

April 20, 2017

To: City of Fayetteville
Ms. Kimberly Toon, CLPGO
Purchasing Manager,
433 Hay Street
Fayetteville, NC 28301

From: Eric Lindstrom
Board Chair, Cool Spring Downtown District, Inc.
222 Hay Street
Fayetteville NC, 28301

RE: Proposal to provide Enhanced Services for "Arts and Entertainment-Focused" Downtown
Municipal Services District

Dear Ms. Toon:

On behalf of the Board of Directors of the Cool Spring Downtown District, Inc. (CSDD, Inc.) I am excited to present our proposal to provide Enhanced Services for an "Arts and Entertainment-Focused" Downtown Municipal Services District to the City of Fayetteville. The establishment of an Arts and Entertainment District for Fayetteville is the direct result of requests, recommendations, and dreams that have been made by our City Council, County Commissioners, numerous consultants and interested individuals at public outreach and input sessions over the past four years. This effort has been led by the Arts Council of Fayetteville/Cumberland County with support from the Downtown Alliance, City of Fayetteville and many passionate supporters of our downtown.

In 2013 when the updated Renaissance Plan for Downtown was adopted by the City of Fayetteville identifying new downtown performance arts facilities as a top priority, the Arts Council of Fayetteville Cumberland County initiated, with support of the City Council and the County Commission, a needs assessment for performing arts facilities in our community, hiring Webb Management Services. One of the first steps in planning for a future downtown performance facility, recommended in the Webb report, is to lay the groundwork for success. That first step is to develop a recognizable Arts District for future facilities to be concentrated within. Embracing this recommendation, the Arts Council hired the Cultural Planning Group (CPG), a national leader in Arts Planning that has worked to develop and assist Arts/Entertainment Districts across the country, to develop a Plan for Fayetteville. Over a period of two years, the Arts Council along with CPG engaged committees, conducted site visits, and held public engagement sessions-- involving hundreds of volunteers and participants. At the same time and in conjunction with CPG's work, studies were being conducted by the Downtown Alliance and City of Fayetteville engaging the Urban Land Institute and Mainstreet, Inc. During this time, and by coordinating efforts, the Arts District Plan grew into the Arts and Entertainment Plan. After the Arts and Entertainment Masterplan was presented on September 6, 2016 to City Council, the Arts Council set up a District Advisory Committee (DAC) to follow through with the plan. The DAC worked over the past eight months to organize a new non-profit to manage the District. Bylaws, budgets, job descriptions, Articles of incorporation, committee and board structure have all be set. On March 13, 2017, the DAC voted to stand up a transition Board for CSDD, Inc., in anticipation of an inaugural board being seated in June of 2017.

Cool Spring Downtown District, Inc., is the result of those efforts. It is built on four years of countless hours of volunteer work by committee and task group members and solid, steady public input. CSDD,

Cool Spring Downtown District, Inc. — RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

Inc., has embraced and acted upon the recommendations and advice of leading cultural, planning & marketing professionals from around the state and nation. CSDD, Inc. has built into its bylaws a board structure that will insure representation of downtown and community stakeholders. The Arts Council will serve as a fiscal agent of CSDD, Inc., and, as a recipient of funding from the Arts Council, it will be subject to the Council’s financial and administrative reporting and will also benefit from the non-profit cultural arts resources the Arts Council provides.

Please find our detailed response and accompanying back up documentation. It is the CSDD, Inc., Board’s passionate desire to provide a unified Arts and Entertainment Vision to the entire Cool Spring District, which parallels the MSD District boundary. CSDD, Inc., is the logical organization to continue to build upon the recommendations and vision of the Cultural Planning Group, Urban Land Institute, Mainstreet and the Downtown Alliance. Recognizing that CSDD, Inc., is a start-up organization, the Board has worked to secure a minimum of three years of funding from all funding and grant sources to allow the organization to focus on implementing the work instead of immediately having to focus on fundraising for the very next year.

Our proposal to the City of Fayetteville embraces this plan for stability and focused work. We propose to provide the City of Fayetteville Enhanced MSD Services for a period of three years starting at \$119,500 per year. We hope that as partners working together towards the redevelopment for our downtown that the MSD allocation can grow annually as we build a stronger Arts and Entertainment base for the MSD district.

If you have any questions for the organization, the Board, community partners, please let me know and thank you again for this opportunity.

Sincerely,



Eric Lindstrom,
Chair Cool Spring Downtown District, Inc.

This proposal as submitted by CSDD, Inc., on April 21, 2017 will remain valid for a period of 120 days from the date of submission.

ORGANIZATION CONTACT INFORMATION:

Organization: Cool Spring Downtown District, Inc.

Address: 222 Hay Street, Fayetteville NC 28301
Phone: 910.222.3382
Email:

POINT OF CONTACT DURING REVIEW:

Individual: Eric Lindstrom, Chair of the Board
Cool Spring Downtown District, Inc.

Address: 233 Old Street, Fayetteville NC 28301
Phone: 910.322.2679
Email: elindstrom@sfla.biz

ATTACHMENTS:

- A. 5-Year Budget
- B. District Map
- C. Organization Chart
- D. Board Roster
- E. Job Descriptions

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

B. Executive Summary

CSDD, Inc., will meet the City of Fayetteville's Request For Proposal (RFP) for enhanced services for the “Arts and Entertainment-Focused” Downtown Municipal Services District (MSD) by executing the attached Plan of Work (please see Section C: Project Understanding, Approach, and Schedule) throughout the next three years. We will do this by continuing to dialogue tirelessly with community stakeholders, harnessing volunteer effort and philanthropy through our Board of Directors and volunteer outreach, warmly receiving fiscal oversight and guidance through the Arts Council of Fayetteville and Cumberland County, and actively enhancing the lives of all those touched by our Downtown through the tireless work of a full-time staff.

As outlined in our cover letter, CSDD, Inc., is the product of many years of work by diverse members in our community with input from nationally recognized experts. Area stakeholders have been intensely discussing the need for revitalizing Fayetteville's downtown for at least the past decade, with efforts intensifying in the past four years around an Arts and Entertainment-focused district. Two particularly important efforts are captured in the “Report on an Art and Entertainment District” commissioned by The Arts Council of Fayetteville/Cumberland County (Arts Council) and in the “Market Analysis and Transformation Strategy Development” commissioned by the Downtown Alliance (DTA). Both studies were commissioned in 2016 and their evidence-based recommendations form the backbone of our three year Plan of Work.

Economic Vitality & Development: Why should business come to the District?

Increasing the attractiveness of the District to businesses is important for three primary reasons: first, the more (entertainment and retail) businesses that come, the more entertainment programming and retail opportunities the District can offer; second, the more lucrative that businesses in the District can be, the more funding for charitable purposes they provide both via taxes and voluntary contributions; and third, the more businesses that come to the District the less vacant buildings there are and the greater the attractiveness and energy.

Initial priorities include identifying factors inhibiting desired business growth and developing educational and advocacy plans to ameliorate them. Disseminating successful business practices unique to the District and resources available to support small business in the District are additional, immediate priorities.

Later steps, over the next 1-2 years, include recruiting specific businesses into the District based on comparison with other successful AEDs. Examples include microbreweries/distilleries, a hotel (currently planned as part of the \$65 million in private investment around the minor league ballpark), the culinary incubator (currently planned through the Center for Economic Empowerment and Development), and more restaurants, offices and living spaces. A related step is to identify, develop, and fund key components of successful Arts & Entertainment Districts currently missing from the District. Two examples are a dedicated District real estate investment company and artist live/work space.

