility to pay for the overhead of the building. Revenues from food sales along the West Virginia toll road are directed to the West Virginia parkways authority, which uses those funds to cover the overhead of the buildings. All employees at Tamarack are treated as 3<sup>rd</sup> party contractors that are hired by Tamarack.

Tamarack has three primary goals of operation. It is supposed to enhance the image of the state of West Virginia, promote job growth in the arts and crafts industry, and preserve the cultural heritage of the state. These are the same goals that the current government has for the Marietta area.

The jurying process at Tamarack is an important part of the success of the operation. Members of Tamarack's staff were familiar with leaders in the arts and crafts community and contacted them to form a well-rounded jurying committee. Each area of arts and crafts has a jurying panel of 6-8 people that review items for purchase. Dwight Trent, Executive Director of Tamarack, recommends having at least one art professor from a local college or university serve on the jurying committee(s). Tim Kresse of the National Business Incubation Association recommends contacting members of the arts and crafts industry to determine their interest in serving on the board of directors and on the jurying committee(s).

Tamarack currently has 2500 juried artisans from which to choose for its products. Tamarack buys the crafts from the artisans at wholesale prices, and then sells the products at retail prices. Normal markups for crafts are 200%. However, for newer artisans who are trying to establish a business in crafts, Tamarack may pay more for the crafts and not mark the prices up as much. This variation from pure market forces is part of Tamarack's community development mission.

Tamarack's keys to success can be summarized in three points:

- 1) Location
- 2) Greenbrier chefs
- 3) "Teaser" signs along I-77 and I-64

According to Dwight Trent, Executive Director of Tamarack, location is by far the most important. Tamarack sits near the crossroads of the two of West Virginia's most important interstates. The very high traffic flow in the area is ideal for generating visits by tourists and potential customers.

Additionally, Mr. Trent stated that two out of every three people who stop at Tamarack purchase food while they are there. The Greenbrier chefs bring a strong, attractive reputation to the food served at Tamarack. However, there are also additional eating opportunities located at the gas Square and food court adjacent to Tamarack.

The final element that attracts visitors to Tamarack is the well-placed signage along I-77 and I-64 that tells of the attractions to be found at Tamarack.

**Appendix B:**

**Financial Analysis**