



## SCOPE of WORK as of January 2020

### 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, municipal investment, and 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 organization. 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.

2020 elected officers and directors are:

Nate Fansher - President  
Matt Jasen - Vice President  
Jordan Tandy - Secretary  
Dylan Reynolds - Treasurer  
Maria Smyth  
Jim Stump  
Amy Ford  
Afla Irani  
Ben Gebhart  
Mitch Oetken  
Amanda Lopez  
Jan Roland  
Nick Hentgen  
Doug Adams

Ex-officio directors are:

Keith Gillenwater, EDG  
Scott Long, Mayor  
Christine Flohr, Visit Wabash County

Executive Director:

Andrea Zwiebel

Community Coordinator:

Vacant

Events Specialist:

Kryston Henderson

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



# ORGANIZATION

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:

- Finalize the Strategic Plan Update for 2020
- Scope of Work
  - Create, update, and promote the annual Scope of Work with specific measurable goals
- Fund Development
  - Make progress towards a request for funding from County
  - Assess potential for Cultural District designation and funding
  - Increase Charitable Donations
    - Sponsorships and donations
    - Solicit key donors for high end gifts
  - Increase Membership
    - Transition contact database to CRM for efficiencies
    - Solicit new members
    - Monthly Merchant Exchange Meetings to address concerns and connect merchants on WMI happenings
- Manage Staff and Volunteers
  - Volunteer Engagement
    - Recruit volunteers to committees as a pipeline for the Board of Directors
    - Create a system to continually reward volunteers for their service
    - Develop criteria for Downtown Legacy Award
  - Staff Review
  - Engagement with the Board of Directors
  - Assist with new office arrangements
- Managing Finances
  - Oversee Financial Record Keeping
    - Work with the accounting firm and treasurer to make sure finances are up-to-date and in order

# PROMOTION

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
    - Creation of Downtown Map in Spring 2020
    - Continuation of Do It Downtown and Open Late Campaigns
    - Sidewalk Clings: Spring and Fall Campaigns
  - New logo for Farmers' Market
  - 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.
  
- Programs and Events
  - First Friday
  - Farmers' Market
  - Take it to the Streets Sidewalk Sales
  - Trick or Treat Halloween Extravaganza
  - Annual Meeting
  - Downtown Holiday Night to Remember—consider rebrand
  - Black Friday/Small Business Saturday

## DESIGN

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.
    - Potential projects: Riverfront Mural, Roadside Attraction Chair at Mammoth, NEIRP Mural, New Alley, etc.
  - Ongoing operational management/maintenance of completed projects.
- 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

The Economic Vitality Committee is committed to accomplishing the following:

- Facilitate Downtown Improvements
  - Continue to work with City of Wabash and Redevelopment Commission to facilitate a new Façade Improvement Program to assist local building owners with substantial redevelopment of the exterior of their buildings.
  - Facilitate real estate development through the undertaking of development directly or through facilitating through private entities.
  - Focus on maintenance and parking in the downtown district
- 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.
  - Provide small grants/loans in accordance with The Deluxe Corporation Grant, Loan, and Scholarship Fund