



Monday, April 19, 2021

ATTN: Zakia Alam
Town of Chapel Hill
Purchasing Division
405 Martin Luther King, Jr Blvd.
Chapel Hill, NC 27514

Ms. Alam,

Enclosed is the Chapel Hill Downtown Partnership's (CHDP) proposal to provide services for the Downtown Municipal Service District. CHDP is a 501(c)3 nonprofit agency that brings together the resources of the Town, University and downtown community to maintain, enhance and promote downtown as the social, cultural, and spiritual center of Chapel Hill through economic development.

Here is what makes CHDP the most unique provider for these services:

- We understand the scope of work that is required to provide economic development services and programming to the downtown district as we have been successfully doing this for the downtown Chapel Hill community since 2004.
- CHDP has a newly adopted Strategic Plan to guide the agencies work. The plan is based on extensive public outreach to our stakeholders and was produced with the help of a consulting firm with decades of experience in urban place management.
- CHDP staff and board members have consistently demonstrated the knowledge and skills needed to be provide strong leadership and management of the downtown by strengthening community-wide partnerships.
- Our partners in the Town and University continuously look to CHDP to be the trusted connector for Town & Gown relationships. Under us the Campus & Community Coalition has spent five years working to reduce high-risk drinking, and this year are working with the town and UNC on a new economic development partnership to help downtown usher in a new era.
- During the past year we demonstrated the ability to quickly pivot and help our businesses weather the pandemic by launching an award-winning marketing campaign, a new street performance series, given outdoor seating grants, and worked with partners in the town to expand the sidewalks.

I look forward to discussing our proposal in detail with the Evaluation/Selection Committee. I can be reached at 919-928-5352 or matt@downtownchapelhill.com. Additional information about our agency and the downtown community can be found at www.downtownchapelhill.com.

Sincerely,

Matt Gladdek

Executive Director



Chapel Hill Downtown Partnership Proposal

Downtown Municipal Service District (MSD) Services

Monday, April 19, 2021

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A. Organizational Overview

1. Please describe your organizational structure and provide a brief history.

The Chapel Hill Downtown Partnership (CHDP) is a 501(c)3 nonprofit agency formed in 2004. The organization was formed by the Town of Chapel Hill, the University of North Carolina at Chapel Hill, downtown business and property owners. The agency is tasked with being the leading and managing entity for the downtown through partnership efforts; marketing and promotions; improving the visual appeal of downtown; and rebuilding downtown as a mixed-use center of retail, service, professional, governmental, institutional, and residential uses.

2. Please briefly describe your organization's philosophy and management structure.

VISION: Make downtown Chapel Hill welcoming to all – inclusive, unique, and magnetic for visitors, students, and residents. Create a vibrant and walkable downtown, filled with experiences which honor the rich traditions and evolving future of our community.

MISSION: To be a champion and advocate for downtown Chapel Hill through programming, marketing, business support, and community building.

The daily work of CHDP is led by an Executive Director (full time) with a Marketing Director (full time), Office Manager (part time), and Director of Arts & Culture (part time). CHDP has a volunteer Board of Directors who set policy.

The Board of Directors has:

- Thirteen (13) voting members; nineteen (19) total members all serving staggered three-year terms.
 - Four (4) of the board members are appointed by the Town of Chapel Hill and at least one appointment is a downtown property owner, and one is a downtown business owner.
 - Two (2) are appointed by the University of North Carolina.
 - Seven (7) members are chosen by the other board members
 - At least three (3) of which should be businesses representatives or owners in the district, and one (1) resident of the district.
 - Six (6) non-voting liaison members that represent the interests of the economic development community and are appointed by the voting members, including Chamber of Commerce, Visitors' Bureau, County Economic Development and both a graduate and undergraduate student from the University.

3. Describe your contractual relationships, including subcontractors and joint ventures with organizations necessary to your proposal's implementation.

CHDP receives funding from the Town of Chapel Hill (\$70,000) and the University of North Carolina at Chapel Hill (\$100,500) in addition to Municipal Service District funds (\$140,376). Additionally, the University is currently providing us with free rent at E. Franklin Street until at least December 31, 2022.

We are currently taking bids for a new landscaping firm which is necessary for our beautification work.

We would require the Town of Chapel Hill and the University of North Carolina funders to continue to be funding partners in the organization to implement our proposal.

4. How long has your organization been providing services?

The Downtown Partnership has been providing services since 2004. Before the formation of the Partnership, the Downtown Commission served a similar roll for the community but with a focus only on marketing, events, and small business services.

