

DOWNTOWN WARSAW

2030

STRATEGIC PLAN



MAIN STREET
WARSAW

BACKGROUND

WHY CREATE A DOWNTOWN WARSAW 2030 STRATEGIC PLAN

In 2023 and 2024, several planning processes took place that laid out an action agenda, recommendations to enhance downtown connections, provided market data and identified investment opportunities in downtown assets. They included:

- Hyett Palma 2023 Downtown Action Agenda (HPDAA)
- Brookings Institute and Local initiative Support Corporation Community Centered Economic Inclusion Plan: Critical Corridor Connections Playbook (CCC)
- Hunden Partners Downtown Hotel/Conference Center, Performing Arts Center and Garage, Parking Study.
- Orthopedic Industry Retention Initiative (OIRI)



Both the HPDAA and CCC studies stated that a full time, fully funded Main Street position needed to be added in order to “implement the plans in a timely manner” and “facilitate catalytic projects”. In response to these plan directives, the City of Warsaw and Kosciusko Chamber of Commerce funded a Downtown Development Director for Main Street Warsaw in May 2024. With the new Downtown Development Director on board, MSW board voted to expand the board of directors and host a board retreat and public open house to integrate key priorities from previous plans into a strategic organization plan called Downtown Warsaw 2030 Strategic Plan.

BOARD RETREAT AND PUBLIC OPEN HOUSE

On August 14, 2024, the board retreat was hosted in one afternoon. Prior to the retreat, three board committees, the Executive, the Real Estate Development and Placemaking and the Marketing and Events committees met to review plans, integrate those priorities and develop action items that would be presented at the retreat. The public was engaged before and after the retreat to obtain feedback and help guide the plan development. First, a survey was conducted before the retreat, in which 281 people completed, to test some of the ideas and priorities developed by the committees. These responses were reviewed at the retreat. Second, a public open house was hosted following the retreat, in which more than 100 people including downtown stakeholders and elected officials attended and provided feedback on what was proposed and offered their own thoughts and priorities for what was needed for downtown.

At the board retreat and public open house, previous plans and survey results were reviewed and market data including downtown space analysis, parking inventory, new project pipeline, property tax impact, cultural assets and quality of life metrics were presented to the board to provide a broad understanding of the downtown. Consequently, this plan has been developed by reviewing recent planning processes and market data and obtaining input from more than 400 board members, elected officials and members of the public.

WHO WE ARE

The Warsaw Community Development Corporation, now known as Main Street Warsaw (MSW), began as a downtown association in 1976 by a group of business people concerned with problems of vacant buildings, deteriorating store fronts, parking and traffic flow that in the Central Business District. As a way to formally approach the problem, the Warsaw Community Development Corporation (WCDC) was formed in 1980. The organization's name was changed to Main Street Warsaw in December 2021. This not-for-profit, 501 (C)3, corporation has continued to serve as a force to revitalize downtown Warsaw.



MAIN STREET WARSAW BOARD OF DIRECTORS

Main Street Warsaw is composed of 19 downtown business operators, property owners and community and civic leaders who are dedicated to creating a successful downtown and who also are involved throughout the community serving on 28 other boards of directors.

