



## SCOPE of WORK as of January 12, 2010

### I. Introduction

The mission of Wabash Marketplace is to foster community and economic development in downtown Wabash.

As we approach our mission, we have to understand that:

- While Downtown and neighborhood business districts are no longer the primary providers of goods and services to their communities, a community's core still represents a significant share of its economy—its jobs, its tax base, its municipal investment, its businesses.
- These districts now suffer from a complicated cycle of disinvestment: businesses leave and property owners have less to invest in their buildings. This gives the districts a shabby, uncared for appearance, making it even harder to attract new businesses.

While these problems are significant, we must understand that Downtown Wabash is in a very unique position. It has amenities that are not typically found in small towns: the Honeywell Center, the Historical Museum, Paradise Spring, River Walk, the Dr. James Ford Museum, the Charley Creek Inn, and the YMCA combine to provide us with a peerless advantage as we tackle the task of revitalizing our Downtown.

These amenities, together with Downtown's historic architecture, give the downtown the potential to become a major destination for tourists and their dollars.

We must aggressively expand our Downtown's business mix—and market area.

The responsibility for the revitalization of the historic Downtown core belongs jointly to the downtown business and property owners and the City of Wabash. A collaborative effort, combining the unique skills and vantage points of both public and private sectors, is essential.

### II. Key principles to achieving our mission

In a city with a shrinking industrial base and population, a well-maintained, vibrant, tourist-oriented downtown is a crucial economic development strategy.

We need to forge strong partnerships with the City and other organizations dedicated to economic development.

We need to focus all efforts on revitalizing downtown Wabash, both aesthetically and economically. We can't afford to get distracted with activities that do not drive us toward our mission.

We must increase occupancy of downtown buildings.

We must improve considerably the overall appearance of our downtown.

The benefits of an improved downtown will be:

- Improve the overall image of our City
- Attract more visitors and their dollars
- Encourage more people and businesses to locate here

### III. How we are organized

Wabash Marketplace is an Indiana not-for-profit corporation and a 501(c)(3) organization under the Internal Revenue Code (contributions to Marketplace are tax deductible). It is a national and state Main Street organization.

Marketplace is run by a board of directors elected by its membership. Members pay dues to belong.

2009-2010 elected officers and directors are:

Parker Beauchamp, President  
 Marc Shelley, Vice President  
 Steve Downs, Secretary/Treasurer  
 Kent Henderson  
 Art Jasen  
 Ron Kerby  
 Celia Shand  
 Shannon Shrider  
 Jack Thomas

Ex-officio directors are:

Trula Cramer, Wabash County Tourism  
 William Konhya, EDG  
 Tod Minnich, Honeywell Foundation  
 Kimberly Pinkerton, Chamber of Commerce, secretary  
 Tracy Stewart, Museum  
 Robert Vanlandingham, Mayor

Our committees are organized around the “Four-Point Approach” of the national Main Street organization: Organization, promotion, design, and economic restructuring.

### IV. 2009-2010 Scope of Work

A. Organization Committee—Ron Kerby, chair; Parker Beauchamp, Kim Pinkerton, Bill Konyha (City liaison) and Steve Downs

1. Organization means getting everyone working toward the same goal. The tough work of building consensus and cooperation among the groups that have an important stake in our Downtown can be eased by using the common-sense formula of a volunteer-driven program and an organizational structure of board and committees. The Organization Committee’s primary responsibilities are raising money, supervising the management of staff and volunteers, promoting the program of work, and managing finances.
2. The Organization Committee is committed to accomplishing the following:
  - 2.1. Develop an operational business plan with specific, measurable goals
  - 2.2. Increase membership

- Create usable membership data base
  - If a downtown business and property owner is not a member, find out why
  - Create value in membership
  - Survey of Membership for an opportunity for feedback
- 2.3. Improve revenue through fundraising; develop effective fund-raising techniques
- Charitable contributions
  - Brick sales
  - Trash receptacle sales
  - Plaque sales
- 2.4. Explore additional grant opportunities using and improve utilization of existing grants
- 2.5. Oversee Financial Record Keeping
- 2.6. Cultivate partnerships and synergies with groups that have an important stake in our downtown
- 2.7. Get members and directors actively involved in the business of Marketplace
- 2.8. Continually evaluate scope of work and by-laws; modify as necessary

**B. Promotion Committee—Shannon Shrider, chair; Trula Cramer, Herb Smith, Tracy Stewart, Beth Reynolds and Beth Miller.**

