

APRIL 2023

RFP RESPONSE

ENHANCED SERVICES FOR ARTS AND ENTERTAINMENT

DOWNTOWN MUNICIPAL SERVICE DISTRICT
COOL SPRING DOWNTOWN DISTRICT





Cool Spring Downtown District Inc.
222 Hay Street, Fayetteville, NC 28301
Office: (910)223-1089 | Email: info@coolspringfay.org

SECTION A: LETTER OF INTENT

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

April 14, 2023

Dear Ms. Toon:

On behalf of the Board of Directors of the Cool Spring Downtown District, Inc. (CSDD) I am excited to present our proposal to provide Enhanced Services for our "Arts and Entertainment-Focused" Downtown Municipal Services District to the City of Fayetteville. The establishment of an Arts and Entertainment District for Fayetteville was the culmination of the work of many committed citizens and organizations. As CSDD has led the evolving vibrancy of downtown since that collaborative effort of committed stakeholders, we are looking forward to continuing our work by being awarded the contract to do so.

Now, more than ever, we need to be a city committed to identifying ways to think creatively with an immediate eye on restoring, revitalizing, and sustaining our beloved downtown community. I respect the challenges and responsibility our civic leaders are facing today in a post-covid world and believe that by awarding this contract to CSDD we can ably assist their efforts by managing and growing the Arts and Entertainment Downtown District of which our city leadership and citizens can be proud.

In my years as a Fayetteville resident, downtown property and business owner there has been a tremendous growth in the excitement and pride of our citizens regarding downtown. As we celebrate the many initiatives happening in the core of our city, our citizens are inspiring us to think bigger downtown. New and previous stakeholders have been willing to take risks leading to new development and growth downtown. Citizens expect us to be good stewards of the funding we receive and to make good decisions when spending those funds. The Board of Directors and staff of the Cool Spring Downtown District are prepared to continue our efforts in adding to this level of excitement by delivering for our beloved downtown.

As a charter CSDD board member and now in my role as Chair with the Cool Spring Downtown District, I have witnessed first-hand the positive evolution of this seven-year-old organization. I am honored to be serving alongside my board colleagues, as they give unselfishly of their talents and time to support the expectations of our contract with the City of Fayetteville.

We are an organization committed to investigating existing metrics and establishing new metrics which will highlight the good work happening downtown and enable us to analyze trends of what is working and what needs improving. We will continue to keep using our heads to think rationally and to thoughtfully create initiatives that will keep moving the needle of success for downtown, which we believe can only help foster success in the greater Fayetteville community. We promise to keep following our hearts, for we believe the heart is central to creating vision, to championing our dreams for downtown, and what wakes us up every morning to be the advocate organization the city needs us to be for downtown. Peter Kageyama, an expert in downtown development, shares the following thought in his book, [For the Love of Cities: The Love Affair Between People and Their Places](#): “I think we need to start thinking about how we make our cities more lovable. When we love something, we cherish it; we protect it; we do extraordinary things for it.” These words capture the essence of our organization and the desire we all have to share our love for downtown Fayetteville with others. We are the organization that is structured to cherish and protect all things downtown and are ready to keep doing the extraordinary things Fayetteville needs us to do in the years to come.

In September 2019, we made a great decision with the hiring of our CEO, Bianca Shoneman, who quickly had a tremendous positive impact upon our organization. A dynamic and dedicated servant leader for our community, over the last three and half years, she has committed herself to building relationships with the many stakeholders throughout the greater community of Fayetteville and Cumberland County.

She is a constant advocate for businesses, residents, property owners, and all who call Fayetteville their downtown. She is respected among her peers as a leader in the field of downtown place management, understands the multiple dimensions and levels needed for a successful downtown and is not afraid to embrace the tough topics in her work in order to fulfill our mission. Under her leadership, she effectively implemented staff cohesion and provides strong financial confidence for the operating budget. She has most recently expanded the Board of Directors, pulling in great leaders throughout the downtown community who are both collaborative and dedicated to our vision to be the premier arts and entertainment district in this region. During Bianca’s leadership, we have celebrated the launching of new events and expanding old favorites. She has been essential in supporting and advocating for the multiple stakeholders engaged with homelessness, outdoor dining, the covid-pivot, and has been directly involved with new investments downtown. Bianca quickly learned the landscape of downtown, measuring growth, identifying trends, the real estate market, and other variables impacting the vibrancy of downtown.

I believe Fayetteville has and continues to position itself with this RFP to be the best it can be. The past three years, the Cool Spring Downtown District has been committed to fulfilling our mission to create and sustain an arts and entertainment district emanating from the central core of the city. We are absolutely committed to continuing our efforts to lead the way with the district being a center of artistic, cultural, civic and commercial activity. We believe downtown is a place where people live, work, frequently visit and loyally patronize, all with the goal of serving as a robust generator of economic prosperity for all residents of Fayetteville and Cumberland County. I submit to you the attached proposal, believing it represents the good work that has been accomplished, the good work that needs to continue, and the good work that we find to be rewarding, as we seek to serve the incredible people of this outstanding city. I look forward to seeing you downtown.

On behalf of the entire Board of Directors, I am,



Molly Arnold, Chair
Cool Spring Downtown District, Inc

This proposal as submitted by CSDD, Inc. on April 14th, 2023 will remain valid for a period of 90 days from the date of submission.

ORGANIZATION CONTACT INFORMATION:

Individual: Bianca Shoneman, President and CEO
Organization: Cool Spring Downtown District, Inc.

POINT OF CONTACT DURING REVIEW:

Individual: Molly Arnold, Chairman
Arnold Investment Group

Address: 222 Hay Street, Fayetteville NC 28301
Phone: 910.222.3382
Email: bianca@coolspringfay.org

Address: 227 Hay Street, Fayetteville NC 28301
Phone: 910-223-7833
Email: molly@rudeawakening.net

Addendum Attachments:

- References
- Balance Sheet
- Budget V Actual Income and Expense
- Profit and Loss
- Tax Return
- Audit
- List of managed Grants
- Solicitation License
- Certificate of Insurance
- Board Roster

Downtown Fayetteville's
Home for Arts and Entertainment
www.visitdowntownfayetteville.com



B. Executive Summary

For the last seven years, the Cool Spring Downtown District, Inc. ("CSDD") has successfully served as the managing partner for the Arts and Entertainment Municipal Service District. Coming off the success of our first three years when we launched and promoted the Cool Spring Downtown District, we have expanded our efforts to include tracking downtown investment, supporting local businesses, curating and producing large format events, and increased the downtown's tax assessed value. CSDD is confident in its ability to execute the Scope of Work in the City of Fayetteville's Request for Proposal ("RFP") (please see Section C: Project Understanding, Approach, and Schedule).

CSDD is the product of many years of work by diverse members in our community. Area stakeholders have been intensely discussing the need to revitalize Fayetteville's downtown, with efforts intensifying in the past seven years around an Arts and Entertainment-focused district.

