



SCOPE of WORK as of January 2018

I. 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.

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 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

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 organizations.

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

2018 elected officers and directors are:

Lisa Gilman- President
Dylan Reynolds- Vice President
Kim Osborne- Secretary
Nate Fansher- Treasurer
Jason Callahan- Past Board President
Kristy Church
Christine Flohr
Amy Ford
Keith Gillenwater
Mary Hettmansperger
Afla Irani
Matt Jasen
Clint Kugler
Scott Long
Maria Smyth
Jim Stump
Wade Weaver

Executive Director:
Steve Downs

Project Coordinator:
Tyler Karst

Ex-officio directors are:
Keith Gillenwater, Grow Wabash County
Scott Long, Mayor, City of Wabash

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

IV. 2018 Scope of Work

A. Organization Committee—Jason Callahan, Chair, Christine Flohr, Matt Jasen, Dylan Reynolds

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:

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

4. Managing Finances
 - a. Oversee Financial Record Keeping
 - i. Work with the treasurer to make sure finances are update to date and in order

- B. Promotion Committee-- Committee Chair: Maria Smyth
Project Coordinator: Tyler Karst

Stephanie Rogers, Karen Eilts-Walter, Diane Morris, Beth Miller, Aimee Emrick, Chelsie Matchette,

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 business and visitors. 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

(All committees to handle their own press unless additional assistance from the Promotions Committee is needed)

- A. MailChimp Newsletter
- B. Strong Relationships with Local media
- C. Press Release to Local Media and Greater Region
- D. Active Social Media (Facebook/Instagram)
- E. Ad Placement
- F. Radio Buys
- G. Promotion through member partnerships
- H. Website
- I. Promoting downtown buildings for sale/rent

2017 Programs and Events

- First Friday's
 - *Grow Wabash County Sponsorship*
 - February through December
 - Music/Art/Food Trucks/Merchant participation
 - Hard to get exact # of attendees, but museum recording 700+ multiple months
 - Record sales

- Farmer's Market
 - Parkview Wabash partnership
 - May through October
 - Vendors from Wabash county and surrounding counties

- City Wide Garage Sale (newest addition)
 - Hundreds participated
 - Awareness for Wabash/businesses

Take it to the Streets Sidewalk Sales

- Great participation from downtown businesses
- Coordinated with Kunkel Cruise In Garden Fest

Trick or Treat Halloween Extravaganza

- Organizer: Maria Smyth (Eclectic Shoppe)
- Estimated 1000+ people participated
- Partnered with the Police and Fire Department
- Charley Creek Inn to provide discount on Candy

Celebration of Progress/Annual Meeting

- Held at Chapman's Brewing
- Positive turnout- 80 members/individuals

Downtown Holiday Night to Remember

- Yearly event with hundreds participating

Black Friday/Small Business Saturday

- Organizer: Maria (Eclectic Shoppe)
- 23 WMI members participated
- Eclectic Shoppe had the best sales to date of being open on Friday and Saturday
- Downtown businesses collaborated to drive more business downtown

Dad's Day Out (newest addition)

- Awareness for shopping options
- Needs more work

2018 Goals/Projects to Determine

- Better communication with the board and committees
- Organized marketing plans for each program
- Work on New Downtown Awareness Campaign
- Pedestrian store shop signs (use Design) (directions)

- Building Beautification- Empty Window Displays
- Meet the neighbors, travel with questions, First Friday

Design Committee— Mary Hettmansperger (chair)

Project Coordinator: Tyler Karst

Matt Haynes, Adam Hayslett, Whitney Millspaugh, Jordan Tandy, Andrea Zwiebel

Design means creating place to cultivate community and economic development with a visual message. The Design Committee's primary responsibility is developing 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:

1. Public Art/Creative Placemaking Initiatives
 - a. In alignment with strategic initiatives, research projects/partners in the scope of the Public Art in Wabash: A Roadmap for Creative Placemaking master plan.
 - Riverfront Development
 - Cohesive Downtown Streetscape
 - Engraved Bricks
 - Support efforts of Historic Preservation Conference
 - b. Ongoing operational management/maintenance of completed projects.
 - Write descriptions of finalized projects
 - Formalize maintenance agreements and schedules
 - c. Per the strategic plan of Wabash Marketplace, create sustainable funding sources.
2. Manage outdoor holiday décor for downtown.
3. Schedule Tree Trimming, as needed.
4. Support the Historic Preservation Commission in its efforts within the Historic District, including the collection of COA for submission and attend all commission meetings.

5. Schedule Snow Removal, as needed.
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- D. Economic Vitality Committee – Lisa Gilman (chair)

Project Coordinator: Tyler Karst

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The Economic Vitality Committee is committed to accomplishing the following:

1. Business Development:
 - a. ER will help to 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.
 - b. ER will assist existing and established businesses needing assistance with expansion by facilitating collaborations with local and regional resource networks.
 - c. ER will connect new student interns to local businesses in need
2. Incentive Financing:
 - a. ER will 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.
3. Facilitate Building Renovation:
 - a. ER will facilitate real estate development through the undertaking of development directly or through facilitating through private entities.
 - b. Economic Restructuring Committee will use local business resources and networks for brain power and idea generation.