

BLACK VOICES MUSEUM

Council and Commissioner Meeting • December 2025

Agenda

Our Charge

(what we were asked to do)

Executive Summary

(what we heard and accomplished)

Where To Go Next

(how to fund the Project)

Path Forward

(what do we need to do next)

Our Charge

Executive Summary

Project Vision

SECTION 1

Making a Difference

SECTION 2

Vision Statement and
Four Pillars

SECTION 3

A Look at Precedents
in the Region

SECTION 4

Preliminary Concept Design

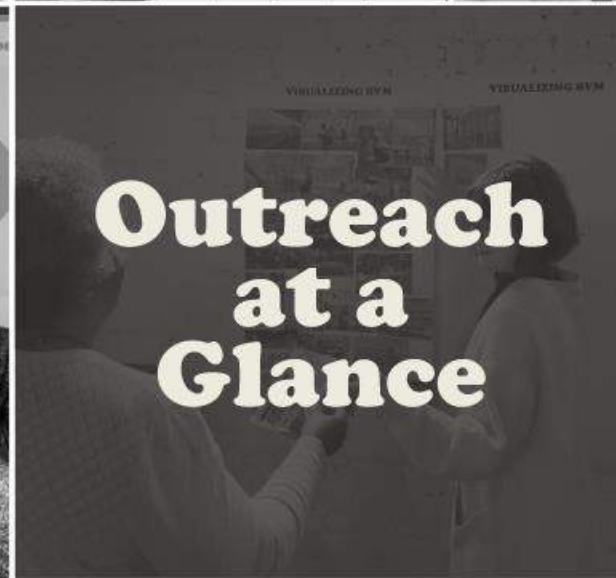
SECTION 5

Institutional Planning and
Economic Feasibility Study

SECTION 1

Making A Difference





The Voices Behind the Vision

The dedication demonstrated by the following individuals, who shared their invaluable time, local expertise, and insights across various outreach efforts to help shape the community's vision for the Black Voices Museum, was instrumental to developing a strong foundation for concept design and future phases of the project.

Interviewees

Candida Mobley
Deborah Mintz
Donald Waddell LaHuffman
Dorothy Fielder
Dr. Jasmine Gaston*
Evelyn Shaw
Jimmy Harvey
Leatha Parker
Nicholle Young St. Leone*

**Also participated in the Community Advisory Committee workshops*

Workshop Attendees

Apostle Georgia Walker
Ashanti Bennett
Bishop Mark Rowden Th.D., Ph.D.
Brenda Gordon
Carmela McKellar-Smith
Cassandra Haire
Cassandra Standifer
Christopher Davis
Crystal Edmonds
Damien Mathis
Daphne Fuller
Dr. D.J. Haire
Dr. Francena Turner
Dr. Linda Tomlinson
Dwight Smith

Eric Winfrey
George Breece
Isabella Effen
J. Carl Manning
Jemn Hershberger
Jimmy Buxton, Jr.
John Smith
Joyce McLeod
Kennon Jackson, Jr.
Lila Washington
Mario Benavente
Marvin Price
Moisbiell Alvarez
Morineki Brooks
Pastor Demetria Davis

Paula Quick Hall
Renee Wilson
Rolanda Lovett
Rosemarie Harris
Santresa Jamison
Shea-Ra Nichi
Takieyah Mathis
TaTyana German
Tawanna Branch
Tyrone Johnson
Tyshica Smith-Tucker
Veronica Jones
Virgil Sneed
Wanda Wesley
Yamile Nazar

Black Voices Museum Outreach Summary

Through a series of engagement and outreach activities, the project team embarked on an in-depth discovery process to uncover the Fayetteville and Cumberland County community's vision for a future Black Voices Museum.

The outreach process – which included interviews, vision workshops, a project website, community survey, and pop-up events – focused on answering three key questions:

What are the stories that will be important to host in the Black Voices Museum space?

What does it mean to empower Black voices?

What are the possibilities for this museum?

Outreach Overview



Interviews

9 participants

Nine community leaders were interviewed throughout the course of outreach; the team gathered their perspectives on creating a successful outreach process and their visions for the Black Voices Museum.



Vision Workshops

3 workshops
47 participants

The Community Advisory Committee engaged in interactive exercises and discussions to explore ideas and understand opportunities for the museum. These sessions occurred between Dec. 2024 and March 2025.



Project Website

703 site visits

A dedicated website was set up as the go-to place for project related information including the history, goals, vision, frequently asked questions (FAQs), contact information, and an email sign-up for project updates.



Pop-Up Events

2 events

The outreach team attended two events (Umoja Kwanzaa Celebration in Dec. 2024 and MLK Jr. Day Brunch in Jan. 2025) to spread the word about the Black Voices Museum project to a broader audience.



Community Survey

51 respondents
Open through Mar. 31

A web-based survey was distributed to the community to provide an even more diverse range of voices to help shape recommendations for the museum and guide decision-making.

Outreach Themes & Key Takeaways

01

The Power of Storytelling

Storytelling fosters connection while uncovering hidden histories, correcting inaccuracies, and deepening understanding of Black history, race, and identity. The museum will be a platform for truth-telling and preservation.

02

Honoring Local Voices & Histories

Preserving and sharing local artifacts, uncovering hidden stories, and ensuring the accuracy of Black history are essential to educating future generations.

03

Community-Centered Approach

Engaging longtime residents, diasporic communities, and diverse age groups through transparent outreach and trust-building is key to the Black Voices Museum's success.

04

A Catalyst for Revitalization

The museum's location near the Market House and its connection to Black-owned businesses present opportunities to redefine and uplift the area.

05

Integration with Fayetteville's Cultural Ecosystem

Aligning with existing institutions and fostering collaboration will enhance the museum's impact and role in the city's broader cultural landscape.

06

A Dynamic & Inclusive Space

The museum should be a multi-generational learning hub with interactive experiences, quiet spaces, and highly flexible areas that can evolve with community needs over time.

07

Empowerment & Advocacy

The museum should prioritize programs supporting skills development, small businesses, and policy change to uplift Black voices across the state of North Carolina and beyond.

08

Youth as a Priority

Centering youth education and engagement, from immersive learning to inclusive design, ensures the museum's lasting influence on future generations.

Why Fayetteville?

We anticipate this museum to hold a significant role in the story it tells about this part of North Carolina, but also serve as a center for advocacy and policy driving the conversation in the state about equity and opportunity for its Black residents.



Historical, Cultural, & Geographic Significance

The items below reflect significant stories that make Fayetteville, NC the ideal location for the Black Voices Museum.

Local Freedmen's Settlements

Communities established by formerly enslaved people in the Fayetteville area highlight self-sufficiency and resilience.

Civil Rights History

Fayetteville has been a site of critical civil rights activism in North Carolina, with local leaders shaping state and national movements.

HBCU Presence

Fayetteville State University is one of the oldest HBCUs in the country, providing a strong intellectual and cultural foundation for the Black Voices Museum's mission.

Cape Fear River: A Pathway of History

This historic waterway was a critical route for trade, commerce, and forced migration. Enslaved people were transported along this river, and later, free Black communities used it as a lifeline for economic and social mobility making it a site of remembrance and empowerment.

Proximity to Fort Bragg

One of the largest military installations in the world, Fort Bragg has a significant Black population, creating an opportunity to explore the role of Black service members in U.S. military history.

Black Agricultural & Land Legacies

Fayetteville and surrounding areas have a strong history of Black farming and land ownership, despite systemic challenges. The museum could highlight stories of resilience and land justice.

A Place to Tell Untold Stories

Unlike other major cities in the state, Fayetteville does not yet have a major cultural institution dedicated to Black voices - a gap this museum can fill.

Fayetteville's Crossroads Position

Situated between North Carolina's coastal plains and the Piedmont, Fayetteville has long been a meeting place, making it a fitting location to connect rural and urban Black experiences.

Economic & Cultural Revitalization

The museum can serve as an anchor that drives tourism, local business growth, and community engagement, empowering Black entrepreneurs and the broader Fayetteville economy.

Fayetteville Reimagined & Revitalized

The Black Voices Museum + Centers for Equity

will be a signature attraction exploring and celebrating Black Voices in America. This world class centerpiece will signify Fayetteville as a must-see destination on the Civil Rights, heritage, and educational tours between Washington, DC and Charleston, SC.

- The Black Voices Museum is envisioned as a starting point for discovery– both a portal to the past and lens into a more hopeful future.
- “Best in class” exhibitions will frame Black Voices in America through the stories of residents and communities of the Fayetteville region.
- Highlighted histories will include those that have shaped Fayetteville and national African American culture in literature, the arts and beyond—Charles Chesnutt’s pioneering role in American storytelling; Addison Scurlock’s groundbreaking documentary photography; and the accomplishments of Dr. Ora Mobley Sweeting, Omar ibn Said, and many others.
- An emphasis on youth programming such as a Black Youth Fine Arts Consortium, K-12 educational activities, and collaborations with local colleges and universities are expected.



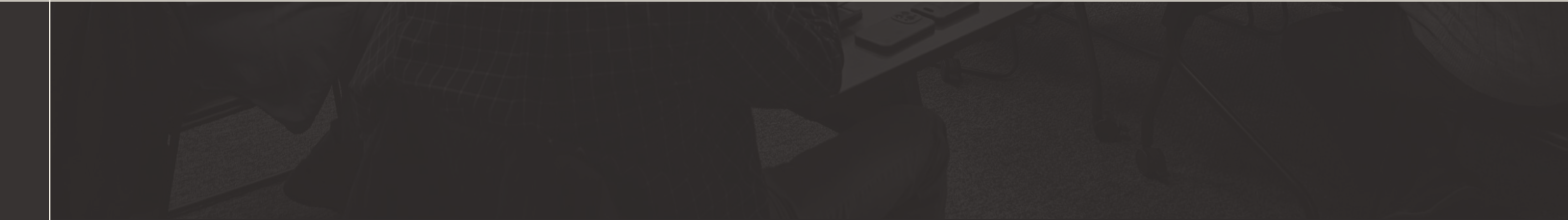
Fayetteville Reimagined & Revitalized

- Fayetteville will become a unique “must see” tourist stop with visitors from the National African American Heritage Tour, other DC-Charleston Civil Rights tours, and I-95 travelers, leading to new revenue streams for educational and enrichment attractions, while generating tourism tax revenues that benefit the entire community.
- By stimulating this redevelopment and revitalizing Fayetteville’s core, these critical public spaces will attract both residents and tourists alike, expanding economic activity and benefits throughout the region.
- Reconceptualizing and recontextualizing the Market House will demonstrate how a defining symbol of community division can be transformed into a hopeful symbol of a better future.



SECTION 2

Vision Statement and Four Pillars



Vision Statement

“The Black Voices Museum in Fayetteville, North Carolina, is dedicated to honoring and preserving the rich history and culture of our Black community, from the first Africans who arrived in North Carolina, through the Civil Rights Movement, to today, and beyond.

As a landmark institution of state and national importance, a must-see destination, and a vital hub for positive change, the BVM will have a multidimensional impact by addressing public education challenges, preparing a diverse workforce for the future, foster business independence and economic empowerment, and focus efforts on health and environmental justice.

Our vision is to create a dynamic center for history, education, storytelling, and social justice, inspired by voices of our ancestors and all generations. Together, we will build a legacy that uplifts every voice and paves the way for a more just and equitable tomorrow.”