In response to the City of Fayetteville's Request for Proposals for "Enhanced Services for "Arts and Entertainment-Focused" Downtown Municipal Service District", CSDD proposes a five (5) year term at an annual cost of \$220,000, adjustable with inflation. CSDD recognizes that while the City's proposed investment is significant, it is not enough to run a successful Arts and Entertainment District. Therefore, CSDD is also focused on leveraging additional funding to ensure the district's success and has over the last few years successfully raised over \$1,000,000 and diversified its revenue streams to include increases in corporate sponsors, in-kind media trades, and earned income. CSDD plans to diversify its funding over the next five years, trending towards a social enterprise model that mirrors commercial strategies to realize its mission.

CSDD has spent years launching, improving, expanding and planning for the future of the Arts and Entertainment District, the Cool Spring Downtown District. CSDD's staff has more than 50+ years of combined experience in the place management and arts administration industries. The organization is the only local entity with the organizational mission solely focused on delivering the RFP's identified five-pronged approach to creating a thriving District. As a 501(c)(3), CSDD launched in 2017 and can celebrate many successes of our original work plan.

These include:

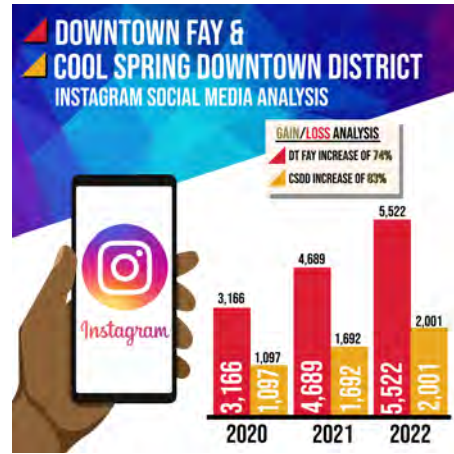
Economic Vitality: The last three years has seen a significant increase in investment and commitment of investment. Examples include a net gain of 34 -new businesses, 868,000 GSF of new or adaptive reuse construction projects which represent over \$336,000,000 in public and private investment between 2017-2022. The district's economic impact is reported our annually in report entitled "The State of the District" and reported publicly at an event in partnership with City View entitled "Downtown Visionaries."



Art and Design Enhancements: CSDD has added to the art and design of the District. Over the last few years, we've completed 19 placemaking initiatives. At CSDD, we rarely work alone; partnerships are our key to success. CSDD has been able to provide opportunities to many emerging and professional artists—bringing even more awareness to a flourishing arts district that stands out in our region of North Carolina. CSDD's recent "Vibe" marketing campaign inspired one of its current art projects, "#DowntownVibe." This installation may be found in the windows of the DBI, Inc. building, on Maxwell St. The multi-panel mural is an homage to the vibrant "Can Do Carolina" branding of Cumberland County, as well as to the Arts Council's own wall mural.

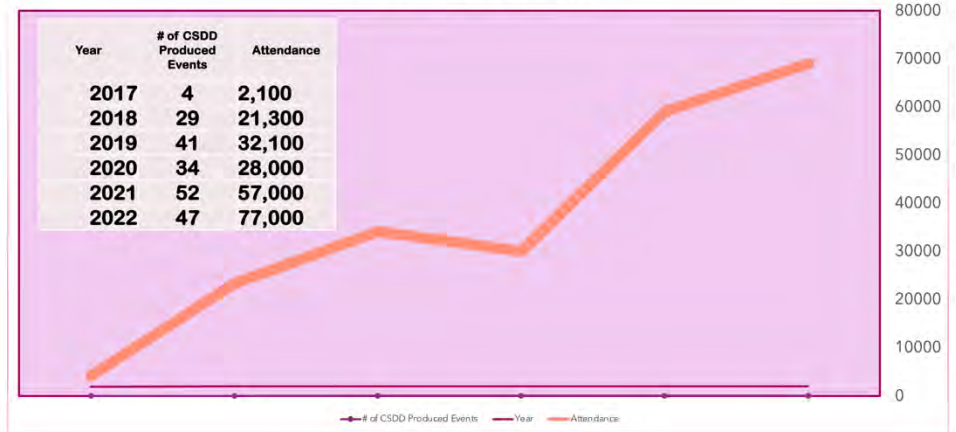


Promotion and Marketing: Over the last three years, CSDD engaged in a variety of unique downtown branding and marketing efforts including the "Downtown Vibe Campaign". CSDD curated videos and placed paid ads in local and regional media outlets. CSDD's social media following increased on Facebook from 30,500 users in 2020 to 32,800 in 2022, a 7% growth rate. CSDD launched two Instagram accounts and created a beautiful website focused on communicating all that downtown has to offer. Additionally, CSDD increased its electronic mailing list by 17%.



Special Events and Programming: In 2017, CSDD hosted just four events with an estimated attendance of 2,100. By 2019 our event list had grown to over 40 events with an estimated attendance of 32,000. In 2022, we hosted over 45 events with an estimated attendance impact of 77,000 people. Additionally, we were awarded an International Event Management award from the International Downtown Association for our inaugural New Year's Eve Night Circus.

Event Attendance 2017-2022



Partnership, Organizational Support and Conflict Resolution: As is similar to many growing and evolving commercial districts, conflicts and challenges must be addressed. CSDD has responded to these issues. An example includes how CSDD responded to complaints about the District's lack of a coordinated waste management plan. CSDD responded by launching a dumpster and recycling program. In 2017, CSDD installed a 8-ft dumpster in the parking lot of Arts Council. Since then, the pad has removed 124,800 LBS of solid waste from the district. As the district began to grow, we expanded the program. In September of 2019, CSDD installed a Vertipak trash compactor and a cardboard recycling center in the Donaldson Lot. CSDD estimates that in since this project's inception, this program has collected 276,480-lbs of trash and recycled 129,600-lbs of cardboard.



This brief narrative is to convey to the City that the Cool Spring Downtown District understands the nature of work and level of effort its takes to successfully provide the defined enhanced services in the RFP. Our team of Directors, staff and volunteers are passionate and well-trained to serve as the managing partner for the Arts and Entertainment District, the Cool Spring Downtown District.

Section C. Project Understanding, Approach and Schedule

Vision

Envision the district as

- A vibrant center of diverse artistic, cultural, civic, and commercial activity
- A place where people live, work, frequently visit, and loyally patronize
- A robust generator of economic prosperity for all residents of Fayetteville and Cumberland County

Mission

Advancing arts and entertainment in downtown Fayetteville with economic opportunity for all. The Cool Spring Downtown District serves as the administrator of both the Arts and Entertainment District and the Municipal Service District. We have a five-prong approach to downtown management that includes:

- Economic Vitality
- Marketing and Promotions
- Design and Placemaking
- Programs and Events
- Community

Key highlights include:

- Tracking and celebrating the economic and cultural growth in the district. Using this data as a marketing tool to recruit new investment. Producing an annual State of the District report illustratively highlighting organization and district-wide strides.
- Expanding the utilization of Arts and Placemaking efforts to both beautify the urban core and increase our community's love of place.
- Curating signature events in partnership with key institutions to enrich the City's pre-game atmosphere for sports-driven tourism and celebrating annual milestones (ex- New Years Eve, Juneteenth, 4th of July, etc) and our monthly 4th Friday events.
- Maximizing the cleanliness of downtown and expanding the Downtown Commercial Sanitation program, as needed
- Managing the downtown brand and leading efforts maximize Fayetteville's exposure across a variety of communication platforms.
- Partnering with diverse and effective organizations and leaders to advocate for regional cultural and economic prosperity.