OFFICERS

JULI ECKEL - CHAIR

Downtown Property Owner

BRENT MARTIN - VICE CHAIR

SRKM Architecture

NATHAN CONLEY - TREASURER

Lake City Bank

DIRECTORS

ROBERT BRANNOCK

Northwest Bank

CINDY DOBBINS

Warsaw City Council /
Buffalo Street Emporium

ERICA DEUEL

Generous Coffee Co

SEA GRANDON

Atelier

CARY GRONINGER

G&G Hauling & Excavating,
County Commissioner

KATHY GRONINGER

County Council at Large

MAYOR JEFF GROSE

City of Warsaw

MICHELLE HANSEN

Glam Boutique

CORI HUMES

Kosciusko County
Convention & Visitors
Bureau

SIVAKUMAR KANNAPPAN

Biryani Kitchen

TORY LEONARD

Zimmer Biomet

SUZIE LIGHT

Kosciusko Economic
Development Corporation

NATHAN UNDERNEATH

Moving Pictures Tattoo
Cinema

DEB PATTON SHOWLEY

Deb Paton Showley
Group - Coldwell Banker
Real Estate Group

LYLE SCHROCK

The Lab

BOB VITOUX

OrthoWorx

STAFF

ROB PARKER

Executive Director

TERRY SWEENEY

Downtown Development
Director

WHAT WE DO

Main Street Warsaw's mission is to develop, manage, market and program downtown to create a vibrant place on behalf of downtown stakeholders, the regional community, and more than ten partnering organizations.

HOW WE DO IT

Main Street Warsaw pursues its mission by creating a public-private partnership with support from the City of Warsaw, Kosciusko County and private investment from downtown stakeholders and regional corporate anchors. Our work is done in collaboration and with support of many passionate volunteers who contribute hundreds of hours of their time

INDIANA MAIN STREET NETWORK

Main Street Warsaw is an Indiana Office of Community and Rural Affairs (OCRA) Downtown Affiliate (ODAN) and is part of the network of communities of the Indiana Main Street which encourages community-driven revitalization of downtown areas in Indiana cities and towns. Members of the Indiana Main Street network are passionate advocates, dedicated volunteers, influential stakeholders, and community organizers who work every day to turn the tide in their communities - catalyzing reinvestment, creating jobs, and fostering pride of place.

INDIANA MAIN STREET PROGRAM LEVELS

The Indiana Main Street Program accepts applications for three levels. A brief description of each level is below:

- **OCRA's Downtown Affiliate Network (ODAN):** Organizations working to build capacity to execute the Main Street Four Point Approach, or groups who prefer to specialize in event-related activities only. Members of ODAN may also be those who are working the Main Street Four-Point Approach but do not meet the qualification for OCRA's definition of Historic Preservation Ethic and/or Fabric. Members of OCRA's Downtown Affiliate Network must meet the ODAN Criterion Standards.
- **Indiana Accredited Main Street (IAMS):** Organizations currently meeting the Indiana Accreditation Standards.
- **Nationally Accredited Main Street (NAMS):** Organizations currently meeting all Main Street Accreditation Standards.



FOUR POINT APPROACH



Main Street Warsaw follows the Main Street America's Street Four-Point Approach which is a style of transformation that is a combination of art and science: communities first need to learn about the local economy, its primary drivers, and its regional context (the science), but they also need to convey that special sense of place through storytelling, preserving the older and historic structures that set it apart, broad and inclusive civic engagement, and marketing (the art). To support this powerful network, Main Street America has a revitalization framework - the Main Street Four-Point Approach - that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all. Main Street Warsaw follows this approach.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

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 for entrepreneurs and innovators that drive local economies.



MAIN STREET WARSAW COMMITTEE STRUCTURE

We have three committees that implement the Main Street Four-Point approach.

EXECUTIVE COMMITTEE (ORGANIZATION)

The Executive Committee manages the organization, finances, human resources and works with the board to proactively pursue Main Street Warsaw's mission by building an organization with adequate resources, technology, professional staff and engaged leadership, board members, committees, stakeholders and volunteers.

MARKETING AND EVENTS (PROMOTIONS)

The Marketing and Events committee is responsible for working with staff and stakeholders to:

- Market and promote downtown, its businesses, experiences, people and events to drive customer visitation and spending and help create a vibrant downtown
- Reimagine existing events and develop, host and support new events that drive organizational revenue, year-round customer visitation and spending and help create a vibrant downtown and reinforce our strategy to become a cultural district.

