

# Report on an Arts & Entertainment District Fayetteville, NC

August 9, 2016



The Cultural Planning Group

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## Introductory Letter from Steering Committee Chair and Task Force Chairs

(Placeholder Page -To be inserted)

# Steering Committee and Task Forces

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## Programming Task Force

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Fayetteville State University

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Heidi Kelley, Task Force Chair  
Downtown Alliance (Aug 2015-June  
2016)

Carrie King  
Fayetteville Dogwood Festival

Robyn Parrish  
Gilbert Theatre

## Executive Summary

At a time when numerous planning efforts are aligning, the City of Fayetteville has an opportunity to fundamentally change the day-to-day experience for residents and visitors, by creating one or more arts and entertainment districts. In its Central Core, there is a strong concentration of arts and cultural entities, small creative enterprises, excellent independent restaurants and shops, and numerous festivals and special events. It has a corps of creative and committed individuals – civic leaders, municipal leaders, elected officials, business owners, artists and arts leaders - who understand the benefits of an arts and entertainment district. This includes artistic advancement, economic and community development, residential development and attraction of young creative professionals. In addition, numerous civic development plans are underway that have the potential to significantly alter the critical mass of activity in the Central Core. Private investment in the downtown area continues to create a wonderful mix of retail, restaurants, galleries, cultural facilities, residential units, office space and in the near future, a hotel. Redevelopment plans range from repurposing of the Prince Charles Hotel for housing and retail, to preliminary plans and studies for a minor league baseball stadium. Fayetteville residents recently passed a bond referendum to invest in its parks and recreation facilities. This will greatly benefit areas adjacent to the Central Core, in particular development of the Cape Fear River District. This is the time to launch a district and position the Central Core as a vibrant hub and catalyst.

### Vision

***The Fayetteville Arts and Entertainment District, emanating from the Central Core of the city, will be the vibrant center of 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 Cumberland County residents.***

Through this planning process Fayetteville begins creating and launching an Arts and Entertainment District in the Central Core. This placemaking strategy is the intersection between community development, economic development and cultural development so cities develop arts and entertainment districts for many reasons including:

- Supporting the revitalization of downtown or some area of a city
- Creating greater evening and weekend activity
- Creating an identity around an existing concentration of cultural, dining, and shopping resources
- Establishing tourist destinations
- Strengthening local arts and cultural organizations
- Developing economic vitality

For Fayetteville, creating an arts and entertainment district provides a cohesive placemaking strategy linking the numerous current civic development efforts and ultimately creating an opportunity for increased economic development through the identity of a district.

There is the perception that the City of Fayetteville has not kept pace with other urban areas within the state of North Carolina. Fayetteville was late in recognizing that the role of placemaking is key to creating the kind of vibrant urban life that will attract and retain the creative workforce which, in turn, will attract and retain the creative businesses that are the foundations of the modern economy. Cities are in competition with one another for this workforce and these businesses. The development of the arts and entertainment district will be a significant step in elevating Fayetteville's competitive status.

After several months of planning that engaged more than 200 civic and municipal leaders and residents of Fayetteville, it is clear the time is now to launch an Arts and Entertainment District. The following recommendations craft a path for the City of Fayetteville to designate a District and provide direction on governance, physical layout, programming, marketing and financing.

Key recommendations include:

- Establish a District commensurate with the boundaries of the existing Municipal Services District, in and around the downtown Fayetteville area. These boundaries are fully articulated on page 13.
- Create a governing organization initially hosted by and incubated within the Arts Council of Fayetteville/Cumberland County, with an upfront understanding that the Arts Council serves as the host and that staffing and District operations are to be independently funded and not within the programmatic scope of the Arts Council. It is imperative to prepare for the eventual launch as an independent organization.
- Boldly demarcate the geographic layout of the Arts and Entertainment District, utilizing gateways and a branding and identity approach that is distinct from existing systems in the city.
- Activate the Central Core, the heart of the Arts and Entertainment District, in conjunction with existing businesses, while attracting business relocations and new business formation.
- Develop a series of programs and street activation to make the Arts and Entertainment District a vibrant and exciting place to live and visit at any time.
- Operations of the District are contingent upon financing and funding commitments being in place for at least 2-3 years to assure it has the resources to organize and be successful.

## Introduction and Context

This initiative to consider an Arts and Entertainment District was an extension of a study in 2014 commissioned by the Arts Council of Fayetteville/Cumberland County (Arts Council), to study the feasibility and examine the concept of a cultural arts facility in Fayetteville. The study intended to examine the potential demand for a theater/performing arts facility and included a preliminary outline of the economics of operating such a facility. A key recommendation of the study (see side bar) was development of an arts and entertainment district (AED) as a precursor to considering a cultural arts center and that would define assets, identify district boundaries, develop marketing strategies and more. Essentially, the recommendation suggested developing a sense of place and creating demand is an important first step, providing a framework to serve as context for a performing arts center.

*“Given that Fayetteville has a great downtown corridor with a series of arts facilities already in place, and given its focus on downtown development as well as the nature of programming opportunities and demand for smaller-scale spaces, we encourage the designation and development of a downtown arts district that adds facilities and programs, drives new commercial development, and makes the area a major destination for business, workers, regional residents and visitors.”*

Webb Management Services, Inc., Report: Cultural Arts Facilities Needs Assessment, Fayetteville, NC; October, 2014; Section 8.1, Recommendation 1.

Based on that recommendation, in 2015, the Arts Council contracted The Cultural Planning Group (CPG) ([www.culturalplanning.com](http://www.culturalplanning.com)) to facilitate an AED planning process. CPG concurrently worked on the development of a citywide Public Art Master Plan.

## The Planning Process

The planning process for the AED began in August 2015 with the convening of a Steering Committee to oversee the process and to serve as advisors for the consulting team. The Steering Committee is comprised of civic, municipal, philanthropic and arts leadership from Fayetteville and Cumberland County, and staff from the Arts Council. Their charge was to direct the planning process and make key decisions on the emerging direction of the plan. These decisions informed the recommendations articulated in this plan.

In addition to the Steering Committee, four task forces were established to focus on specific issues and bring forward recommendations to the Steering Committee. Those four task forces were:

- **Physical development of the District**, focusing on area boundaries, arts and entertainment facility development, signage and way finding, as well as design standards;
- **District programming**, focusing on street activation, festivals, public art, exhibitions and performances;
- **Marketing and branding**, focusing on identification of district assets, developing target audiences, and creation of marketing partnerships;
- **District governance and finance**, focusing on how the District would be managed and governed—whether by the City, a nonprofit organization, a commercial entity, or a quasi-governmental agency—and on financing—through a business improvement district, hotel tax funds, tax increment financing and/or corporate/foundation support.

Over the course of the planning process, more than 200 community members participated through the Steering Committee, Taskforces, stakeholder interviews, discussion groups and public engagement

sessions. An extensive document review was undertaken of existing cultural assets; prior economic development and regional development plans; and programming in and around the downtown area. The consultant team toured properties and visited key points of interest within the proposed district areas. Individual interviews were conducted with City and County elected officials, aligning District goals with City and County economic development goals.

Additionally, this plan intersects with recommendations of the Urban Land Institute and Walkable Communities studies recently completed by the City of Fayetteville. CPG worked in coordination with the Downtown Alliances' Main Street Market Study to further inform the recommendations presented in this plan. The Arts and Entertainment Transformation Strategy section of the Main Street study will be referenced when applicable throughout this report and recommendations. It includes several recommendations that are consistent with those presented in this report. Several additional recommendations and strategies are complementary and should be considered closely throughout the implementation process.

## Characteristics of a Successful Arts and Entertainment District

There are certain qualities present in successful arts and entertainment districts. They tend to be compact, walkable, pedestrian-friendly environments. They are human-scale, providing a variety of urban experiences – with moments of discovery and serendipity. Successful districts offer a critical mass, a density of experiences including mixed uses of a non-mono-cultural type, restaurants, coffee shops, retail and residential. There are people on the street, attracted by small-scale street events and activation, food fairs, periodic festivals and intelligently curated public art. Successful districts have well-maintained public spaces. They respect history, while embracing the contemporary. At their best, they have anchor institutions along with the presence of artists and small-scale arts production. In many cases, successful districts have a designated funding source to support district operations, programming and marketing. In short, they have a distinct sense of place. Please see the appendix for examples of model arts districts that were examined by the Steering Committee and Task Forces during the planning process.

## Fayetteville and the Region

Fayetteville is located in Cumberland County, the sixth largest city in North Carolina and the 106<sup>th</sup> largest city in the U.S. In 2013, its population was 204,408, comprised of 45% White, 42% African American, 10% Latino, 2% Asian, 1% Native American. It is the home of Fort Bragg, a major U.S. Army installation, which lends a transitory character to the city but also provides a major anchor for the economy of the region.

Fayetteville is located on the Cape Fear River, around which the city was originally settled. The riverfront is considered a prime area for redevelopment and as a natural resource for the community. In March 2016, a bond referendum passed to provide Fayetteville Cumberland Parks and Recreation with resources for capital investment in parks and community facilities with development of the riverfront as a key strategy.

Fayetteville received the All-America City Award from the National City League three times. In 2014, Newsmax Magazine named Fayetteville as among the Top 25 Uniquely American Cities. Fayetteville is home to three institutions of higher learning, including Fayetteville State University and Methodist University, both of which have robust art departments. The region is home to many successful practicing artists.

Fayetteville is also home to numerous public art and sculpture installations. Concurrent with the planning process for an Arts and Entertainment District was the development of a City-wide Public Art Master Plan. That plan outlines the existing public assets and provides recommendations on both temporary and permanent public art projects to enhance efforts to create an AED and benefit and embellish all areas of the city.

Fayetteville has a strong concentration of cultural assets in the Central Core, although many of the important arts and cultural institutions are spread out geographically, reaching up into the Haymount district, east to the Cape Fear River, and north towards Fayetteville State University and surrounding areas. This geographic separation of cultural assets presents a challenge to create one compact, walkable district and as elucidated in the following recommendations, this suggests several districts should be developed in a phased strategy.

## The Central Core

Fayetteville's historic downtown core is centered along Hay and Person Streets and boasts numerous small businesses, quality restaurants and several arts and cultural organizations. This is the only area that currently holds all elements for the development of an arts and entertainment district. It is small enough to be walkable. It has both anchor and smaller arts and cultural entities. It has a mix of food establishments, retail and some residential. It has a sustainable funding (The Municipal Services District) source to support operations, programming and marketing of the district. Perhaps most importantly, it has the benefit of the Arts Council and other leadership to launch and to shepherd the district during its early years. These elements make the central core the perfect candidate as the pilot for what may eventually be several districts.

Grassroots success stories include the public investments in key signature projects such as Festival Park, ASOM, a new Parking Deck and expansive parks, along with private redevelopment of lofts, cafes and art spaces and galleries. There is a high level of cooperation and networking between cultural organizations, faith-based institutions, businesses, and government. These demonstrate a readiness in the Central Core not existing in other areas with arts and entertainment concentrations. This is reiterated in several of the studies cited above, in particular the Main Street Market study, which states "Downtown Fayetteville is already well positioned for an Arts + Entertainment + Culinary district. There are a number of key anchors that generate traffic and serve as downtown destinations." Additionally, the Main Street Market Study conducted a public survey. It is notable that the first conclusion relating to the Central Core stated in the survey findings was: "When asked about what would make downtown Fayetteville better, the number one comment was more restaurants, bars and entertainment. "

## Cultural Assets

Several notable arts institutions form the foundation of the cultural life of Fayetteville including the Arts Council of Fayetteville/Cumberland County, Cape Fear Regional Theatre, Cape Fear Botanical Garden and Fayetteville Symphony Orchestra. The assets within the boundaries of the Central Core and adjacent areas are fully outlined in the Appendix. These cultural assets serve as critical anchors for launching the Arts and Entertainment District.

It is recommended the central core district be regarded as a pilot district – a "proof of concept" effort that can be extended to other arts and entertainment nodes in the city. If the desire is to create integration of

these districts in the future, it will require a strategy for addressing transportation challenges to alleviate the lack of walkability. As articulated, this may require establishing a viable circulator in the form of a trolley or streetcar system that can be put into place to tie all elements of a district together.

### Haymount District

The Haymount District is Bragg Blvd to Branson Street / Churchill Drive to Robeson Street. It contains several important cultural resources. These include the Cape Fear Regional Theater, the North Carolina Civil War History Center (under development), and the historic Poe House.