Longer term efforts, over the next 2-3 years, include commissioning a parking management study, identifying a health and recreation strategy (e.g., specialty food store and bike store to integrate with existing specialty gyms and fitness center), and identifying a technology development strategy and space.

Art and Design Enhancements. When you're in the District, how do you know?

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

When people are in the District, they need to know they are. Currently, there is an agreed upon geographical boundary to the District that dovetails with the MSD boundaries. Initial priorities are to prepare a zoning overlay for the District, prepare a physical way-finding plan (i.e., gate way and way finding signage), and have the city recognize the Cool Spring Downtown District as the Arts & Entertainment District for Fayetteville.

Later steps, over the next 2-3 years, include commissioning an urban design plan for the District and consideration of developing additional satellite districts with connectivity planning.

Promotion and Marketing. How will you know to come to the District?

First of all, Fayetteville’s Arts & Entertainment District needs a name and potential visitors need to know it. And beyond just the name, potential visitors need to know what they can expect when they come to the District. The initial priority will be to effectively brand and promote what the District is, as it gets birthed. In terms of timing, branding and promoting will necessarily lag behind Programming and Design since those areas form the material from which the brand and its promotion will be created. Simultaneously, there will need to be a website, mobile app, and a social media presence.

Later steps, over the next 2-3 years, will include refinement of the branding and promotion process as well as possible modification or expansion of the District brand.

Special Events and Programming. Why should people come to the District?

Analysis of what exists in art and entertainment in the District right now is occurring and is ongoing. Next steps are to identify suggestions to better synchronize current District offerings at no cost. For example, the only two theatres (i.e., Cape Fear Regional Theatre and Gilbert Theatre) should not have seasons competing against each other, but rather complementing each other. Based on comparison to other successful AEDs, ‘packaged’ experiences are attractive to consumers—identifying and highlighting examples where this could occur is another example of no cost synchronization. Another simultaneous step forward is to optimize current District offerings at no cost. For example, local market research shows that 52% of all shopping is done after 5 pm, and that the top days of the week for shopping in order are Saturday, Friday, Sunday, and Thursday—educating District businesses with this type of market analysis research helps shape what the District offers so even more people want to come now!

The Programming Committee of the CSDD, Inc., has conducted gap analyses for what’s missing in District (this would be ongoing) and is prioritizing activities that would begin engaging visitors on a regular basis. The Committee is also establishing criteria for ensuring what’s offered in the District matches our ‘brand’, and advocating for the appropriate introduction of new events, programs, and/or venues. Later steps, over the next 2-3 years, would likely to be the educational, planning and advocacy effort around bringing a performing arts center to the District.

Partnership, Organizational Support and Conflict resolution.

CSDD, Inc., will accomplish the City of Fayetteville’s goal to provide enhanced services within the MSD by leveraging experienced, committed, diverse individuals truly representative of our All-American City. Section D describes our Team Organization, Experience, and Qualifications. Section E clarifies our use of Consultants, Agents, and Sub-contractors. And Section F provides references.

C. Project Understanding, Approach, Schedule

Scope of Work

I. Economic Vitality & Development

- a. Actively engage in enhancing and growing Downtown Fayetteville’s arts, entertainment, culinary, and retail sector through efforts to attract new businesses. Activities should aim to provide diverse retail, dining, and entertainment options.

In early 2017 the Downtown Alliance re-energized its Economic Vitality Committee, creating six subcommittees – each tasked with a specific goal intended to attract new businesses and support/retain existing ones. These working groups will continue any unfinished work under the Cool Spring Downtown District (CSDD, Inc.):

- Leveraging baseball stadium and related development.
 - Formed under the Downtown Alliance, and being transferred to CSDD, Inc., effective 7/1/17, a working group of private sector representatives has joined with City representatives to study other downtowns’ baseball stadiums to leverage the upcoming investment in our downtown. Project might include site visits to other downtowns.
- Small business support organizations for downtown businesses.
 - There are several support organizations that are resources for downtown businesses. This group has identified the current providers, the services provided, is in the process of identifying any overlaps and gaps, and develop clear information outlining services available to downtown businesses.
- Development of a military contractors support group to better understand their issues and needs.
 - We have several military contractors in our downtown. This group has begun to identify those companies, develop a process to better understand their needs and challenges, and identify ways to expand this business category in our downtown.
- Free WIFI in the district.
 - Offering free WIFI in the downtown area has been identified as a potential competitive advantage for the downtown area. This group will work with the City and PWC to explore opportunities to offer free WIFI in the downtown.
- Develop outreach program between downtown merchants/restaurants and major employers staff members and clients.
 - The downtown area is currently the home to several large employers and facilities that generate significant visiting traffic. This group will identify how downtown merchants and

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

restaurants can reach these employees and visitors to the downtown area to increase economic impact.

- Bringing microbreweries and distilleries in the downtown area.
The inclusion of microbreweries is consistent with the vibrant nightlife called for in the Arts & Entertainment District plans, and the plans should be coordinated with the development of the Nightclub/Entertainment Ordinance. Two microbreweries are scheduled to open Spring 2017.

Plan of Work

1. Define “micro-breweries and distilleries.”
 2. Research successful best practices from across the country.
 3. Research current ABC rules/regulations for micro-breweries and distilleries.
 4. Research City rules/regulations for micro-breweries and distilleries.
 5. Document actual experiences of recent applicants in the downtown.
 6. Identify programs, policy changes, etc. that encourage development.
 7. Coordinate with Nightclub/Entertainment Ordinance subcommittee.
 8. Advocate to appropriate regulatory agencies.
 9. Develop “primer” on how to start a micro-brewery/distillery in the downtown.
- b. Develop, pursue and/or advocate for tools, policies, or incentives which aid in business retention and targeted business recruitment efforts.

Identification/gap analysis of small business support organizations for downtown businesses: The Committee has developed a “Downtown Business Support Matrix” which identifies technical assistance providers and capital providers to downtown businesses. Once completed, the services will be reviewed to identify any duplication and/or niches that should be filled. We also suggested that the Committee contact William Brooks at BB&T to discuss the Downtown Loan Pool that used to exist and any possibilities for the future. The Committee is also planning to survey downtown business owners and property owners to identify the types of technical or funding support that they need.

- c. Support development and redevelopment activities/efforts already underway; including but not limited to: Stadium development; CEED culinary incubator creation; Downtown skate-park development; and Prince Charles Hotel adaptive re-use and stadium district mixed-use developments.
- **Leveraging baseball stadium and related development.** Formed under the Downtown Alliance, and being transferred to Cool Spring Downtown District effective 7/1/17, a working group of private sector representatives has joined with City representatives to study other downtowns’ baseball stadiums to

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

leverage the upcoming investment in our downtown. Project might include site visits to other downtowns.

Plan of Work

1. Coordinate efforts between City and representatives of private sector in development of economic development plans leveraging upcoming \$32 million investment in baseball stadium.
2. Engage downtown stakeholders in the process.
3. Identify best practice models of downtown areas with successful baseball stadiums. Coordinate site visits with City representatives.
4. Develop list of questions that downtown businesses would like to see answered.
5. Develop list of successful business types from the successful communities.
6. Identify any barriers to success. (City building or zoning restrictions, etc.)
7. Identify goals for success.
8. Develop Implementation plan.