1. Promotion means selling the image and promise of Marketplace and the City to all prospects. The Promotion Committee's primary responsibility is marketing both Marketplace and our Downtown's unique characteristics to shoppers, investors, new businesses, and visitors. An effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns (new releases, websites, newsletters).
2. The Promotion Committee is committed to accomplishing the following:
  - 2.1. Maintain our website
    - Show all downtown properties that are members of Marketplace
    - Show buildings that are available for lease or purchase
    - Photographs and illustrations of Downtown's assets
    - Include a map of Downtown that includes street names and highway designations, public parking lot locations, location or principal amenities, business location of Marketplace members

- 2.2. Develop a program of regular news releases about the activities of Marketplace and its members, as well as the benefits of belonging to Marketplace and/or supporting its mission
- 2.3. Develop effective brochures to promote membership, and fundraising
- 2.4. Operate an effective Farmer's Market
- 2.5. Host business forums to provide opportunities to downtown business and property owners to give input
- 2.6. Utilize the four P's (product, place, price and promotion) of marketing to attract and orient customers
- 2.7. Facilitate a discussion among key stakeholders downtown about a comprehensive cultural heritage tourism plan

C. Design Committee—Tod Minnich, co-chair, Andrea Zwiebel, co-chair, JP Hall, Emily Perkins, Celia Shand and Cathy Wright.

1. Design means getting Downtown into top physical shape. The Design Committee's primary responsibility is developing a plan to help us capitalize on the best assets of Downtown, such as historic buildings and traditional downtown layout, and to help create an inviting atmosphere through window displays, parking areas, signs, sidewalks, street lights, and landscaping, i.e., conveying a visual message about what Downtown is and what it has to offer.
2. The Design Committee is committed to accomplishing the following:
  - 2.1. Implement the program to improve the overall look and functionality of downtown
  - 2.2. Improve the "look" of the downtown with projects as simple as improving street signs or the appearance of our parking lots or as complex as reviewing restoration and building plans. This also includes Streetscape maintenance and obligations to the contract with the city.
  - 2.3. Manage outdoor holiday décor for downtown
  - 2.4. Explore possibilities of adding an Arts and Entertainment Designation
  - 2.5. Encourage improvement of the physical appearance of the Downtown through design education and technical assistance, financial assistance and incentives for design improvements, public improvements and open spaces, and design regulations and enforcement.
  - 2.6. Educate others about good design - enhancing the image of each business as well as that of Downtown. Provide good design advice - encouraging quality improvements to private properties and public spaces.
  - 2.7. Support the Historic Preservation Commission in its efforts to expand the Historic District
  - 2.8. Motivate business and property owners to encourage others to make changes - creating incentives and targeting key projects

- 2.9 Research options for public art and make a recommendation to the board. This will be a comprehensive plan including the project description, downtown locations, and funding.

D. Economic Restructuring Committee—Art Jasen, chair; Conrad Morris, Kent Henderson, Tod Minnich, Jack Thomas, Marc Shelley and Darin Hadley

1. Economic Restructuring means finding a new purpose for Downtown’s enterprises. The Economic Restructuring Committee’s primary responsibility is helping existing downtown businesses expand and recruiting new ones to respond to today’s market, i.e., help convert unused space into productive property.
2. The Economic Restructuring Committee is committed to accomplishing the following:
  - 2.1. Assist with updating the master development plan for downtown, utilizing the following concepts:
    - There are three major land use elements in a downtown: buildings, streets, and parking. If you don’t have sufficient parking, people won’t come downtown to buy and use available buildings. If the buildings are not used, they won’t be rehabilitated.
    - Adhere to professional standards of planning, design and development.
    - Study ways of improving vehicular access around the downtown.
    - Create a pedestrian experience that encourages customers to explore.
    - Encourage high standards of maintenance of all property.
    - Identify parking needs (thought by many to be the major reason Downtown has so many vacancies)
    - Seek opportunities for funding to receive directional signage.
    - Improve the appearance of the downtown for traffic traveling on the main thoroughfares (State Roads 13 & 15 – In North & South Directions)
  - 2.2. Prepare inventory of all downtown properties, and know who owns them, which are occupied and by whom, which ones are for rent or sale, and the terms on which they are available.
    - Identify needs of buildings
    - Identify the needs of property/business owners
    - Identify and aggressively solicit potential tenants/buyers
  - 2.3. Oversee the development guidelines and expansion of the historic district for the historic preservation of downtown buildings in conjunction with Historic Landmarks and the Historic Preservation Committee
  - 2.4. Either find a buyer or improve the façade on the Toepfer Building

- 2.5. Find a buyer for the Downs Building
- 2.6. Develop a plan for Spaces-in-Between