### University District

The University District is Langdon Street south to MLK Frwy / Murchison to Ramsey. Located within this area are Fayetteville State University and Seabrook auditorium, MLK Park, Rowan Park, the Millennial Campus (in planning), the Catalyst Site, North Carolina Veterans Park Phases I & II, and the Freedom Park and Trail. The Rowan Street reconstruction is in process and anticipated to be completed in the next eighteen to twenty-four months, removing a significant structural barrier for expanding to the university area.

### Cape Fear River District

The river District is I-295 to I-95 eastern edge of Fayetteville. It contains the Cape Fear Botanical Garden and Campbellton Landing. Development of the riverfront is anticipated as a component of the recently approved parks and recreation bond referendum.

## Recommendations

Over the course of the planning process, the civic and municipal leadership that were engaged through the Steering Committee and Task Forces agreed upon the primary recommendation to establish an Arts and Entertainment District (AED) in the **Central Core** of Fayetteville. The AED refers both to an operating entity as well as a designated area with physical boundaries that define the District. Any such undertaking involves defining a geographic area that the community ultimately comes to recognize as unique to their sense of place and ideally becomes iconic.

The following recommendations are drawn from the deliberations of the leadership and added to by the consultants facilitating the process. The recommendations are grouped in the following categories:

- Physical Development
- Governance
- Marketing and Branding
- Programming
- Finance
- Economic Development
- Implementation Plan
- Metrics for Success

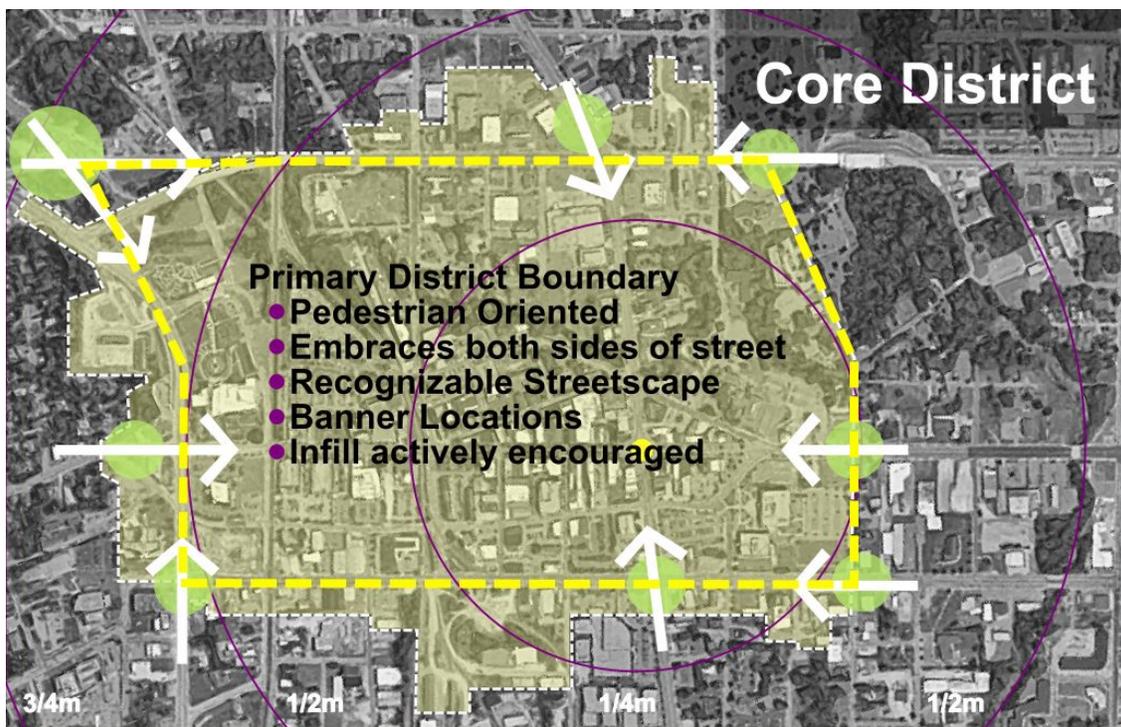
Vibrant Districts are compact and walkable, as previously stated. It is a fundamental tenet of districts and is key to establishing a recognizable, identifiable geographic footprint. To manage the geographic footprint of all phases presented below, it will be necessary over time to address transportation infrastructure particularly when additional phases of this plan are implemented, stretching beyond the Central core (the 'hub'). This will be important to overcome areas where there are real and/or perceived barriers to building participation in District activities. Transportation system issues may require long-term infrastructure strategies that are intended to facilitate participation by those reluctant or unable to drive and to reduce traffic burdens on the central core. In the short-term, Fayetteville should address bike lanes, streetscapes that are pedestrian friendly, banners, gateways/corridors and creek/greenway trails as ways to encourage participation through the entire Central Core. Corridors that connect to future districts should be perceived as safe environments, unique in design and streetscape elements that will provide the same experience whether by car, bike or on foot.

The Implementation section of this report designates priorities/timing of each recommendation, lead entities, partners and actions.

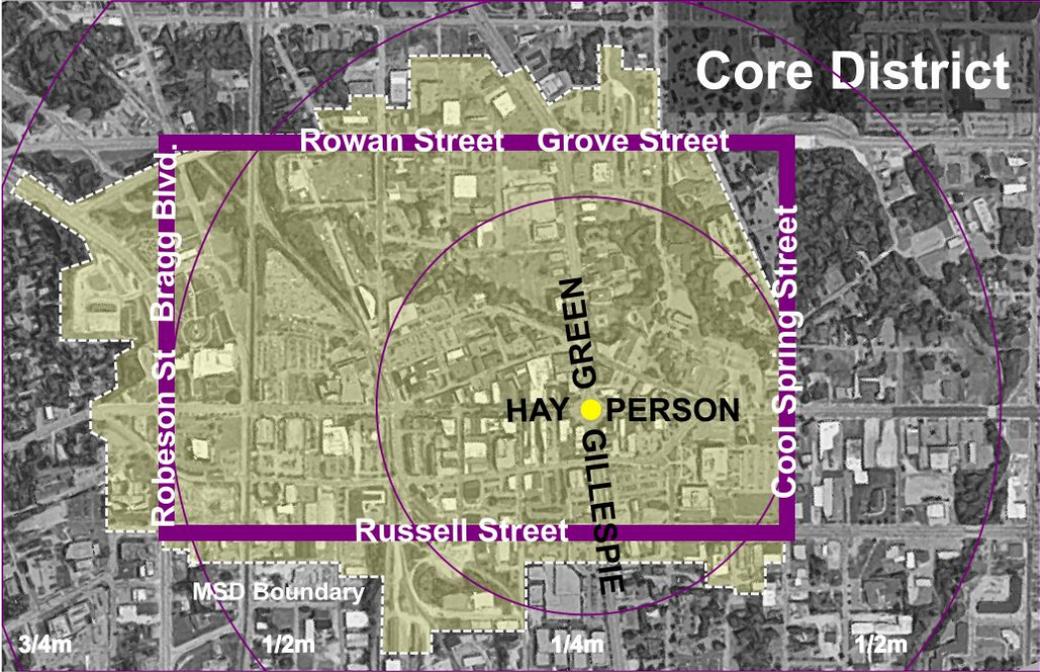
## Physical Development of the District

One of the significant challenges in developing the Arts and Entertainment District is the geographic dispersion of the city's cultural assets, stretching over a number of miles from the Cape Fear Botanical Garden to Fayetteville State University and west into Haymount. If this were developed as a single district, it would not have the compact, walkable quality that the most successful districts possess. It is recommended, therefore, that a **Central Core** District be developed as the first phase of this effort with satellite districts developed once the initial core is established, operating fully and can reasonably expand its geographic reach. Satellite districts to be developed later include the Haymount District, the University Cultural District and the Riverfront District.

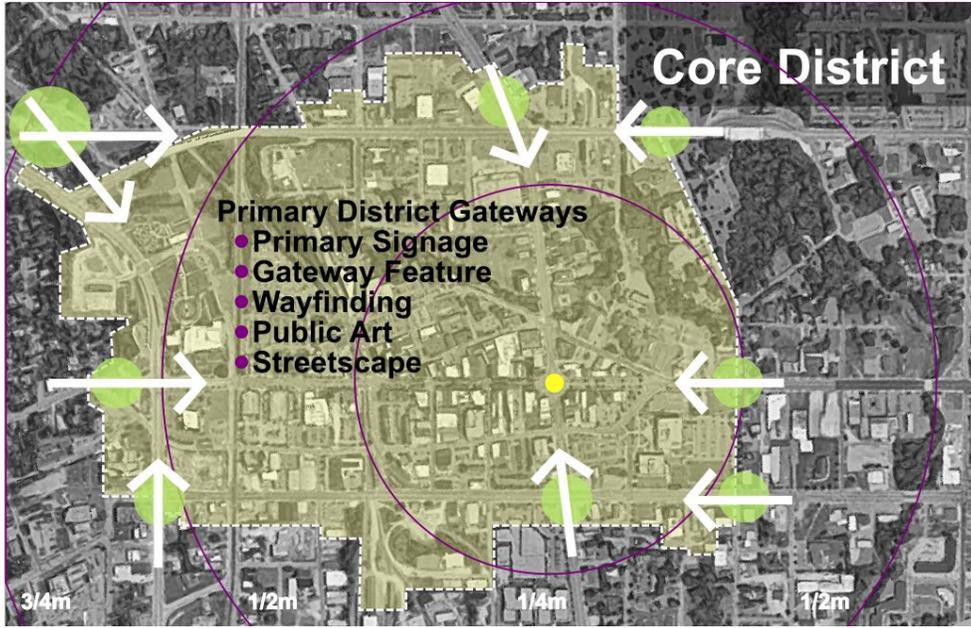
Focusing the initial phase on the Central Core allows for establishing a District that meets these characteristics.



- 1.1 Establish a District area(s) with physical boundaries that define a compact, walkable district(s). A key characteristic of successful districts is a geographic footprint that creates a sense of intimacy and a contained, definable sense of place.
  - 1.1.1 The City should designate the Fayetteville Arts and Entertainment District in the Central Core. This District should encompass approximately the same area as the Downtown Municipal Service District and the downtown historic district.
  - 1.1.2 Establish boundaries for the AED that are bounded by Rowan/Grove Street on the north; Robeson Street/Bragg Boulevard on the west; Russell Street on the south; Cool Spring Street on the east.
  - 1.1.3 Central Core boundaries should be reviewed every five years or when major changes occur to the MSD.



- 1.2 Boldly demarcate the physical boundaries of the District.
  - 1.2.1 Adopt a bold approach to ‘outlining’ the District utilizing unique design elements to differentiate the District, e.g., establishing a specific gateway or set of gateways (distinct from existing gateways development efforts by the City of Fayetteville) and/or utilizing banners throughout to create an identity, a sense of festivity, and a delineation of place such as painting the median lines of the four boundary roads to draw attention to the District.



Crosswalk – Baltimore Station



Indianapolis Cultural Trail

- 1.3 The District manager should work with the City to utilize and expand the existing way-finding system to delineate the boundaries of the District and its cultural assets.<sup>1</sup>

The City has a wayfinding system that has been designed and is in place. This system should be utilized as the basis for demarcating the Arts and Entertainment District. At the same time, the way finding system in the central core should be adapted, perhaps using artists as designers, to clearly distinguish the District. Investments should also be made toward gateways that establish the boundaries of the District and design elements (such as a unique, identifiable banner system) that enhance the sense of being within the District. This recommendation is consistent with the Main Street Study, which includes a recommendation to “Develop a comprehensive way-finding and gateway signage program that builds further connectivity between key anchor points, parking, as well as further builds on the Arts + Entertainment + Culinary brand.” Following are examples of arts and entertainment district wayfinding and branding, including the current wayfinding design utilized in Fayetteville.