REAL ESTATE DEVELOPMENT AND PLACEMAKING (ECONOMIC VITALITY AND DESIGN)

The Real Estate Development and Placemaking committee is responsible for working with staff and stakeholders to:

- Recruit new investment, development and businesses that create a vibrant and successful downtown and reinforce our strategy to become a cultural district.
- Increase infrastructure, art, cultural and management investments in the public realm to make downtown the community's premiere gathering place and "living room".
- Manage facade grant and revolving loan programs and work to enhance historic preservation.

WHERE WE DO IT

Our mission area is the downtown C4 zoning district.

LEGEND:

Current Mission Area:



Proposed Expansion of Current Mission Area:



WHY WE DO IT

Downtown Warsaw is the heartbeat and front door to the community. It is the corporate, civic, and cultural center of Warsaw. Its success and vibrancy make an important statement about the vitality of our City and County. More than this, it's an important regional destination and economic anchor that supports City and County government, generates significant economic activity and, as one of our best quality of life assets, it is important for talent recruitment and retention.

PROPERTY TAX GENERATION

Downtown generates a disproportionately larger amount of property taxes compared to its size and other geographies in the City and County and provides significant return on investment to City and County.

Geography	Total Property Tax	Total Acreage	Property Tax/Acre	Downtown as % of Property Tax	Downtown as % of Acreage
Downtown Area	\$1,301,698.74	38	\$33,871.94		
Shopping Center Area	\$575,030.68	68	\$8,414.26		
City of Warsaw	\$24,704,038.30	5,930	\$4,334.69	5.06%	0.65%
Kosciusko County	\$103,526,289.05	323,505	\$320.01	1.26%	0.01%

Source: Kosciusko County GIS

CIVIC AND CULTURAL ASSETS

- Warsaw City Hall
- Kosciusko County Courthouse and Justice Center
- Courthouse Square National Register Historic District
- 10+ murals
- Kosciusko County Historical Society and Museum
- 7 sculptures
- 4 art galleries

REGIONAL ECONOMIC ENGINE

- Location of the largest corporate headquarters
- Employment Center for City and County Government
- Home to 130+ Businesses

SIGNIFICANT PUBLIC AND PRIVATE INVESTMENTS

- Completed Projects Since 2020: \$8 M
- Projects in the Pipeline: \$65 M
- Planned Projects (est.): \$65 M

TOTAL \$130 M+

Sources: Permits, news articles and OIRI projects

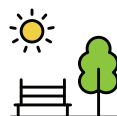
QUALITY OF LIFE



20+ Shops and service retail businesses

15+ Restaurant/bars

4 Bakeries/coffee destinations



4 Parks totaling 18 acres

Zimmer Biomet Center Lake Pavilion

130-acre Center Lake



3 News/median outlets

2 Churches

2 Fraternal organizations

1 Library



Walk Score

75



Bike Score

52

WHAT WE VALUE

Main Street Warsaw believes we must value attributes and guiding principles that will make us successful. We must be strategic, positive, passionate servant leaders who support our stakeholders, get things done and are accountable!

We are:

- Outcome and results focused, and data driven: We bring a sense of urgency and strive to do more, do it better, do it now!
- A contagious, passionate team that works hard and plays hard!
- Strategic, proactive, and creative. We think outside the box and work to make a positive difference every day! If it ain't broke break it!
- Positive and possess a can-do, winning attitude: Our first answer is, yes, we can! If it's a good idea, we find a way and solve for X!
- Servant Leaders. We serve our community and customers by collaborating, partnering and problem solving to make downtown successful!



PLAN DEVELOPMENT

At the board retreat and public open house previous plans and space inventory were reviewed and community engagement took place to support the planning effort including an electronic survey and assessment of current conditions of downtown.