Over the next five years, our approach will include these efforts:

- Providing a retail strategy for downtown
- Examination and strategic positioning of the downtown hospitality/accommodations market
- Opportunities for supporting a thriving Minority- and Women-Veteran owned business community
- Identification of catalytic projects to stimulate and grow Downtown Fayetteville's economy, including an expansion of residential and hospitality amenities.

Economic Vitality & Development:

The economic vitality of the district is dependent on people electing to invest in the District and our elected officials developing prosperity programs. CSDD is not only solely focused on recruiting large developers to construct multi-million-dollar projects, but local entrepreneurs, as well. We celebrate the large and small successes when people establish or expand their business in downtown, improve its façade, or a resident visits a downtown restaurant over one outside of downtown.

CSDD is focused on continuing to increase the economic vitality and development of the District. This is a critical component of CSDD's efforts for three primary reasons: first, the more businesses (entertainment and retail) that come, the more entertainment programming and retail opportunities the District can offer; secondly the more businesses that come to the District the less vacant buildings there are and the greater the attractiveness and energy; Lastly, the more lucrative businesses in the District can be, the more available funding for charitable purposes they provide via taxes and voluntary contributions.

In CSDD's first three years, it not only identified factors preventing business growth, but developed educational and advocacy plans to ameliorate them. For example, CSDD's website now maintains robust resources to help businesses understand the local permitting process, highlights available real estate, and links these availabilities to interested entrepreneurs.

CSDD will continue to serve as the District's advocate and champion to help facilitate the flow of private capital to downtown, whether from our small businesses, local citizens, or out-of-town investors. CSDD will expand its efforts to recruit new businesses and investors, educate them on the opportunities to invest in downtown, and support them through the process.

A critical strategy of CSDD's success will be leveraging data more than we ever have. Investment decisions are more easily made when there already is proven success. CSDD plans to focus more of its efforts on serving as the data warehouse and using it to provide confidence to potential investors that their investment decision in the district will be successful. Recently, we purchased a subscription to PLACER.AI, a location analytics portal including visit trends, trade areas, and demographic reports. We plan to use this intel to track the downtown's economic variables.

Three years ago, we envisioned a ballpark, a restored Prince Charles Hotel building, and a new parking deck and a performing arts center. Through the tireless work of many, these projects have been delivered or planning is underway. Today, we can proudly say that having a dedicated organization hyper-focused on downtown revitalization and Arts and Entertainment facilitates growth and is necessary for center city development. Our economic vitality was envisioned to improve the downtown and its clear that the investment in CSDD, Inc has helped shepherd a vision to reality.

Goal I: ECONOMIC VITALITY AND DEVELOPMENT

Actively engage in enhancing and growing the District’s arts, entertainment, culinary and retail sector through efforts to attract new business

Focus	Target Economic Development in the district	Support Development and Redevelopment	Qualify value of downtown	Commercial Sanitation Program	Support Crown Event Space
Task	Coordinate with partner agencies	Support business and property owners in a variety of ways	Location Analytics, Trade Area reviews, demographic visitation profiles, gap analysis	Manage existing commercial sanitation centers in downtown Fayetteville including users and providers	Maintain open lines of communication with construction manager and project team
Task	Review (and look to expand) incentives and business recruitment tools	Maintain and make available downtown database	Placer AI location analytics, ESRI Business tools assessment	Work with downtown business to identify new clients	Serve on Community Design Committee; big BIG ideas forward
Task	Work with leadership to support BIPOC-Women-Veteran owned business opportunities	Attract new businesses using metrics Promote available properties	Promote the value of downtown on a variety of print and digital platforms	Seek expansion opportunities, especially in emerging corridors	Educate downtown stakeholders on project progress
Task	Track Economic Impacts	HOTEL Recruitment Promote downtown living	Produce annual report highlighting cultural and economic growth	Maintain a clean and safe built environment.	Attend Commissioner meetings, as needed.

Art and Design Enhancements:

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. Over the last three years, CSDD demarking four crosswalks to identify the Arts and Entertainment District’s boundaries, additionally we project our name on the Self Help Building. Brand awareness is important, and we believe these efforts elevate the sense of place and welcomeness.

Since our inception, we have introduced 18 placemaking initiatives:

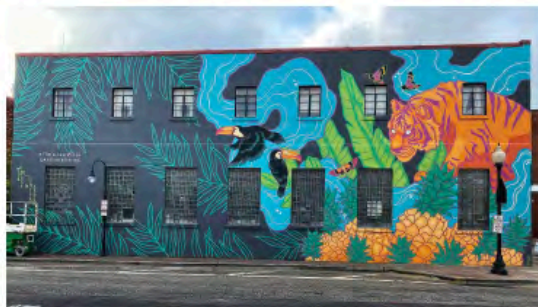
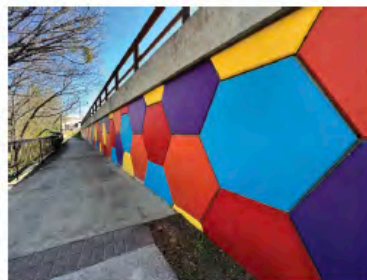
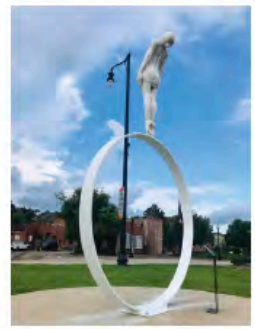
1. “Anderson Street Mural” - Created by Capitol Encore Academy Students; Sponsored by CSDD
2. “Art Alley” - Created by Rotating Regional Artists, Including Richard Wilson + Ayda Rose; Hosted and Sponsored by CSDD + Mini Grant from Arts Council of Fayetteville/Cumberland County (222 Hay St.)
3. “Avenue of Quotes” - Created by CSDD (Temporary Art Installations Spread Downtown)
4. “Cool Spring Downtown District Light Projection” - Implemented by DBI; Sponsored by CSDD + City Center Gallery & Books (Self Help Building)
5. “End Racism & Black Lives Do Matter” - Created by Collyn Strother + Malcolm Chester; Funded by City of Fayetteville + CSDD + Arts Council of Fayetteville/Cumberland County
6. “Hexi-Vibe” - Sponsored by CSDD + Fayetteville/Cumberland County Parks & Recreation + Sherwin Williams + Youth Council of Fayetteville/Cumberland County (Retaining Wall at Play.Art.Park.)
7. “Holiday Decor” 18-ft. Community Holiday Tree - Created by Mosca Design; Sponsored by CSDD + Fayetteville/Cumberland County Parks & Recreation
8. “InnerWoven” - Created by Kia Love; Sponsored by CSDD + Mini Grant from Arts Council of Fayetteville/Cumberland County (Temporary Art Installation at Cross Creek at Linear Park)