- 1.3.1 Connect to City focus on gateway improvement and coordinate AED gateway projects with existing efforts.<sup>2</sup>



Current Fayetteville Wayfinding Design

<sup>1</sup> <http://fayettevillenc.gov/government/city-departments/planning-code-enforcement/planning-zoning/placemaking/wayfinding-signage>  
<sup>2</sup> <http://fayettevillenc.gov/Home/Components/News/News/2528/397>



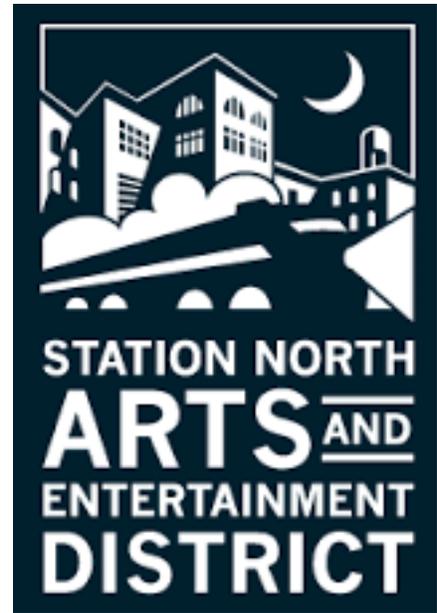
Crossroad Arts District, Kansas City, MO



Grand Central District, St. Petersburg, FL



The Paseo Arts District, Oklahoma City, OK



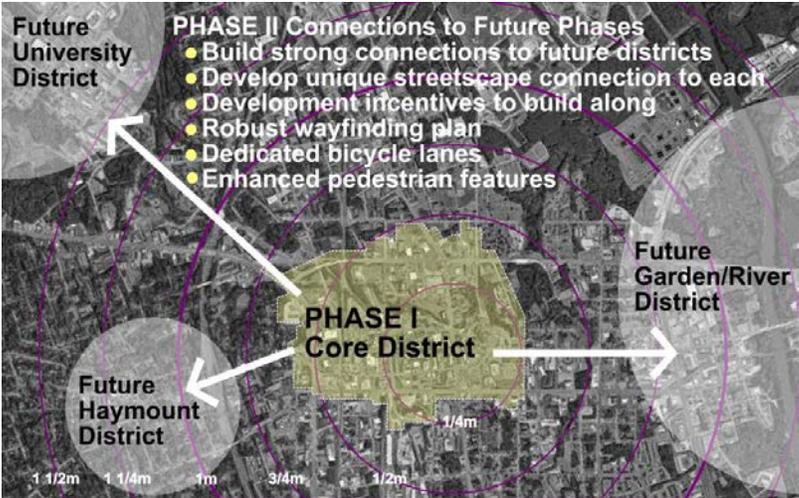
Station North, Baltimore Cultural

1.4 Develop the Central Core District to encourage the urban form and architectural character found in the traditional downtown area, as well as to promote redevelopment to create a more diverse and vibrant mixed-use center.

The District is intended to accommodate a well-balanced mix of uses, including more high-density residential development. It should promote a stronger pedestrian-oriented environment and preserve the downtown's historical and architectural scale and character. Uses that will add activity in the downtown after 5 p.m. should be encouraged. The District should have flexible and incentive-based design standards to foster urban development and redevelopment. This recommendation is also reflected in the Main Street Study which states: "An urban design plan would evaluate key downtown assets and anchors, and provide recommendations for infill, pathway and other transportation infrastructure that would create a more walkable and interconnected downtown."

1.5 Once the Central Core District is established and fully operational, consideration should be given to developing additional, satellite districts in the Haymount, Fayetteville State University/Murchison Road and Cape Fear River areas.

Once the Central Core AED's identity has been established and there begins to be a sense of critical activity in and acknowledgement of the district, it can begin to radiate out towards adjacent areas, particularly Haymount, to incorporate the Cape Fear Theater, and the NC Civil War History Center (as it develops). A third branch of the District can be developed eastward out Person Street as development of the Cape Fear Riverfront evolves, allowing the District to incorporate the riverfront as well as the Cape Fear Botanical Gardens. Extension to Fayetteville State University is contingent upon completion of the Rowan Street Bridge reconstruction project.



1.6 Over time, consideration should be given to developing new and renovated cultural and entertainment facilities to reinforce the District and expand its capacity to support enhanced programming. The task force working on the physical development of the district identified a set of proposed new cultural facilities and venues, including the following:

PROJECT	STATUS	PRIORITY
Performing Arts Center	New	High
Urban Skateboard Park	New	High
Artist Housing or Live/Work	New	High
Culinary Incubator	New	High
Baseball Stadium	New	High
Skateboard Park	New	Medium
Connectors to Future Districts	New/in progress	TBD

This recommendation is consistent with the recommendation presented in the Main Street Study: "The vacant infill site near the Prince Charles Hotel redevelopment provides for a strong location for a future baseball stadium. In addition to the proximity to downtown providing a walkable connection for other forms of entertainment and eating/drinking establishments, there is the opportunity to connect the Airborne and Special Operations Museum to downtown by filling a large gap between it and downtown.

- 1.7 The District manager should consider engaging a nonprofit developer of artist live/work space<sup>3</sup> to assess demand and the suitability of available City-owned properties for artist housing and/or artist live/work and studio spaces. Experience in many cities has shown that the presence of a concentration of artists in a designated geographic area or district contributes greatly to the vibrancy and daily life cycle of activity.<sup>4</sup>



*Working Artists Ventura is a state-of-the-art, sustainable village designed for artists and creative businesses. Located in the cultural district of downtown Ventura, California, WĀV provides affordable living and working space for over one hundred artists of every kind; painters, sculptors, dancers, poets, musicians, filmmakers and more. The WĀV Theater/Gallery offers performances, art openings and public gatherings. Arts-friendly small businesses include coffee houses, galleries, cafes, wine bars and jazz clubs that draw foot traffic and contribute to the vitality of the neighborhood.*

*WĀV provides sixty-nine new units of affordable housing. Because artists need high ceilings, plentiful light and open space, they and their families find it particularly difficult to live and work in traditional affordable housing. That's why WĀV offers fifty-four affordable units especially designed and funded for the needs of artists with families.*

*Only \$2.5million of the total \$57 million cost has been contributed by the City of Ventura, mostly in the form of land and planning costs. Ventura has worked with PLACE, a Minneapolis-based nonprofit developer of artist studio and living spaces.*

<http://www.wavartists.com>

- 1.8 The District manager should continue conversations with the universities and colleges to develop satellite rehearsal space, gallery space and offices in the downtown area.
- 1.9 The District Manager should work with the City to impose a 0.25% assessment on the permit valuation of new private development in the district to support public design elements in the District. These include District lighting, unique pavers, walkability improvements, trees and plantings.
- 1.10 Over time, consideration should be given to the development of a program to offer design, technical services for businesses in the district, assistance with layout of outside seating, storefront design, etc.

- 1.11 The District Manager should initiate discussions with local universities to discuss the advantages of relocating some or all of their arts and design programs into the downtown central core.

In a number of cities, recognizing that art and design are primarily an urban phenomenon, universities are relocating their art, design, music and other arts and creative-related programs into the urban core. In Kansas City, the University of Missouri's Music Conservatory has relocated into the Crossroads Arts District as have some gallery functions of the Kansas City Art Institute.<sup>5</sup> The Savannah College of Art and Design has highly recognized for its role in the revitalization and redevelopment of Savannah, GA.<sup>6</sup>

## Governance of the District

<sup>3</sup> Two developers that are nationally recognized are Artspace, Inc. (<http://www.artspace.org>) and PLACE (<http://www.welcometoplace.org>).

<sup>4</sup> The Main Street Study includes a similar recommendation that focuses primarily on vacant storefronts and properties. That recommendation suggests: "Launch a dedicated downtown real estate investment company made up of local stakeholders including companies, individuals, foundations, etc. An example is Perry, NY which raised local capital in levels ranging from \$2,500 to \$25,000 to accumulate \$600,000 in real estate investment funds. NOTE: This investment pool should be targeted to key buildings that can serve as a catalyst in support of the Arts + Entertainment + Culinary district concept."

<sup>5</sup> <http://info.umkc.edu/artscampus/>, and <http://kcai.edu/kcai-gallery/>

<sup>6</sup> <http://www.ajc.com/news/business/savannahs-surging-downtown-defies-downturn/nSQBg/>

- 2.1 Arts Council of Fayetteville/Cumberland County (Arts Council) should serve as the initiator in the creation of a new organization to launch of the Arts and Entertainment District (AED).

There will be considerable effort needed to create and manage the district. It is important that this not be seen as a program of the Arts Council. Resources will need to be put into place prior to launch that appropriately funds the development and launch of the District and does not require, or assume, this as a staff function of the Arts Council. The Arts Council would act as the District's fiscal agent and would provide policy direction, personnel management, programmatic oversight and organizational direction. This initial phase could take two to three years. A newly formed Advisory Committee (see 2.2) will need to be able to hire staff to oversee all aspects of its formation and initial programming. The first step in launching the AED is for the Arts Council Board of Directors to review this recommendation and agree to serve as the fiscal agency. Further recommendations will require the Arts Council Board to adopt this plan and provide authority to serve as the catalyst to create the infrastructure of a new organization. For the AED to launch in 2017, this would need to be accomplished in the 4<sup>th</sup> quarter of 2016.

- 2.2 The Arts Council should create an initial Advisory Committee to work on the development and formation of the District.

This advisory body should be drawn from a mix of persons who have been involved in the District planning process, augmented by other stakeholders—persons who can bring additional resources or policy knowledge, and arts and business leaders or public officials. This initial Board can transition at a later date into a Board of Directors of a 501(c)(3) non-profit to be the ongoing administrator of the District (see next recommendation).

- 2.3 The District should be managed by an appropriately structured, non-profit entity with an independent board of directors.

There should be a single entity to manage the Arts & Entertainment District, for efficiency and minimal duplication of effort. This organization would be responsible for keeping the brand and intention of the AED. Working with appropriate City and County departments with regard to development and activities taking place in the District. The organization should build the capacity to raise private funds to support programming and operations of the District. As it matures, this nonprofit might also play a role in raising capital dollars to develop needed cultural facilities.

- 2.3.1 An independent organization should be launched at such time as clear leadership is in place; an identity and brand has been established; there is agreement among the advisory body that funding is reliable for at least three or more years, and there is a programmatic roster established that has been successfully executed.

- 2.4 The District Management organization should set the design standard for the district and act as keeper of the brand to include: streetscape, economic development, marketing and promotion, signage/wayfinding, etc.

- 2.5 District staff should have a seat or liaison role with the Human Resources Commission, the Historic District Commission, the City's Special Events Committee, and any other committees whose work directly affects the District.

The success of the District will depend on a high level of communication, coordination and collaboration among the various entities that operate in the downtown central core. The District Manager can provide a key point of intersection that will support the activities of each of the District partners.

## Marketing and Promotion

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

Throughout the planning process, and once recommendations of physical boundaries became clear, the next challenge is in adopting a recognizable name for the District. There was a clear consensus among stakeholders and within the Marketing and Promotion Task Force that just indicating it as the Fayetteville Arts and Entertainment District was insufficient, and not particularly compelling.

It is important to note that the branding and identity of the District will have several dimensions. On the one hand, it will be embodied in the concept, logo and the language that are adopted to represent the District. At the same time, the brand and identity will manifest itself in the physical elements of way finding, public art, and other improvements that are made to distinguish the District.<sup>7</sup>

- 3.1 The highest priority is to initiate a public campaign to establish a name/identity for the District. This can be in the form of a contest and it is recommended that a group of local media partners be recruited to engage the public in “crowdsourcing” a name for the District.
- 3.2 Establish a unique, engaging and recognizable coordinated wayfinding system that identifies the boundaries of the Arts and Entertainment District and provides easy identification of arts and culture assets within the district.
  - 3.2.1 Utilize banners to establish a recognizable logo/brand for the District and to demarcate physical boundaries of the District.
  - 3.2.2 Create materials that merchants, businesses, and other properties within the District can display, indicating membership and support for the District.
- 3.3 Develop a website and coordinated social media strategy.<sup>8</sup>
- 3.4 Develop a mobile app that facilitates/eases access to a calendar of activities, purchasing tickets, and identifying what is available in the district (restaurants, galleries, night clubs, performance venues, movies, artist studios, etc.)
- 3.5 Develop guidelines for District promotion among businesses within the boundaries.
- 3.6 Develop a plan to encourage broad marketing and promotion of district.
- 3.7 Encourage/incentivize downtown businesses to refer/use the District logo and name in marketing and promotional materials and to display the District logo at their storefronts.

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<sup>7</sup> The Main Street Study includes the following recommendation, consistent with the strategies of the Marketing and Branding Task Force: “Embark on the creation of a downtown branding plan complete with tag lines, slogans, key messaging, and graphics that can position through a branding campaign a more comprehensive image of downtown that includes arts and entertainment. In addition, this branding should be supported and incorporated within a media campaign and as a subtext to all promotional activities aligned with the Arts+Entertainment+Culinary district strategy.”