PREVIOUS PLAN REVIEW

2023 DOWNTOWN ACTION AGENDA (HYETT PALMA)

KEY TASKS:

- Hire Downtown Development Director.
- Increase business mix and number of impulse-oriented businesses in Downtown core (focus retail, food, art, and entertainment on first floor spaces). Target and recruit food, art, culture, and specialty retail including fine and casual dining restaurants, bakery, deli, meat/fish market, coffee houses, ice cream shop.
- Grow the pool of available funds for the Main Street Warsaw façade grant program to between \$100,000 and \$150,000 and, if needed, identify additional funding sources to do so. Increase the amount offered to \$10,000 per grant.
- Remove \$50,000 cap on Main Street Warsaw revolving loan fund.
- Retain historic buildings. Exterior improvements should respect and be in keeping with their architectural character.
- Install new awnings to replace outdated torn/damaged ones.
- Enforce 2-hour limit on parking to ensure parking turnover. As demand warrants build a parking structure that will service multiple users. The parking structure should be built as part of a future development project, such as a hotel or performing arts center, and should be jointly financed by the County, developers, and the City. However, structure should not be expected to be revenue generating, unless the demand for Downtown parking increases significantly in the future.
- Make art a growing and integral part of Downtown's character by including performing arts in Downtown's offerings.
- Complete multimodal trail and create a festival street that can be pedestrianized to allow for block parties and night programming.
- Refresh and maintain streetscape and consolidate alley dumpsters.
- Host events to create downtown energy and vitality and position Downtown as a fun destination.
- Create a coordinated strategy for social media postings. Doing so will allow a uniform image of downtown. Increase earned media efforts.



Brookings Institute and Local initiative Support Corporation Community Centered Economic Inclusion Plan: Critical Corridor Connections Playbook (CCC)



KEY TASKS RELATED TO DOWNTOWN:

- Work to solidify Downtown as the corporate, civic, and cultural center of Warsaw.
- Fund a full-time Main Street Manager position to add additional capacity.
- Complete shovel ready sites including Owens property redevelopment North Buffalo Street, Marsh Site Reuse and Market Street Multi Modal Urban Trail.
- Pursue a project to consolidate the many surface lots downtown into a structured parking development, allowing future infill, and partnering that asset with a major performing arts center and conference hotel.
- Focus and right-size retail activity on a limited number of key streets and nodes and prioritize locations to ensure investment has impact.

Hunden Partners Downtown Hotel/Conference Center, Performing Arts Center and Garage, Parking Study



KEY FINDINGS:

- There is sufficient hotel, meeting, event and performing arts demand and economic impact to warrant consideration of building a downtown hotel conference center and performing arts center, supported by a parking garage. Further discussion and work will be required to secure a developer and public, private and philanthropic funding for the project and how the project would be owned and operated.
- A Parking study was conducted by the consultant team of Pivot Park and Parking Whisperer conducted in support of the Hunden Study which looked at on and off-street parking and the potential of a new garage. In support of the study, they sent surveys to two groups. One survey was sent to the general public garnering 436 responses. A second survey was sent to Downtown Stakeholders garnering 152 responses.
- The parking study recommendations are based upon the consultant team's experience, industry best practices, the parking analysis, interviews and survey results. The survey results and on-street and off-street parking recommendations focused on improving on-street management and current perceptions of parking in Downtown Warsaw are presented below.



PARKING SURVEY RESULTS

GENERAL PUBLIC

Respondents

- 34% live in Warsaw, 57% in the county, and 9% outside.
- 49% work downtown, 29% in greater Warsaw.

Downtown Visitorship

- 76% of respondents visit downtown two or more times per week.
- Top reasons for visiting downtown from highest to lowest were: dining, working, for retail services.
- 53% stay longer than 2 hours.

Perceptions of Parking

- 58% found it somewhat or very difficult to park.
- 69% believe there is not enough on-street parking.
- 66% need help finding a parking space at least once.

Off-street Parking usage

- 77% responded that they have had to park off-street sometimes or most of the time but only 55% found it easy to find off-street spaces.
- 46% Unable to observe any informational signage in the parking lot.
- 79% Wayfinding signage to the lots needs to be improved.
- 97% indicated that they would park in a new, well, centrally located parking garage?