Four Pillars of the Black Voices Museum

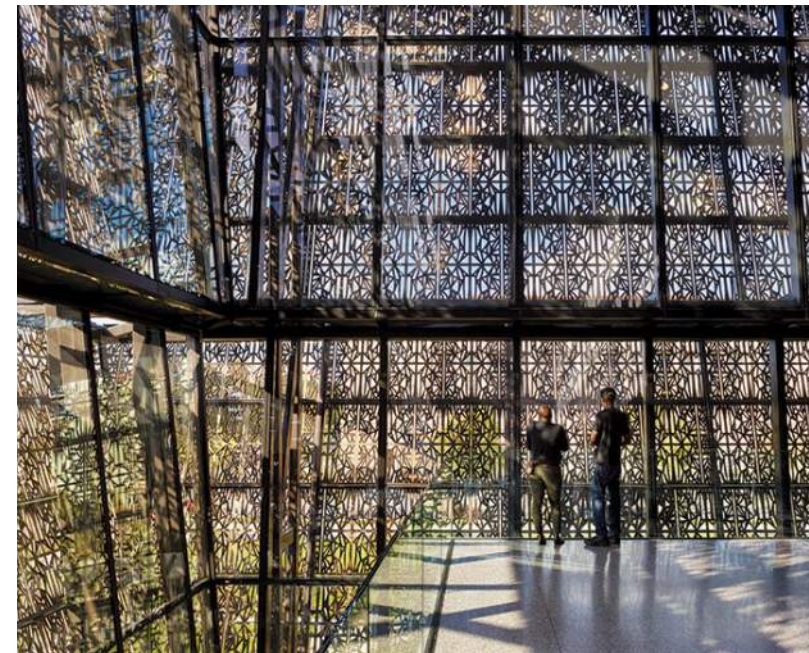
Fayetteville holds a significant place in American history, particularly in the context of the civil rights movement, with its legacy of activism, resilience, and growth. Located in a region that has long been shaped by racial and social struggles, the Black Voices Museum and Centers for Equity is grounded in four pillars: Arts & Culture, Centers for Social Equity, Empowerment Hub, and Haven for Healing. These pillars guide the museum's mission, providing spaces for emotional healing, promoting social equity, fostering economic empowerment, and celebrating cultural heritage. Together, they create a holistic approach to addressing the needs of the Black community, while driving positive change and fostering long-term well-being.

Four Pillars for the Black Voices Museum



Arts & Culture

This space fosters cultural expression and creativity by providing space for artistic projects, performances, and exhibitions that reflect the diversity and stories of the community. The arts are also a platform for celebrating cultural heritage and traditions, which can serve as a powerful tool for healing and community building.

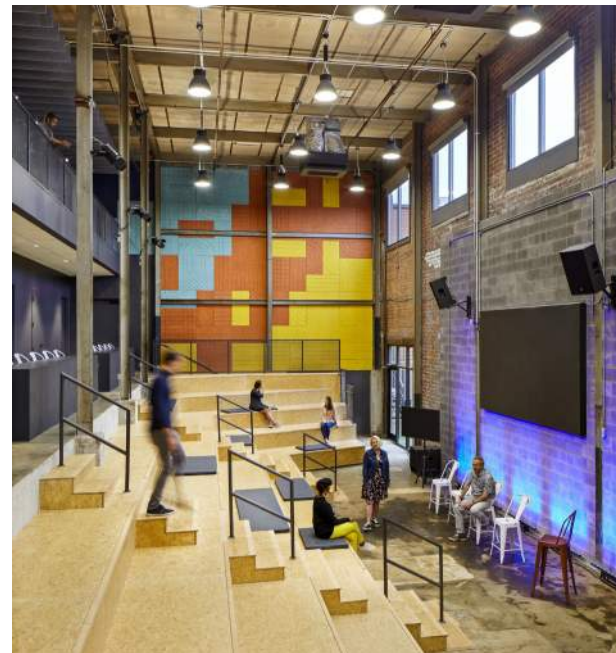
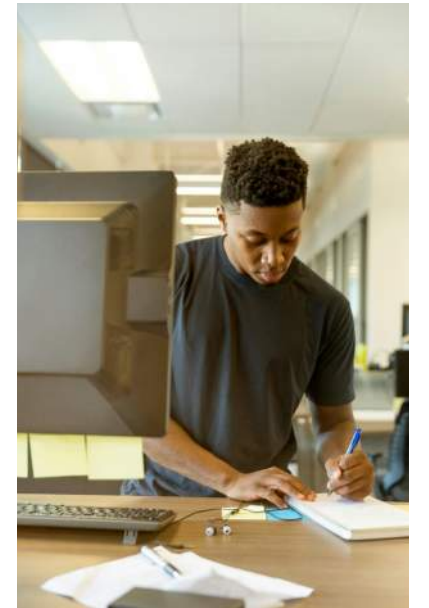


Four Pillars for the Black Voices Museum



Empowerment Hub

The Empowerment Hub serves as an incubator for economic empowerment, equipping both youth and adults with vocational training, skills-building, and small business development. Through access to technology, hands-on learning, and mentorship, it creates pathways to education, employment, and long-term opportunity.

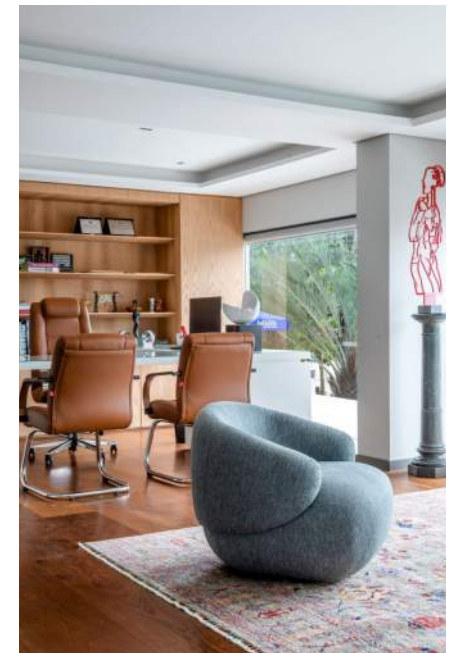
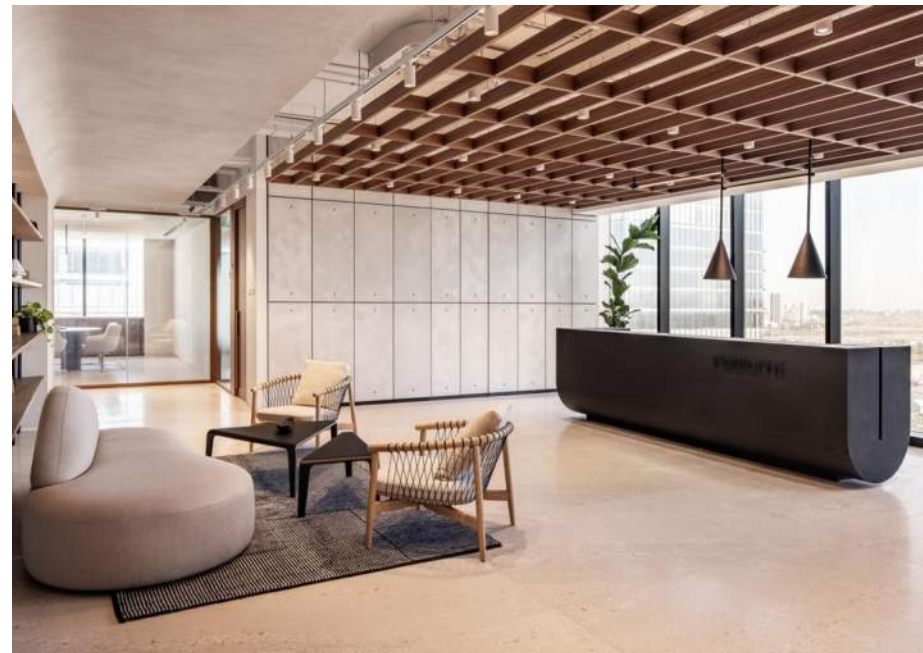


Four Pillars for the Black Voices Museum



Centers for Social Equity

This space advances equity in legal, healthcare, education, and environmental issues by providing direct resources, driving policy change with institutional partners, and building strategic collaborations. Combining research-driven advocacy with hands-on support, it bridges policy innovation with real-world impact.

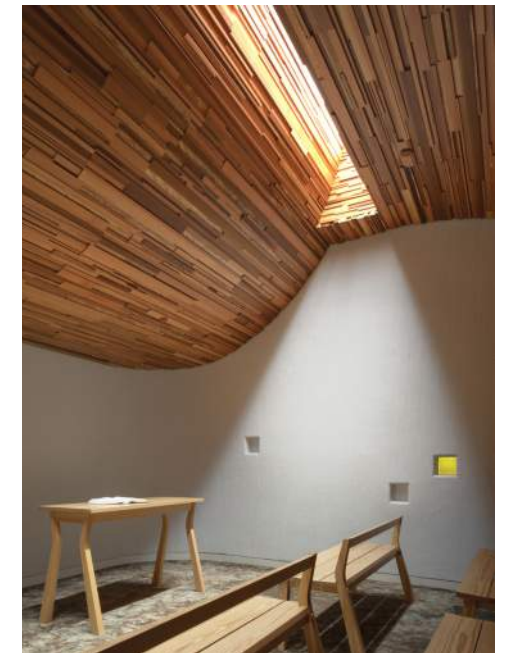
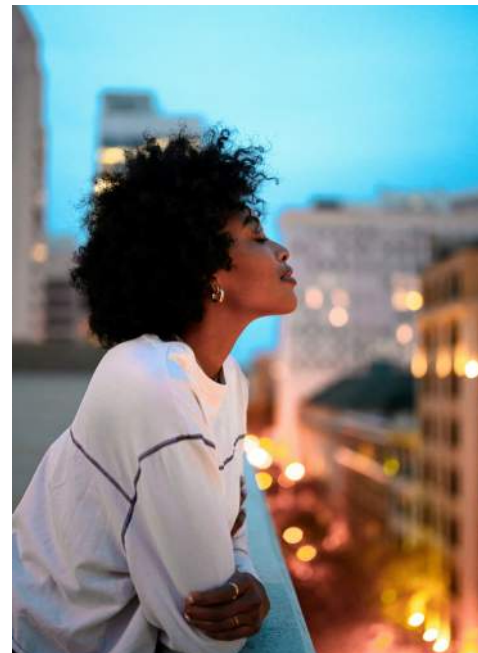


Four Pillars for the Black Voices Museum



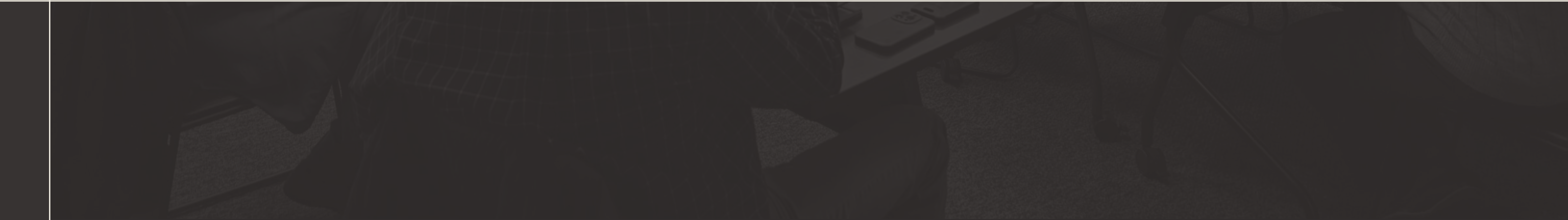
Haven for Healing

This is a restorative space for reflection, meditation, and healing, offering calm environments to process its stories and personal significance. Through holistic wellness programs, mental health services, and community support, it nurtures both collective and individual healing while providing resources for those seeking to move forward.



SECTION 3

A Look at Precedents in the Region



The Equal Justice Initiative | Legacy Museum

📍 Montgomery, AL



VISION & MISSION

- To serve as a space for truth-telling and reflection about racial injustice and its lasting impact on the country while promoting healing and understanding

KEY FACTS

- Situated near the site of a former market where enslaved people were sold
- Featured 800+ six-foot-tall monuments that represent a U.S. County where a racial terror lynching occurred, engraved with the names of over 4,000 victims, as part of the Community Remembrance Project.
- Houses sculptures and works by prominent artists and writers like Dana King and Dr. Martin Luther King Jr.

TARGET AUDIENCE

- Community Leaders and Activists, Educators and Students, General Public.