<sup>8</sup> Model arts and entertainment district websites for reference: [Miami, FL](#); [Bethesda, MD](#); [Kansas City, MO](#); [Indianapolis, IN](#); [Carmel, IN](#)

## Programming

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

Success begins when the public says to itself “Let’s go down to the District. I don’t know what is happening right now, but I know it will be interesting.” Under the best of circumstances, the central core – the District - will become the “living room” of the city, the place where people gather, share experiences and enjoy the things that only a vibrant urban center can offer.

Programming in the District should grow out an appreciation and support for arts and entertainment activities that are already taking place. New events and activities should complement these and begin to promote an identifiable brand for the district. Efforts should be made to persuade event promoters in the District to include the District logo and name in their promotional materials, in exchange for the District promoting their special events. Consideration should be given to establishing a small participation fee paid by event promoters to be used to augment marketing of the District.



Dogwood Festival on Hay Street

The Programming Task Force undertook the responsibility of examining what would comprise a programming mix to activate the District. They met throughout the planning process and their feedback, informed the following recommendations.

- 4.1 Develop programming and marketing that establishes a character for daytime activity that is distinct from nighttime activity. The ultimate goal is to establish programming that is consistent and creates an expectation of the experience of visiting the District.
- 4.2 Develop event criteria for activities within the district boundaries.
- 4.3 Conduct a comprehensive review of existing programs that currently occur within District boundaries and conduct a gap analysis to inform development of additional programming. The analysis should be divided into daytime programming and evening programming, consistent with the recommendation to create distinct characteristics in programming for each.
  - 4.2.1 Review existing events utilizing the criteria established for current and future programming.
  - 4.2.2 Look to understand the gaps, referring back to characteristics of a successful district. What are the elements already in place and what programming elements need to be added?

4.4 Develop a distinct calendar of programming that is anchored by existing downtown area programming, including the Dogwood Festival, International Folk Festival, Fourth Friday's and ongoing programming in Festival Park.

4.5 Develop a program of temporary art installations or projects that would contribute to developing an identity for the District. This program of temporary public art could play a role in drawing pedestrians beyond Hay Street. These projects should align with the recommendations in the proposed Public Art Master Plan.

4.6 Establish an incentive program to establish an ongoing music venue or multiple venues within the District.

4.7 District Management organization should have a seat on the Special Events Committee to oversee activities in within district boundaries.



4<sup>th</sup> Friday, June 2015

4.8 District Management organization should receive a percentage of Special Events Fees for the activities within the district.

4.9 Many suggestions, including (below) have been proposed by stakeholders and the Task Force engaged to advise the planning process. It is recommended that once staff is in place, they utilize this menu of options to shape and launch programming for the District. The first task will be to sort the various scenarios by priority to focus investment of programming and marketing resources. Sample programming scenarios recommended by the Task Forces include:

4.9.1 Invest in a robust busker program to assure there is live performance or activity in key areas of the District on a regular schedule. This may include daily during lunchtime (11:30 – 1:30) to draw restaurant patrons; and early, mid and late evening to establish an evening environment to experience the District.

4.9.2 Initiate a series of temporary, multi-disciplinary “pop-up” programs in vacant spaces throughout the District that would contribute to an element of “surprise.”





Pop-Up Store Front in empty buildings  
Scottsdale, AZ

- 4.9.3 Conduct a review of existing festivals and seek to fill the gaps with one or more festivals that become known over time, whether associated with a specific holiday, season, or annual community celebration.
- 4.9.4 Sponsor a schedule of “food truck rodeos” in areas off the main corridor to increase the core District as a “dining destination.”<sup>9</sup>



2014 Food Truck Rodeo, Durham, NC

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<sup>9</sup> The Main Street Market Study included a similar recommendation: “Create a food truck Friday event and position near Bow and Person’s streets. This will bring additional life to Person Street retail as well as further build connections with both visitors and employees at Cumberland County facilities.”

- 4.9.5 Initiate a program of temporary public art that can give a highly visible manifestation of the vitality of the District, which may have the function of unifying the District and drawing pedestrians beyond Hay Street.



'Parking Day' temporary installations

The District Manager should take a curatorial and experimental approach to programs, building on the many ideas that have been advanced by planning participants, including art walks, movie nights, temporary and pop-up exhibitions and performance, wine tastings and more.

## Financing

The Task Force on District Governance developed a series of recommendations for securing the funding needed to manage, program and market the Arts and Entertainment District. It should be a priority to begin operations only when funding and financing mechanisms are in place to assure a successful organizational period and launch of the District.

### 5.1 Develop a balanced and diversified set of funding streams to support the operations, programming, marketing and physical development of the District.

- 5.1.1 A portion of the existing Municipal Services District funds, approximately \$120,000, is currently allocated for the management, marketing and programming of the Central Core that will constitute the Arts and Entertainment District.
- 5.1.2 The District should request operational support from the City of Fayetteville and Cumberland County towards annual operations and programming. This recommendation has been presented to County and City elected officials. The goal is for \$100,000 annually.
- 5.1.3 The District should seek re-allocation from the Arts Council of the existing Arts Council contribution to Veterans Park, which is set to expire.
- 5.1.4 Contributions from the private sector should be sought. There is an indication from discussions with local philanthropic representatives that operating support is possible. A specific offer was made contingent upon annual operating funds being committed from the City and County.

The above resources serve as the basis for the model operating budget that follows. A budget is suggested below with Year 1 at approximately \$450,000 and Year 2 at approximately \$670,000. Significant start-up and launch costs are reflected in the first two years. An operating budget of approximately \$550,000 is anticipated in subsequent years.

Potential additional sources identified by the Task Force include:

- Additional/designated resources from the transient occupancy tax.
- Seeking CDBG funding to specifically support rehabilitation of spaces.
- Consideration of a percentage of private development projects within the District allocated for arts.
- Identifying and seeking additional private sector support from local philanthropic sources, beyond the operating support mentioned above.
- A membership program for local businesses and for individuals. An arrangement might be developed with business members offering a discount to individual district members.
- Seeking grants from outside agencies – the North Carolina Arts Council, the National Endowment for the Arts, private foundations, etc.
- Hosting an annual District gala, perhaps with an art auction, as a private fundraising strategy.



Funding Credits for The Paseo, Oklahoma City, indicating diversified funding sources and public and private support.

## Economic Development

The development of arts and entertainment districts are pursued to accomplish three things: arts and cultural development, community development and economic development. In the case of Fayetteville, the District can be a powerful stimulus to business, bolstering existing enterprises and attracting business relocation and business formation. Of particular value would be arts-related and creative economy business that will reinforce the creative and innovative character of the Arts and Entertainment District.

- 6.1 Develop guidelines for merchants within the District to have consistent hours of operation. This is a key element in creating a sense of reliability that the District will be “a place that people know will be open and available.”<sup>10</sup>

Currently there are guidelines in place to encourage extended hours of operation during events. Formation of the District provides an opportunity for more fully engaging existing businesses and merchants in formulating guidelines that are supportive of the merchants and in the best interest of furthering the development of a District.

- 6.2 Initiate strategies to activate the District with creative, cultural and entertainment focused businesses and programs, that may include:

- 6.2.1 A City planning or development staff member to serve as a recognized active liaison to the District with knowledge of and authority to access existing economic development and small business development programs that can be utilized in District development strategies;
- 6.2.2 Utilization of (or building upon) these programs with a specific initiative to attract/encourage the development of galleries for exhibition and sales of visual arts;
- 6.2.3 Creation of incentive programs for commercial and housing developers to include artist live and/or work space when developing properties within the District.
- 6.2.4 The District manager should work with the City to create an incentive plan that will drive new and existing galleries and businesses to locate in the Central Core, within the District.

The chances of a highly successful arts and entertainment district will be greatly enhanced by a concentration of galleries and arts-related and creative businesses. Efforts should be made to attract creative tech-related businesses, such as game and application developers, designers, and other such creative enterprises. Consideration should be given to adding additional artist co-op galleries in the Center Core.

- 6.3 Establish a robust roster of partnerships committed to the development and activation of the District that may include:

- 6.3.1 Non-profit arts organizations who already serve the community with a robust set of programs and experiences;

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<sup>10</sup> The Main Street Market study addresses this issue with the following observation: “ It’s also important to understand that an Arts + Entertainment + Culinary district transformation strategy requires later store hours and often reflects a more robust evening hours state of activity in downtown. This is not currently a strong suit for downtown Fayetteville, and thus a number of recommendations relative to this strategy will reflect a need to move beyond a standard day time set of retail hours. ”

- 6.3.2 For-profit arts producers who willingly will invest their expertise and capital in creating and producing new programming to activate the District;
- 6.3.3 The Chamber of Commerce to engage businesses in participating in District development and in attracting and supporting new creative businesses to the District;
- 6.3.4 Real estate developers and property owners to be active participants in attracting residents, creative businesses and use of property for programming and distinct District activities;
- 6.3.5 Fayetteville State University, Methodist University and Fayetteville Technical Community College in establishing satellite programming that can become an anchor of District activity and serve to draw their student bodies to engage with District activities.
- 6.3.6 Area foundations, philanthropists and corporate funders to invest in development of the District and in supporting ongoing programming within the District.

Leaders and representatives of many of these organizations were active participants in the planning process, serving on one or more task forces or participating in stakeholder interviews and/or discussion groups, and indicated their interest in playing a role in the formation and promotion of a District.

## Metrics for Success

As the planning process evolved, there were numerous metrics that emerged as key elements to measure the success of an AED. No single metric is intended to be the primary measure of the success of a District. These measures provide general guidelines for assessing the outcomes of establishing a District. Each measure would require establishing baseline data at the outset of establishing a District. The current financial/operating model does not include data collection, management and evaluation.

The District administration should work with the City to gather information that might support the following measures of success and impact:

- Growth in sales tax revenue in the District.
- Rise in property values in the District.
- Reduction in the number of vacant properties in the District.
- Business relocations or formation within the District.
- Increase in the number of residential units in the District.
- Increase in the number of artists living and working in the District.
- Development of new partnerships with existing arts organizations or other program providers, such as colleges and universities.
- increase in the number of special events, festivals and unique programs that attracted the community.
- Growth in the revenues of arts nonprofits over time.
- Growth in the hotel tax revenues over time.
- Decrease in crime (actual and perceived).

Model/Pro Forma Operating Budget

	Pro Forma				
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
<b>Revenue</b>					
<u>Government</u>					
MSD Allocation (2% annual increase)	\$119,500	\$121,890	\$124,328	\$126,814	\$129,351
CBDG Rehab Funds	\$	\$	\$	\$	\$
% of Public Development Projects (0.250%)	\$	\$	\$	\$	\$
TDA	\$	\$	\$	\$	\$
County	100,000	100,000	100,000	100,000	100,000
City	100,000	100,000	100,000	100,000	100,000
<u>Private</u>					
Grants	\$	\$	\$	\$	\$
Local Philanthropy	100,000	100,000	100,000	100,000	100,000
Membership/Sponsorships	10,000	25,000	30,000	35,000	40,000
<u>Other</u>					
Arts Council	100,000	100,000	100,000	100,000	100,000
FACVB	\$	\$	\$	\$	\$
Downtown Event Activity Fee (5% annual increase)	5,000	5,250	5,513	5,788	6,078
<u>Events</u>					
Select existing DTA events (net)	24,000	30,000	40,000	50,000	60,000
<b>Total Revenue</b>	<b>558,500</b>	<b>582,140</b>	<b>599,841</b>	<b>617,602</b>	<b>635,429</b>
<b>Expenses</b>					
<u>Personnel</u>					
Executive Director	85,000	87,000	89,000	91,000	93,000
Program/Promotions Manager (6 months yr 1; 12 mos yr 2)	51,000	52,000	53,000	54,000	55,000
Administrative Assistant	30,000	31,000	32,000	33,000	34,000
Events Manager	35,000	36,000	37,000	38,000	39,000
Benefits/Payroll Taxes (28%)	56,280	57,680	59,080	60,480	61,880

Sub-Total (Personnel)	257,280	263,680	270,080	276,480	282,880
<u>Operations</u>					
Rents	7,920	7,920	7,920	7,920	7,920
Telephone	1,940	1,440	1,440	1,440	1,440
Supplies	3,500	4,000	4,500	4,500	4,500
Insurance (D&O; GL)	5,000	5,000	5,000	5,000	5,000
Office Equipment	25,000	6,000	6,000	6,000	10,000
Web Hosting	1,200	2,400	2,400	2,400	2,400
Printing & Design	4,500	4,500	4,500	4,500	4,500
Miscellaneous	5,000	5,000	5,000	5,000	5,000
Accounting	5,000	5,000	5,000	5,000	5,000
Postage	1,000	1,000	1,000	1,000	1,000
Sub-Total (Operations)	60,060	42,260	42,760	42,760	46,760
<u>Marketing and Branding</u>					
Web site Design	35,000				
District Branding	50,000	50,000	10,000	10,000	10,000
Advertising	50,000	85,000	125,000	125,000	125,000
Signage/Gateways	30,000	40,000	50,000	60,000	70,000
Sub-Total (Marketing)	165,000	175,000	185,000	195,000	205,000
<u>Programming</u>					
General Programming	75,000	100,000	100,000	100,000	100,000
Sub-Total (Programming)	75,000	100,000	100,000	100,000	100,000
TOTAL EXPENSES	557,340	580,940	597,840	614,240	634,640
Net	1,160	1,200	2,001	3,362	789

## Implementation

Implementation of this plan will rely on a number of interrelated factors, players and actions. It is impossible to underestimate the importance of leadership. A number of organizations have been identified as key leaders in moving this District plan forward and they, in turn, must collaborate with many partners. The City must embrace the plan, establishing the District, providing funding and assisting in the development of the District. Artists and cultural organizations must provide the creative impulse that will make the District a vibrant and exciting place. Businesses must cooperate by establishing operating hours that support both a daytime and nighttime lifecycle.