- **Prince Charles Hotel**

The PCH development is a key component of the redevelopment of the downtown area. The Cool Spring Downtown District is engaged with representatives from the PCH project to connect them with downtown businesses and research best practice models from other cities with successful downtown baseball stadium operations.

- **Kitchen Incubator**

The Cool Spring Downtown District is an advocate for the kitchen incubator and believes its establishment would help the District in its mission to develop and deliver branding, programming and marketing for the downtown area as an arts, entertainment and culinary destination.

- **Skate Park**

The location of the new skate park has been included in the boundaries of the new Cool Spring Downtown District. Programming for this facility will enhance the District as a key entertainment venue.

II. Art and Design Enhancements

- **Work to introduce more public art Downtown.**
The Cool Spring Downtown District will work with The Arts Council to bring public art Downtown. The sculptures installed by the Arts Council in November 2016 will be replaced beginning in late 2017 with the intention of adding additional pieces.
- **Develop high-quality, thematic, consistently-branded logos, photos, art-work, and other visual representations for use in promoting, marketing, and branding Downtown.**

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

The Cool Spring Downtown District’s Promotions committee has contracted with a professional graphic designer to create the logo and related art for the District. The current timeline anticipates that the logo will be submitted for Board approval on or around May 10, 2017.

- Support and promote attractive, unique signage and way-finding measures and systems for Downtown consistent with branding & design.
The Design committee is in the process of inventorying current signage and fixtures to determine their aesthetic and functional appropriateness, and will recommend wayfinding systems and signage, as well as other fixtures and opportunities, including gateway features, which will be consistent with the District brand.
- Work to support, strengthen, and grow local arts and cultural organizations and their participation in growing Downtown as an arts, entertainment, and culinary destination.
MSD funding will support the Cool Spring Downtown District in its mission to develop and deliver branding, programming and marketing for the downtown area as an arts and entertainment destination.

III. Promotion and Marketing

- Develop and implement an overall, long-term comprehensive marketing plan for Downtown.
The Promotions committee is currently drafting the marketing plan, which will be presented to the Board in mid-May. This plan will include purchased advertisements as well as a social media strategy. Marketing strategy will include destination marketing for both tourists / visitors and local / regional residents, and will focus on the full Downtown experience, as well as targeted advertising for dining, arts, shopping, and attractions.
- Advertise, promote, and showcase collective Downtown retail, dining, and entertainment opportunities.
With an increased marketing budget, the District will continue and expand upon the Downtown Alliance’s marketing strategy, with a greater focus on destination marketing for both tourists / visitors and local / regional residents, and will focus on the full Downtown experience, with regular, targeted advertising for dining, arts, shopping, and entertainment opportunities.
- Advertise and promote special events, campaigns, themed retail sale or other collective or cooperative events designed to drive business Downtown
Effective July 1, 2017, all duties currently held by the Downtown Alliance will transfer to the Cool Spring Downtown District. At that time, the “shell” of the current DTA organization will be repurposed as a support organization for all businesses within the MSD. Staff has already begun working with Downtown businesses to establish the collaborative framework required to partner with the business community on advertising and otherwise assisting them with sales and other retail promotions.

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

- Maintain a professional, attractive, constantly-updated and maintained website promoting Downtown events, activities, and resources.

The website maintained by the Downtown Alliance, www.visitdowntownfayetteville.com, currently includes a calendar of events, a directory of Downtown businesses and resources, listings of available commercial and residential property, information for current and prospective businesses, including government and private resources to assist with establishing new businesses, as well as a built-in feedback mechanism. In February, the Cool Spring Downtown District’s Promotion committee tasked a subcommittee to draft the aesthetic and functional specifications for a new, District-branded website which will continue to include these, and additional features. The specifications have been submitted to the full committee for review, and development of the new website is expected to occur Summer 2017 (pending funding).
- Maintain an aggressive, targeted social media presence on behalf of Downtown.

Social media platforms currently maintained by the Downtown Alliance will be transferred to the District effective July 1, 2017. These platforms include Facebook, Twitter, and Instagram accounts. Additional platforms will be added during Summer 2017.
- Develop and pursue a consistent, unique, and identifiable branding identity for Downtown.

The Cool Spring Downtown District’s Promotions committee has contracted with a professional graphic designer to create the logo and related art for the District, with delivery expected in mid-May.
- Market Downtown Fayetteville as an arts, entertainment, and cultural tourism destination.

See above. Marketing efforts will include print and/or broadcast media, social media, and our website, as well as partnership or cross-promotional opportunities.
- Create and market an identity around existing concentrations of cultural, entertainment, shopping, and dining resources.

The District will continue and expand upon the Downtown Alliance’s marketing strategy, with a greater focus on destination marketing for both tourists / visitors and local / regional residents, and will focus on the full Downtown experience, with regular, targeted advertising for dining, arts, shopping, and entertainment opportunities.
- Assist in developing partnerships connecting like-minded or complimentary businesses for cooperative advertising and promotions.

Staff has already begun working with Downtown businesses to establish the collaborative framework required to partner with the business community on advertising and otherwise assisting them with sales and other retail promotions, as well as assisting in outreach to other businesses within the MSD who have not customarily participated in Downtown business promotions and events.

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

- Work to expand, extend, and coordinate hours of operation among Downtown businesses.

The Downtown Alliance has considered this to be an important aspect of business growth, particularly among restaurants and retail businesses, and has made some inroads – particularly in encouraging businesses to extend their hours during 4th Fridays. As this item has also been included in the recommendations from the Main Street America and the A&E District reports, it is a priority for the District’s economic development and programming plans to encourage businesses’ operating hours to be both consistent and expanded.

- Target marketing efforts to attract more active military, veterans, and family members Downtown.

This is an action item which also is being transitioned from the Downtown Alliance’s plan of work to that of the District. We will continue to seek out and increase advertising opportunities targeted towards military personnel and families, continued and expanded collaboration with military and military-related organizations, and include more military-themed events and activities. Recent outreach included ads in Real Estate Preview magazine, Military Mondays (discounts in participating Downtown businesses) and the All-American weekend which included a collaborative fundraiser with/for the USO.

IV. Special Events and Programming

- Support and enhance efforts to grow established yearly special events and festivals.
Ongoing. All events currently hosted by the Downtown Alliance will be transferred to the District. The District intends to hire a Promotions and Programming Director by July 1, 2017, with an Events Coordinator to follow.
- Develop and expand opportunities for street activities, buskers, displays of public art, festivals, sporting events, exhibitions, performances, and other programs or events designed to drive interest, foot traffic and consumer spending to Downtown.
 - **The Promotions & Programming Director will be responsible for:**
 1. Using current programming and gap analysis developed by the District Advisory Committee, encourage the development of programming and marketing initiatives that establishes a character for daytime activity that is distinct from nighttime activity. The ultimate goal is to establish programming that is consistent and creates an expectation of the experience of visiting the District.
 2. Develop event criteria for activities within the district boundaries
 3. Attend City Special Events meetings for activities taking place within the district
 4. Initiate immediate programming such as a buskar program, weekly food truck rodeos, and multidiscipline "pop ups" to begin district activation.
 5. With the President/CEO, Board and committees, coordinate a dynamic portfolio of programming that strategically engage partners, audience, funders, and spaces in the District.

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

6. Facilitate meetings and build consensus between various stakeholder groups and individuals in the AED
 7. Along with the President/CEO and Board, review and develop strategies and goals from the Main Street Market Study
 8. Work with the President/CEO to develop annual marketing and program budgets for Board approval.
- Develop a plan/program for maximizing spin-off opportunities in relation to stadium and festival park activities and events.