Newark Community Museum of Social Justice

📍 Newark, NJ



VISION & MISSION

- To serve as a place for learning, healing, and storytelling with a focus on preserving the local history of activism and fostering a more equitable future

KEY FACTS

- Located in the historic 1st Police Precinct, where the 1967 Newark Rebellion began, transforming this site of conflict into a space for progress and reconciliation
- Uses the site's landscape, including a garden and grove of 26 trees, to honor lives lost in the pursuit of equality and justice
- Will house the Office of Violence Prevention and Trauma Recovery and a Conflict Resolution Center

TARGET AUDIENCE

- Intergenerational local residents
- Activists and scholars



National Museum of African American History & Culture

📍 Washington, DC



VISION & MISSION

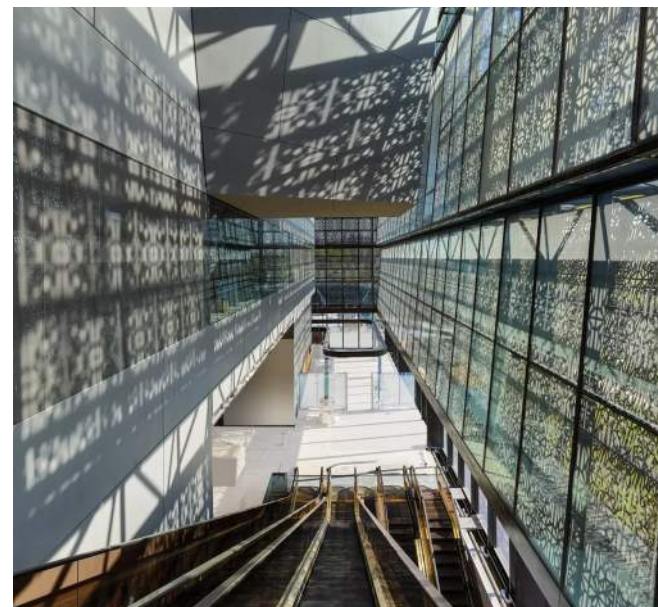
- To be a place where all Americans can learn about the richness and diversity of the African American experience, what it means to their lives, and how it helped shape the nation

KEY FACTS

- Part of the Smithsonian Institution, gaining national recognition and credibility
- Houses over 40,000 artifacts that chronicle the African American experience including contributions, struggles, and triumphs
- Offers a global perspective with a wide range of exhibits that allow visitors to engage with history through multiple lenses

TARGET AUDIENCE

- General public
- Researchers and historians



Harvey B. Gantt Center for African-American Arts & Culture

📍 Charlotte, NC



VISION & MISSION

- To preserve and celebrate the contributions of Africans and African-Americans to American culture and serve as a community epicenter for music, dance, theater, visual art, film, arts education programs, literature, and community outreach

KEY FACTS

- Architecture inspired by a historically black school, incorporating a modern interpretation of “Jacob’s Ladder” through stairs and escalators that symbolize enlightenment and advancement through education
- Part of a vibrant cultural hub surrounded by other prominent arts institutions

TARGET AUDIENCE

- Local and regional visitors of all ages
- Students and educators



International African American Museum

📍 Charleston, SC



VISION & MISSION

- To honor the untold stories of the African American journey, from ancient African civilizations to present day, fostering deeper understanding of the African American experience

KEY FACTS

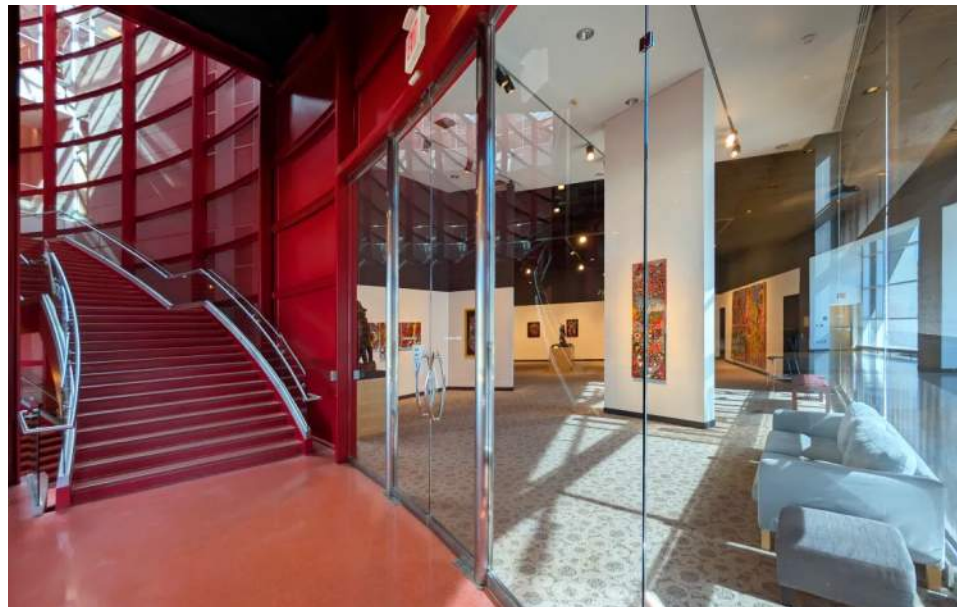
- Located on the historically significant site of Gadsden's Wharf, where many enslaved Africans first arrived in America
- Houses a Center for Family History that offers genealogy resources and assistance for individuals researching their African American ancestry

TARGET AUDIENCE

- Educators and students
- Researchers and genealogists
- General public

Reginald F. Lewis Museum

📍 Baltimore, MD



VISION & MISSION

- To document, interpret, and preserve the complex experiences, contributions, and culture of Black people in Maryland while serving as a catalyst for sustained change

KEY FACTS

- Hosts a collection of over 11,000 documents and objects (photographs, artwork, and artifacts), including those donated by members of the local community, that represent over 400 years of history
- Engages with the local community and sparks dialogue around issues of race, identity, and history through events, exhibits, and outreach

TARGET AUDIENCE

- Students and educators
- General public (Maryland and beyond)

Impact Hub Baltimore

📍 Baltimore, MD



VISION & MISSION

- To support a community of innovators and entrepreneurs to scale and sustain their initiatives. They are building an innovative local economy that advances equity and civic wealth.

KEY FACTS

- A coworking space to catalyze positive growth. They aim to change systems and drive civic wealth by bringing people together.
- Hosts a skillsharing workshop series to allow social entrepreneurs and community leaders to spread Baltimore's knowledge capital across the city.

TARGET AUDIENCE

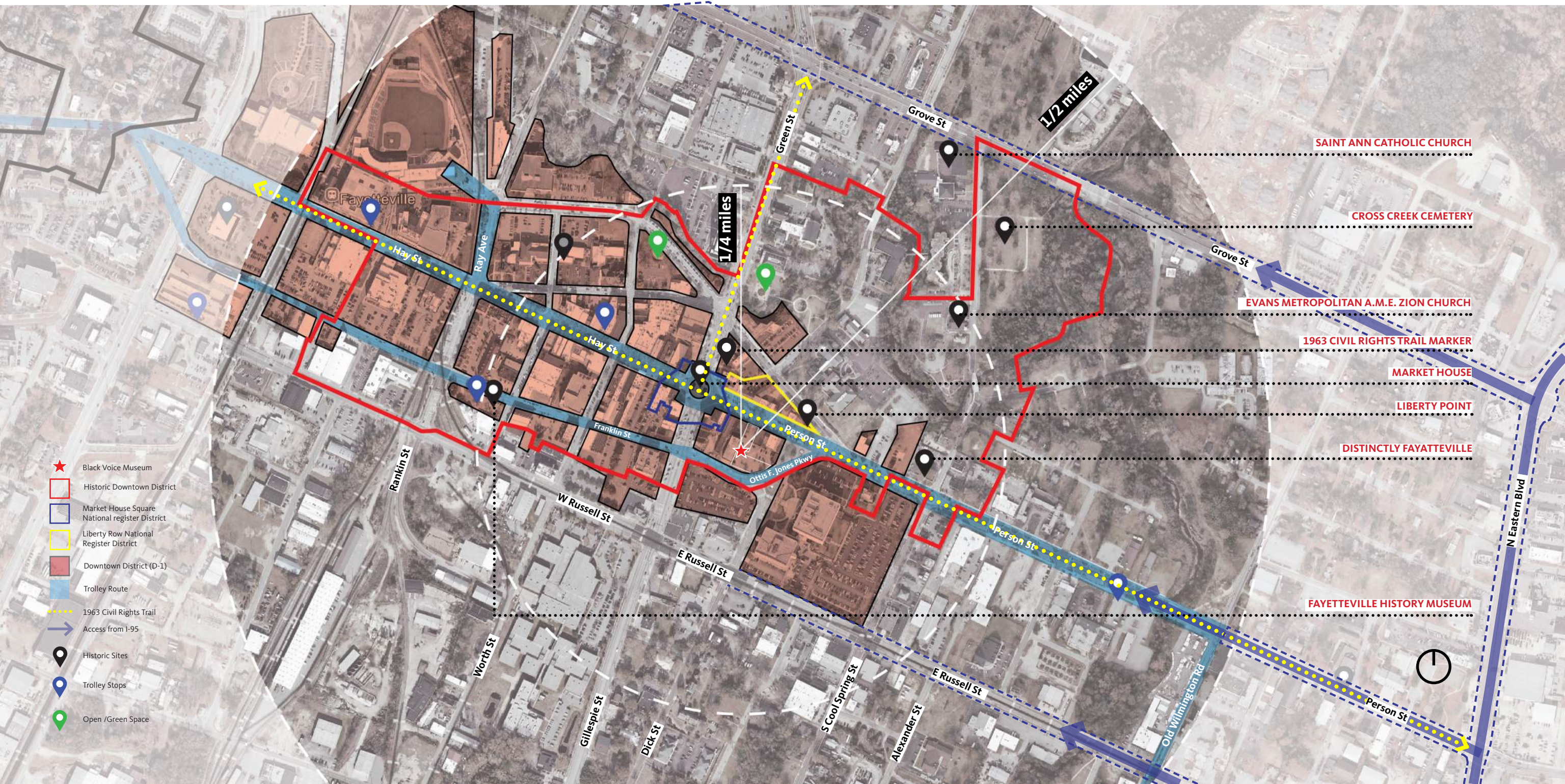
- Local Entrepreneurs
- Community Leaders

SECTION 4

Preliminary Concept Design



Downtown Fayetteville



- ★ Black Voice Museum
- Historic Downtown District
- Market House Square National Register District
- Liberty Row National Register District
- Downtown District (D-1)
- Trolley Route
- 1963 Civil Rights Trail
- ➔ Access from I-95
- 📍 Historic Sites
- 📍 Trolley Stops
- 📍 Open /Green Space

- SAINT ANN CATHOLIC CHURCH
- CROSS CREEK CEMETERY
- EVANS METROPOLITAN A.M.E. ZION CHURCH
- 1963 CIVIL RIGHTS TRAIL MARKER
- MARKET HOUSE
- LIBERTY POINT
- DISTINCTLY FAYATTEVILLE
- FAYETTEVILLE HISTORY MUSEUM