It is worth noting that through the planning process, there were a number of challenges identified that will need to be addressed over time for the District to be successful. These challenges range from overcoming pre-conceived notions (including getting past “oh, we tried that twenty years ago...”); to merchants within the District that may be resistant to the concept and what it may require of them in regards to hours of operation; to noise and traffic after hours; to building an audience for new activities; and to providing a continuum of activities that range from adult-oriented nightlife to youth and family focused programming. In addition, changes may be needed in current ordinances (noise, food/liquor, hours of operation) that will need to be addressed as programming within the District emerges and as business opportunities are presented. None of these challenges are significant enough to impact development of a District. Still, it is important to be aware of these issues and to address them as the District is established and launched. While it would be helpful to be able to point to strategies from other communities to address these challenges, in fact, the circumstances and challenges in each community are unique and idiosyncratic. It will be necessary for the District administration to address them as they emerge during implementation.

The following table presents detail on implementation, presenting the recommendations in chronological and priority order to initiate, establish the District and steps for implementation. It identifies a recommended lead and key partners, priority and timing, resources needed and initial actions.

### Abbreviations

AC	Arts Council of Fayetteville/Cumberland County	COC	Chamber of Commerce
DS	District Staff	MSD	Municipal Services District
COF	City of Fayetteville	SC	Steering Committee
CPD	City Planning and Development Department	DAC	District Advisory Committee
FACVB	Fayetteville Area Convention and Visitors Bureau	DGB	District Governing Board
CC	Cumberland County	CLT	Cultural Organizations
UN	Universities (FSU, Methodist)	PD	Private Developers
PP	Private Philanthropy		

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
<b>Physical Development of the District</b>						
Sept 2016	1.1	Establish a District area(s) with physical boundaries that define a compact, walkable district(s). A key characteristic of successful districts is a geographic footprint that creates a sense of intimacy and a contained, definable sense of place.	COF	AC SC	<ul style="list-style-type: none"> <li>Preparation of ordinance.</li> <li>Presentation by SC, AC and to City Council</li> <li>City Council adopts/approves of establishing the Arts and Entertainment District</li> </ul>	Staff and volunteer time and effort
Sept 2016	1.1.1 and 1.1.2	The City should designate the Fayetteville Arts and Entertainment District in the Central Core. This District should encompass approximately the same area as the Downtown Municipal Service District and the downtown historic district.  Establish boundaries for the AED that are bounded by Rowan/Grove Street on the north; Robeson Street/Bragg Boulevard on the west; Russell Street on the south; Cool Spring Street on the east.	COF	AC SC	Approval and adoption of ordinance.	
Ongoing	1.1.3	Central Core boundaries should be reviewed every five years or when major changes occur to the MSD.	DS DAC			
mid-2017	1.2	Boldly demarcate the physical boundaries of the District.	DS	DAC AC COF	Design in place for branding of the District	Funding for design and implementation
mid-2017	1.2.1	Adopt a bold approach to 'outlining' the District utilizing unique design elements to differentiate the District, e.g., establishing a specific gateway or set of gateways (distinct from existing gateways development efforts by the City of Fayetteville) and/or utilizing banners throughout to create an identity, a sense of festivity, and a delineation of place such as painting the median lines of the four boundary roads to draw attention to the District.	DS	DAC AC COF	Design in place for branding of the District	Funding for design and implementation
mid-2017	1.3	The District manager should work with the City to utilize and expand the existing way-finding system to delineate the boundaries of the District and its cultural assets.	DS	DAC AC COF	Design in place for branding of the District	Funding for design and implementation
mid-2017	1.3.1	Connect to City focus on gateway improvement and coordinate AED gateway projects with existing efforts	DS	DAC AC COF	Design in place for branding of the District	Funding for design and implementation
mid-2017, ongoing	1.4	Develop the Central Core District to encourage the urban form and architectural character found in the traditional downtown area, as well as to promote redevelopment to create a more diverse and vibrant mixed-use center.	DS	DAC AC COF	Design in place for branding of the District	Funding for design and implementation
mid-2018 or	1.5	Once the Central Core District is established and fully operational, consideration should be given to developing additional, satellite	DS	DAC AC		Additional planning once District infrastructure is

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
beyond		districts in the Haymount, Fayetteville State University/Murchison Road and Cape Fear River areas.		COF		fully in place, operational and the District has recognition and regular programming.
Mid to Long-Term	1.6	Over time, consideration should be given to developing new and renovated cultural and entertainment facilities to reinforce the District and expand its capacity to support enhanced programming	DGB	COF AC	Planning and design	Invest in development feasibility and financing approaches to develop a performing arts center and other facilities
Late 2017 – early 2018	1.7	The District manager should consider engaging a nonprofit developer of artist live/work space to assess demand and the suitability of available City-owned properties for artist housing and/or artist live/work and studio spaces. Experience in many cities has shown that the presence of a concentration of artists in a designated geographic area or district contributes greatly to the vibrancy and daily life cycle of activity.	DS	AC DAC COF PD CPD	Research on approaches to live/work space development; feasibility study; initiate contact with non-profit space developers; identify potential sites in the Central Core.	Funding for initial studies and pre-development costs.
	1.8	The District manager should continue conversations with the universities and college to develop satellite rehearsal space, gallery space and offices in the downtown area.	DS	DAB UN	Developing ongoing discussions with university representatives and departments.	Staff time and effort
Long-Term	1.9	The District Manager should work with the City to impose a 0.25% assessment on the permit valuation of new private development in the district to support public design elements in the District. These include District lighting, unique pavers, walkability improvements, trees and plantings.	DS	DGB COF PD CPD		
Mid to Long Term	1.10	Over time, consideration should be given to the development of a program to offer design, technical services for businesses in the district, assistance with layout of outside seating, storefront design, etc.	DS	DAC DGB	As capacity develops in the District staff, this can become a programmatic initiative	
Mid to Long Term	1.11	The District Manager should initiate discussions with local universities to discuss the advantages of relocating some or all of their arts and design programs into the downtown central core.	DS	DAC DGB UN		
<b>Governance of the District</b>						
Sept. 2016	2.1	Arts Council of Fayetteville/Cumberland County (Arts Council) should serve as the initiator in the creation of new organization to launch of the Arts and Entertainment District (AED).	AC	SC COF	COF designates AC as the fiscal agent for the District and allocates the funding accordingly.	
Sept. 2016	2.2	The Arts Council should lead in the creation of an initial Advisory Committee to assist in the formation of the District.	AC	SC DAC	Steering Committee transitions into the active Advisory Board	
mid-Term (approx. 2 years)	2.3	The District should be managed by an appropriately structured, non-profit entity with an independent board of directors.	AC	DAC DS	Over time, the Advisory Board transitions into the Governing Board of an independent entity.	
mid-Term (approx. 2 years)	2.3.1	An independent organization should be launched at such time as clear leadership is in place; an identity and brand has been established; there is agreement among the advisory body that funding is reliable for at least three or more years, and there is a programmatic roster	AC	DAC DS		

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
		established that has been successfully executed.				
Mid-Term	2.4	The District Management organization should set the design standard for the district and act as keeper of the brand to include: streetscape, economic development, marketing and promotion, signage/wayfinding, etc.	DS	DAC DGB COF CPD		
Ongoing	2.5	District staff should have a seat or liaison role with the Human Resources Commission, the Historic District Commission, the City's Special Events Committee, and any other committees whose work directly affects the District.	DS	Various partner entities as identified		
<b>Marketing and Promotion</b>						
Jan – June 2017	3.1	The highest priority is to initiate a public campaign to establish a name/identity for the District. This can be in the form of a contest and it is recommended that a group of local media partners be recruited to engage the public in “crowdsourcing” a name for the District.	DS	Various	Recruit media partners, engage organizer/manager of public campaign (contract as necessary)	Executive Director of the district should be in place and an office established. This is a priority to launch the District within the community.
Feb – Oct 2017	3.2	Establish a unique, engaging and recognizable coordinated wayfinding system that identifies the boundaries of the arts and entertainment district and provides easy identification of arts and culture assets within the district.	AC DS	DAC CPD COF	Will require engaging either artists and/or designers to design a wayfinding system, coordinated with a comprehensive branding program for the District.	
Feb – Oct 2017	3.2.1	Utilize banners to establish a recognizable logo/brand for the District and to demarcate physical boundaries of the District.	AC DS	All recommendations listed in this block are related to establishing a brand identity for the District. It is assumed in the timing column that this will be the priority activity once the staff is hired, an office is established, and resources are in place to launch the District.		
Feb – Oct 2017	3.2.2	Create materials that merchants, businesses, and other properties within the District can display, indicating membership and support for the District.	AC DS			
Feb – Oct 2017	3.3	Develop a website and coordinated social media strategy.	AC DS			
Feb – Oct 2017	3.4	Develop a mobile app that facilitates/eases access to a calendar of activities, purchasing tickets, and identifying what is available in the district (restaurants, galleries, night clubs, performance venues, movies, artist studios, etc.)	AC DS			
Feb – Oct 2017	3.5	Develop guidelines for District promotion among businesses within the boundaries.	AC DS			
Feb – Oct 2017	3.6	Develop a plan to encourage broad marketing and promotion of district.	AC DS			
Feb – Oct 2017	3.7	Encourage/incentivize downtown businesses to refer/use the District logo and name in marketing and promotional materials and to display the District logo at their storefronts.	DS AC			
<b>Programming</b>						
Jan 2017, ongoing	4.1	Develop programming and marketing that establishes a character for daytime activity that is distinct from nighttime activity. The ultimate goal is to establish programming that is consistent and creates an	DS			Allocation of funding needs to be in place to begin developing new

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
		expectation of the experience of visiting the District.				programming.
Jan – March 2017	4.2	Develop event criteria for activities within the district boundaries	AC	DS DAC		
Jan – March 2017	4.3	Conduct a comprehensive review of existing programs that currently occur within District boundaries and conduct a gap analysis to inform development of additional programming. The analysis should be divided into daytime programming and evening programming, consistent with the recommendation to create distinct characteristics in programming for each.	AC	DS DAC		
Jan – March 2017	4.3.1	Review existing events utilizing the criteria established for current and future programming.	AC	DS DAC		
Jan – March 2017	4.3.2	Look to understand the gaps, referring back to characteristics of a successful district. What are the elements already in place and what programming elements need to be added?	AC	DS DAC		
Jan – March 2017	4.4	Develop a distinct calendar of programming that is anchored by existing downtown area programming, including the Dogwood Festival, International Folk Festival, Fourth Friday's and ongoing programming in Festival Park	DS	AC DAC		
Mid-2017	4.5	Develop a program of temporary art installations or projects that would contribute to developing an identity for the District. This program of temporary public art could play a role in drawing pedestrians beyond Hay Street. These projects should align with the recommendations in the proposed Public Art Master Plan.	AC	DS DAC CDP		
Long-Term	4.6	Establish an incentive program to establish an ongoing music venue or multiple venues within the District.	DS	COF DAC PD		
Jan 2017	4.7	District Management organization should have a seat on the Special Events Committee to oversee activities in within district boundaries.	DS	COF		
Mid 2017	4.8	District Management organization should receive a percentage of Special Events Fees for the activities within the district.	DS	COF DAB		Funding would cover a portion of ongoing marketing costs
Ongoing	4.9	Many suggestions, including (below) have been proposed by stakeholders and the Task Force engaged to advise the planning process. It is recommended that once staff is in place, they utilize this menu of options to shape and launch programming for the District. The first task will be to sort the various scenarios by priority to focus investment of programming and marketing resources. Sample programming scenarios recommended by the Task Forces include:	DS			
Ongoing	4.9.1 – 4.9.5	<ul style="list-style-type: none"> <li>Invest in a robust busker program to assure there is live performance or activity in key areas of the District on a regular schedule. This may include daily during lunchtime (11:30 –</li> </ul>	DS	Various	Upon launch of the District, staff should begin reviewing the existing programs within the	