Leveraging baseball stadium and related development. Downtown business owners will be invited to a breakfast meeting with Astros General Manager David Lane and City of Fayetteville representatives to hear an update on the baseball project. Following the presentation the businesses will begin developing a list of the questions that they would like to have answered as we survey other cities. The Committee is also gathering lists of successful downtowns with baseball or other entertainment venues. We plan to contact their Chambers of Commerce to identify the businesses that have been successful in leveraging the event venues.
 - Identify and promote opportunities for more recreational activities in Downtown and their connection to complementary business.

We have begun conversations with the Downtown business community to develop themed activities featuring complementary businesses. EG: *Moms' Afternoon Out* may include packages for salon, spa, lunch, art / music / yoga lesson, possibly a daycare-type solution provided through a local church's after-school or daycare service. An *Activity Pass* may include admission to facilities and activities like The Climbing Place, Xscape Factor, a fencing lesson at All American Fencing, martial arts lesson at Elevo Dynamics or a pass for the simulator at ASOM. *Date Night* packages may be centered around a concert at Festival Park, local play, or movie at the Cameo, with a free or discounted bouquet of flowers from BFF (Downtown florist opening soon), followed by dinner at a Downtown restaurant.
 - Coordinate the installation of Holiday decorations and displays.

The responsibility for the coordination of Christmas decorations was assigned to the Downtown Alliance in November, 2016, with the task of verifying that the decorations are functional and coordinating with PWC and Parks & Rec to have them installed. The Programming & Promotions Director employed by the District will be expected to continue this activity.

V. Partnership, Organizational Support and Conflict resolution.

- Work closely with Downtown property owners and tenants to solve problems.

This has been an ongoing priority for Downtown Alliance staff, and will continue under the District.
- Serve as a consistent voice of advocacy for Downtown and Downtown collective issues.

Ongoing as part of the plan of work to be taken over from Downtown Alliance.

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

- Serve as a convener and facilitator of complex and challenging issues in the district.
Ongoing as part of the plan of work to be taken over from Downtown Alliance. A likely solution to the Old Street trash problem has been identified and next steps are currently being taken to capture associated costs for the proposal, with this solution to serve as a prototype for an overall trash solution for the MSD.
- Serve as liaison with City staff and departments on behalf of Downtown property and business owners and residents.
Ongoing as part of the plan of work to be taken over from Downtown Alliance.
- Provide mechanism for ongoing public feedback regarding services provided in District.
Current DTA mechanisms include a website suggestions / feedback form on the landing page, electronic and one-on-one conversations with stakeholders, and weekly group meetings, as well as regular town hall meetings. These will continue under the District.
- Continue efforts to reduce/eliminate panhandling.
Ongoing as part of the plan of work to be taken over from Downtown Alliance.
- Develop and maintain an ambassador-like program for welcoming new business and residents to Downtown, including offering information on resources.
Ongoing as part of the plan of work to be taken over from Downtown Alliance. Additionally, the current Downtown Alliance information center at 222 Hay will continue to serve stakeholders and visitors when transitioned to the A&E District.
- Continue to monitor, evaluate, and offer possible support/advocacy for Ordinance and/or policy amendments pertaining to, and in support of Downtown issues regarding signage, parking, vacant buildings and/or store-fronts.
Ongoing as part of the plan of work to be taken over from Downtown Alliance. A proposed MSD nightlife ordinance is currently undergoing final review for submission to the City Council within the next two weeks.
- Provide vigilance in monitoring and reporting safety and security concerns; identified incidents of graffiti; incidents of vandalism; damages to public infrastructure; or similar threats to the maintenance of a quality built and social environment.
Ongoing as part of the plan of work to be taken over from Downtown Alliance.
- Communicate promptly with City or contracted staff on reporting any cleaning, maintenance, parking, safety, or lighting issues.
Ongoing as part of the plan of work to be taken over from Downtown Alliance.
- Offer support to other agencies in addressing homelessness within the District.
Ongoing as part of the plan of work to be taken over from Downtown Alliance.
- Work closely with other Fayetteville area partner organizations engaged in economic development and redevelopment, tourism, promotions, arts, culture, and entertainment, and business advocacy to enhance the local and regional economy as a whole.

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

DTA officers and staff have worked tirelessly over the past two years to build relationships and partnerships with these organizations, including CEED, the Fayetteville Area Convention & Visitors Bureau, the Chamber of Commerce, the Arts Council, Dogwood Festival, Military and Veterans’ organizations, the Capitol Encore Academy, as well as community and service organizations. Pursuing and strengthening these relationships will continue under the District.

D. Team Organization, Experience and Qualifications

The CEO of Cool Spring Downtown District, Inc., will be the team leader of the organization, reporting to the Board of Directors. Although that person has not been selected yet, the Staffing Committee has received applications from many qualified individuals. The Board is following approved guidelines in the selection process and is confident that the best possible candidate will be chosen. The attached job description for the CEO addresses the criteria that have been established in terms of education, training, experience, and duties.

The Board of Directors will play a key role in guiding the CEO in fulfilling the obligations of the organization and a great deal of thought has gone into the selection of Board members. The current Board represents a solid cross-section of community leaders and includes businessmen, people experienced in city planning, a vice chancellor of the city’s third-largest employer, an architect, a skilled marketer, downtown merchants, downtown residents, and a former mayor. The Board also includes Board members of the Downtown Alliance, which applied for, received, and successfully managed the MSD funds for the past year and a half.

The current Board will select the incoming Board that will work with the new CEO by July 1. New Board members will be chosen according to their commitment to a vibrant downtown and to the entire community, their skills and experiences, and their willingness to devote the time and work necessary to make the new District a success. The new Board will reflect our community’s diversity and it will include representatives of the arts community, the downtown, and the community at large. There are designated seats on the Board for individuals affiliated with the Arts Council, as well as an artist or art patron within the District. Additional seats are set aside for downtown stakeholders who best understand the needs of the District and who have a vested interest in the success of the District. These include seats for a Downtown Alliance merchant, the downtown faith community representative, downtown residents, property owners, and restaurateurs. Just as importantly, at-large Board members will include individuals from the larger Fayetteville/Cumberland County community for their perspective and input as potential visitors and customers of the District. Current Board members will assist the new Board during the transition phase and some have expressed the willingness to serve on the new Board or on a committee or the Advisory Council.

Job descriptions for other lead staff assisting the CEO – a Promotions and Programming Director and an Administrative Assistant – are attached. An organizational chart is also attached.

E. Consultants, Agents, and/or Subcontractors

Cool Spring Downtown District (CSDD, Inc.) does not plan to subcontract any of work required by the RFP. The Arts Council of Fayetteville Cumberland County will serve as the CSDD, Inc., Fiscal Agent for at least the first three years of the organization start-up. The Arts Council will provide financial and administrative oversight and serve as arts related non-profit resource to CSDD and will be able to receive funds on behalf of CSDD, Inc., should that be necessary. The Arts Council has had a four-year relationship with a

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

leading role in developing the Arts and Entertainment District Plan. In addition, the Arts Council has been supporting the arts and working to support initiatives, activities and downtown redevelopment for 44 years. The Downtown Alliance, who has executed the deliverables for the MSD for the past two years has advised the CSDD, Inc., of background and current status of deliverables, as it has continued to work to this plan through present.