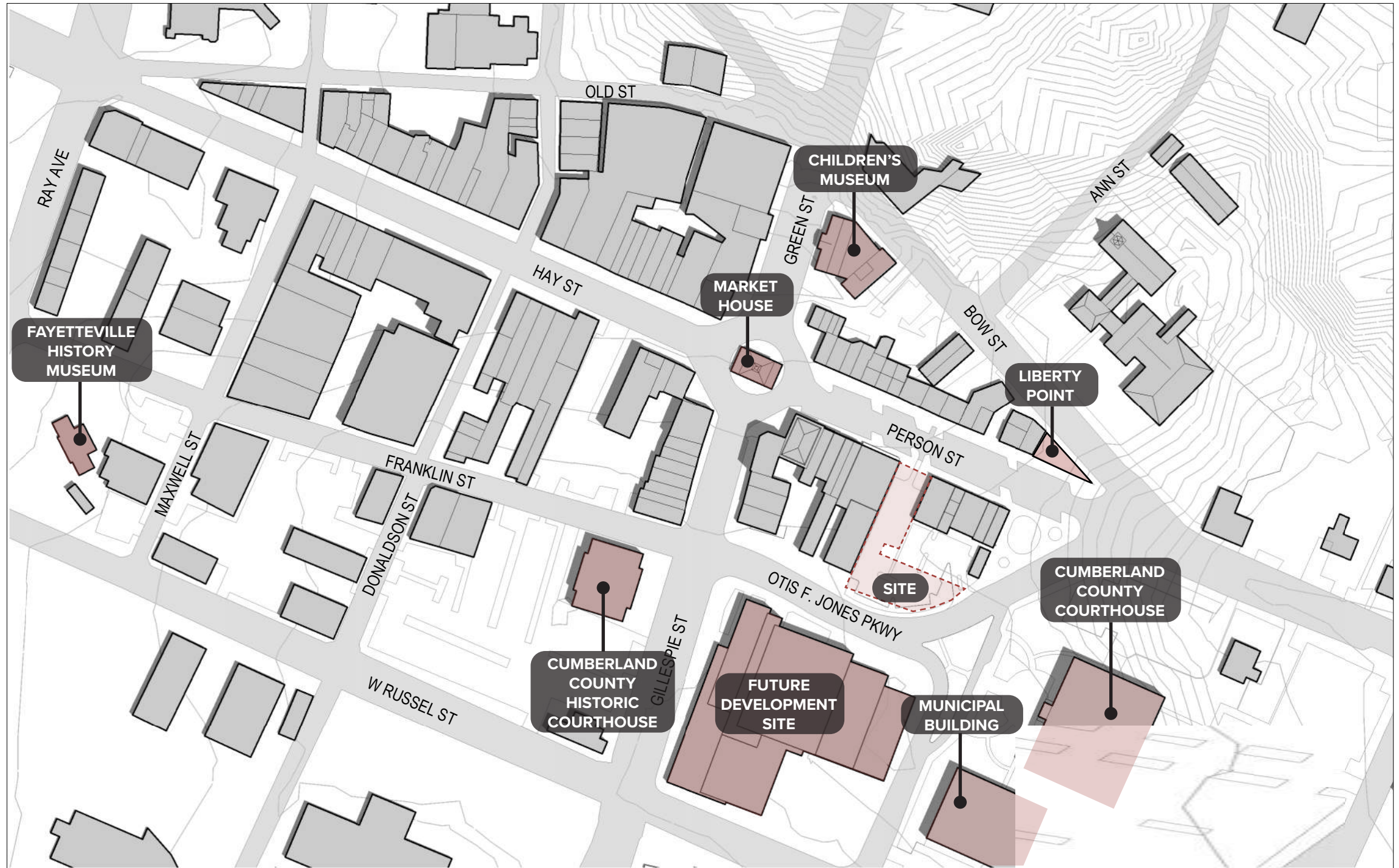
1/4 miles

1/2 miles



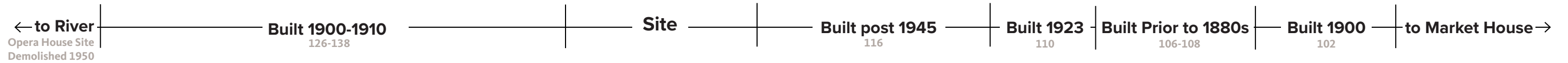
Neighborhood Site Plan

SCALE 1'-0" = 200'-0"



Streetscape

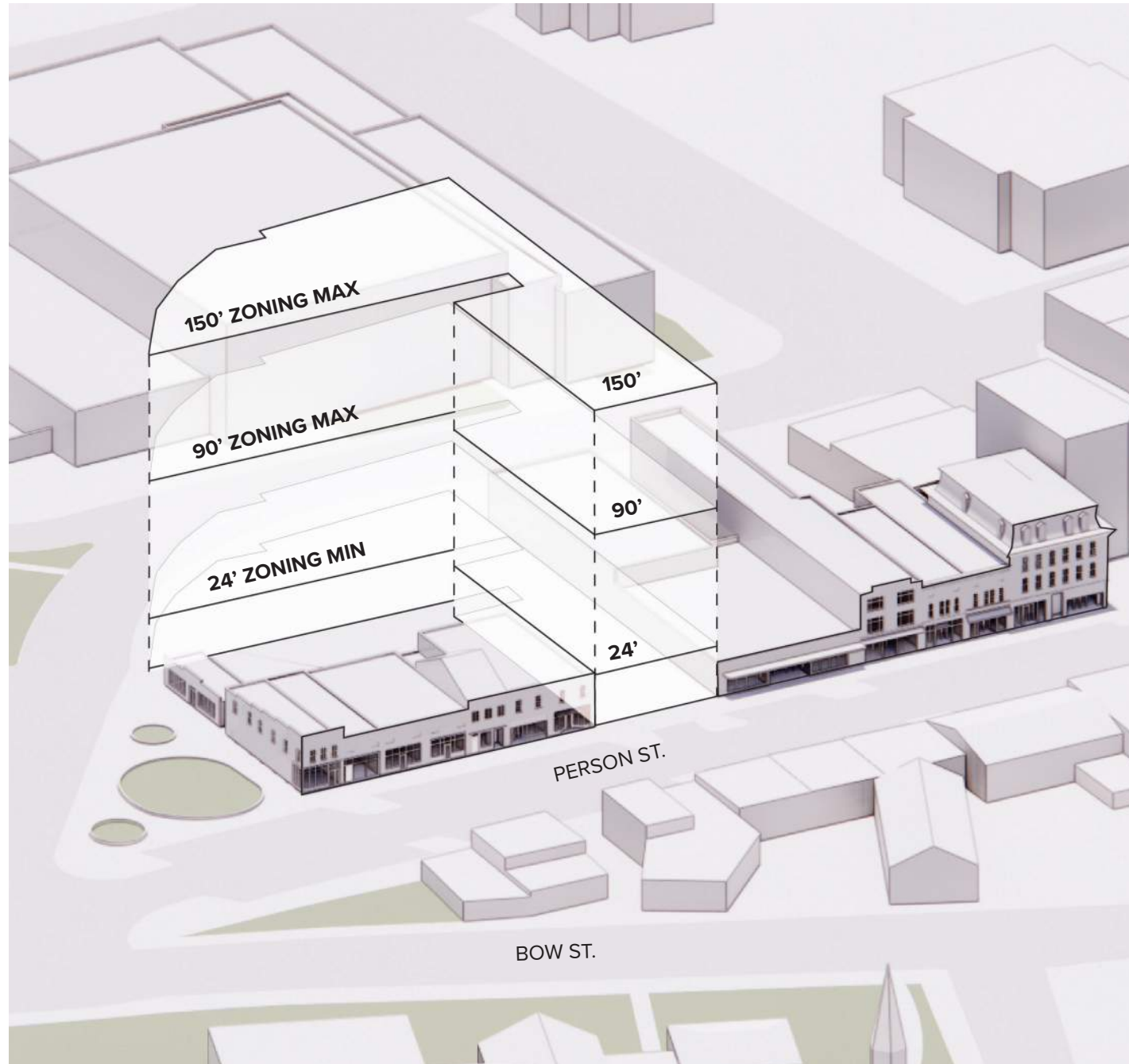
Person Street - South



Person Street - North



Zoning



LOT COVERAGE MAX: 100%

HEIGHT, MIN: 24'-0"

HEIGHT, MAX: 90'-0". up to 150' for buildings with street level restaurants. Increases available through provision of sustainable development features.

FRONT SETBACK, MIN: None for the first 4 stories; 10 for stories 5-8, 20 for stories 9+

FRONT SETBACK, MAX: Museums exempt from max setback requirements provided setback is landscape or hardscapes and accommodated pedestrian congregation

SIDE SETBACK, MIN: None; 10 where abutting a single-family zoning district.

REAR SETBACK, MIN: none; 20 where abutting an alley or single-family zoning district

MIN PRIMARY FRONTAGE OCCUPIED BY BUILDING WALL: 100 for interior lots, 80 for corner lots

GLAZING FENESTRATION MIN FOR WALLS ABUTTING THE STREET: 40% at the first floor, 20% at the upper floors. 20% at visible side elevations. no tinted or mirrors glass at front facade.

PARKING REQUIREMENTS (30-5.A.2.c)
Development within the DT-1 district is exempted from the minimum number of off-street parking spaces required in Table 30-5.A.4.b,

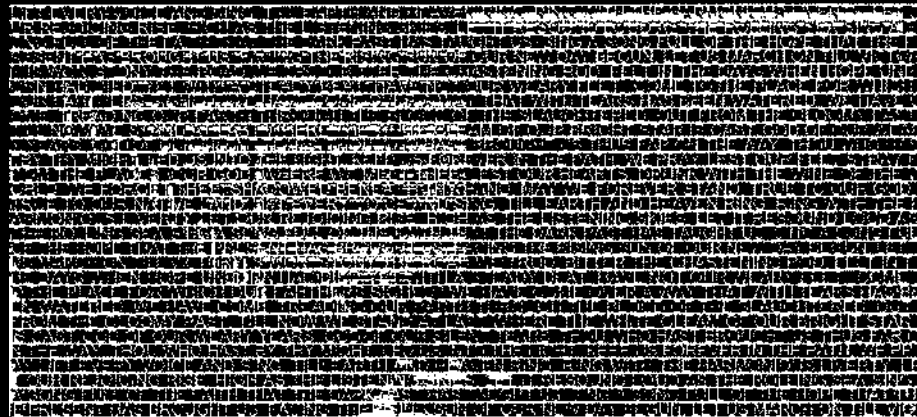
LOADING REQUIREMENTS (30-5.A.2.c)
Development within the DT-1 district is exempted from the minimum number of off-street loading spaces required in Table 30-5.A.10, Required Off-Street Loading Spaces.

<https://maps.viewprogis.com/ecp/fayetteville-nc>

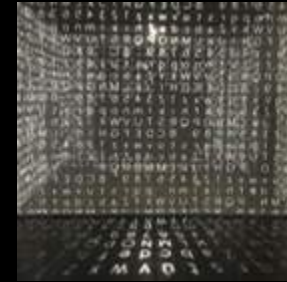
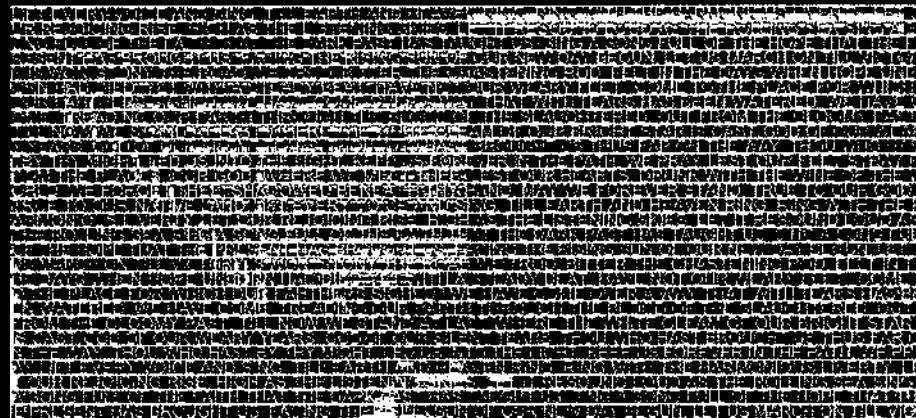
<https://online.encodeplus.com/regs/fayetteville-nc/doc-viewer.aspx?secid=11554&keywords=DT-1#secid-11554>



