



2022 SCOPE OF WORK

Introduction

Wabash Marketplace, Inc. is rebranding to Downtown Wabash, Inc. in 2022! 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.

Downtown Wabash is in a favorable position. It has amenities that are not typically found in small, rural towns: Honeywell Center, County Museum, Paradise Spring, River Walk, Carnegie Library, 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 historic architecture and arts assets, give the Downtown the potential to become a major destination for tourists and their dollars.

The responsibility for the revitalization of the downtown core belongs jointly to the downtown businesses, property owners, and the City of Wabash. We are a catalyst to encourage partnership. A collaborative effort is essential, combining the unique skills and vantage points of both public and private sectors.

Vision

Our vision is a downtown district that is vibrant, every day and night.

Where downtown is the go-to place for shopping, dining, entertaining, & living

With an elaborate amount of arts & culture experiences

And the utmost respect for our history, while continuing to look toward the future

Mission

To be a catalyst for community and economic revitalization, as a nonprofit organization utilizing the Main Street Approach™ in Downtown Wabash.

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, tourism, and community 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.
- The benefits of an improved Downtown will be:
 - Improve the overall image of our City
 - Attract more visitors and their dollars

- o Encourage more people and businesses to locate here

District Boundaries

From the Wabash River to Hill Street Railroad and Carroll Street to Paradise Spring. (Same boundaries for the newly established Wabash Cultural District.) Hence our tagline, “Revitalizing River to Rails.”

Also includes the National Register of Historic Places by National Park Service/National Trust for Historic Preservation, “Downtown Wabash Historic District.” The designation was created on July 18, 1986. Roughly bounded by Hill, Wabash, Canal, and Miami Streets. Governed by the City of Wabash’s Historic Preservation Commission.

Transformation Strategy

Previous strategy of Historic Preservation.

2022 begins the formalization of Arts & Culture Strategy.

Structure

Downtown Wabash, Inc. is an Indiana nonprofit corporation and a 501(c)(3) organization under the Internal Revenue Code which means contributions are tax deductible. We are Nationally Accredited with Main Street America and are in the top tier of Indiana Main Street through Office of Community and Rural Affairs called Nationally Accredited Main Street (NAMS). We are a membership-based entity, with a broad base of individual and business members. Membership provides one vote for incoming Board of Directors at the annual meeting.



Board of Directors

Downtown Wabash, Inc. is operated by a board of directors elected by its members. The directors represent a mixture of downtown constituents and community relationships.

2022 Elected Officers and Directors are:

Jordan Tandy, Downs Tandy & Petruniw, P.C. - President

Amanda Lopez, Transform Consulting Group - Vice President

Kara Fulmer, Honeywell Arts - Secretary

Nate Fansher, Crossroads Bank - Treasurer

Jan Roland, retired from Wabash City Schools

Jim Stump, retired

Amy Ford, Borders & Beyond Gallery

Nick Hentgen, Grandstaff-Hentgen Funeral Service

Doug Adams, Schlemmer Brothers Metalworks

Carrie Vineyard, Gebhart Holdings

Neil Bever, Hoosier Chiropractic

Ex-Officio Directors with voting rights are:

Keith Gillenwater, Grow Wabash County

Scott Long, Mayor of Wabash

Christine Flohr, Visit Wabash County

2022 Goals, Board President

- Assist Executive Director to align the organization to the new platform for Indiana Main Street and National Main Street by 2022
- Monthly 1:1 meetings with the Executive Director
- Deepen engagement of Board Members

2022 Goals, Board Members

- Fully understand the role of Downtown Wabash, Inc.
- Make sponsorship and membership recommendations for 2022
- Assess needs of local economy due to COVID-19, and develop a response when applicable

Staff Members

The Executive Director is the lead staff member and reports directly to the Board of Directors. Additional staff members report to the Executive Director. Staff is responsible for a set of job responsibilities as listed in [job descriptions](#).

Executive Director, Andrea Zwiebel

PR & Marketing Manager, Morgan Ellis

Part-Time Downtown Coordinator, Carly Hawkins

Committee Structure

Our committees are organized around the “Four-Point Approach” of the National Main Street organization: Design, Economic Vitality, Organization, and Promotion. The Four-Point Approach offers a holistic strategy to downtown revitalization.

Design Committee

Design means creating place to cultivate community and economic development with a visual message. The Design Committee’s primary responsibility is executing a comprehensive public art master 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. [Wabash Cultural District](#)

2022 Goals, Volunteer Committee

Chairperson: Amy Ford. Members: Doug Adams.

[Wabash Cultural District](#)

- Trash Can Maintenance Plan
 - Install new lids
 - Rotate receptacles for wear and tear
- Mammoth Park
 - Research types of shade sails
 - Mosaic chair installation
- Assist with Cultural District Integration
 - Serve as the liaison for the newly established Arts initiative.

2022 Goals, Staff Team

- Wabash Cultural District, Indiana Arts Commission on the Creative Community Pathway.