9. "Monolith" - Created by Blashfield Signs; Marketed by CSDD + The Mox Collective (Franklin Street Parking Deck)
10. "Painted Boundary Crosswalks" - Created and Sponsored by CSDD; Implemented by Carolina Striping (Four Temporary Art Installations Spread Downtown)
11. "Pandemonium: A Self Portrait" - Created by Erin McCarthy; Installed by Arts Council of Fayetteville/Cumberland County; Sponsored by CSDD (Cumberland County Courthouse Lawn)
12. "Prismatica: - Created by Atomic3; Sponsored by PWC + CSDD + City of Fayetteville + Others (Temporary Art Installations Spread Downtown)
13. "The Unity Bell" - Created by John Shoneman; Sponsored by CSDD (Temporary Art Installation at Market Square)
14. "Vinyl-Wrapped Traffic Boxes" - Created by Various Artists, Including Brittany Cobb of Meraki Creative; Sponsored by CSDD (Art Installations Spread Downtown)
15. "#DowntownVibe" - Created by The MOX Collective; Sponsored by CSDD + Mini Grant from Arts Council of Fayetteville/Cumberland County (Maxwell St.)
16. "Old Street Oasis" - Created by Ayda Rose; Sponsored by CSDD + Prima Elements (Prima Elements Wall)
17. New Holiday Décor (Holiday Tree, 200 new bows, large holiday LED Lights), Mosca Design + Parks and Recreation Department
18. Mi Casa. Your Casa. 2.0, CREOS; temporary public art activation in partnership with the Arts Council of Fayetteville-Cumberland County

Over the next five years, we will continue to introduce more placemaking initiatives, brand the downtown, support and introduce wayfinding/district identity efforts and support local artists and arts organization.

Goal II: ART AND DESIGN ENHANCEMENTS

Objective	More Public Art	Coordinate Holiday Decor	Make it bloom	Increase Arts and Entertainment
Task	Further demarcation, district identity and wayfinding efforts	Manage décor readiness (fluffiness of wreaths, bows, etc)	Partner with FTCC, Parks and Rec and Ambassadors to maintain and enhance Hurley pots	Introduce a variety of opportunities for artists and community members' expression
Task	TEMPORARY Large Format Public Art Activations Implement creative signage consistent with brand	Work with PWC, Parks and Rec and downtown stakeholders on holiday décor install/removal timelines	Explore unique funding opportunities for the planters	Partner with area arts organizations to create gap programming.
Task	Promote and invest in Public Art and Fayetteville as an arts destination	Advocate for an increase in holiday assets	Maximize impact of trees and light poles	Using location analysis tools, surveys and other mechanisms – track economic, visitation and cultural impact of efforts
Task	Enhance local arts organizations; cultural programs	Distribute holiday assets equitably throughout the district	Banner system and holiday décor management	Identify opportunities to expand culinary arts; make Fayetteville a great place to eat!



Promotion and Marketing:

Potential visitors need to know what they can expect when they come to the District. Over the last three years, our priority was to effectively brand and promote what the District entails. We’ve spent the last three years engaged in a media effort to brand and promote all things downtown. We launched two brands “Downtown Vibe” and in partnership with key marketing entities, “America’s Can-Do City.” Additionally, we’ve grown our social media efforts, produced videos, print media, radio commercials, billboards,

Over the next three years, we will refine the branding and promotion process and continue on the upward track of building the downtown Fayetteville’s brand as a destination for Arts and Entertainment. We will coordinate print advertising in the daily newspaper, weekly community newspapers, and historically Black and Spanish-language newspapers. Tagline-focused radio ads will be targeted to adult contemporary, country, and urban listeners. Our social media efforts will continue to promote the Downtown District as a destination for arts, entertainment and investment.

GOAL III: PROMOTION AND MARKETING

Create a comprehensive marketing plan that successfully promotes the Cool Spring Downtown District as a vibrant center of artistic, cultural, civic and commercial activity where people live, work, frequently visit and loyally patronize.

Objective	Market the District	Recruit volunteers and sponsors	Military and Family outreach	Community branding
Task	Advertise, promote and showcase collective downtown retail, dining and entertainment opportunities	Develop Year Long Sponsorship Package	Understand military outreach platforms	Participate in community branding initiative
Task	Manage website and aggressive social media efforts	Identify and pursue corporate partners	Find a Military champion to liaise	Promote community-wide participation
Task	Develop newsletters, press releases, engage the media and civic organizations	Engage in meaningful relationships with large employers and universities	Authentically engage with military community	Support the future brand
Task	Develop and distribute print, video, web-based promotional materials	Expand opportunities for in-kind promotional partnership	Market downtown as a family destination	Embrace outcome of brand
Task	Partner with a variety of groups to expand communication and respect brand of the district			Help people feel emotionally connected

Special Events and Programming:

CSDD has focused on curating and producing new events in the District. When CSDD started these efforts, the Program Committee conducted gap analyses for what’s missing in the District and prioritized activities that engage visitors on a regular basis. The Committee established criteria for ensuring what’s offered in the District matches our ‘brand’, and advocates for the appropriate introduction of new events, programs, and/or venues.

Over the last three years, the number of events and visitors to these curated and produced events have drastically increased as shown in table below. Some of these marquee events included:

- Increased 4th Friday Vendor Participation: 166% (started with 30 and increased to 80 vendors)
- New Programming:
 - District Vibe: Added Live Music
 - Fiesta Latina 4th Friday
 - Food Truck Rodeo
 - Partnership with Ring Wars Wrestling

While CSDD is proud of its efforts over the last three years in curating and producing events, its vision moving forward is even grander. Over the next three years, we will invest our energies in educating, planning, and supporting the recently announced performing arts center.

GOAL IV. SPECIAL EVENTS AND PROGRAMMING

Deliver programming that supports the vision of the District as a vibrant center of artistic, cultural, civic and commercial activity.

Objective	Develop Year-long events calendar	Develop and implement programming	Support existing programming	Understand best practices
Task	Identify gaps in programming	Own existing programming	Attend monthly parking and events meetings	Review Peer Cities
Task	Improve existing programs – Redesign In partnership with City - New Years Eve event. Link FSU Game Day events to downtown Enhance baseball gameday experience	Events: - State of the District - 4 th Fridays - Carriage Rides - Holiday events - New Years Eve - Juneteenth	Promote and expand downtown events through authentic COLLABORATION	Consider a visit to a peer-city
Task	Work with city to develop policies that expand impact of events	Ensure events are profitable within three years.	Track impact of events in downtown	Attend industry tradeshow and conferences
Task	Holiday events	Recreational opportunities expanded		

**COOL
SPRING**
DOWNTOWN DISTRICT

EVENTS

JUNETEENTH JUBILEE
JUNE 18 | FESTIVAL PARK

IN PARTNERSHIP WITH

THE FATBACK BAND
DIALA GISSOKHO
& KIMBA BA
REGGIE CODRINGTON

MORRAY **ARMYHYST KIAM**

SCAN QR CODE FOR EVENT INFORMATION

JUNETEENTH JUBILEE HERITAGE BRUNCH
JUNE 19 | 10:00AM - 12:00PM | \$25
TICKETS: LITE BRUNCH: \$25, FULL BRUNCH: \$35

www.visitdowntownfayetteville.com

A CITY OF FAYETTEVILLE & COOL SPRING DOWNTOWN DISTRICT PRODUCTION

JUNE TEENTH JUBILEE

BOX SET AVAILABLE ON
JUNE 17-10
FESTIVAL PARK

Scan the QR CODE for more info

www.visitdowntownfayetteville.com

HEYYY GURL HAY!
COMEDY TROLLEY

JUNE 25 | 7PM, 8PM, 10PM
BLUE MOON CAFE
100 W. 7TH ST.

