



## SCOPE of WORK as of January 2019

### Introduction

The mission of Wabash Marketplace is to foster community and economic development in Historic Downtown Wabash. As we approach our mission, we 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— jobs, tax base, and 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 understand that Historic Downtown Wabash is in a quite unique position. It has amenities that are not typically found in small towns: Honeywell Center, County Historical Museum, Paradise Spring, River Walk, Dr. James Ford Museum, Charley Creek Inn, and 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 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.

### 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 cannot afford to get distracted with activities that do not drive us toward our mission.
- We must increase occupancy of downtown buildings.
- We must improve the overall appearance of our Historic 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

## 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 organizations. It is a membership-based entity, with a broad base of individual and business members.

Marketplace is operated by a board of directors elected by its members, who pay dues to belong.

2019 elected officers and directors are:

Dylan Reynolds- President  
Nate Fansher- Vice President  
Matt Jasen- Secretary  
Christine Flohr- Treasurer  
Maria Smyth  
Jim Stump  
Amy Ford  
Afla Irani  
Clint Kugler  
Ben Gebhart  
Lisa Gilman  
Jordan Tandy  
Mary Hettmansperger  
Kristy Church  
Mitch Oetken

Executive Director:  
Steve Downs

Project Coordinator:  
Andrea Zwiebel

Ex-officio directors are:  
Keith Gillenwater, EDG  
Scott Long, Mayor  
Christine Flohr, Visit Wabash County

Our committees are organized around the “Four-Point Approach” of the National Main Street organization: Organization, Promotion, Design, and Economic Vitality.



# ORGANIZATION

Committee Members: Dylan Reynolds/Chair, Nathan Fansher, Christine Flohr, Ben Gebhart, Matt Jasen, Clint Kugler

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.

The Organization Committee is committed to accomplishing the following:

- Scope of Work
  - Create, update, and promote the annual Scope of Work with specific measurable goals
- Membership
  - Create and package the value in being a WMI member
    - Highlight our product and program of work
    - Be prepared to answer the question: What is the value of becoming a member of Wabash Marketplace, Inc.?
    - Assemble a promotional packet highlighting WMI's history, scope of work, accomplishments, future projects, value, etc...
    - Survey membership annually for feedback on our perception and how we can improve
  - Increase charitable donations
    - trash receptacles, trees, and plaques
    - Solicit Key donors for high end gifts
  - Increase Membership
    - Create a prospect list of non-members who have a stake in downtowns redevelopment
    - Solicit new members
      - Use Promotional Packet and personally hand to new and prospective members
      - Solicit prospective members by utilizing peer business owners and civic leaders where necessary
  - Monthly Merchant Exchange Meetings to address concerns and connect merchants on WMI happenings.
- Manage Staff and Volunteers
  - Volunteer Recruitment
    - Recruit able volunteers to committees in need and for staff purposes
  - Rewarding Volunteers
    - Create a system to continually reward volunteers for their service.
  - Staff review
    - Annually review staff

- Survey Board of Directors for feedback on how we can improve the organization
- Managing Finances
  - Oversee Financial Record Keeping
    - Work with the treasurer to make sure finances are update to date and in order

## PROMOTION

Committee Members: Stephanie Rogers/Chair, Amber Achor, Karen Eilts-Walter, Aimee Emrick, Afla Irani, Diane Morris, Beth Miller, Whitney Millspaugh, Maria Smyth/Board Liaison.

Promotion means conveying the image and promise of Marketplace to shoppers, investors, new business and visitors. The Promotion Committee's primary responsibilities are marketing both Marketplace and downtown Wabash, along with event planning. An effective promotional strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns.

The Promotion Committee is committed to accomplishing the following:

- Media & Marketing
  - Marketplace Branding Campaigns
  - Downtown Awareness Campaigns
    - 2019 Relaunch of Do It Downtown Campaign
    - Sidewalk Clings: Spring and Fall Campaigns
  - Partner with staff members to ensure organizational marketing strategy includes communication with membership, strong relationships with local media, active social media platforms, and website management.
- 2019 Programs and Events
  - First Friday's
    - February through December
  - Farmers' Market
    - May through October
  - *City Wide Garage Sale (re-evaluate event and potentially move to media partner)*
  - Take it to the Streets Sidewalk Sales, August 17.
  - Trick or Treat Halloween Extravaganza, October 26
  - Celebration of Progress/Annual Meeting, Date TBD
  - Downtown Holiday Night to Remember, Date TBD
  - Black Friday/Small Business Saturday, November 29 and 30
  - *Dad's Day Out (re-evaluate event and potentially cancel)*

## DESIGN

Committee Members: Jordan Tandy/Chair, Kristy Church, Mary Hettmansperger, Tyler Karst, Amanda Lopez, Ashley Oetken, Mitch Oetken

Design means creating place to cultivate community and economic development with a visual message. The Design Committee's primary responsibility is executing a comprehensive plan to capitalize on the best assets of Wabash. Beautification is accomplished through a wide variety of design projects including streetscaping and landscaping, primarily in Downtown.

The Design Committee is committed to accomplishing the following:

- Public Art/Creative Placemaking Initiatives
  - In alignment with Public Art in Wabash: A Roadmap for Creative Placemaking master plan, research projects/partners.
    - Finalize installation of Art Boxes.
  - Ongoing operational management/maintenance of completed projects.
  - Per the strategic plan of Wabash Marketplace, create maintenance/legal plans and "tear sheets" for past and present projects by August 2019.
- Manage outdoor holiday décor for downtown.
- Schedule tree trimming and snow removal, as needed.
- Support the Historic Preservation Commission in its efforts within the Historic District

## ECONOMIC VITALITY

Committee Members: Lisa Gilman/Chair, Amy Ford, Jim Stump, and Steve Downs, Executive Director.

The Economic Vitality Committee is committed to accomplishing the following:

- Business Development
  - Generate new potential business ideas and to promote these ideas to potential entrepreneurs through the Small Business Development Center, through Co-Starters, through the Entrepreneurship program at Manchester University.
  - Assist existing and established businesses needing assistance with expansion by facilitating collaborations with local and regional resource networks.
  - Connect new student interns to local businesses in need
- Incentive Financing
  - Provide small grants (facade improvement); loans for operating, rehabilitation, and other immediate needs; and, scholarships for business and entrepreneurship education such as the Co-Starters program.

- Facilitate Building Renovation
  - Facilitate real estate development through the undertaking of development directly or through facilitating through private entities.
  - Use local business resources and networks for brain power and idea generation
  - Continue to work with City of Wabash and Redevelopment Commission to facilitate a Façade Improvement Program to assist local building owners with substantial redevelopment of the exterior of their buildings.