F. References

The Cool Spring Downtown District, Inc. (CSDD, Inc.) is a new organization and as such does not have references that can speak of past performance. The individuals and organizations who have volunteered and supported this effort over the past four years do (see below list of community volunteers who have served/are serving in the development of an Arts & Entertainment District). The fact that the CSDD, Inc. has received 3-year financial commitments totaling \$450,000 to implement the Art and Entertainment District Plan, almost half of its planned 3-year budget, from the Arts Council and McLean Foundation, should stand as the strongest reference for the importance of the work and the organization.

Deborah Martin Mintz	Dr. Earnest Lamb	Ralph Huff
Executive Director	Performing & Fine Arts Dept. Chair	H&H Homes
Arts Council of Fayetteville/ Cumberland County	Fayetteville State University	2919 Breezewood Ave #400
301 Hay Street	1200 Murchison Road	Fayetteville, NC 28303
Fayetteville, NC 28301	Fayetteville, NC 28301	RalphHuff@hhhomes.com
deobrahm@theartscouncil.com	earnestlamb@gmail.com	910-486-4864
910-323-1776	501-772-5262	

Arts and Entertainment District Study

Steering Committee

Eric Lindstrom, Trustee, Arts Council Steering Committee Chair
William Joseph Leon Crisp, Fayetteville City Council
Michael Gibson, Fayetteville Cumberland Parks & Recreation
Kenneth Edge, Cumberland County Commissioner
Tony Chavonne, Downtown Alliance
Jean Harrison, Harrison Marketing, Trustee, Arts Council
Ralph Huff, H&H Homes
Scott Shuford, Development Services Director, City of Fayetteville
Heidi Kelley, Former Executive Director, Downtown Alliance
George Breece, Chairman of the Board, Chamber of Commerce
Jean Moore, Trustee, Arts Council, Chair, Marketing & Branding Task Force

Governance Task Force

Tony Chavonne, Task Force Chair, Downtown Alliance
Kenneth Edge, Cumberland County Commissioner
Ted Voorhees, Former Fayetteville City Manager
Michael Gibson, Fayetteville-Cumberland Parks & Recreation
Darryl Childers, Cumberland Community Foundation
Harry Shaw, Linear Park

Marketing Task Force

Jeanne Moore, Task Force Chair, Activate! Promotions, Arts Council Trustee
George Breece, Committee Member

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

Jean Harrison, Harrison Marketing, Arts Council Trustee
Melody Foote, Director of Communications, Fayetteville Area CVB
Mary Kinney, Arts Council
Jessica Legette, Fayetteville Cumberland Parks and Recreation
Kevin Arata, City of Fayetteville Corporate Communications
Sally Shutt, Cumberland County PIO

Physical Development Task Force

Scott Shuford, Task Force Chair, Development Services Director, City of Fayetteville
Eric Lindstrom, Trustee, Arts Council
Anthony Ramsey, Fayetteville Cumberland Parks & Recreation
Rudy Cardenas, Associate Vice Chancellor, Division of Facilities Management, FSU
Melissa Robb, City of Fayetteville, Planning Department
Eloise Sahlstrom, City of Fayetteville, Planning Department
Ralph Huff, H&H Homes
Jordan Jones, Developer, Prince Charles Hotel

Programming Task Force

Heidi Kelley, Task Force Chair
Earnest Lamb, Arts Council, Fayetteville State University Performing and Fine Arts Department Chair
Carrie King, Dogwood Festival
Susan Daniels, Fascinate-U Children’s Museum
Erica Brady, Fayetteville-Cumberland Parks and Recreation
Hanah Ehrenreich, Sustainable Sandhills

Arts & Entertainment District Advisory Committee and Work Groups

Patrick Callahan, PhD, Downtown Resident
Tony Chavonne, DTA, Downtown Resident, Business Owner, Civic Leader
Jean Harrison, Arts Council, Business Owner
Suzy Hrabovsky, DTA, Local Non-Profit Economic Development
Earnest Lamb, Arts Council, Fayetteville State University Performing and Fine Arts Department Chair
Alexandria Voigner, Planner
Eric Lindstrom, Downtown Resident, Business owner
Angie Malave, Downtown Business Owner
Jean Moore Downtown Business and Property Owner
Hank Parfit, DTA, Downtown Resident & Property Owner
Michael Pennink, Local Attorney, Community Development
William Pryor, Chief Human Resources Officer, Cape Fear Valley Health System
Scott Shufford, City of Fayetteville Planning

Staff Advisors:

Deborah Mintz, Executive Director, Arts Council
Margo Jarvis, Research/Analysis & Special Projects Director, Arts Council
Sam Dubose, Downtown Alliance Administrator

Cool Spring Downtown District Transition Board of Directors

Eric Lindstrom, Chair, Downtown Resident, Business owner
Patrick Callahan, PhD, Vice-Chair, Downtown Resident
Tony Chavonne, Treasurer, DTA, Business Owner, Civic Leader
Hank Parfitt, Secretary, DTA, Downtown Resident & Property Owner
Earnest Lamb, Arts Council, Fayetteville State University Performing and Fine Arts Department Chair
Alexandria Voigner, Planner
Angie Malave, Downtown Business Owner

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

William Pryor, Chief Human Resources Officer, Cape Fear Valley Health System

Eloise Salhstrom, City of Fayetteville Planning

Staff Advisors:

Deborah Mintz, Executive Director, Arts Council

Margo Jarvis, Research/Analysis & Special Projects Director, Arts Council

Sam Dubose, Downtown Alliance Administrator

G. Cost/Fee Proposal

CSDD Inc, proposes to provide the City of Fayetteville Enhanced MSD Services for an annual lump sum fee of \$119,500 for a period no less than three years. We request that as partners working together towards the redevelopment for our downtown that the MSD allocation can grow annually as we build a stronger Arts and Entertainment base for the MSD district. Below is a budget planning spreadsheet showing the MSD fund allocation and the total District Budget as planned with modest growth for years 2 and 3. As a start-up organization, the Board has worked to secure a minimum of three years of funding from all sources to allow the organization to focus on implementing the work. This is essential for the implementation of the Enhanced MSD Services for the City of Fayetteville.

G. Cost/Fee Proposal

	MSD Funds Fee/Cost Proposal	Total District Budget	Total District Budget	Total District Budget
	2017-18	2017-18	2018-19	2019-20
Revenue				
<u>Government</u>				
MSD Allocation	\$119,500	\$119,500	\$121,890	\$124,328
TDA Grant		50,000	50,000	50,000
Local Government		100,000	100,000	100,000
% of Public Projects				87,500
<u>Private</u>				
Local Philanthropy		50,000	50,000	50,000
Sponsorships		10,000	20,000	30,000
Membership		10,000	12,000	14,000
<u>Other</u>				
Arts Council Support - Admin		100,000	100,000	100,000
% of Private Projects			100,000	25,000
Downtown Event Activity				
Fee		5,000	5,250	5,512
DTA Retained Earnings		40,000		
<u>Events</u>				
Select existing DTA events (net)		17,000	20,000	25,000