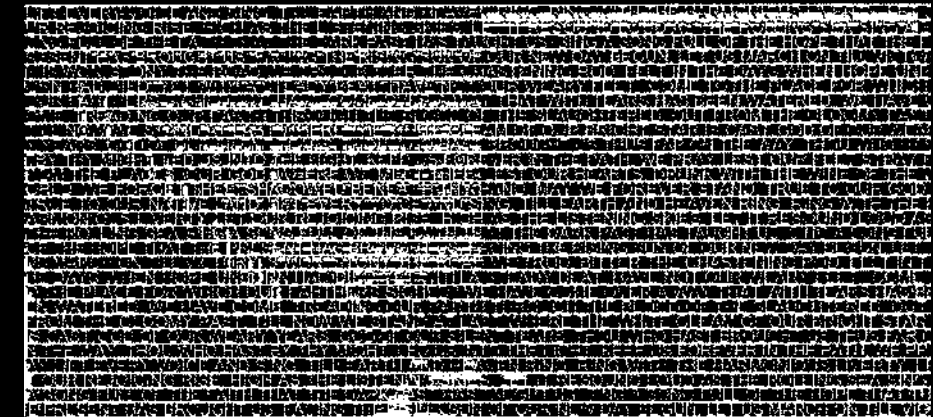
ACTIVISTS | CIVIC LEADERS



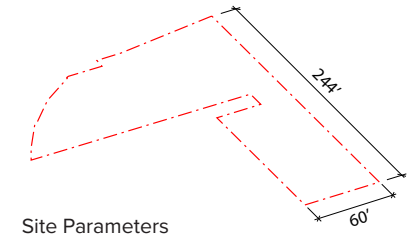
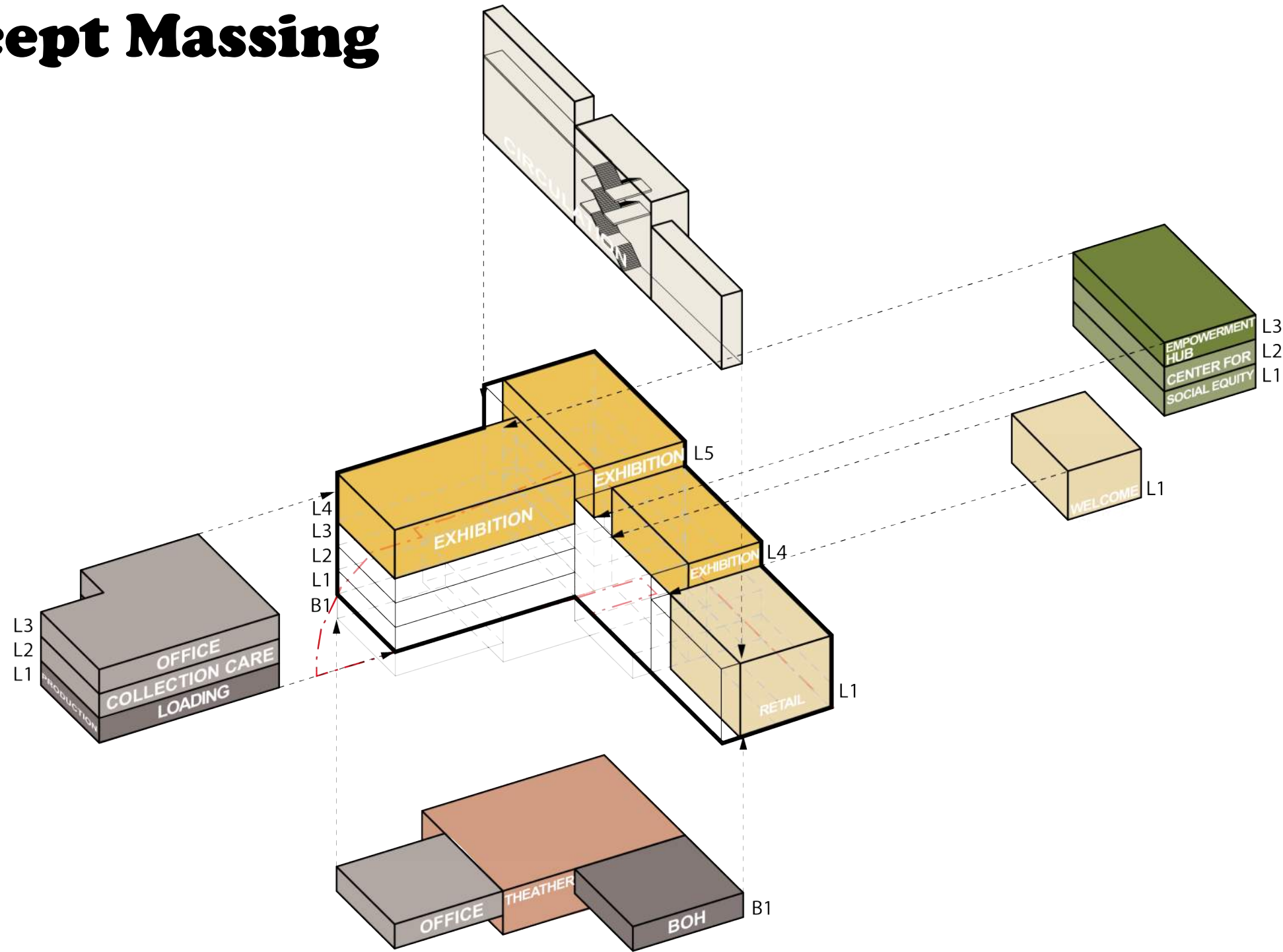
WRITERS | POETS | SCHOLARS



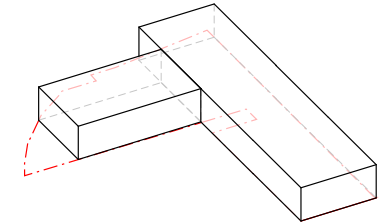
ARTISTS | MUSICIANS



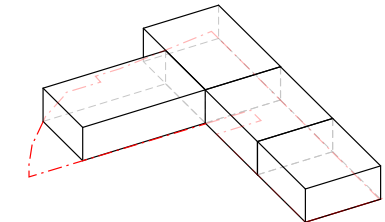
Concept Massing



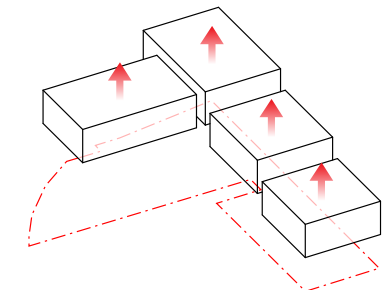
Site Parameters



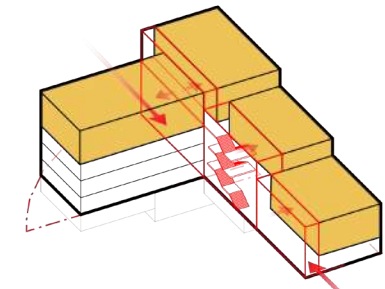
Exhibition Space Defined by Site



Exhibition Space Articulated into Four Zones



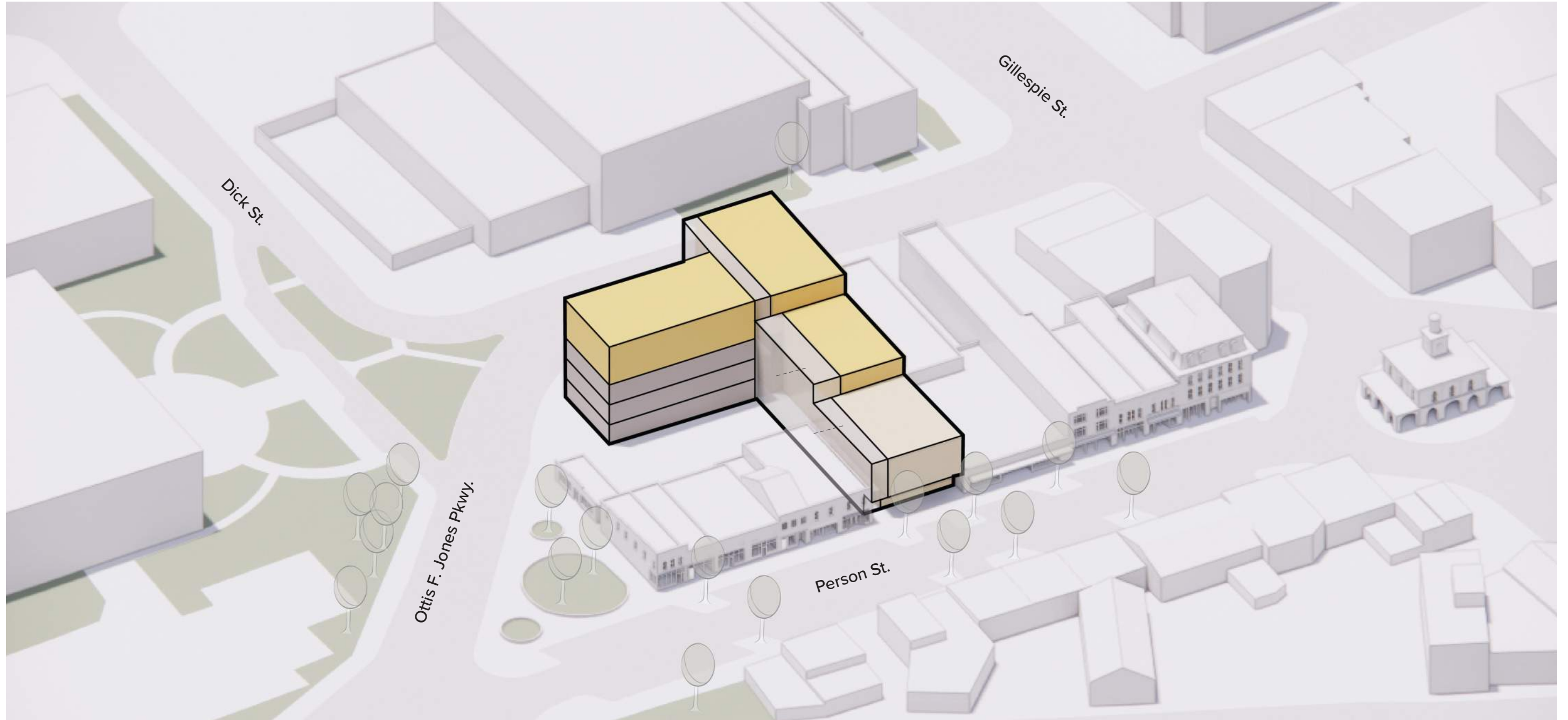
Exhibition Space Raised Above Ground



Circulation Spine Connecting Entries and Exhibition

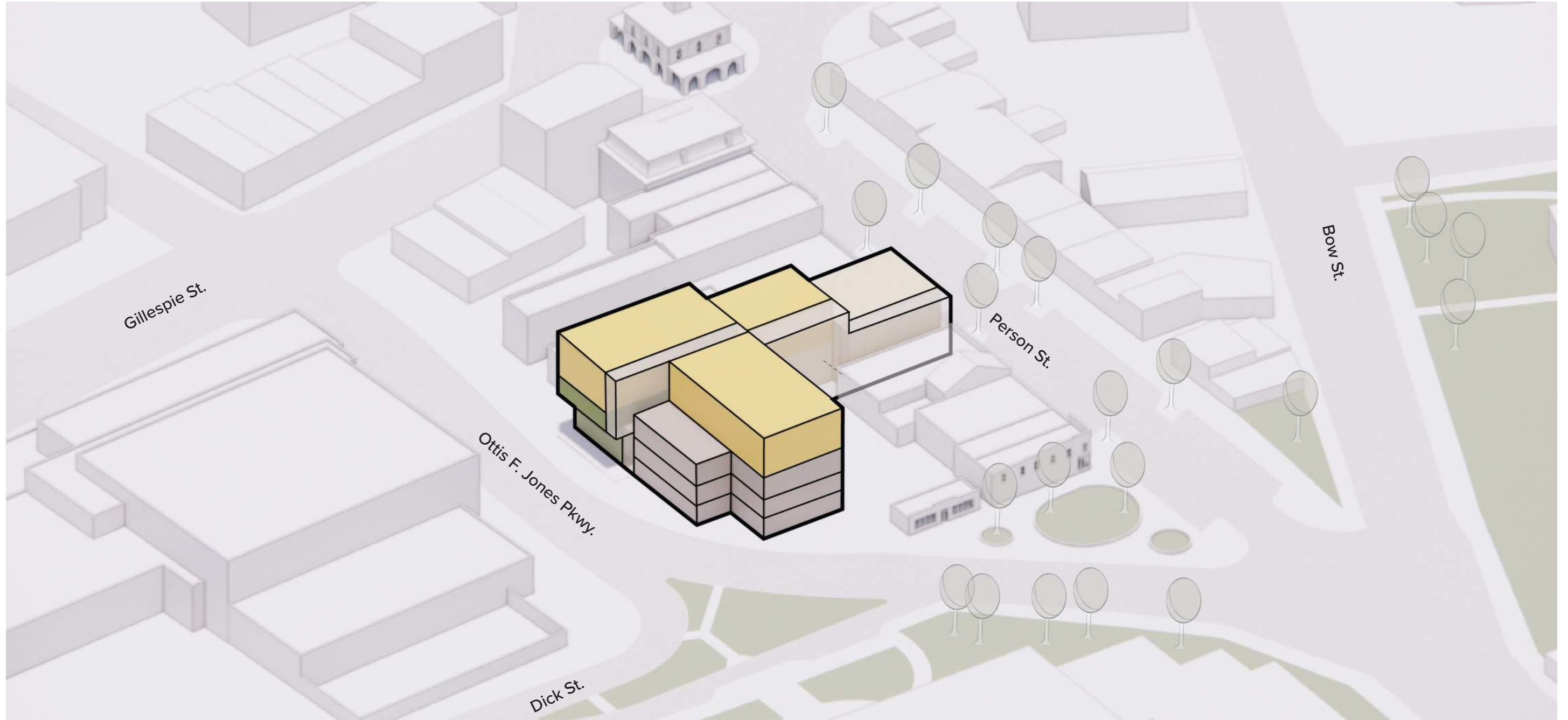
Concept Massing

View from Person St.