DOWNTOWN STAKEHOLDERS

Respondents

- 79% employees, 9% business owners, 6% residents, and 5% property owners.
- 16% said they own/manage a business, most selected Service or Retail.

Customer and Employee Parking

- 66% provide free parking lot parking for their customers.
- 51% believe their customers park on-street in 2-hour spaces.
- 27% of respondents indicated that they don't provide employee parking and employees park on-street.

Perceptions of Parking

- 84% stated that finding parking was somewhat or very difficult.
- 83% believe there is not enough on-street parking.
- 91% believe it is difficult for customers to find off-street parking lots.
- 90% believe there is not enough off-street parking.
- 69% said there is not adequate wayfinding signage.
- Weekdays during work hours is peak demand for on-street parking but finding parking on the Weekdays after 5 pm and on the Weekends was not an issue.



PARKING RECOMMENDATIONS



ISSUES TO ADDRESS

On-street parking recommendations seek to address:

- Lack of consistent enforcement, leading to a lack of parking space turnover.
- The significant number of downtown employees parking in 2-hour on-street spaces.
- Increasing availability of 2-hour prime spaces for customer parking.
- Desire to limit vehicles staying longer than two hours in preferred spaces.
- Encouraging additional business to locate downtown with open and available parking spaces.

SUMMARIZED RECOMMENDATIONS

- Implement a consistent, customer friendly enforcement program.
- Consider utilizing a professional, well-trained, third-party parking operator for enforcement that will reduce enforcement costs and allow police to focus on law enforcement.
- Maintain the 2-hour free parking for the downtown core. But implement pay to park after the 2-hour free parking period is exceeded.
- Extended parking rate should balance maintaining the attractiveness of visiting downtown with the desire to move longer staying parkers, employees, owners and residents to off-street parking lots or potential new parking garage.
- Utilize mobile apps and QR codes to create customer friendly enforcement and provide convenience to extend parking stay remotely.
- Consider creating business hour Loading Zones that support commercial and revert to two-hour spaces after delivery hours.
- Increase the number long term parking spaces in the City of Warsaw
- Lease parking spaces to employees who need guaranteed spaces.
- Improve signage at the City Hall parking lot. Post for public use after work/weekends.
- Engage private sector parking lot owners to allow use of their lots after work hours for downtown customer parking.
- Review lighting levels on all parking lots and ordinance requirements pertaining to lighting.
- To reverse the public perception that there is or appears to be a shortage of convenient parking, provide way-finding signage (illuminated or at least reflective) featuring the universal parking symbol blue "P".



ORTHOPEDIC INDUSTRY RETENTION INITIATIVE

In June 2024, the OrthoWorx vision committee charged with developing proposals to deploy \$30 million from the state to attract orthopedic workers and fuel more orthopedic business growth in Kosciusko County unveiled 11 proposals. A number of those proposals will positively affect downtown Warsaw.



KEY PROPOSALS RELATED TO DOWNTOWN:

- **City-County Parking Structure** - The city of Warsaw and Kosciusko County government are looking at a joint project to construct a 350-space parking garage somewhere in the immediate downtown. The garage would ease parking in the downtown and support a possible performing arts center. \$5 million.
- **Workforce Housing** - The city of Warsaw intends to use upward of \$5.5 million to fill in the gaps on two existing housing projects, Mill Works, which is on the old Owens property, and the housing proposal that will replace the old Gatke site while also directing some of that money to kick-start the Buffalo Street mixed-use project that fell by the wayside in an earlier project that was part of the Buffalo Street redevelopment project. \$5.5 million.
- **Community Experiences Program** - develop a matching grant program to promote entertainment, eateries, and venues in underutilized, vacant, and upper-story spaces in downtown buildings. \$1 million.