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

Total Revenue	\$119,500	\$501,500	\$579,140	\$611,340
Expenses				
Personnel				
Executive Director	\$40,000	\$80,000	\$86,700	\$88,434
Program/Promotions Manager		50,000	51,000	52,020
Administrative Assistant	15,600	30,000	30,600	31,212
Benefits/Payroll Taxes (16%)	8,896	25,600	26,928	27,467
Sub-Total (Personnel)	\$64,496	\$185,600	\$195,228	\$199,133
Operations				
Rents	7,920	7,920	7,920	7,920
Telephone	1,440	1,440	1,440	1,440
Supplies	444	3,500	4,000	4,500
Insurance (D&O; GL)	200	5,000	5,000	5,000
Office Equipment	0	3,000	3,000	2,000
Web Hosting	0	1,200	1,200	1,200
Printing & Design	0	2,000	2,000	2,000
Miscellaneous	0	4,000	4,000	4,000
Accounting	0	5,000	5,000	5,000
Sub-Total (Operations)	\$10,004	\$33,060	\$33,560	\$33,060
Marketing and Branding				
Web site Design	0	0	0	0
District Branding	45,000	100,000	75,000	0
Advertising		75,000	125,000	125,000
Sub-Total (Marketing)	\$45,000	\$175,000	\$200,000	\$125,000
Programming				
General Programming	0	100,000	100,000	150,000
Sub-Total (Programming)	0	100,000	100,000	150,000
TOTAL EXPENSES	\$119,500	\$493,660	\$528,788	\$507,193
Net	\$0	\$7,840	\$50,352	\$104,147

Cool Spring Downtown District, Inc. – RFP Response to Enhanced Services for “Arts and Entertainment-Focused” Downtown Municipal Services District

H. Financial Information

The Cool Spring Downtown District, Inc., (CSDD, Inc.) is a start-up agency. The development of CSDD, Inc. is a spin-off organization of the Arts Council, receiving organizational leadership, guidance and funding. The organization has also received support from the Downtown Alliance and City of Fayetteville. The Arts Council Board has endorsed its support of the organization by approving a 3-year financial commitment for salary support and by agreeing to act as the organization’s fiscal agent. The administrative and financial reporting standards of the Arts Council will be requisite upon CSDD, Inc. Attached is the five-year start-up budget for CSDD showing the projected revenues and expenses of the CSDD, starting in fiscal year 2017-18.

I. Other Information

CSDD, Inc. will utilize community and membership feedback for ongoing evaluation of its services, as indicated in Section C: Project Understanding, Approach, and Schedule.

CSDD, Inc. will leverage funding from other sources as described in Sections G (Cost/Fee Proposal) and H (Financial Information).

CSDD, Inc. will assist and support the city in the implementation of the Arts and Entertainment District Plan as detailed in the Sections B (Executive Summary) and C (Project Understanding, Approach, and Schedule).

CSDD, Inc. proposes a contract term of three years, as noted in Sections A (Cover Letter), B (Executive Summary), and C (Project Understanding, Approach, and Schedule).

CSDD, Inc.'s Board composition reflects the diversity, inclusiveness, and experience of this great All-America City as described in Section D: Team Organization, Experience, and Qualifications. By way of further answer, please note our By-Laws authorize 11 to 15 Directors, and require 7 of them to represent specific stakeholder groups from within the District including residents, members of the faith-based community, artists, business owners, and restaurateurs. The remaining 4 to 8 Directors represent key stakeholders from the greater Fayetteville and Cumberland County region. All are selected in accord with CSDD, Inc.'s non-discrimination policy detailed in Article VIII of our By Laws.

CSDD, Inc. carries and is continually refining a long-term strategic vision for the MSD/Arts and Entertainment District. We carry it, in that we recognize it is larger than any one organization, and we recognize that our current progress partly rests on the hard work of fellow organizations such as the Arts Council and the Downtown Alliance. We continually and systematically refine the strategic vision for the District. This is executed via regular stakeholder input and the drafting of our annual Plan of Work which subsumes the specific use to which we intend to put the MSD funds but also includes the larger volume of work which must be done to sustain and grow a thriving Arts and Entertainment District for our City. Copies of our Annual Plan of Work are available on request.