TICKETS: \$30

www.visitdowntownfayetteville.com

HOLIDAY CARRIAGE RIDES

FRIDAY
NOV. 25
1PM-9PM

ADDRESS: 325 FRANKLIN ST.
FAYETTEVILLE AREA TRANSPORTATION AND LOCAL HISTORY MUSEUM

TICKETS \$75.00
CARRIAGE SEAT & WHEELS NOT INCLUDED

SCAN QR CODE TO PURCHASE TICKETS

FOR MORE INFORMATION: www.visitdowntownfayetteville.com

DEC 31, 2021

NIGHT CIRCUS

A DISTRICT
NEW YEAR'S EVE SPECTACULAR
7:30 PM
FESTIVAL PARK

www.visitdowntownfayetteville.com

NIGHT CIRCUS
A DISTRICT
NEW YEAR'S EVE SPECTACULAR

FEATURING
TONY! TONY! TONÉ!

ADMIT ONE
DECEMBER 31
FESTIVAL PARK
7:30PM - 12:30AM

www.visitdowntownfayetteville.com

FIESTA LATINA
SEPTEMBER 23 | 6PM-9PM

SAVE THE DATE

VENDORS VOLUNTEER

For more information
www.visitdowntownfayetteville.com

4th FRIDAY
DOWNTOWN FAYETTEVILLE
FRIDAY, AUGUST 26
6:00 PM - 9:00 PM

ROCKY HORROR
SINGALONG TROLLEY
OCTOBER 28 | 7PM & 8PM

www.visitdowntownfayetteville.com

SLEIGH-WHAT?!
A NEW HOLIDAY COMEDY TROLLEY ON WHEELS
FEATURING | DECEMBER 17
KRISTI HOWARD | 7PM & 8PM | \$30

ZOMBIE WALK 2019

Friday, October 25
6pm - 9pm
Downtown Fayetteville

ZOMBIE WALK
OCTOBER 28 | 6PM-10PM

FEATURING
LOTUS SUN AND THE LIVING DEAD
NIRYANI
RING WARS WRESTLING

COSTUME CONTEST * ZOMBIE PROFESSIONAL
FOOD TRUCKS * BEER GARDEN * VENDORS

Partnership, Organizational Support and Conflict resolution:

What CSDD loves about the District is its diversity. The District is home to a unique collection of small businesses, bars and restaurants, the Capitol Encore Academy, the Arts Council, Segra Stadium, and government partners with the City and County. The District’s diverse offerings also attract diverse visitors to downtown with their own interests and needs.

While this diversity is encouraged and appreciated, it does present significant challenges as these establishments and visitors have different, and sometimes conflicting interests, and needs. Recognizing these conflicts, CSDD strives to establish strong relationships with the District’s various stakeholders. Through these relationships and intentional communications, CSDD works with stakeholders to identify and facilitate solutions to ensure that the diversity of the District is not a weakness, but its strongest asset.

Operations of a place requires the daily management of the public sphere, whether publicly or privately owned- that encompasses cleaning, beautification, wayfinding, infrastructure maintenance, outreach, green space, and parking. CSDD’s place managers address both the actual and perceived safety and security issues of our downtown by providing services and outreach. Place managers foster relationships with local and regional providers to share resources and information with the goal of cultivating safe and vibrant communities. CSDD 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 “Can Do City”. Section D describes our Team Organization.

GOAL V. PARTERNERSHIP, ORGANIZATIONAL SUPPORT/ CONFLICT RESOLUTION

Provide an effective and efficient organization that connects the business and property owners, residents and visitors to local government and ensure their experiences in the District are fulfilling and rewarding.

Objective	Manage the organization and district	Work closely with downtown property owners	Advocate for district	Serve as convener and facilitator for complex issues
Task	Partner with area organizations	Quarterly residents meetings	Develop citizen and business surveys	Constantly review approach to downtown management and organizational governance
Task	Support agencies addressing homelessness	Manage database of residence	Track economic impact of the district	Downtown Sanitation
Task	Annual satisfaction survey	Generate awareness for beauty of downtown living through lofts tour	Serve as the voice of the downtown	Downtown Safety and Panhandling
Task		Provide vigilance in monitoring and reporting on safety issues	Policy amendments, as needed	Parking issues managed and communicated to stakeholders, best practices sought

NOTE: All Goals will initiate in year one and continue through the five year contract.

Schedule of Work	
Goals	Objectives
Goal 1. Economic Vitality and Development	Target Economic Development in the district
	Support Development and Redevelopment
	Qualify value of downtown
Goal 2. Art and Design Enhancement	Enhance visual identity of the district
	Ensure cleanliness and safety of district
	Make it bloom
	Park it
Goal 3. Promotion and Marketing	Market the district
	Recruit volunteers and sponsors
	Military outreach
	Community branding
Goal 4. Special Events and Programming	Develop Year-long events calendar
	Develop and implement programming
	Support existing programming
	Understand best practices with like-sized place management organizations
Goal 5. Partnership, organizational support and conflict resolution	Develop Plan of Work and Budget
	Work closely with downtown property owners
	Advocate for district
	Serve as convener and facilitator for complex issues

D. TEAM ORGANIZATION, EXPERIENCE AND QUALIFICATIONS

The CEO of Cool Spring Downtown District, Inc., is the team leader of the organization, reporting to the Board of Directors. Bianca Shoneman was hired for the position in September of 2019. As illustrated on her resume she has over 15-years of experience in economic development, fundraising, and nonprofit management. Bianca has a history of success with complex development efforts. As an added value, she brings to the table a passion for historic preservation in the context of economic development.

Prior to her tenure with the Cool Spring Downtown District, Bianca served as the CEO of another place management organization in North Carolina. Under her tenure there, the entity quadrupled its operating budget, hosted over 180 community events, and engaged nearly 3,000 volunteers. In addition to the organizational successes, the downtown underwent the most historic comeback on record. The 10 x 6 block district welcomed over 400,000 GSF of new residential development, 200,000 GSF of office and institutional investment, and over 60 new businesses. 200 jobs returned or were created in the central business district under her tenure.

Bianca is a uniquely qualified candidate. She's been awarded millions of dollars in grants, won national awards for development campaigns, scripted zoning ordinances, facilitated design guidelines, brought potable water to a small community in rural El Salvador, and participated on various levels within the development spectrum. She works tirelessly to expand the capacity and impact of the Cool Spring Downtown District and the vitality of the City of Fayetteville.

The Board of Directors plays 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 businesspeople, educators, attorneys, clergy, people experienced in city planning, a skilled marketer, downtown merchants, downtown residents, downtown enthusiasts. The Board also includes Board members of the Downtown Alliance, The Arts Council, and PWC – all of whom submitted a letter of support for this application.

In January of 2020, the CEO worked alongside the existing slate of board members to expand the number of directors from 16 to 23. In 2021, we revised our bylaws to include leadership staff members of both the Chamber of Commerce and Distinctly Fayetteville, formerly the Convention and Visitors Bureau as Ex-Officio members of the board. Today, Cool Spring Downtown District is proudly governed by group of dynamic leaders who were 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. Our expanded Board reflects our community's diversity and includes 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 occupied by downtown stakeholders who best understand the needs of the District. These include seats for the Downtown Alliance, the downtown faith community representative, downtown residents, property owners, and restaurateurs. Just as importantly, at-large Board members include individuals from the larger Fayetteville Cumberland County community for their perspective as potential visitors and customers of the District.