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
		<p>1:30) to draw restaurant patrons; and early, mid and late evening to establish an evening environment to experience the District.</p> <ul style="list-style-type: none"> <li>Initiate a series of temporary, “pop-up” programs in vacant spaces throughout the District that would contribute to an element of “surprise.”</li> <li>Conduct a review of existing festivals and seek to fill the gaps with one or more festivals that become known over time, whether associated with a specific holiday, season, or annual community celebration.</li> <li>Sponsor a schedule of “food truck rodeos” in areas off the main corridor to increase the Core District as a “dining destination.</li> <li>Initiate a program of temporary public art that can give a highly visible manifestation of the vitality of the District, which may have the function of unifying the District and drawing pedestrians beyond Hay Street.</li> </ul>			boundaries of the District. Once a gap analysis is completed, utilize suggestions to begin outlining programming and activating the District.	
<b>Financing</b>						
Sept 2016	5.1	Develop a balanced and diversified set of fund streams to support the operations, programming, marketing and physical development of the District.	AC	SC COF PP		
Sept – Dec 2016	5.1.1 – 5.1.4 5	<ul style="list-style-type: none"> <li>The existing Municipal Services District generates an estimated \$120,000 that should be designated for District management, programming and operations.</li> <li>The District should request operational support from the City of Fayetteville and Cumberland County towards annual operations and programming. This recommendation has been presented to County and City elected officials. The goal is for \$100,000 annually.</li> <li>The District should seek re-allocation from the Arts Council of the existing Arts Council contribution to Veterans Park, which is set to expire.</li> <li>Contributions from the private sector should be sought. There is an indication from discussions with local philanthropic representatives that operating support is possible. A specific offer was made contingent upon annual operating funds being committed from the City and County.</li> </ul>	AC	COF CC PP	Goal is to establish the funding mechanisms to launch the District with initial financing in place to begin hiring staff by Jan 1, 2017 and establish an office and operations from that point forward.	Initial budget for year one is \$450,000
<b>Economic Development</b>						
Mid-2017	6.1	Develop guidelines for merchants within the District to have consistent hours of operation. This is a key element in creating a sense of reliability that the District will be “a place that people know will be open and available.”	DS	COF AC DAC Local Merchants	This will require establishing a relationship between the District and local merchants and working with them to develop guidelines	
Initiate upon	6.2	Initiate strategies to activate the District with creative, cultural and entertainment focused businesses and programs, that may include:	AC	COF COC		

Timing	Rec #	Recommendation	Lead	Partner(s)	Actions	Resources
launch of the District,				CPD PD		
Initiate upon launch of the District, near to mid term	6.2.1 – 6.2.4	<ul style="list-style-type: none"> <li>• A City planning or development staff member to serve as a recognized active liaison to the District with knowledge of and authority to access existing economic development and small business development programs that can be utilized in District development strategies;</li> <li>• Utilization of (or building upon) these programs with a specific initiative to attract/encourage the development of galleries for exhibition and sales of visual arts;</li> <li>• Creation of incentive programs for commercial and housing developers to include artist live and/or work space when developing properties within the District.</li> <li>• The District manager should work with the City to create an incentive plan that will drive new and existing galleries and businesses to locate in the Central Core, within the District.</li> </ul>	AC	COF COC CDP PD		
Near to mid term	6.3	Establish a robust roster of partnerships committed to the development and activation of the District that may include:	DS	Various	Initiate upon launch of the District,	
	6.3.1 – 6.3.6	<ul style="list-style-type: none"> <li>• Non-profit arts organizations who already serve the community with a robust set of programs and experiences;</li> <li>• For-profit arts producers who willingly will invest their expertise and capital in creating and producing new programming to activate the District;</li> <li>• The Chamber of Commerce to engage businesses in participating in District development and in attracting and supporting new creative businesses to the District;</li> <li>• Real estate developers and property owners to be active participants in attracting residents, creative businesses and use of property for programming and distinct District activities;</li> <li>• Fayetteville State University, Methodist University and Fayetteville Technical Community College in establishing satellite programming that can become an anchor of District activity and serve to draw their student bodies to engage with District activities.</li> <li>• Area foundations, philanthropists and corporate funders to invest in development of the District and in supporting ongoing programming within the District.</li> </ul>	DS	Various		

## Sequential Implementation

### Initial Steps to Organize and Launch

	Action	Rec #	Related/Relevant Recommendations
Sept- Dec 2016	<input type="checkbox"/>		Presentation to City Council
	<input type="checkbox"/>		Council to review, accept plan and adopt ordinance designating the Arts and Entertainment District
	<input type="checkbox"/>		Arts Council Board reviews and adopts AED Plan
	<input type="checkbox"/>		Arts Council Board approves serving as the catalyst to create the infrastructure of a new organization.
	<input type="checkbox"/>		Establish/finalize the budget for the AED for year one and two
	<input type="checkbox"/>		Identify sources and seek commitments for funding – public and private
	<input type="checkbox"/>		Newly formed Advisory Committee develop job description for the District Executive Director
		<input type="checkbox"/>	Advisory Committee initiate E.D. Search (Ideally E.D. is hired and begins on January 1, 2017)
		1.1	Establish a District area(s) with physical boundaries that define a compact, walkable district(s). A key characteristic of successful districts is a geographic footprint that creates a sense of intimacy and a contained, definable sense of place.
		1.1.1 and 1.1.2	The City should designate the Fayetteville Arts and Entertainment District in the Central Core. This District should encompass approximately the same area as the Downtown Municipal Service District and the downtown historic district.  Establish boundaries for the AED that are bounded by Rowan/Grove Street on the north; Robeson Street/Bragg Boulevard on the west; Russell Street on the south; Cool Spring Street on the east.
		2.1	Arts Council of Fayetteville/Cumberland County (Arts Council) should serve as the initial host to launch of the Arts and Entertainment District (AED).
		2.2	The Arts Council should create an initial Advisory Committee to assist in the formation of the District.
		5.1	Develop a balanced and diversified set of fund streams to support the operations, programming, marketing and physical development of the District.
		5.1.1 – 5.1.45	<ul style="list-style-type: none"> <li>• The existing Municipal Services District generates an estimated \$120,000 that should be designated for District management, programming and operations.</li> <li>• The District should request operational support from the City of Fayetteville and Cumberland County towards annual operations and programming. This recommendation has been presented to County and City elected officials. The goal is for \$100,000 annually.</li> <li>• The District should seek re-allocation from the Arts Council of the existing Arts Council contribution to Veterans Park, which is set to expire.</li> </ul> Contributions from the private sector should be sought. There is an indication from discussions with local philanthropic representatives that operating support is possible. A specific offer was made contingent upon annual operating funds being committed from the City and County.
January –	<input type="checkbox"/>		E.D. begins work

<b>June 2017</b>	<input type="checkbox"/> identify office needs and set up operations <input type="checkbox"/> Hire Program/Promotions Manager and Administrative Assistant <input type="checkbox"/> Focus on establishing a presence for the AED, developing the brand/identity <input type="checkbox"/> Begin establishing relationships within the AED with businesses and identify appropriate boards, commissions, etc. where a presence is beneficial to the AED <input type="checkbox"/> Organize and launch public campaign to establish name/identity of the AED <input type="checkbox"/> Begin development of website, coordinated social media strategies, and design of demarcation and wayfinding <input type="checkbox"/> Initiate programming review, establishing program criteria and establish initial programming to activate the AED	
	3.1	The highest priority is to initiate a public campaign to establish a name/identity for the District. This can be in the form of a contest and it is recommended that a group of local media partners be recruited to engage the public in "crowdsourcing" a name for the District.
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	3.2	Establish a unique, engaging and recognizable coordinated wayfinding system that identifies the boundaries of the arts and entertainment district and provides easy identification of arts and culture assets within the district.
	3.2.1	Utilize banners to establish a recognizable logo/brand for the District and to demarcate physical boundaries of the District.
	3.2.2	Create materials that merchants, businesses, and other properties within the District can display, indicating membership and support for the District.
	3.3	Develop a website and coordinated social media strategy.
	3.4	Develop guidelines for District promotion among businesses within the boundaries.
	4.1	Develop programming and marketing that establishes a character for daytime activity that is distinct from nighttime activity. The ultimate goal is to establish programming that is consistent and creates an expectation of the experience of visiting the District.
	4.2	Develop event criteria for activities within the district boundaries
	4.3	Conduct a comprehensive review of existing programs that currently occur within District boundaries and conduct a gap analysis to inform development of additional programming. The analysis should be divided into daytime programming and evening programming, consistent with the recommendation to create distinct characteristics in programming for each.
	4.3.1	Review existing events utilizing the criteria established for current and future programming.
	4.3.2	Look to understand the gaps, referring back to characteristics of a successful district. What are the elements already in place and what programming elements need to be added?
	4.4	Develop a distinct calendar of programming that is anchored by existing downtown area programming, including the Dogwood Festival, International Folk Festival, Fourth Friday's and ongoing programming in Festival Park
	4.5	Develop a program of temporary art installations or projects that would contribute to developing an identity for the District. This program of temporary public art could play a role in drawing pedestrians beyond Hay Street. These projects should align with the recommendations in the proposed Public Art Master Plan.
	4.7	District Management organization should have a seat on the Special Events Committee to oversee activities in within district boundaries.
	6.1	Develop guidelines for merchants within the District to have consistent hours of operation. This is a key element in creating a sense of reliability that the District will be "a place that people know will be open and available."