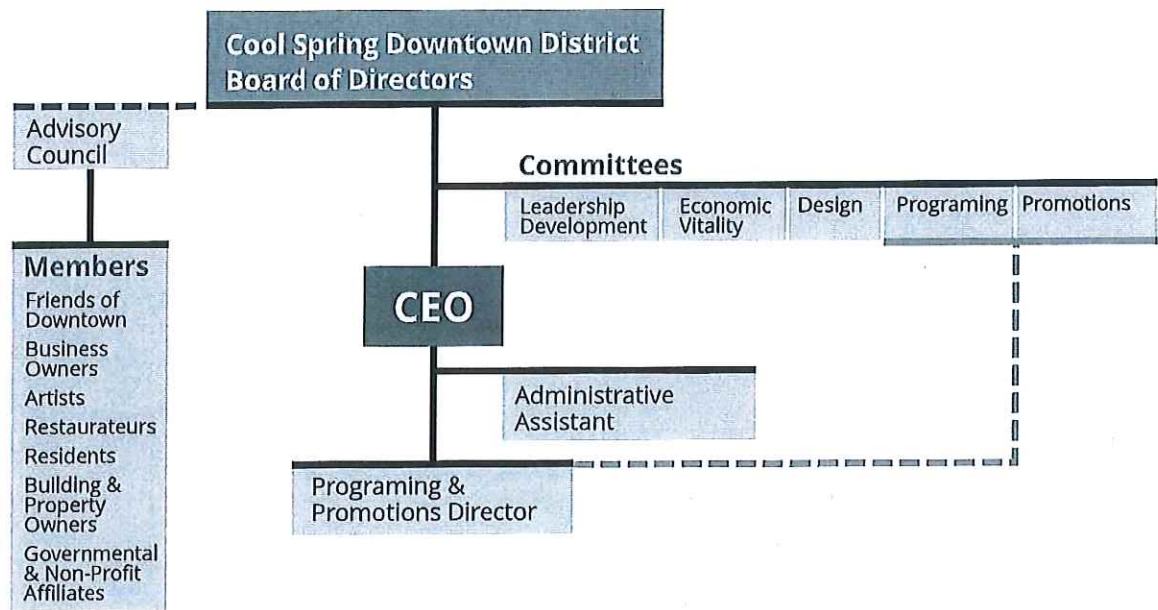
AED Financial Model

170408

	AED - Pro Forma Budget					
	4Q16-17	FY17-18	FY18-19	FY19-20	Yr 4	Yr 5
Revenue						
<u>Government</u>						
MSD Allocation		\$119,500	\$121,890	\$124,328	\$126,814	\$129,351
Occupancy Tax Contribution/TDA		50,000	50,000	50,000	75,000	75,000
CBDG Rehab Funds						
% of Public Development Projects				87,500	0	0
City/County		100,000	100,000	100,000	100,000	100,000
<u>Private</u>						
Grants						
Local Philanthropy		50,000	50,000	50,000	50,000	50,000
Sponsorships		10,000	20,000	30,000	35,000	40,000
Membership		10,000	12,000	14,000	15,000	15,000
<u>Other</u>						
Arts Council Support - Admin		100,000	100,000	100,000	0	0
% of Private Development Projects			100,000	25,000	25,000	7,500
Downtown Event Activity Fee		5,000	5,250	5,513	5,788	6,078
DTA Retained Earnings	40,000					
<u>Events</u>						
Select existing DTA events (net)		17,000	20,000	25,000	25,000	25,000
Total Revenue	\$40,000	\$461,500	\$579,140	\$611,340	\$457,602	\$447,928
Expenses						
<u>Personnel</u>						
Executive Director		85,000	86,700	88,434	90,203	92,007
Program/Promotions Manager		50,000	51,000	52,020	53,060	54,122
Administrative Assistant		30,000	30,600	31,212	31,836	32,473
Events Manager						
Benefits/Payroll Taxes (16%)		26,400	26,928	27,467	28,016	28,576
Sub-Total (Personnel)		191,400	195,228	199,133	203,115	207,178
<u>Operations</u>						
Rents		7,920	7,920	7,920	7,920	7,920
Telephone		1,440	1,440	1,440	1,440	1,440
Supplies		3,500	4,000	4,500	4,500	4,500
Parks & Art Support		0	0	0	0	0
Insurance (D&O; GL)		5,000	5,000	5,000	5,000	5,000
Office Equipment		3,000	3,000	2,000	2,000	2,000
Web Hosting		1,200	1,200	1,200	1,200	1,200
Printing & Design		2,000	2,000	2,000	2,000	2,000
Miscellaneous		4,000	4,000	4,000	4,000	4,000
Accounting		5,000	5,000	5,000	5,000	5,000
Sub-Total (Operations)	0	33,060	33,560	33,060	33,060	33,060
<u>Marketing and Branding</u>						
Web site Design	10,000	0	0	0	0	0
District Branding	20,000	100,000	75,000		0	0
Advertising		60,000	125,000	125,000	125,000	125,000
Sub-Total (Marketing)	30,000	160,000	200,000	125,000	125,000	125,000
<u>Programming</u>						
General Programming	10,000	75,000	100,000	150,000	150,000	150,000
Sub-Total (Programming)	10,000	75,000	100,000	150,000	150,000	150,000
TOTAL EXPENSES	\$40,000	\$459,460	\$528,788	\$507,193	\$511,175	\$515,238
Net	\$0	\$2,040	\$50,352	\$104,148	-\$53,573	-\$67,309
Cumulative Fund Balance		\$2,040	\$52,392	\$156,540	\$102,967	\$35,658

Arts & Entertainment District





EXECUTIVE COMMITTEE

Eric Lindstrom – Chair
Shuller, Ferris, Lindstrom, & Associates
Architects
233 Old Street - 28301
Work: 484-4989 Home: 483-3260
Email: ELindstrom@sfla.biz

Patrick Callahan, PhD. – Vice Chair
Executive Coach/Consultant
325 Hay Street, No 402 – 28301
Cell: 347-834-4912
Email: p.callahan.1@nyu.edu

Tony Chavonne – Treasurer
Self-Employed
166 Bow Street – 28301
Cell: 910-286-6887
Email: tony@chavonne.net

Hank Parfitt – Secretary
Retired Surgeon
112 Hay Street – 28301
Home: (910) 286-39789
Email: hankparfitt@embarqmail.com

BOARD MEMBERS

Earnest Lamb
Chair, Performing and Fine Arts Department
Fayetteville State University
824 Sage Creek Lane, Apt. 5 – 28305
Cell: (501) 772-5262
Email: earnestlamb@gmail.com

Angela Malave
Downtown Business Owner
2219 Gray Goose Loop – 283063
Cell: 910-964-3976
Email: angie@thewinecafeus.com

William "Bill" Pryor
Chief Human Resources Officer
Cape Fear Valley Health System
1638 Owen Drive -- 28304
Work: 910-615-4546
Email: wpryo@capefearvalley.com

Eloise Sahlstrom
Urban Designer/City Planner
725 Athens Avenue – 28301
Cell: 910-920-6470
Email: esahlstrom@ci.fay.nc.us

Alexandria Voignier
City Planner
321 Nettletree Lane – 28301
Cell: 812-406-9577
Email: avwaggoner12@gmail.com

Cool Spring Downtown District (Fayetteville, NC)

President/CEO

Cool Spring Downtown District (CSD²) seeks an energetic, motivated, and visionary individual to lead a new organization at a pivotal moment in the development of an Arts & Entertainment District (AED) in downtown Fayetteville, NC.

The District is approximately .55 square miles in area and is generally bounded by Rowan, Russell, Robeson and Cool Spring Streets. Located in the central core of Fayetteville, the District hosts an economically and racially diverse mix of people who live and work among historic buildings and landmarks, award winning cultural organizations, mixed use work spaces, a movie theater, a charter K-6 arts school, independent restaurants, the City's multi-modal center, coffee shops, and many small businesses. CSD² will be the region's first designated AED.

CSD² will become a 501(c)(3) non-profit organization that will be responsible for keeping the brand and intention of the Arts & Entertainment District. Working with appropriate City and county departments with regard to development and activities taking place in the district the organization will be responsible for building the capacity to raise private funds to support programming and operations of the District. CSD² will be highly collaborative, working closely with District businesses, schools and educational institutions, arts and culture organizations, community associations, real estate developers, philanthropic organizations, entertainment venues, maker spaces, local government, and residents in the District to accomplish common goals.

The successful candidate for President/CEO will develop CSD² as a leader in creative placemaking by identifying and helping to implement innovative art and entertainment programming that connects with residents and visitors to the District and celebrates the culturally, economically, and racially diverse communities in and around the District.

The President/CEO should be or have:

- Familiarity with Fayetteville, NC, and Arts & Entertainment districts.
- Knowledgeable in urban planning, public art and events, community development, and nonprofit management.
- A leader with a collaborative approach to organizational and project management.
- Outstanding written, oral and interpersonal communication skills, including public speaking.
- Entrepreneurial skills to develop new ideas for the District and income for the district.
- Strong organizational, financial, planning, and analytical skills.
- Comfortable working with a wide range of community partners, including artists, residents, landlords, government representatives, foundation directors, nonprofit peers, and stakeholders.
- A skilled fundraiser, with experience seeking funding from board members, foundations, government sources, institutional partners, individual donors, and family foundations.
- Four or more years of management experience, arts district management is a "plus."

Key Reports: Programming/Promotions Director, Events Manager and Administrative Assistant

Responsibilities Include:

Programs:

- Create a plan to activate district-managed public spaces, particularly the main corridor and side streets of the central core.
- Supervise and support staff to run district projects and programs, and organize project teams to support the launch of projects and programs, including district's involvement in carriage rides, loft tours, Field of Honor, and public art.

- Manage relationships with the City of Fayetteville, Cumberland County, the Arts Council, the Fayetteville Area Convention & Visitor's Bureau and other entities/funders.

Development:

- Cultivate district's relationship with current funders.
- Identify and pursue new sources of funding from foundations, donors, funders, and earned revenue opportunities.
- Expand district's individual giving and board member campaigns.
- Contribute to collaborative fundraising efforts with partners
- Identify, apply for, and administer grants that further the marketing and economic development goals of the AED and Main Street areas;

Economic Vitality

- Work with City, County and others with regard to capital and industry appropriate development within the district
- Maintain an inventory of vacant buildings in the AED that can be marketed to artists and/or arts related businesses
- Develop economic development strategies, primarily designed to improve the economy and fill vacant properties in the AED (e.g. AED tax incentives to assist artists and arts-related businesses, etc.)

Financial:

- Produce annual budget.
- Work closely with accounting team to ensure fiscal stability for the organization, financial reporting to the Board of Directors, and completion of 990.
- Identify, apply for, and administer grants that further the marketing and economic development goals of the AED and Main Street areas;
- Manage smooth operation of financial systems, including payroll and benefits.
- Work with the accounting team to reconcile accounts each month.

District Ambassador:

- Seek opportunities to promote district publicly by representing the organization and district at community meetings, conferences, and other public events.
- Represent district to local and national media outlets, including in broadcast, print and online media.
- Manage relationships with key stakeholders, including community associations, universities, business owners, and residents of the district.