DOWNTOWN SPACE INVENTORY



PARKING INVENTORY

Downtown spaces by type

On Street	537
Off-Street (36 lots)	1,584
Total Parking Spaces	2,121

2-Hour On Street	225
All-Day On-Street	312
Total Parking Spaces	537

GOVERNMENT OWNED LOTS

City Owned Lots

Parking Lot	Spaces
City Hall	40
Public Parking Lot	142
Total Parking Spaces	182

City Owned Lots

Parking Lot	Spaces
County Justice Lot	116
Munson Lot	58
Historical Society Lot	22
Total Parking Spaces	196

BUILDING INVENTORY

133 BUILDINGS

Location	Sq. Ft.
1st Floor Space	688,120 sq. ft.
Upper Floor Space	752,100 sq. ft.
Surface Parking lots (7 large lots; not complete inventory) 7.6 acres	316,681 sq. ft.

Total Space **1,442,220 sq. ft.**

VACANCY ANALYSIS

Location	Floor	Sq. Ft.
First Floor		
217 E. Center St.	1st	1,350
106 E. Center St.	1st	1,386
116 N. Buffalo St.	1st	2,886
119 S. Buffalo St.	1st	2,884
207 S. Buffalo St.	1st	2,947
113 W. Market St.	1st	4,200
Total Vacant 1st Floor Space		15,653
2.2% Vacancy Rate		
Upper Floors		
113 E. Center St.	2nd	8,840
120 E. Center St.	3rd	3,600
110 E. Market St.	2nd	2,046
123 E. Market St.	2nd	5,620
122 S. Buffalo St.	2nd	2,000
202 S. Buffalo St.	2nd	2,904
Total Vacant Upper Floor Space		25,010
3.3% Vacancy Rate		

Combined Total Vacant Space **40,663**

COMMUNITY ENGAGEMENT

To obtain feedback from the community and test ideas that were to be put forward at the board retreat, a questionnaire was sent out via Survey Monkey and the general public was invited to come to the open house following the board meeting to offer their opinions and insights. In all, more than 400 people provided input for the plan. Below are combined responses from the Board Treat, Public Open House and Survey Monkey listed in descending order with the most mentioned responses at the top.

MOMENTUM

- Millworks: Owens property redevelopment
- DORA
- Hosting events constantly/seasonally
- New businesses
- Main Street Warsaw
- Business interaction
- Service to each other

WHAT MAKES DOWNTOWN WORTH VISITING:

- Local dining
- Local shopping
- Walkability
- DORA
- Farmer's market
- Historic architecture
- Social connectivity
- Third Fridays

TOP 3 REASONS YOU COME DOWNTOWN:

- Dining
- Professional services
- Attend event

WHAT WOULD MAKE YOU COME DOWNTOWN MORE OFTEN:

- Additional restaurants, deli and bakery
- Additional shopping
- Festivals
- Venues to watch a band
- Sidewalk cafes
- Art or cultural events
- Antique shop
- Outdoor fitness/wellness classes

TOP 3 REASONS THAT KEEP YOU FROM COMING DOWNTOWN

- Parking issues
- Don't know what's happening
- Nothing interests me

CHALLENGES

- Business hours/lack of evening hours
- Parking
- Awareness
- Communication
- Perceptions
- Lack of cohesive aesthetics
- Habits

WHAT NEEDS TO BE FIXED:

- Center Lake/Winona Ave. Linkages
- Former Marsh parking lot
- Cluttered streetscape

WHAT'S MISSING:

- Deli
- Entertainment/piano bar
- Ice cream store
- Bodega/Convenience store
- Outdoor seating/side walk cafes
- Bakery
- Kids arcade/retail family night
- Activities/winter activities
- Home décor/antique store
- Bike store
- Pilates/fitness
- Boutique hotel

WHAT IMPROVEMENTS WOULD YOU LIKE TO SEE:

- Outdoor event space/festival street
- Seasonal décor
- Architectural lighting
- Enhanced streetscape
- Enhanced gateways
- More public art