The Cool Spring Downtown District was created in 2017 to serve as the managing partner for City of Fayetteville's Municipal Service District. The entity launched seven years ago and in recent years, under the tenure of Shoneman, has found its stride. The organization now celebrates having three Fulltime staff members, 23 directors. In its seven-year life its welcome 34 new business, 18 placemaking initiatives, hosted nearly 200 community events, and tracked nearly 900,000 GSF of new or adaptive reuse construction.

Resumes for the CSDD CEO, Director of Special Projects, and Events and Programming Director are attached.

E. CONSULTANTS, AGENTS, AND/OR SUBCONTRACTORS

At the time of this submission, Cool Spring Downtown District (CSDD, Inc.) contracts with no consultants, agents of subcontractors.

Accounting: The consultant is TRP Sumner, PLLC. (Formerly McFadyen & Sumner, CPAs PA) Our expertise is that we are a Certified Public Accounting firm. They have provided the accounting and tax service since Cool Spring Downtown District began 2017.

Audit: The District has an audit of its financial statements annually, within four (4) months of the end of each fiscal year. The audit is conducted by an independent auditor approved by the finance committee. The annual audit is completed by Haigh, Byrd and Lambert. Their firm has been rooted in Cumberland County for more than 60-years. They built their practice around relationships and have proven to be a qualified accounting firm.

Insurance: Callahan and Rice, a downtown insurance provider, issues all insurance policies for the organization and its events. The firm began in 1966 and have been actively engaged in providing quality insurance in Cumberland County since then.

F. REFERENCES

Cool Spring Downtown District (CSDD, Inc.) has provided four references with whom the City is encouraged to reach out regarding qualifications, capacity and past performance. Included:

- a. The Downtown Alliance
- b. PWC
- c. The Fayetteville/Cumberland County Arts Council
- d. Distinctly Fayetteville

G. COST FEE PROPOSAL

The Cool Spring Downtown District is proposing \$220,000/annually. The fee for Arts and Entertainment Management, plus Municipal Service District is proposed to be adjusted annually at 6%, which represents the three year national inflation average. Services will be delivered over a five (5) year term and may adjust according to National inflation average. We propose two options:

Exhibit A: Represents a budget proposal consistent with the RFP Deliverables, as defined in the RFP's Scope of Services. None of the events or the Ambassador program CSDD is currently contracted to perform are represented in this Cost Fee Proposal.

Exhibit B: Represents a budget proposal consistent with the RFP Deliverables, as defined in the RFP's Scope of Services, plus the events and Ambassador program CSDD is currently contracted to perform.

Exhibit A: Cost Fee Proposal, without special events and Ambassador Program, adjusted for 6% inflation annually. (Note: 6% = 3 year National inflation average)

Income	FY23	FY24	FY25	FY26	FY27
MSD Contract	\$ 220,000	\$ 233,000	\$ 247,000	\$ 262,000	\$ 278,000
6% inflation	\$ 13,200	\$ 13,980	\$ 14,820	\$ 15,720	\$ 16,680
Foundation	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Grants	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Corporate Support	\$ 150,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000
Earned Income	\$ 60,000	\$ 65,000	\$ 70,000	\$ 75,000	\$ 80,000
Donations	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 25,000
TOTAL INCOME	\$ 638,200	\$ 671,980	\$ 701,820	\$ 732,720	\$ 764,680
Expenses	FY23	FY24	FY25	FY26	FY27
Economic Vitality	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Placemaking	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Marketing	\$70,000	\$75,000	\$80,000	\$80,000	\$85,000
Events and Programming	\$150,000	\$155,000	\$160,000	\$160,000	\$165,000
Enhanced Services	\$30,000	\$35,000	\$40,000	\$30,000	\$30,000
Administration	\$338,200	\$356,980	\$371,820	\$413,000	\$434,680
TOTAL EXPENSE	\$638,200	\$671,980	\$701,820	\$733,000	\$764,680

Exhibit B: Cost Fee Proposal, with special events and Ambassador Program, yet adjusted for 6% inflation annually. (Note: 6% = 3 year National inflation average)

Exhibit B

Income	FY23	FY24	FY25	FY26	FY27
MSD Contract	\$ 220,000	\$ 233,000	\$ 247,000	\$ 262,000	\$ 278,000
6% inflation	\$ 13,200	\$ 13,980	\$ 14,820	\$ 15,720	\$ 16,680
Foundation	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Grants	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Corporate Support	\$ 150,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000
Earned Income	\$ 60,000	\$ 65,000	\$ 70,000	\$ 75,000	\$ 80,000
Donations	\$ 5,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 25,000
Supplemental Efforts	\$ 430,000	\$ 455,000	\$ 480,000	\$ 508,000	\$ 538,000
TOTAL INCOME	\$ 1,068,200	\$ 1,126,980	\$ 1,181,820	\$ 1,240,720	\$ 1,302,680
Expenses	FY23	FY24	FY25	FY26	FY27
Economic Vitality	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Placemaking	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Marketing	\$70,000	\$75,000	\$80,000	\$80,000	\$85,000
Events and Programming	\$150,000	\$155,000	\$160,000	\$160,000	\$165,000
Enhanced Services	\$30,000	\$35,000	\$40,000	\$30,000	\$30,000
Supplemental Efforts	\$430,000	\$455,000	\$480,000	\$508,000	\$538,000
Administration	\$338,200	\$356,980	\$371,820	\$413,000	\$434,680
TOTAL EXPENSE	\$1,068,200	\$1,126,980	\$1,181,820	\$1,241,000	\$1,302,680

Supplemental Efforts include the following initiatives:

- Ambassador Program; \$50,000/annually
- New Years Eve: \$165,000/annually
- Juneteenth: \$165,000/annually
- 4th of July: \$50,000/annually

AMBASSADOR PROGRAM

A program designed to improve hospitality, wayfinding and cleanliness in the urban core.

Ready to give directions, answer questions, or offer general assistance, the Cool Spring Ambassadors are Downtown Fayetteville's cleanliness and hospitality team. The Ambassadors are an extra set of eyes and ears on the street and work closely with the Downtown Fayetteville Police Department foot patrol, Cool Spring Downtown District, downtown services providers, merchants, and residents to improve Downtown Fayetteville. The scope of work for the ambassadors includes but is not limited to: litter and debris removal, waste management receptacle maintenance and cleanliness, observe/repair/document/report broken or damaged downtown assets, provide wayfinding and general information to the public, observe/liaise/report matters related to downtown homelessness, etc.



NIGHT CIRCUS: A DISTRICT NYE SPECTACULAR

In partnership with the City of Fayetteville, The District curates and hosts the city's biggest annual NYE celebration. A joyful celebration filled with light, color, and sound, The Night Circus Spectacular features attractions such as fire dancers, stilt walkers, roving magicians, festive food, and more. The NYE Spectacular stage lights up with national touring headliners, local talent, and high-energy DJs guaranteed to bring the party. And unlike other cities, when the clock strikes midnight, we raise a larger-than-life star into the air to welcome the new year, along with a spectacular fireworks display.