Administration:

- Engage the Board of Directors, Executive Committee, and other committees and task forces.
- Manage staff and team of interns; ensure that staff members have the resources they need to succeed.
- Hire additional staff and freelance contributors as needed.

Education:

Bachelor's degree required; master's degree preferred.

Experience:

Successful candidate will have five to seven years of experience in arts and/or nonprofit management, fundraising, communications, marketing, event and program production, economic development, government affairs, or related fields. Excellent written and oral communication skills are required. Must be computer literate and be able to work both independently and as part of a team.

Work Conditions

Person will be inside as well as outside dealing with many different people and organizations. Position will require travel via an automobile. Work hours are flexible, ability to work evenings and weekend.

Physical Requirements

Work requires the individual to work in an office environment as well as outdoors. Position will require kneeling, sitting, lifting (up to 40 pounds), standing, talking, typing, walking, hearing and bending.

Salary Range:

\$75,000 – \$85,000

Cool Spring Downtown District (Fayetteville, NC)

Programming & Promotions Director

Cool Spring Downtown District (CSD²) seeks an energetic, motivated, and creative individual to be a team member of a new organization at a pivotal moment in the development of an Arts & Entertainment District (AED) in downtown Fayetteville, NC.

The Programming and Promotions Director will serve as the organization's point person for programming and marketing initiatives within and pertaining to the newly designated Arts & Entertainment District.

Primary Duties

Programming is the heart and soul of the District, bringing it to life and activating the streets, venues, businesses and places within the physical boundaries. In shaping the character of programming there is the opportunity to establish confidence within the community that the District will be a place where there is high quality, consistent, and reliable activity. Assist with identification and solicitation of funding sources.

Programming

- Using current programming and gap analysis developed by the District Advisory Committee, develop programming and marketing initiatives that establishes a character for daytime activity that is distinct from nighttime activity. The ultimate goal is to establish programming that is consistent and creates an expectation of the experience of visiting the District.
- Develop event criteria for activities within the district boundaries
- Attend City Special Events meetings for activities taking place within the district
- Initiate immediate programming such as a buskar program, weekly food truck rodeos, and multidiscipline "pop ups" to begin district activation.
- With the President/CEO, Board and committees, develop and manage a dynamic portfolio of programming that strategically engage partners, audience, funders, and spaces in the District.
- Facilitate meetings and build consensus between various stakeholder groups and individuals in the AED
- Along with the President/CEO and Board, review and develop strategies and goals from the Main Street Market Study
- Work with the President/CEO to develop annual marketing and program budgets for Board approval.

Promotion

In launching a designated arts and entertainment district, it is critical that a clear and compelling identity be established that communicates to the public all aspects of the District – what it is, where it is, how to recognize it. It is imperative that a recognizable brand emanate throughout all communications, and establishes the baseline for all design elements (e.g., logos, banners, advertising, signage and wayfinding, gateways).

- Function as the Marketing and Public Information leader for the organization with the marketing professionals of the cultural, governmental and businesses within the district.
- Develop guidelines for District promotion among businesses and organizations within the boundaries.
- Develop a plan to encourage broad marketing and promotion of district.
- Encourage/incentivize downtown businesses to refer/use the District logo and name in

- marketing and promotional materials and to display the District logo at their storefronts.
- Lead the effort to effectively market programs and services and to launch new marketing initiatives.
 - Develop an annual advertising and promotion plan. Lead the execution of the plan across the full mix of traditional and new media. Collaborates with all internal and external resources to ensure that critical customer touch-points (TV, print media, radio, web/e-mail, social media, etc.) are reached. Ensures that website and all other content is current and accurate.
 - Works jointly with President/CEO and board of trustees to build a strong, compelling brand identity consistent with the district's mission and values.
 - Ensure brand consistency in all communications and events marketing.
 - Identify opportunities and support initiatives that build the district brand.
 - Oversee the creation of logos, slogans, and copy, based on strategic direction and vision of the board of trustees.
 - Develop branding and communicates the guidelines.
 - Provide tools for, and encourages consistent use of, the district brand by partners.

Education

Bachelor's Degree preferred. Combination of education and experience may be considered.

Experience

This position requires at least five years of professional experience in district programming, economic development, marketing or a related field.

Job Knowledge

Excellent verbal and written communication skills and ability to work independently is required. Grammar skills and English language aptitude needed to detect and/or avoid errors in written material and in reviewing and proofreading final copy. Ability to organize and follow through on deadline driven projects. Graphic design skills needed in designing flyers or graphic publicity material. Knowledge of Word, Excel and PowerPoint required. Experience with InDesign, Illustrator and Photoshop software required.

Work Conditions

Person will be inside as well as outside dealing with many different people and organizations. Position will require travel via an automobile. Work hours are flexible, ability to work evenings and weekend.

Physical Requirements

Work requires the individual to work in an office environment as well as outdoors. Position requires kneeling, sitting, lifting (up to 40 pounds), standing, talking, typing, walking, hearing and bending.

Salary Range:

\$48,000-\$51,000

Cool Spring Downtown District (Fayetteville, NC)

Administrative Assistant

The primary function of this position is to provide administrative support for the President/CEO and overall support for the Cool Spring Downtown District (CSD²) Board and Advisory Council members. These activities include being a conduit for information including phone, in person and through social media, as well as accurate record keeping for CSD² events and activities.

Essential Functions of the Administrative Assistant

Advocacy

- Function as the frontline “hub” of organization with the ability to inform and direct visitors and members to the appropriate resources around downtown including shops, venues & government offices
- Manage the CSD² website and social media resources to promote activities and keep members informed
- Work designated events including the collection of payments and the sharing of relevant information
- In coordination with the President/CEO, provide accurate and timely information to visitors and members while functioning as a strong and energetic advocate for Downtown Fayetteville.
- Keep accurate and up-to-date records of front desk activity as required and keep log of incoming calls according to topic.
- Set appointments as needed for President/CEO

Administrative & Financial

- Answer multi-line phone system and transfer calls to appropriate extensions, taking messages or relaying requested information
- Maintain a listing of CSD² members and all properties available for lease or sale
- Collect and sort mail, record financial payments and make deposits
- Input information into Quickbooks
- Ability to draft emails, letters and presentations
- Board Administration
 - Work with committee chairs and President/CEO to schedule committee meetings and create and distribute meeting agendas.
 - Prepare materials for meetings and take minutes.
 - Maintain board archives.
- Office Administration
 - Order office supplies and liaise with service providers (internet, phone, cleaning, etc.).
 - Maintain office filing and organization system.
 - Ensure all invoices are paid in a timely manner.
 - Work with accountant to maintain organization’s Quickbooks file.
 - Maintain database of district articles and programs.

Other Administrative Duties:

- Open and close office,
- Office support for other staff members as requested

- Other tasks as assigned

Education

High school diploma required; Associate's degree preferred.

Experience

Two years administrative experience preferred.

Job Knowledge

Strong interpersonal skills with a positive personality and outlook. Strong verbal and written skills. Proficiency in MS Word, Excel and Power Point. Strong organization skills. Adaptable & resilient. Proficiency of social media platforms for event promotion and communication. Knowledge of Quickbooks to input financial information.

Work Conditions

Person will be inside as well as outside dealing with many different people and organizations. Work hours are flexible, ability to work evenings and weekend.

Physical Requirements

Work requires the individual to work in an office environment as well as outdoors. Position requires kneeling, sitting, lifting (up to 40 pounds), standing, talking, typing, walking, hearing and bending.

Compensation

\$30,000/yearly