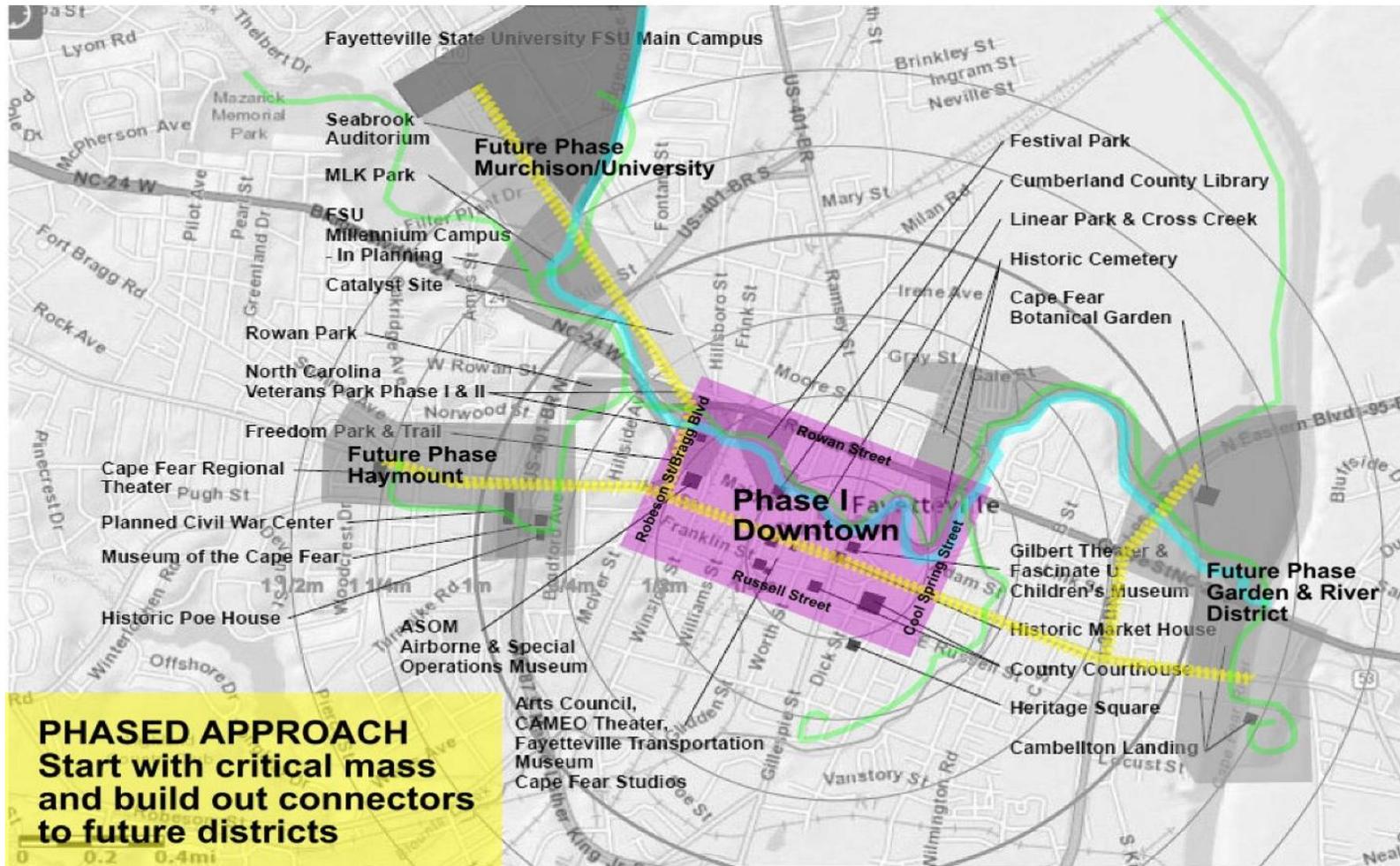
<b>Mid 2017</b>			
	6.2		Initiate strategies to activate the District with creative, cultural and entertainment focused businesses and programs, that may include:
	6.2.1 – 6.2.4		<ul style="list-style-type: none"> <li>• A City planning or development staff member to serve as a recognized active liaison to the District with knowledge of and authority to access existing economic development and small business development programs that can be utilized in District development strategies;</li> <li>• Utilization of (or building upon) these programs with a specific initiative to attract/encourage the development of galleries for exhibition and sales of visual arts;</li> <li>• Creation of incentive programs for commercial and housing developers to include artist live and/or work space when developing properties within the District.</li> </ul> <p>The District manager should work with the City to create an incentive plan that will drive new and existing galleries and businesses to locate in the Central Core, within the District.</p>
	1.2		Boldly demarcate the physical boundaries of the District.
	1.2.1		Adopt a bold approach to 'outlining' the District utilizing unique design elements to differentiate the District, e.g., establishing a specific gateway or set of gateways (distinct from existing gateways development efforts by the City of Fayetteville) and/or utilizing banners throughout to create an identity, a sense of festivity, and a delineation of place such as painting the median lines of the four boundary roads to draw attention to the District.
	1.3		The District manager should work with the City to utilize and expand the existing way-finding system to delineate the boundaries of the District and its cultural assets.
	1.3.1		Connect to City focus on gateway improvement and coordinate AED gateway projects with existing efforts
	1.4		Develop the Central Core District to encourage the urban form and architectural character found in the traditional downtown area, as well as to promote redevelopment to create a more diverse and vibrant mixed-use center.
	6.3		Establish a robust roster of partnerships committed to the development and activation of the District that may include:
	6.3.1 – 6.3.6		<ul style="list-style-type: none"> <li>• Non-profit arts organizations who already serve the community with a robust set of programs and experiences;</li> <li>• For-profit arts producers who willingly will invest their expertise and capital in creating and producing new programming to activate the District;</li> <li>• The Chamber of Commerce to engage businesses in participating in District development and in attracting and supporting new creative businesses to the District;</li> <li>• Real estate developers and property owners to be active participants in attracting residents, creative businesses and use of property for programming and distinct District activities;</li> <li>• Fayetteville State University, Methodist University and Fayetteville Technical Community College in establishing satellite programming that can become an anchor of District activity and serve to draw their student bodies to engage with District activities.</li> </ul> <p>Area foundations, philanthropists and corporate funders to invest in development of the District and in supporting ongoing programming within the District.</p>

## Mid-Term, Long-Term and Ongoing

mid-2018 or beyond		1.5	Once the Central Core District is established and fully operational, consideration should be given to developing additional, satellite districts in the Haymount, Fayetteville State University/Murchison Road and Cape Fear River areas.
Mid to Long-Term	Planning and design	1.6	Over time, consideration should be given to developing new and renovated cultural and entertainment facilities to reinforce the District and expand its capacity to support enhanced programming
Late 2017 – early 2018	Research on approaches to live/work space development; feasibility study; initiate contact with non-profit space developers; identify potential sites in the Central Core.	1.7	The District manager should consider engaging a nonprofit developer of artist live/work space to assess demand and the suitability of available City-owned properties for artist housing and/or artist live/work and studio spaces. Experience in many cities has shown that the presence of a concentration of artists in a designated geographic area or district contributes greatly to the vibrancy and daily life cycle of activity.
	Developing ongoing discussions with university representatives and departments.	1.8	The District manager should continue conversations with the universities and college to develop satellite rehearsal space, gallery space and offices in the downtown area.
Long-Term		1.9	The District Manager should work with the City to impose a 0.25% assessment on the permit valuation of new private development in the district to support public design elements in the District. These include District lighting, unique pavers, walkability improvements, trees and plantings.
Mid to Long Term	As capacity develops in the District staff, this can become a programmatic initiative	1.10	Over time, consideration should be given to the development of a program to offer design, technical services for businesses in the district, assistance with layout of outside seating, storefront design, etc.
Mid to Long Term		1.11	The District Manager should initiate discussions with local universities to discuss the advantages of relocating some or all of their arts and design programs into the downtown central core.
mid-Term (approx. 2 years)	Over time, the Advisory Board transitions into the Governing Board of an independent entity.	2.3	The District should be managed by an appropriately structured, non-profit entity with an independent board of directors.
mid-Term (approx. 2 years)		2.3.1	An independent organization should be launched at such time as clear leadership is in place; an identity and brand has been established; there is agreement among the advisory body that funding is reliable for at least three or more years, and there is a programmatic roster established that has been successfully executed.
Mid-Term		2.4	The District Management organization should set the design standard for the district and act as keeper of the brand to include: streetscape, economic development, marketing and promotion, signage/wayfinding, etc.
Ongoing		2.5	District staff should have a seat or liaison role with the Human Resources Commission, the Historic District Commission, the City's Special Events Committee, and any other committees whose work directly affects the District.

Long-Term		4.6	Establish an incentive program to establish an ongoing music venue or multiple venues within the District.
Mid-Term		4.8	District Management organization should receive a percentage of Special Events Fees for the activities within the district.
Ongoing		4.9	Many suggestions, including (below) have been proposed by stakeholders and the Task Force engaged to advise the planning process. It is recommended that once staff is in place, they utilize this menu of options to shape and launch programming for the District. The first task will be to sort the various scenarios by priority to focus investment of programming and marketing resources. Sample programming scenarios recommended by the Task Forces include:
Ongoing	Upon launch of the District, staff should begin reviewing the existing programs within the boundaries of the District. Once a gap analysis is completed, utilize suggestions to begin outlining programming and activating the District.	4.9.1 – 4.9.5	<ul style="list-style-type: none"> <li>• Invest in a robust busker program to assure there is live performance or activity in key areas of the District on a regular schedule. This may include daily during lunchtime (11:30 – 1:30) to draw restaurant patrons; and early, mid and late evening to establish an evening environment to experience the District.</li> <li>• Initiate a series of temporary, “pop-up” programs in vacant spaces throughout the District that would contribute to an element of “surprise.”</li> <li>• Conduct a review of existing festivals and seek to fill the gaps with one or more festivals that become known over time, whether associated with a specific holiday, season, or annual community celebration.</li> <li>• Sponsor a schedule of “food truck rodeos” in areas off the main corridor to increase the Core District as a “dining destination.</li> <li>• Initiate a program of temporary public art that can give a highly visible manifestation of the vitality of the District, which may have the function of unifying the District and drawing pedestrians beyond Hay Street.</li> </ul>

Appendices  
Proposed District Map





## Participants

### Discussion Groups

#### **Realtors/Developers/Builders**

Heather Fuentes, ReMax Edge  
Natalie Fryer, Home Builders  
Association of Fayetteville  
Angie Hedgepeth, Fayetteville Regional  
Association of Realtors  
Alan Tucker, Coldwell Banker  
Advantage  
Suzanne Pennink, Coldwell Banker  
Advantage  
Menno Pennink, M.D., Pennink  
Properties  
Gary Ciccone, Commercial real estate  
developer  
Ralph Huff, H & H Homes

#### **Public Relations Alliance**

Meg Suraci, Cape Fear Botanical  
Garden  
Selena Beckman-Harned, Cumberland  
County Public Library  
Ruthie Dent, Fayetteville Area Habitat  
for Humanity  
Sharon Moyer, Fayetteville Observer  
Aaliyah R. Vinson, CEED Intern  
Christina Kenon, CEED  
Karen Mantzouris, Southern Regional  
Area Health Education Center

#### **Arts Organizations**

Robin C. Teas, FTCC gallery  
Ann Griffin, Cape Fear Studios  
Marie Low, Sweet Tea  
Shakespeare/Methodist University  
Friends of Music  
Robyne Parrish, Gilbert Theater  
Soni, Martin, Fayetteville State  
University  
Calvin Mims, Ellington White  
Community Development Corporation  
Chris Kastner, Fayetteville Symphony  
Orchestra  
David Reid, Museum of the Cape Fear  
Complex  
Bruce Daws, Fayetteville Area  
Transportation and History Museum  
Beth Desloges, Cape Fear Regional  
Theatre  
David Winslow, North Carolina Civil  
War Center  
Pat, Wright, Moonlight  
Communications/GroundSwell Pictures  
Jan Johnson, Moonlight  
Communications/GroundSwell Pictures  
Dwight Smith, Ellington White  
Community Development Corporation  
Eric Lindstrom, Cape Fear Regional  
Theatre

#### **Friends in Tourism**

Christina Williams, Arts Council  
Mary Kinney, Arts Council  
Megan Maxwell, Museum of the Cape  
Fear

Leisa Greathouse, Museum of the Cape  
Fear  
Melody Foote, Fayetteville Area  
Convention and Visitors Bureau  
Paul Galloway, Airborne and Special  
Operations Museum  
Bill Dudley, Methodist University

#### **Architects**

Del Crawford, Crawford Design  
Chris Frank, The LSV Partnership  
Eric Lindstrom, SFLA Architects

#### **Downtown Alliance Merchants Meeting**

Heidi Kelley, Downtown Alliance  
Molly Arnold, Rude Awakening/White  
Trash and Colorful Accessories  
Kelly Hathaway, Greg's Art, Pottery and  
Gifts  
Greg Hathaway, Greg's Art, Pottery and  
Gifts  
Hank Parfitt, City Center Gallery and  
Books  
Jennifer Hunt, Purple Lotus Boutique  
Robin Matthews, A Bit of Carolina  
Diane Funari, Diane's Vintage Market  
Adam Crawford, The Sweet Palette  
Lisa O'Donnell, All Things By Hand  
Aurora Crowell, Fascinate-U Children's  
Museum (arts organization)  
Elaine Kelley, Turner Lane

#### **Arts Supporters/Philanthropists**

Dianne Parfitt  
Hank Parfitt  
Gerald Ellison  
Harry Shaw  
Will Gillis

#### **Artists**

Sandi McFarlane, Olde Town Gallery  
Karen Moore, Cape Fear Studios  
Annette Szczekutek, Cape Fear Studios  
Tate Myer, Student, FTCC  
Ry Southard, Executive Director, Cape  
Fear Botanical Garden  
Dwight Smith  
Rose-Ann, San Martino Bryda  
Soni Martin, Fayetteville State  
University  
Tom Quaintance, Artistic Director, Cape  
Fear Regional Theatre  
Socorro Hernandez-Hinek, Board  
member, NC Art Council  
Pandy Autry, Cape Fear Studios  
Robin Teas  
Trish Brownlee  
Mikka Tyler  
Kevin Gregory  
Vanessa Nieves

#### **Arts Council Board of Trustees**

Luis Collazo  
Richard Kuglemann

Ernest Lamb  
Eric Lindstrom  
Bobbi Mattocks  
Rangel McLaurin  
Daniel Montoya  
Jean Moore  
Ricardo Morgan  
David Phillips  
Darlene Ransom  
Brent Sumner  
Mayon Weeks

#### **County Commissioners**

Marshall Faircloth, Chairman  
Larry Lancaster  
Kenneth Edge  
Jeannette Council  
Glen Adams, Vice Chairman  
Jimmy Keefe  
Amy Cannon, County Manager

#### **City Council**

Kirk deViere  
Bill Crisp  
Kathy Jensen  
Mitch Colvin  
Nat Robertson, Mayor  
Doug Hewitt, City Manager