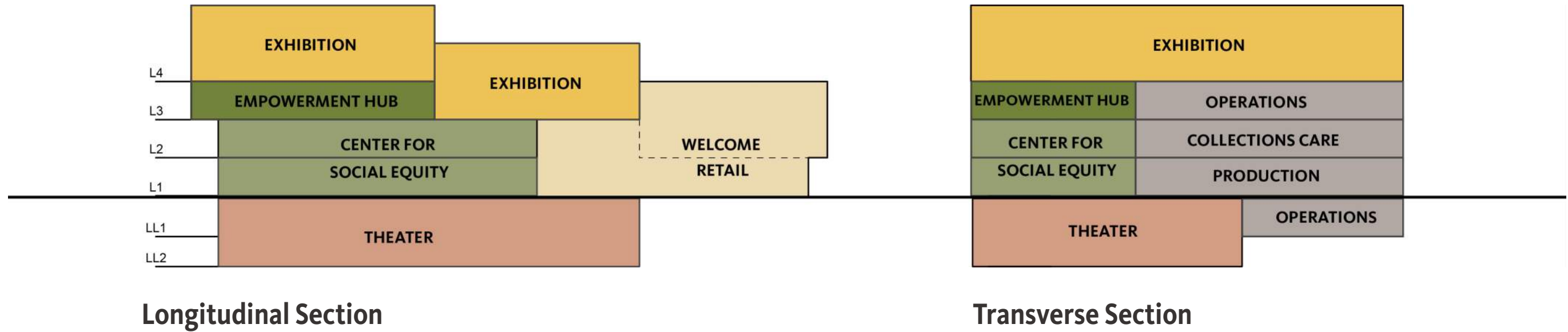


Concept Massing

View from Ottis F. Jones Pkwy.



Section Diagrams



Perspective Section



Ottis F. Jones Pkwy

Person Street

Aerial



Aerial



Person Street

EVERY VOICE AND SING TILL EARTH AND HEAVEN RING RING WITH THE HARMONIOUS EVERY VOICE
REJOICING RISE HIGH AS THE LISTENING SKIES LET IT RESOUND LOUD AS THE ROLLING SEAS SING A
SONG FULL OF THE FAITH THAT THE DARK PAST HAS TAUGHT US SING A SONG FULL OF THE HOPE THAT
THE PRESENT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN LET US MARCH ON TILL
VICTORY IS WON STONY THE ROAD WE TROD BITTER THE CHASTENING ROD THAT IN THE
DAYS WHEN HOPE UNBORN HAD DIED YET WITH A STEADY BEAT HAVE NOT OUR WEARY FEET COME
TO THE PLACE FOR WHICH OUR FATHERS SIGHED? WE HAVE COME OVER AWAY THAT WITH TEARS HAS
BEEN WATERED WE HAVE COME TREADING OUR PART THROUGH THE BLOOD OF THE SLAUGHTERED
FROM THE GLOOMY PAST TILL NOW WE STAND AT LAST WHERE THE WHITE GLEAM OF OUR BRIGHT
STAR IS CAST GOD OF OUR WEARY YEARS GOD OF OUR SILENT TEARS THOU WHO HAST
BY TRY MIGHT LED US INTO THE LIGHT KEEP US FOR EVER IN THE PATH WE PRAY LEST OUR
FEET STRAY FROM THE PLACES OUR GOD WHERE WE WENT THE FEELS OUR HEARTS DRUNK WITH THE
WINE OF THE WORLD WE HOPE THE SHADOWED BENEATH THY HAND MAY WE FOREVER STAND TRUE
TO OUR GOD TRUE TO OUR NATION AND TELL EVERY VOICE AND SING TILL EARTH AND HEAVEN
RING RING WITH THE HARMONIOUS EVERY VOICE REJOICING RISE HIGH AS THE LISTENING SKIES
LET IT RESOUND LOUD AS THE ROLLING SEAS SING A SONG FULL OF THE FAITH THAT THE DARK
PAST HAS TAUGHT US SING A SONG FULL OF THE HOPE THAT THE PRESENT HAS BROUGHT US
FACING THE RISING SUN OF OUR NEW DAY BEGUN LET US MARCH ON TILL VICTORY IS WON

BVM



Aerial



Aerial



Ottis F. Jones Parkway



THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE HARMONIOUS WE RYAE TO
UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
ONCE UPON A TIME THE DARK PAST HAS TAUGHT US SING A SONG FULL OF THE HOPE THAT THE PRESENT HAS BROUGHT US
RESIN HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN THE US MARCH ON THE VICTORY
YIS WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND THE DAYS WHEN HOPE
OR N HAD DIED WITH A STEADY BEAT HAVE NOT OUR WEARY FEET COME TO THE PLACE FOR WHICH
OUR FAITHERS SIGH OF WE HAVE COME OVER A WAY THAT WITH TEARS HAS BEEN WATERED WE HAVE
COME TRADING OUR PART THROUGH THE BLOOD OF THE STAGHERED OUT FROM THE GLOOMY PAST
THE NOW WE STAND AT LAST WHERE THE WHITE GLAMOR OF OUR BRIGHT STARS IS GASH GOD OF OUR W
YAYARS GOD OF OUR SILENT TEARS THOU WHO HAS BROUGHT US THUS FAR ON THE WAY THOU WHO
BY THY MIGHT EDUS IN THE HIGH KEET USE FOR EVER IN THE PATH WE PRAY ES OUR FEET STRAY
FROM THE PLACES OUR GOD WHERE WE MEET THEES OUR HEARS DRUNK WITH THE WINE OF THE W
ORDE WE FORGET THE SHADOWS BEHIND IN THY HAND MAY WE FOREVER STAND TRUE TO OUR GOD
THE TO OUR NAVE LAND THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE H
ARMONIOUS WE RYAE TO UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
THE ROUNCES AS SING A SONG FULL OF THE FAITH THAT THE DARK PAST HAS TAUGHT US SING A SONG FULL
OF THE HOPE THAT THE PRESENT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN THE
US MARCH ON THE VICTORY S WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND THE
THE DAYS WHEN HOPE UNBORN HAD DIED WITH A STEADY BEAT HAVE NOT OUR WEARY FEET COME TO
THE PLACE FOR WHICH OUR FAITHERS SIGH OF WE HAVE COME OVER A WAY THAT WITH TEARS HAS BE
EN WATERED WE HAVE COME TRADING OUR PART THROUGH THE BLOOD OF THE STAGHERED OUT FROM
THE GLOOMY PAST THE NOW WE STAND AT LAST WHERE THE WHITE GLAMOR OF OUR BRIGHT STARS IS
GASH GOD OF OUR WYAYARS GOD OF OUR SILENT TEARS THOU WHO HAS BROUGHT US THUS FAR ON
THE WAY THOU WHO BY THY MIGHT EDUS IN THE HIGH KEET USE FOR EVER IN THE PATH WE PRAY
ES OUR FEET STRAY FROM THE PLACES OUR GOD WHERE WE MEET THEES OUR HEARS DRUNK WITH THE
WINE OF THE WORLD WE FORGET THE SHADOWS BEHIND IN THY HAND MAY WE FOREVER STAND TRUE TO
OUR GOD THE TO OUR NAVE LAND THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH
THE HARMONIOUS WE RYAE TO UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES
THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
TO AS THE ROUNCES AS SING A SONG FULL OF THE FAITH THAT THE DARK PAST HAS TAUGHT US SING A SONG
FULL OF THE HOPE THAT THE PRESENT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN
THE US MARCH ON THE VICTORY S WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND
THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE HARMONIOUS WE RYAE TO

THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE HARMONIOUS WE RYAE TO
UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
ONCE UPON A TIME THE DARK PAST HAS TAUGHT US SING A SONG FULL OF THE HOPE THAT THE PRESENT HAS BROUGHT US
RESIN HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN THE US MARCH ON THE VICTORY
YIS WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND THE DAYS WHEN HOPE
OR N HAD DIED WITH A STEADY BEAT HAVE NOT OUR WEARY FEET COME TO THE PLACE FOR WHICH
OUR FAITHERS SIGH OF WE HAVE COME OVER A WAY THAT WITH TEARS HAS BEEN WATERED WE HAVE
COME TRADING OUR PART THROUGH THE BLOOD OF THE STAGHERED OUT FROM THE GLOOMY PAST
THE NOW WE STAND AT LAST WHERE THE WHITE GLAMOR OF OUR BRIGHT STARS IS GASH GOD OF OUR W
YAYARS GOD OF OUR SILENT TEARS THOU WHO HAS BROUGHT US THUS FAR ON THE WAY THOU WHO
BY THY MIGHT EDUS IN THE HIGH KEET USE FOR EVER IN THE PATH WE PRAY ES OUR FEET STRAY
FROM THE PLACES OUR GOD WHERE WE MEET THEES OUR HEARS DRUNK WITH THE WINE OF THE W
ORDE WE FORGET THE SHADOWS BEHIND IN THY HAND MAY WE FOREVER STAND TRUE TO OUR GOD
THE TO OUR NAVE LAND THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE H
ARMONIOUS WE RYAE TO UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
THE ROUNCES AS SING A SONG FULL OF THE FAITH THAT THE DARK PAST HAS TAUGHT US SING A SONG FULL
OF THE HOPE THAT THE PRESENT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN THE
US MARCH ON THE VICTORY S WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND THE
THE DAYS WHEN HOPE UNBORN HAD DIED WITH A STEADY BEAT HAVE NOT OUR WEARY FEET COME TO
THE PLACE FOR WHICH OUR FAITHERS SIGH OF WE HAVE COME OVER A WAY THAT WITH TEARS HAS BE
EN WATERED WE HAVE COME TRADING OUR PART THROUGH THE BLOOD OF THE STAGHERED OUT FROM
THE GLOOMY PAST THE NOW WE STAND AT LAST WHERE THE WHITE GLAMOR OF OUR BRIGHT STARS IS
GASH GOD OF OUR WYAYARS GOD OF OUR SILENT TEARS THOU WHO HAS BROUGHT US THUS FAR ON
THE WAY THOU WHO BY THY MIGHT EDUS IN THE HIGH KEET USE FOR EVER IN THE PATH WE PRAY
ES OUR FEET STRAY FROM THE PLACES OUR GOD WHERE WE MEET THEES OUR HEARS DRUNK WITH THE
WINE OF THE WORLD WE FORGET THE SHADOWS BEHIND IN THY HAND MAY WE FOREVER STAND TRUE TO
OUR GOD THE TO OUR NAVE LAND THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH
THE HARMONIOUS WE RYAE TO UR RJOING RIS EIGHAS THE LISTENING SKIES THE LISTENING SKIES
THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES THE LISTENING SKIES
TO AS THE ROUNCES AS SING A SONG FULL OF THE FAITH THAT THE DARK PAST HAS TAUGHT US SING A SONG
FULL OF THE HOPE THAT THE PRESENT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN
THE US MARCH ON THE VICTORY S WONS SONY THE ROAD WE TROD BITTER THE CHASTENING ROD BEHIND
THE EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE HARMONIOUS WE RYAE TO