JUNTEENTH JUBILEE

In partnership with the City of Fayetteville, The District curates and hosts the Juneteenth Jubilee, honoring the longest running Black American holiday, celebrating the end of the slavery in the US. This festival honors and highlights excellence in cultural contributions of Black Americans, and features local black-owned businesses, artists and artisans, cuisine, performers, and national touring musical acts that revels in the joy of Black culture and shares that celebratory vibe with our entire community in jubilee fashion.





4th of JULY – THE PURSUIT OF HAPPINESS

In partnership with the City of Fayetteville, the District will curate and host a summer block party style celebration, held right in the heart of the core of historic Downtown Fayetteville. Featuring food trucks, musical performers, water slides and dunk tanks, along with other fun family-friendly activities, this event provides an alternative for residents and visitors who wish to celebrate the holiday close to home. The evening will end with the traditional display of fireworks, celebrating America’s mantra of life, liberty, and the pursuit of happiness.

H. FINANCIAL INFORMATION

To demonstrate that the organization is in good standing and stable, the Cool Spring Downtown District includes the following financial documents in the addendum:

- Balance Sheet
- Budget Versus Actual Income/Expense
- Profit and Loss
- Tax Return
- Audit

I. ADDITIONAL PROPOSAL CONSIDERATIONS

- **Discuss the mechanism the organization will use for ongoing feedback on services**

CSDD will utilize community and membership feedback for ongoing evaluation of its services, as indicated in Section C: Project Understanding, Approach, and Schedule. The organization will engage in quarterly merchant and resident meetings, and frequently conduct district-wide assessments to qualify resources and plan of work. The findings will be reported to the Board of Directors and available to anyone/any group for review.

- **Discuss how the organization will leverage funding from other sources (GRANTS- other sources)**

Over a period of five years, the Cool Spring Downtown District will leverage funding through their ongoing, core activities. We will adopt entrepreneurial, market-based strategies to support our mission. Earning income at events, receiving corporate contributions and partnering with local foundations and grant bodies will solidify the budget. Over the last seven (7) years, CSDD has been awarded over \$1,000,0000 in grants, increased corporate investment, earned income and been successful at leveraging in-kind media trades. A full listing of grants received is included in the Addendum.

- **Discuss how the organization will assist and support the City in the Implementation of the Arts and Entertainment District PLAN**

The Cool Spring Downtown District 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).

- **Propose a contract term 1 -5 years**

The Cool Spring Downtown District proposes a contract term of five (5) years, as noted in Sections B (Executive Summary), and C (Project Understanding, Approach, and Schedule).

- **Discuss and examine Board composition for inclusiveness of MSD residents and both small and large property owners**

CSDD’s Board composition reflects the diversity, inclusiveness, and experience of America’s Can Do City. By way of further answer, please note our By-Laws authorize up to 25 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 Directors represent key stakeholders from the greater Fayetteville and Cumberland County region. All are selected in accord with CSDD non-discrimination policy detailed in Article VIII of our By-Laws.



The Cool Spring Downtown District seeks to reflect the full diversity of the community that we serve. To help us gauge how well we are achieving this goal, the below survey was distributed to board members and the results tallied.

I am currently serving as (please check all that apply)

23	Board Member
----	--------------

I identify as ...

11	Female
12	Male

Chronological Age

2	18-34
7	35-44
8	45-54
4	55-64
2	65+

My race is ...(please check all that apply)

0	American Indian
2	Asian
9	Black / African American
0	Hawaiian / Pacific Islander
12	White
0	Hispanic/Latinx

I live...

3	In the Downtown District
20	Outside the Downtown District

I work...

10	downtown business/property owner
6	downtown business employee
3	downtown government employee
4	outside of the Downtown District

- Discuss community surveys that the organization has undertaken that has been used to gauge community and public sentiment on the services and roles that the organization provides.

Since 2020, the Cool Spring Downtown District has developed and managed the following surveys. Surveys are sometime open to the public or restricted to just downtown business owners and stakeholders.

Survey Title	Public, downtown only, or just CSDD board	Respondents
Micro-mobility	Board	7
Downtown Fayetteville Satisfaction	Public	411
Social District Opt in/out	Downtown Only	47
Social District Survey	Public	920
Downtown investment survey	Downtown Only	13
Dickens Rebranding Survey	CSDD Board	13
COVID Impact Survey	Downtown Only	38

Working in Conjunction with the City’s Office of Economic and Community Development, CSDD conducted a public “Downtown Satisfaction” survey. They survey had 411 responses.

- A. What is your overall rating about downtown? 410 people gave downtown a 3.1 Average Rating

Overall, how would you rate downtown?

Answered: 410 Skipped: 1

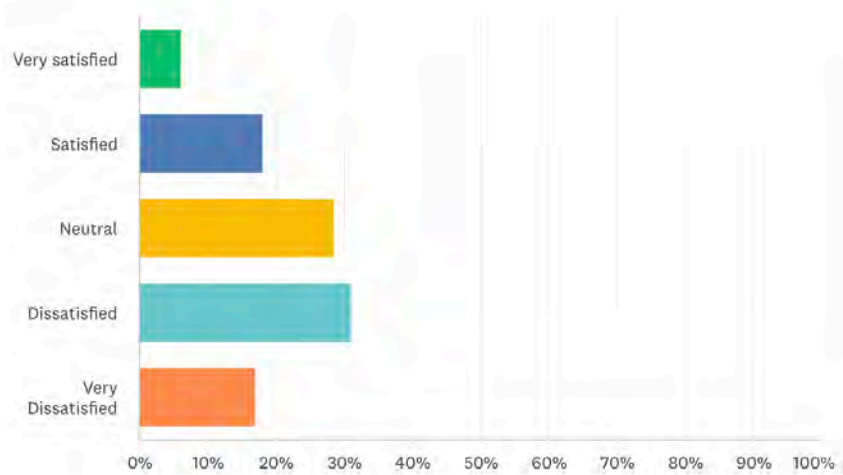


	VERY POOR	NEEDS IMPROVEMENT	NEUTRAL	GOOD	GREAT	TOTAL	WEIGHTED AVERAGE
★	2.93% 12	33.17% 136	17.32% 71	40.24% 165	6.34% 26	410	3.14

B. How Satisfied is the public with infrastructure – i.e parking, safety, beautification, development, special events?

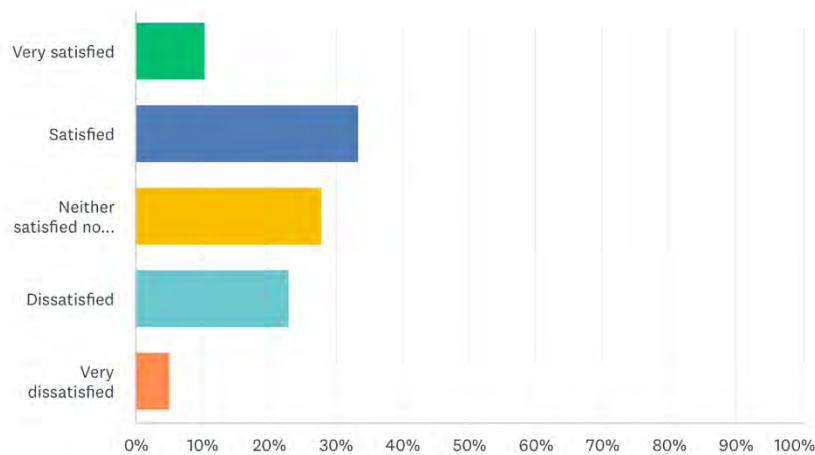
How satisfied are you with Parking in the downtown (fees, number of spaces, communication, functionality of kiosks, etc)?