#### **Individuals**

John Meroski, FACVB  
Suzy Hrabovsky, CEED  
Rodney Anderson, Fayetteville  
Regional Chamber  
Rory Dowling, Developer Prince  
Charles

## A& E District Public Forum

Carmela McKeller-Smith  
L. Gilbert  
Rena Johnson  
Stan Lee Thompson  
Wayne Riggins  
John Covington  
Adam Crawford  
Ed Owens  
Soni Martin  
Trish Brownlee

Lawrence Bullock  
James Vader  
Mr. Latimor  
Bruce J. Daws  
Kevin Arata  
LeJuane Bowers  
Eloise Sahlstrom  
Kirk DeViere  
Sally Shutt  
Lynn Pryer  
Jeff Thompson

David Wendelken  
Steven Barnard  
Jane Moran  
Dorothy Fielder  
Jessica Osnee  
David McFadyen  
Jimmy Keefe  
Jim Flood  
Joeryll Irchirl  
James Bloomer  
Brent Sumner  
Sherris Johnson  
Monica Haynes

## Asset Inventory

Assets within the Central Core and boundaries of the District:

- **Arts Council of Fayetteville/Cumberland County:** The Arts Council has five major program initiatives: funding the arts throughout the county; helping arts organizations operate better; working to educate children in the arts; managing the Arts Council facility and activities; and serving as a key resource in making Cumberland County a good place to live, work, and visit.
- **Cape Fear Regional Theatre:** Producing award-winning musicals, classic dramas and comedies, off-Broadway productions, children's favorites and original works. The theatre presents an annual series of plays, performance and special events that entertain, enlighten, inspire, and educate both performers and audiences.
- **Cape Fear Botanical Garden:** Consisting of 77 landscaped acres overlooking Cross Creek and the Cape Fear River, the grounds include a restored farmhouse, perennial gardens, a natural amphitheater, wildflowers, majestic oaks, nature trails, numerous species of native plants and a "water-wise" gardening exhibit. Displays of historical farming tools and techniques show how tobacco, cotton, and other southern crops were grown in the southeastern United States.
- **Fayetteville Symphony Orchestra:** Founded in 1956, the Fayetteville Symphony Orchestra holds the distinction of being the oldest continuously-funded community orchestra in North Carolina. Sixty years later, their mission remains: "To Educate. To Entertain. To Inspire."
  
- **Historic sites:**
  - Cool Spring Tavern
  - Evans Metropolitan AME Zion Church
  - Hay Street United Methodist Church
  - Liberty Point
  
- **Museums:**
  - Airborne & Special Operations Museum
  - Fascinate-U Children's Museum
  - Fayetteville Area Transportation and Local History Museum
  - Museum of the Cape Fear Historical Complex
  
- **Parks and Recreation:**
  - Cross Creek Cemetery
  - Cross Creek Linear Park
  - Freedom Memorial Park
  - Festival Park
  - North Carolina Veterans Park
  
- **Art Galleries**
  - The Arts Council of Fayetteville/Cumberland County
  - BWPryor Fine Art
  - Cape Fear Studios
  - Ellington –White Contemporary
  - Rosenthal Art Gallery at Fayetteville State University

- City Center Gallery and Books
  - David McCune International Art Gallery at Methodist University
  - Gallery ONE13
  - Gallery 116th
  - Gallery 208 at Up & Coming
  - King Studio
  - Sweet Palette Gallery
  - Wine and Design
  - Greg's Art Pottery & Gifts
  - A Bit of Carolina
  - PRESSED- A Creative Space
  - Cumberland Co Library- Headquarters Branch
- **Theatre**
    - Gilbert Theater
    - Cameo Art House Theater
- **Dining**
    - Blue Moon Café
    - Charley's Pub
    - Circa 1800
    - Fried Turkey Shop
    - Huske Hardware House
    - Just Desserts Bakery and Café
    - Marquis Market
    - Pierro's Italian Bistro
    - Rude Awakening Coffee House
    - Sherefe Mediterranean Grill
    - Subway
    - Taste of West Africa: Awo's Cuisine
    - The Coffee Cup
    - The Sweet Palette
    - The Wine Cafe

## Model Arts Districts

Two of the following three model districts illustrate highly vibrant artist's districts that use a self-governance model and do not rely on a taxing scheme for their financing. The the third is a large scale approach to an urban cultural trail intended to connect disparate areas of a city.

### **Crossroads Arts District, Kansas City, Missouri**

[Americans for the Arts Site Profile](#)

[www.kccrossroads.org](http://www.kccrossroads.org)

The Crossroads Arts District in Kansas City, MO grew organically from a handful of artists' studios and galleries into a cultural destination for the creative arts, tech innovation, entrepreneurial ventures, event and office space, and local dining. It began in 1985 in former abandoned warehouses and historic buildings on Kansas City's famous Film Row and was in an area considered part of "Midtown" or sometimes just "the area between Downtown and Crown Center." When galleries arrived in the 1980s, the name Crossroads Arts District had already taken hold and became formalized with a new neighborhood association in 2001.

Management: the management structure includes a 12-member board of directors from the Crossroads Community Association (CCA), which was formed by property owners to fight blight in a forgotten stretch of city streets. Today the CCA is a membership organization representing residents and business owners, who employ one full time staff person its operation.

Major Cultural Facilities: Crossroad Arts District today includes the Kauffman Center for the Performing Arts, the Kansas City Lyric Opera, Kansas City Symphony and the Kansas City Ballet.

## **Northeast Minneapolis Arts Association, Minneapolis**

The Northeast Minneapolis Arts Association (NEMAA) is a 501(c)(3) non-profit arts organization that works to build a more vibrant, diverse and economically healthy community through the arts. In 2002, members of NEMAA, the City of Minneapolis, the McKnight Foundation, and local businesses worked together to establish the formal geographical area that is today known as the Northeast Minneapolis Arts District.

Our vision is to support a community where artists can live, work, and showcase their art. And our mission is to promote connections between individuals, businesses and artists for the collective benefit of our community. Founded by a small collective of artists in 1995, today NEMAA has more than 700 members, and is proud to coordinate Art-A-Whirl - the largest annual open artist studio tour in the U.S.

NEMAA is perhaps best known for its Art-A-Whirl open gallery and artist-studio tour, which attracts 30,000 visitors. NEMAA also:

- Coordinates the annual Fall Fine Arts Show, displaying a vast, diverse selection of fine art
- Collaborates with Public Functionality to organize Wintertide, a biennial juried art exhibition showcasing exceptional artwork by regional artists
- Promotes monthly "open studios" throughout the NE Arts District,
- Publishes the annual Artist Directory and Guide, and
- Distributes a monthly member e-newsletter about upcoming exhibits, artist opportunities, studio opportunities, and community news
- Connects artist members to exclusive artist opportunities and events throughout the year

NEMAA's accomplishments include:

- NEMAA has helped turn art into an economic engine by creating partnerships between artists, businesses and the community at large.
- NEMAA offers artists a way to create a community among other artists.
- NEMAA provides a rare opportunity to meet artists, observe their creative process, follow their careers, and collect their work over many years.
- NEMAA connects artists and businesses with mutually beneficial opportunities.
- NEMAA offers the public a great way to engage with Minneapolis' vibrant arts community.

Management: NEMAA has more than 700 members, including artists, businesses, donors, art patrons, neighborhood groups, non-profits and individuals. NEMAA is run largely by artists, is governed by an all-volunteer board of directors, and led by an Executive Director. NEMAA has no other staff.

Budget Information: in 2013, total expenses were \$167,288 and in 2012 they were \$188,997. Roughly 35% of total income is from service revenues and the remaining 65% from contributions and membership fees (approximately \$60,000 in 2013).

## **Indianapolis Cultural Trail** <http://indyculturaltrail.org>

**Indianapolis, IN**

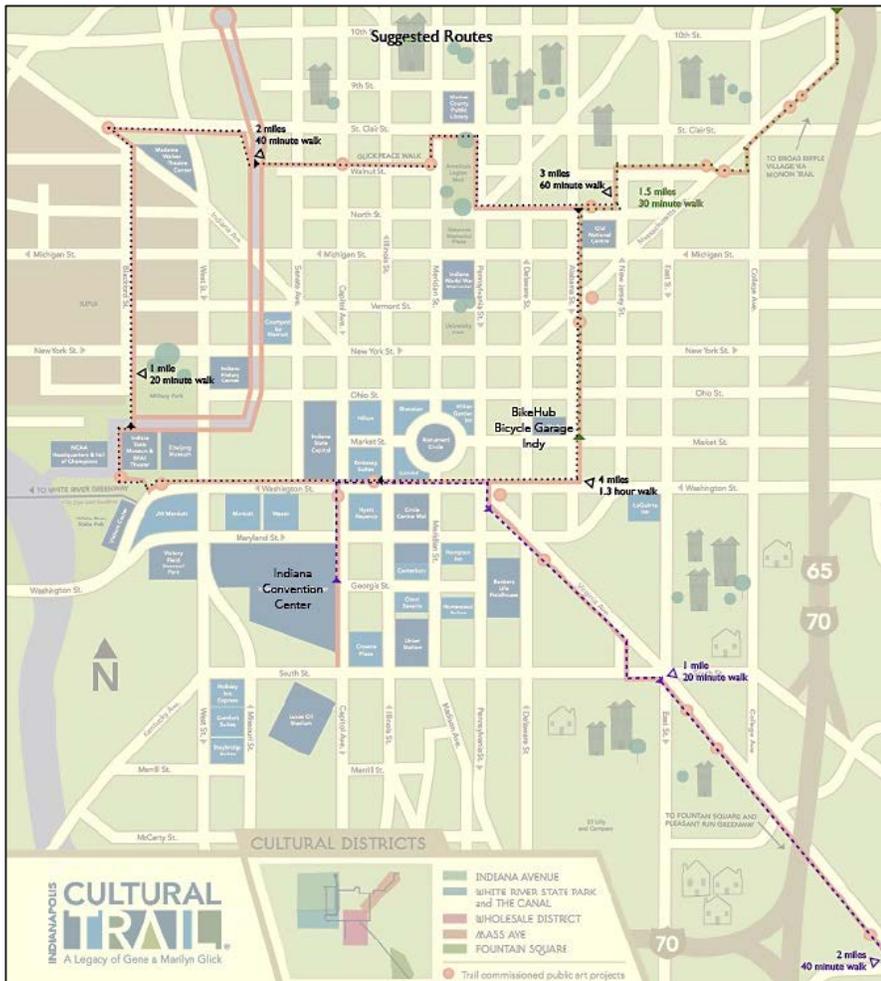
In 1999, Indianapolis officially designated six [Cultural Districts](#): Massachusetts Avenue, Fountain Square, The Canal & White River State Park, Indiana Avenue, the Wholesale District, and Broad Ripple. The Cultural Development Commissioners (CDC) were charged with finding ways to promote the city's cultural assets. Brian Payne, president of Central Indiana Community Foundation, was an appointed CDC and articulated a vision that the cultural districts could be connected by an urban version of the city's [Monon Trail](#) for both pedestrians and bicyclists. From 2001-2003, \$4 million was

raised for initial design studies and concepts. In 2004, the City of Indianapolis gave permission to use city right-of-way to build the Trail. The City has continued to be a partner and champion of the Trail.

Following a lead gift of \$15 million, the ground-breaking of the Trail took place in 2007 at the southeast corner of Alabama and North streets. In 2010, the Trail was awarded a \$20.5 million grant from the U.S. Department of Transportation through its Transportation Investment Generating Economic Recovery (TIGER) grant. Eight miles of trails were complete by May 2013 when the official grand opening celebration took place.

It has been called a “world-class urban park.” The [New York Times](#) has described it as “an accessible urban connective tissue—an amoeba of paths shot through with lush greenery and commissioned

works of public art.” Further illustrating its benefits, they state “...the main loop of the path swoops past every major cultural and entertainment venue in the downtown area — from the Indiana State Museum in White River State Park to the Indiana Repertory Theater to the Indianapolis City Market. Straightaways veer off to the restaurants and shops of the historic Mass Ave and Fountain Square neighborhoods.” Public Art: There are currently 7 pieces of public art along the Trail. In addition, [The Glick Peace Walk](#) celebrates 12 luminary individuals who made peaceful progress. Total Costs: Overall the total project cost was \$63 million. This was financed through a combination of private funding (\$27.5 million) and public (federal transportation funding of \$35.5 million). No local tax money was used for



the Trail construction.

Management: It is managed by a nonprofit organization, the Indianapolis Cultural Trail Inc., which has a paid staff and 13-member board of directors.