COMMUNITY ENGAGEMENT TAKEAWAYS

- There is perceived momentum of downtown driven by the anticipation of Millworks (Owens redevelopment), implementation of DORA and events that drive traffic.
- Local dining and shopping in a walkable area with historic architecture, the DORA and Farmer's market are significant attractors followed by socially connecting and current special events.
- Lack of businesses open in the evening, parking challenges and issues with awareness and communications are the biggest challenges.
- Creating better linkages with Center Lake and Winona and improving and maintaining public infrastructure (sidewalk, streetscape and accessibility) need to be fixed.
- Food (establishments, outdoor dining experience and convenience stores), entertainment, fitness (bike store and path and classes) and family activities are missing.

DOWNTOWN WARSAW 2030 STRATEGIC PLAN

VISION

A vibrant and growing, culturally focused downtown that is inclusive and progressive and the community's living room and a premiere gathering place. It is the corporate, civic and cultural center and front door to the city and a great place to live, work, play, visit and invest anchored by a community of successful, passionate small business owners, creative makers, and entrepreneurs.



KEY STRATEGIES

Main Street Warsaw will pursue its mission and vision with these key strategies.

- Make Downtown a culturally/art focused, vibrant destination that has a strong and growing creative economy and is a "regionally impactful cultural center" and state certified Indiana Cultural District.
- Make historic preservation a cornerstone of revitalization.
- Implement relevant tasks, priorities and recommendations from recent plans and studies.
- Develop downtown and organizational brand and marketing plan.
- Recruit financial resources to support successful implementation of the 2030 Plan.
- Obtain National Main Street accreditation to increase Indiana Main Street (IMS) support and provide access to IMS and state of Indiana grants and greater recognition.
- Build partnerships and convene committees to leverage public and private investments and recruit more volunteers.

ECONOMIC VITALITY AND DESIGN

REAL ESTATE DEVELOPMENT

Recruit new investment, development and businesses that create a vibrant and successful downtown and reinforce our strategy to become a cultural district.

- Attract new businesses and development and increase street level vibrancy. Create recruitment brochure.
- Increase public/private funding of incentives for development/business recruitment/building renovations.
- Renovate and convert vacant/underutilized buildings/upper-level space into performance, art and maker spaces.
- Engage, organize and support downtown businesses.
- Manage and grow facade grant and revolving loan programs and work to enhance historic preservation.
- Preserve Courthouse National Register Historic District and other buildings.

PLACEMAKING

Work with the City of Warsaw, downtown stakeholders and other partners to increase art, cultural and infrastructure investments in the public realm, maintain safety and improve parking operations to make downtown the community's premiere gathering place and "living room".

- Develop a cultural district and public art master plan as part of our strategy to become a state of Indiana certified cultural district and enhance access to state funding grants.
- Improve alleyways with more art, history, whimsy and enhanced utility for adjacent businesses.
- Invest in seasonal downtown décor to make it the community's "living room" and gathering space including flags, banners, bunting, lighting etc.
- Create vibrant gateways to welcome visitors and create a sense of arrival to downtown and a wayfinding and environmental branding program to facilitate visitors' exploration of downtown businesses, art, historic points of interest, parks and to more easily find parking.
- Create a festival (pedestrianized) street and complete streets with improved pedestrian and multi-modal connections and safer traffic flow.

REAL ESTATE DEVELOPMENT METRICS

- New Businesses
- Occupancy rate
- Tenant mix
- New upper-level space
- New investment and projects

PLACEMAKING METRICS

- Downtown Cultural Development Plan creation
- Indiana Cultural District Designation
- Art, gateway, alley, lighting, infrastructure and gateway projects
- Art and cultural assets and businesses
- Implementation of parking recommendations/projects
- # of banners and new décor installations
- Parking occupancy inventory and perceptions
- Landscaping maintenance hours; tree trimming projects
- Graffiti removal
- # of landscaped beds maintained

PLACEMAKING CONT.