- o Lead the local District Committee and manage relationships
 - Execute \$3,000 grant from Arts Midwest
 - Ribbon Cutting on June's First Friday
- Public Art/Creative Placemaking Initiatives
 - o In alignment with Public Art in Wabash: A Roadmap for Creative Placemaking master plan, research projects and partners.
 - o Ongoing operational management/maintenance of completed projects.
- Manage outdoor holiday décor for downtown.
 - o Research options for adding new décor, with a funding plan
 - o Does this require a subcommittee
 - o Work with Jones Contracting to install AirBanners
- Schedule tree trimming, landscaping, weed removal, as needed. Revisit the City Contract for Fee-for-Service.
- Support the Historic Preservation Commission in its efforts within the Historic District by attending monthly meetings.
- Work closely with the City, Street, and Parks Departments.

Economic Vitality Committee

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment that drives local economies. The Economic Vitality Committee is committed to accomplishing the following.

2022 Goals, Volunteer Committee

Chairpersons: Keith Gillenwater and Kristi Lundquist. Members: Mayor Long, Jim Stump, David Wamsley, Steve Downs, Jim Straws, Nick Hentgen, and John Stephens.

- Assist with Stinson building
 - o Continue to look for building purchaser
 - o Work on long-range plans for building use
 - JP Hall at Ball State in Spring 2022
- Inventory the property and building availability, south of Canal to the river
- Advocate for long-term parking solutions

2022 Goals, Staff Team

- Facilitate Downtown Improvements
 - o Facade Round #3 with READI funds
 - Facilitate the program with Grow Wabash County as the lead
 - o Assess real estate development through the undertaking of development directly or facilitating through private entities.
 - o Focus on maintenance and parking in the downtown district
 - o Work closely with Indiana Landmarks for downtown projects.
- Business Development
 - o Assist emerging and established businesses by facilitating collaborations with local and regional resource networks such as the Small Business Development Center and Grow Wabash County.
 - Create 2022 Small Business Series with Grow Wabash County
 - Co-host seminars intended for professional development for small business

- o Provide small grants/loans in accordance with The Deluxe Corporation Grant, Loan, and Scholarship Fund.

Organization Committee

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 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. At times, the Organization Committee serves as the Executive and Finance Committees and is committed to accomplishing the following:

2022 Goals, Volunteer Committee and Staff Team

Chairperson: Jordan Tandy. Members: Amanda Lopez, Jan Roland, and Kara Fulmer, alongside staff members.

- Review the Deluxe Grant, Loan, and Scholarship Fund
- Assess the Deluxe stock
- Create long-range funding plan
- Board engagement and education

2022 Goals, Staff Team

- Increase our visibility and presence in Downtown Wabash
 - o Continue to fine-tune our storefront experience
 - o Communication plan with merchants and public
- Scope of Work
 - o Create, update, and promote the annual Scope of Work with specific measurable goals
- Fund Development
 - o Make progress towards a request for funding from County
 - o Assess potential for Cultural District funding
 - o Research available grants
 - o Increase Charitable Donations
 - Sponsorships and donations
 - Create a 2021 Sponsorship Package
 - Solicit key donors for high end gifts
 - o Increase Membership
 - Transition contact database to CRM for efficiencies
 - Solicit new members
- Fulfill the Needs of Business District
 - o Monthly Merchant Meetings to address concerns and connect merchants on WMI happenings
 - o Create individual relationships with businesses
 - o Research the need for industry specific partnerships: retail, food/drink, amenities/services, nonprofit, etc.
- Manage Staff, Board, and Volunteers
 - o Volunteer Engagement
 - Recruit volunteers to committees as a pipeline for the Board of Directors
 - Create a system to continually reward volunteers for their service
 - Select recipient for Downtown Legacy Award
 - o Staff Review

- o Engagement with the Board of Directors
- Nonprofit Needs
 - o Monthly Board Reports
 - o Annual Reporting
 - o Annual Membership Meeting
 - o Relationships with county-wide, state, and national Main Street organizations.
 - o Staff training on Main Street best practices
- Managing Finances
 - o Oversee Financial Record Keeping
 - Work with the accounting firm and treasurer to make sure finances are up-to-date and in order

Promotion Committee

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 our organization 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.

2022 Goals, Volunteer Committee

Chairperson: Neil Bever. Members: Karen Eilts-Walter, Brittany Siddall, newbies

- Facilitate the robust First Friday schedule with event-specific support
- Look to 2023 to create large-scale fundraiser event

2022 Goals, Staff Team

- Roll out the rebrand including website, merchandise, promotions
- Media & Marketing
 - o Work closely with downtown businesses and organizations to dovetail promotional campaigns, especially Visit Wabash County.
 - o Organization Branding Campaigns
 - o Downtown Awareness Campaigns
 - Return of Open Late Campaigns?
 - Shop Hop
 - Sidewalk Clings: Spring and Fall Campaigns
 - Member Monday segments
 - o Ensure organizational marketing strategy includes communication with membership, strong relationships with local media, active social media platforms, and website management.
- Programs and Events
 - o First Friday
 - o Farmers Market
 - o Sidewalk Sales
 - o Trick or Treat Halloween Extravaganza
 - o Annual Meeting
 - o Holidays 2022

Conclusion

It will take the collaborative efforts of the staff, Board of Directors, volunteers, and community organizations to accomplish the 2022 goals for Downtown Wabash, Inc. The Scope of Work is

aggressive to continue to drive progress in Downtown Wabash. We are motivated create a beautiful and prosperous downtown for all.