CENTER FOR SOCIAL EQUITY

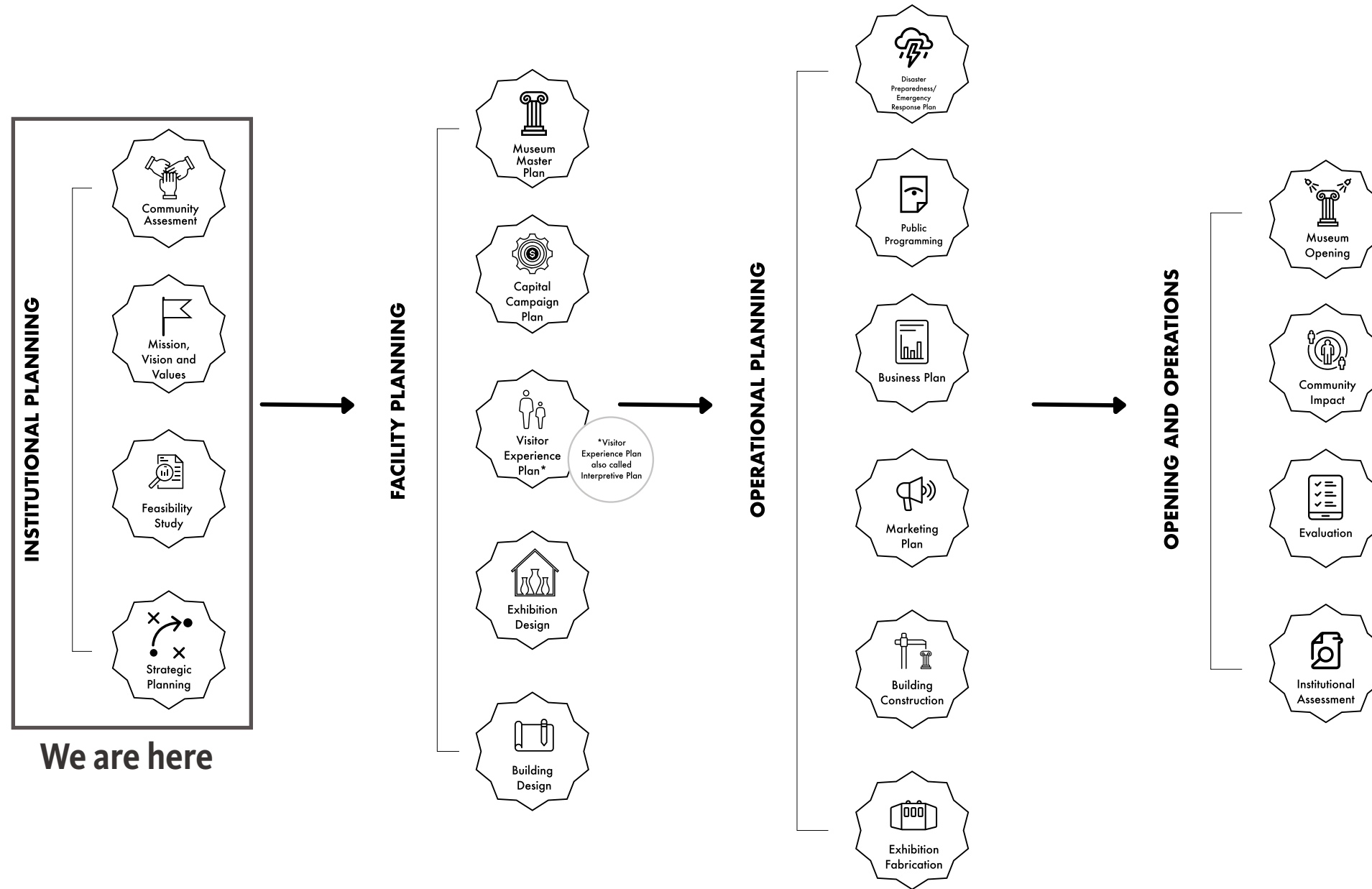
Interior



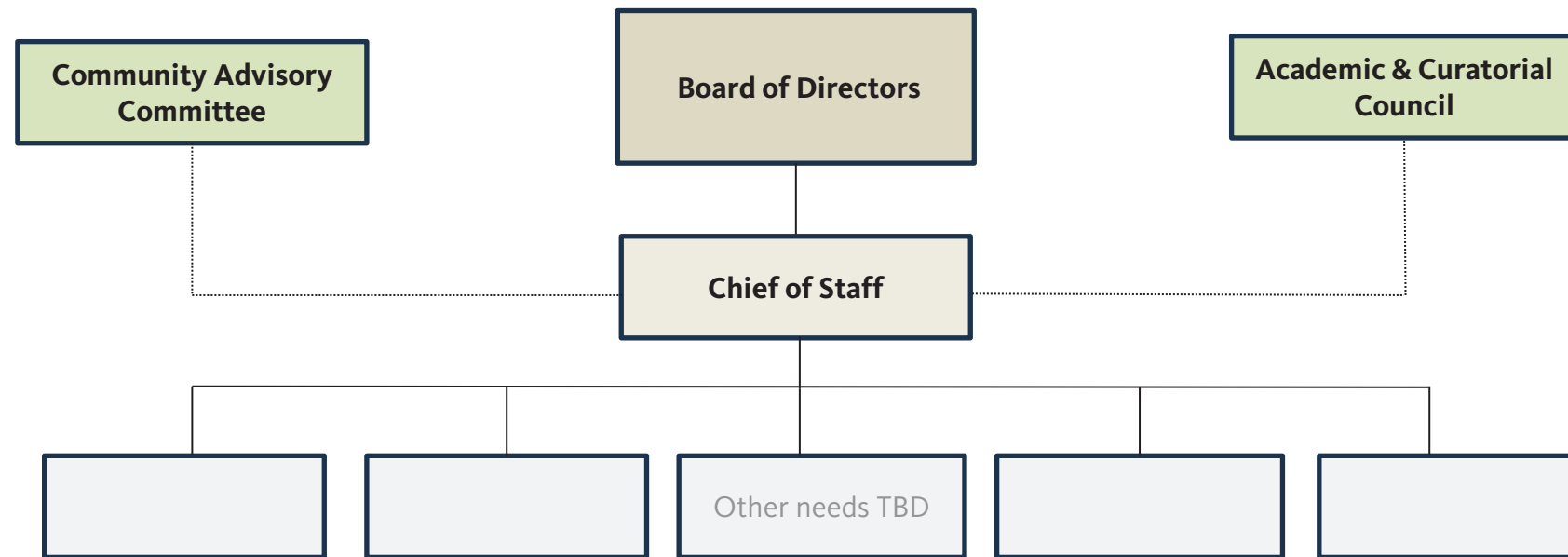
SECTION 5

Institutional Planning and Economic Feasibility Study

Institutional Planning Process Overview

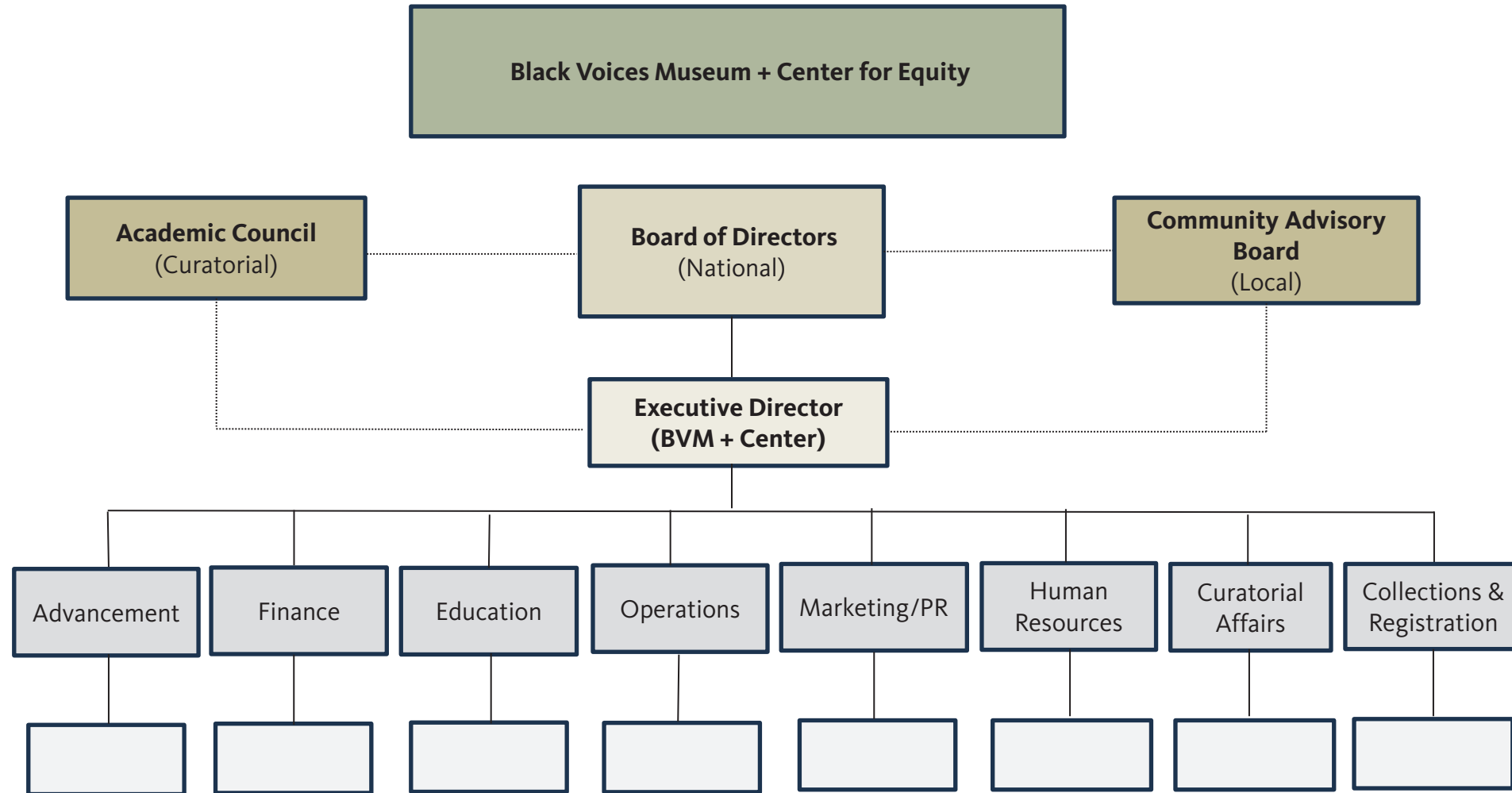


Museum Organizational Structure Initial Phase



- The Chief of Staff will help support PLT during initial phases, while efforts to identify and recruit a Founding Director are underway
- Dr. Davv Evans to lead Community Advisory Committee in partnership with Gensler’s Outreach Team

Museum Organizational Structure at Launch



Institutional Planning Visitor Experience

Transformative and immersive experiences are multi-dimensional:

- **People** (Audience)
- **Place** (Museum)
- **Artifacts** (Content)

The Black Voices Museum will celebrate and share the important stories of residents and communities in the Fayetteville region, fostering an understanding and appreciation of its legacy, while allowing guests to envision a more hopeful future.