Answered: 405 Skipped: 6



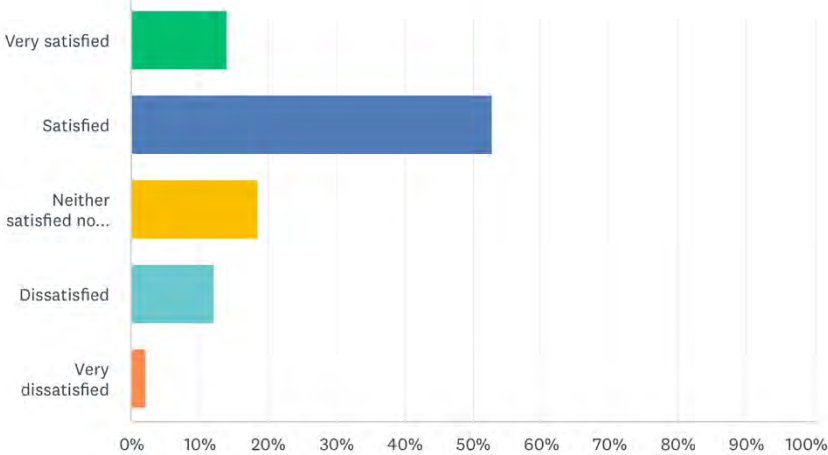
How satisfied are you with Public Safety (foot patrols, frequency, sense of safety)?

Answered: 409 Skipped: 2



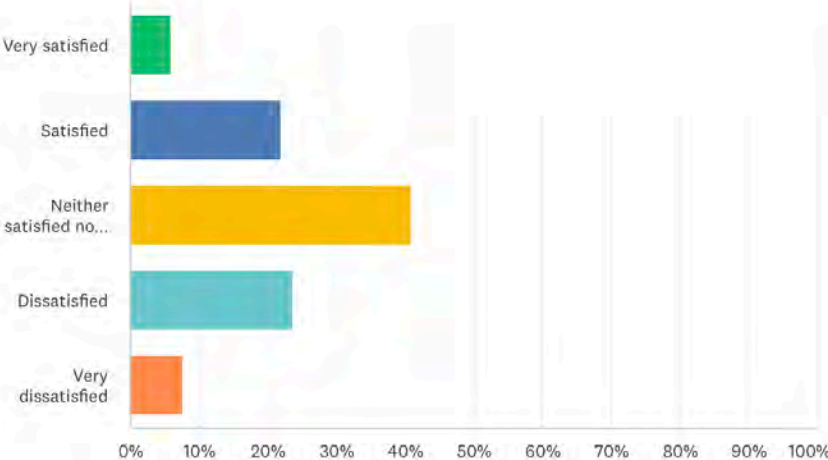
How satisfied are you with Maintenance (street cleanliness, waste management) downtown?

Answered: 410 Skipped: 1



How satisfied are you with Economic Development (Business recruitment, incentives, State of the District reports)?

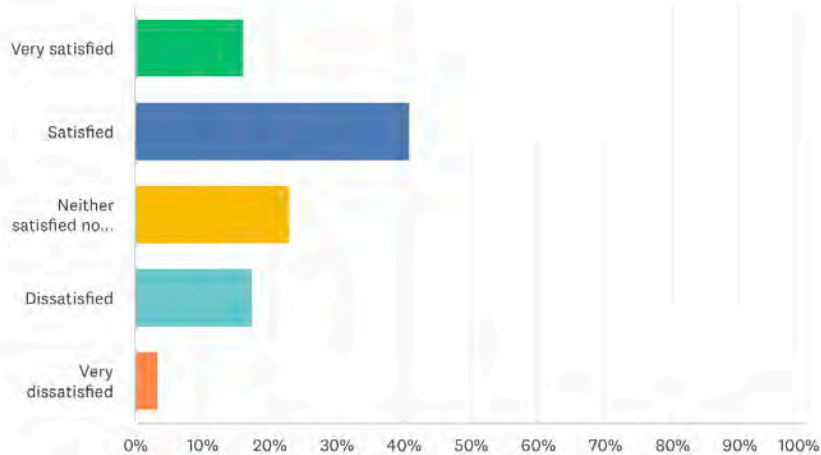
Answered: 407 Skipped: 4



C. How Satisfied is the public with special events?

How satisfied are you with Special Events (frequency of festivals/concerts and the overall experience at local events)?

Answered: 408 Skipped: 3



- **Address your thoughts on the long-term strategic direction of the MSD/Arts and Entertainment District**

The Cool Spring Downtown District carries forward 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 intended use of 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.

- **Desired mix of goods and services offered**

Like many industries and sectors, retail has been evolving at ever faster speeds in the 21st century. This is having an effect on physical stores, as well as on restaurants, in a myriad of ways. Our intention is to build on Fayetteville's existing cohort of high-quality independent retailers and expand it to meet the trends. We will pursue the following categories:

- Health, wellness, beauty: From shops selling makeup and skincare products or running shoes, to nail salons, dry bars, vegan cafes, juiceries—operators that are focused on beauty and wellness have proliferated across the last decade and become important consumer draws.
- Clicks' & Bricks: Rather than operating as bricks 'n' mortar vs. e-commerce, operators today see their online and physical presences as mutually reinforcing. They don't worry about whether the sale happens in store or online, just that it happens as a result of interactions both on the internet and in the shop. Through a recent COVID-19 Survey, the organization learned that 70% of merchants lack e-commerce. We will work with merchants to improve this metric.

- Experience: that's what it's all about: Today, successful operators are offering experiences beyond mere shopping. We love that many of Fayetteville's existing retailers offer "experiential retail" and will pursue like-minded entrepreneurs.

- - **A retail economic strategy that considers the diversity of retail choices**

It is our intention to implement a retail recruitment strategy building on downtown as a cultural, entertainment and recreational business hub. We will foster private investment and development and coordinate programming, activities and partnership with clear lines of responsibility and a focus on customer services.

By constantly analyzing the downtown's economic evolution, we will qualify the recruitment of new retailers with data driven metrics. Through our marketing platforms, we will promote these metrics, adding a layer of attraction to downtown as a stimulating investment. To further the allure of downtown and our city's entrepreneurial spirit, we will launch the first ever multi-organizational pitch competition. Annually, we will celebrate these achievements and report out on our cultural and economic successes with a "State of the District" report and community-wide meeting.

- - **An annual work plan and metrics which align with the A/E plan goals and with the City's Budget process.** Copies of our Annual Plan of Work are included in the proposal in Section C. Project Understanding, Approach and Schedule. As the work plan is modified and updated, it will be shared with the City, residents, businesses and other downtown stakeholders.