- Advocate for and recruit funding to make architectural lighting and other lighting effects a hallmark nighttime experience; improve alley lighting.
- Create a vibrant, easily, well-maintained streetscape that enhances downtown's aesthetics and provides the opportunity for sidewalk cafes and better utilization of sidewalks by adjacent businesses.
- Implement appropriate parking recommendations from Parking Whisperer and PIVOT Parking study focused on improving on-street management and current perceptions of parking assist and improved curb management.
- Maintain a high level of safety; provide improved lighting in alleys and parking lots.
- Maintain a high degree of landscape maintenance and consistent tree trimming schedule.
- Ensure prompt graffiti removal from public and private property.

PROMOTIONS

MARKETING

Market and promote downtown, its businesses, experiences, people and events to drive customer visitation and spending and help create a vibrant downtown and reinforce our strategy to become a cultural district.

- Retain professional to develop downtown/ organizational brand that reinforces our focus to become a cultural district.
- Update website to improve promotion of downtown businesses, supporter, sponsors, events, programs and experiences and increase visits.
- Increase marketing budget and develop annual strategic marketing and earned media plan to promote the organization, support events to drive visitation and spending, facilitate business recruitment and investment in Downtown.
- Grow interactions and followers on social media platforms.
- Develop sponsorship packets to recruit event, promotion and programming sponsor and real estate brochure to recruit developers and businesses.
- Develop business map for website and walking map to distribute to businesses and venues.

PROMOTION METRICS

- Downtown visitation, Placer AI data
- Creation of new downtown brand and website
- Earned media statistics
- Website and social media statistics
- Event attendance
- # of new events
- Sponsorships
- Downtown map distribution



EVENTS AND PROGRAMMING

Reimagine existing events and develop, host and support new events that drive organizational revenue, year-round customer visitation and spending, help create a vibrant downtown and reinforce our strategy to become a cultural district.

- Host collaborative events and programming that directly drive customer spending in downtown businesses like coffee evening events, Sip N Shops, and customer reward programs.
- Host culturally-focused events, like an art festival/contest, Wine and Cheese Festival/Walk, historic walking tours and music events.
- Create a unique, community focused largescale event to attract 5,000+ to downtown.
- Reimagine 3rd Friday and host a new monthly event series.
- Create and host wellness/fitness and family events and programming.
- Host seasonal events and promotions that bring the community together.

SPRING (FEB-APR)

- Valentine’s Day
- St. Patrick’s Day
- Spring Fling
- Easter

SUMMER (MAY-AUG)

- Cinco de Mayo
- Summer Sidewalk Sale
- Downtown Dog Days
- Art Festival
- Culinary Al Fresco Dinner

AUTUMN (SEP-NOV)

- Brew Fest/
October Fest
- Fall Harvest
- Day of the Dead
- Music Event

WINTER HOLIDAYS

- Shop Small
- Customer Rewards program
- Santa Saturdays
- Holiday Open House/
Caroling
- Lighted Parade
- Window Decorating Contest



ORGANIZATION

Proactively pursue Main Street Warsaw’s mission by building an organization with adequate resources, technology, professional staff and engaged leadership, board members, committees, stakeholders and volunteers.

- Participate in Indiana Main Street and pursue national accreditation.
- Recruit/manage financial resources (supporters, sponsors, grants) to grow the organization’s capacity and support events and programming.
- Manage and leverage time, talents and resources of staff.
- Build effective partnerships/recruit volunteers to support implementation of organization plan.



ORGANIZATION METRICS

- Financial health statistics
- Revenue from supporters/
members, grants, public support
- # of Supporters
- # of Volunteers and hours
- Board and committee meeting attendance
- In-kind services and donations

Community.

Supporting those who dive in and
make a difference in our community
since 1872.

 **Lake City Bank**
Member FDIC



 MAIN STREET
WARSAW