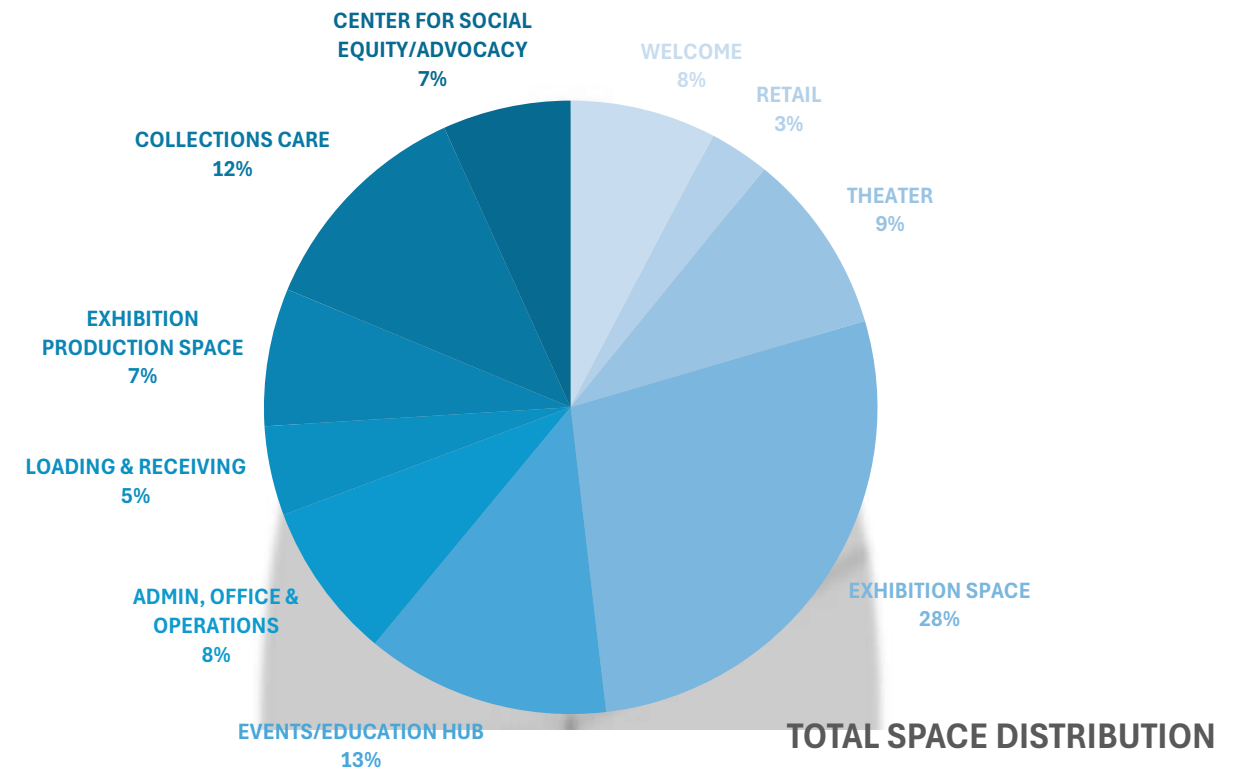


On-Site Program Summary

Fits on current site

COMBINED PROGRAM PER SPACE CATEGORY

	MUSEUM		TOTAL	
1 WELCOME	4,250	7.7%	4,250	7.7%
2 RETAIL	1,750	3.2%	1,750	3.2%
3 THEATER	5,300	9.6%	5,300	9.6%
4 EXHIBITION SPACE	15,300	27.7%	15,300	27.7%
5 EVENTS/EDUCATION HUB	7,100	12.9%	7,100	12.9%
6 ADMIN, OFFICE & OPERATIONS	4,580	8.3%	4,580	8.3%
7 LOADING & RECEIVING	2,600	4.7%	2,600	4.7%
8 EXHIBITION PRODUCTION SPACE	4,010	7.3%	4,010	7.3%
9 COLLECTIONS CARE	6,610	12.0%	6,610	12.0%
10 CENTER FOR SOCIAL EQUITY/ADVOCACY	3,735	6.8%	3,735	6.8%
SUBTOTAL	55,235		55,235	
Grossing Factor (50%)	27,618		27,618	
TOTAL SPACE REQUIRED (GSF)	82,853		82,853	
INTERPRETIVE ART AND LANDSCAPE	TBD			
MEMORIAL	TBD			
ROOF TOP GARDENS/EVENTS	TBD			



Project Development Costs

The total project capital cost is estimated **between \$175 million and \$215 million** with a total **start-up budget of \$10.2 million**.

Cost estimates assume a construction start in Q1 2029 and completion in Q3 2031.

Capital Cost Estimate

Total Capital Costs	\$175 M - \$215 M
----------------------------	--------------------------

Based on 82,250 gross square feet (GSF) built on FCW current property. Assumes construction start of Q1 2029. Includes cost of design, construction, and exhibits. Excludes additional property acquisition.

Start-up Costs

Total Start-up Budget	\$10.2 M
------------------------------	-----------------

Start-up costs include personnel, temporary office and collections storage rent plus allowances for legal fees and additional studies.

Project Calendar	Start	End
Pre-Design	Q1 2026	Q4 2026
Design	Q1 2027	Q4 2028
Construction/Exhibit Install	Q1 2029	Q4 2031

Projected Attendance, Earned Income, Operating Costs

Revenue and operating model assumptions assume stabilized operations in 2033.

ATTENDANCE AND EARNED INCOME

- The museum is projected to attract **150,000 visitors annually** with revenue expected from:
 - Admission fees
 - Annual membership fees
 - Retail sales
- The museum will also support a **multi-purpose event space** with capacity for 250-350 people that can be used for:
 - Business rentals
 - Community events
 - Retreats
- The space is projected to host **~100 events annually** (24,000 visitors)
- Additional revenue is expected through
 - Event rental fees
 - Catering revenue

OPERATING COSTS

- Feasibility study includes the following operating costs:
 - Salaries, wages, and benefits to support full-time museum management and operating staff
 - Salaries, wages, and benefits to support personnel at each of the three museum Centers
 - Building expenses (e.g. utilities, insurance)
 - Ongoing exhibitions costs
 - Administrative expenses and marketing
 - Retail overhead

Source: 2025 Kentley Insights Market Research Report - Museums, Gensler analysis of data available on museum websites, Form 990 Submissions

Revenue and Operating Model Summary

Projected attendance for the Black Voices Museum is 174,000 visitors at stabilization, which includes 150,000 from museum attendance and 24,000 from events attendance.

The Total Earned Income for the Black Voices Museum is projected to be **\$2,196,000** during the first year of stabilized operations. This includes all anticipated direct revenues from admissions, memberships, retail sales, and events.

Total earned income is expected to contribute to approximately **60%** of the museum’s annual operating budget. An additional **\$1,453,000 annually, or 40% of the projected operating budget**, is required through a combination of private fundraising/sponsorships, government support, and/or investment income. Without event revenue, the percentage rises to approximately \$1.85 million, or 51% of operating expenses.

Earned income as a percentage of total operating expenses is in line with national benchmarks for comparable museums.

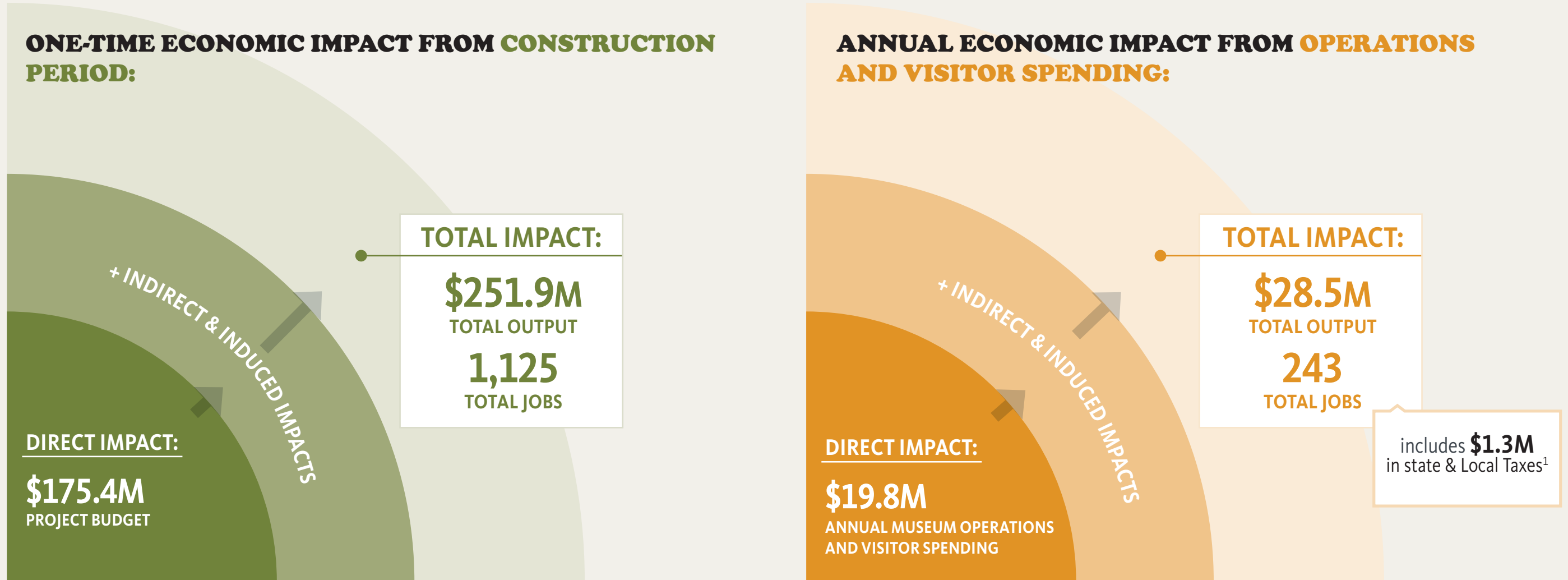
Total Attendance	Stabilized Year	%
Museum Attendance	150,000	86%
Events Attendance	24,000	14%
Total On-Site Attendance	174,000	100%

Annual Operating Summary	Total	%
Total Earned Income	\$2,196,000	
Total Operating Costs / Expenses	\$3,649,000	
Annual Fundraising / Grant Support Required	\$1,453,000	40%

Source: 2025 Kentley Insights Market Research Report - Museums, Gensler analysis of data available on museum websites, Form 990 Submissions

Summary of Total Economic Impact

The Black Voices Museum is projected to generate 1,125 jobs and \$251.9 million in economic output during construction, and 243 jobs with an annual economic output of \$28.5 million thereafter.²



¹ Direct state and local taxes of \$1.3M annually are included in the total Economic Output estimate from operations but are summarized separately for illustration purposes. Also includes sales tax revenue from museum operations. Detailed tax assumptions are included in the Appendix.

Source: BEA RIMS II Multipliers: Fayetteville, NC Metropolitan Statistical Area, Gensler

Other Project Benefits

The Black Voices Museum offers catalytic potential to spur additional development activity in downtown Fayetteville while improving the public realm and quality of life.



Increased Foot Traffic

The museum will attract additional pedestrian traffic to downtown Fayetteville, increasing vibrancy, economic activity, and well-being.



New Business Development

More downtown visitors will support new small business development while delivering additional shopping, entertainment, and F&B offerings to downtown.



Property Value Increases

A vibrant downtown will raise nearby real estate values, benefitting both commercial and residential property owners while increasing tax revenues.



Catalytic Investment

The museum's significant investment will catalyze additional residential and commercial development in downtown Fayetteville.



A Hub for the Community

The museum will serve as a strong community hub, encouraging social interaction and supporting the needs of local community organizations.

Where To Go Next

What is Our Collective Ambition?

We believe this project has the potential to become a world class museum of national prominence.

- 1) Should the Black Voices Museum have a regional focus or tell the statewide history?
- 2) What could be improved to make a more compelling case for support of this project? (E.g. co-located centers that address justice, health, education/STEM, arts, and entrepreneurship)
- 3) How would you suggest we prioritize our objectives given the current political/economic landscape?

Path Forward

Upcoming Meetings

Elected Officials (small groups) -August 28th 2:30pm and 4:00pm

General Public presentation -September 30th 5:30pm (Location TBD)

Final presentations to Elected Officials in October

City Council (Tentatively October 6th or 13th)

County Commissioners (Tentatively October 20th)

BLACK VOICES MUSEUM

THE VERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE HARMONIOUS LAW KEY TO
THE ROLLING RISE HIGH AS THE LISTENING SKIES THE SOUND LOUD AS THE ROLLING SEAS SING
IT HAS BROUGHT US FACING THE RISING SUN OF OUR NEW DAY BEGUN LET US MARCH ON TILL VICTORY
IS WON STONY THE ROAD WE TROD BITTER THE CHASTENING ROD THE IN LIKE
OUR FATHERS SIGHED? WE HAVE COME OVER A WAY THAT WITH TEARS HAS BE
TREADING OUR PART THROUGH THE BLOOD OF THE SLAUGHTERED
NOW WE STAND AT LAST WHERE THE WHITE GIE
YEARS GOD OF OUR SILENT TEARS THOU WHO HAS
BY TRY MIGHT LED US IN O THE LIGHT KEEP US FOR
EVERY VOICE AND SING THE EARTH AND HEAVEN RING RING WITH THE
LISTENING SKIES THE SOUND LOUD AS THE ROLLING SEAS SING
THE DARK PAST HAS TAUGHT US SING A SONG FULL OF THE HOPE THAT
THE RISING SUN OF OUR NEW DAY BEGUN LET US MARCH ON TILL VICTORY

BVNM