B. Working Together

5. Identify the key personnel from your organization who would be assigned to this project. Include a brief description of their qualifications, current job functions, and proposed roles on Town of Chapel Hill's team.

Executive Director

Matt Gladdek has been with CHDP as executive director for two years and has seven years of experience in the urban place management industry. Matt is a graduate of Gordon College with a Bachelor of Arts degree and holds both a Master of City & Regional Planning (MCRP) and a Master of Public Administration (MPA) from the University of North Carolina at Chapel Hill.

Prior to working at the Partnership, Matt spent five years at Downtown Durham Inc (DDI). (the non-profit that manages Durham, NC's municipal service district) as the director of policy and planning. Matt's experience at DDI is primarily in economic development and is helping to support the town of Chapel Hill's economic development office in new projects.

Matt's expertise is in community development, economic development, nonprofit management, communications, urban place management, building partnerships, leading strategic initiatives, and public relations.

The Executive Director's current job functions, and proposed roles on the Town of Chapel Hill's team will be to:

- Manage all human and financial aspects of the CHDP using best-practice, nonprofit standards.
- Serve as the liaison between the downtown business community and the Town, Orange County, and the University and advocate on their behalf to create a healthy business district.
- Build relationships with diverse community organizations to address social behavioral issues and common concerns while creating opportunities for community engagement and collective action.
- Pursue creative partnerships with other community agencies for events and promotions.
- Support safe and clean programming to addresses the issues that affect visitor's experiences and merchant operations.
- Establish and maintain effective working relationships with key partners; and deal effectively and courteously with the public.
- Work with the local and regional media to regularly tell of downtown's successes and communicate on-going programming and agency developments.
- Attract and retain office, retail, service, and food & beverage tenants in downtown.
- Oversee data management, accounting and bookkeeping, grant writing and sponsorship development, payroll, personnel issues, public meetings and records, audit and tax filings.
- Establish new fundraising and sponsorship opportunities to expand project budgets.

Director of Marketing & Communications

Marilyn Payne is the Director of Marketing and Communications for the Chapel Hill Downtown Partnership. Marilyn joined the team in March of 2020. Marilyn has a Bachelor of Arts in Journalism from the University of North Carolina at Chapel Hill. Marilyn's expertise is in marketing, communications, public relations, social media, business engagement, and UNC sports.

Prior to working at the Partnership, Marilyn worked for a number of news organizations including WRAL and USA Today covering sports. Marilyn's sports background provides the Partnership with a unique insight into connecting with those traveling to Chapel Hill to watch a game or connect with UNC's proud sports heritage.

The Marketing & Communication Director's current job functions, and proposed roles on the Town of Chapel Hill's team will be to:

- Market and promote the assets of downtown Chapel Hill.
- Develop marketing and branding strategies for various downtown elements from dining, arts, nightlife, sports, and parking to attract visitors.
- Oversee the continued development and growth of the agency's website and general online presence.
- Work with the downtown business community as a consistent and dependable resource for all needs.
- Give staff support to events that drive traffic to downtown businesses and make the district a destination to visitors and residents alike.
- Outreach to new businesses as they open to help support their growth in the community.

Director of Arts & Culture

Kevin "Kaze" Thomas is the Director of Arts & Culture and has been with Chapel Hill Downtown Partnership since July 2020. This position is part-time. Kaze has a Bachelor of Arts in Communications Media Production from the University of North Carolina at Chapel Hill. After graduating, Kaze had been a touring musician signed to a major label, and then he located his business, Vibehouse 405, on W. Franklin St. where he helped musicians record, and learn the ins and outs of the music industry.

Vibehouse 405 was also an event space that was one of the most active stops on the Second Friday Art Walk. Photographers and artists could post their work for sale, and large amounts of art would be sold and purchased each month. When the pandemic forced Vibehouse 405 to close, we asked Kaze to come on staff to help us reimagine Second Fridays so that we could replicate his success in more spaces of downtown.

Kaze's expertise is in music, events, marketing, and creating an atmosphere that attracts people.

The Arts & Culture Director's current job functions, and proposed roles on the Town of Chapel Hill's team will be to:

- Market and promote the assets of downtown Chapel Hill
- Bring together artists, venues, and businesses to reimagine Second Fridays into a successful event that connects with the community, and once again brings large crowds of people back to downtown to support
- Collaborate closely with the Town of Chapel Hill Community Arts & Culture Department, Orange County Arts Commission, UNC Carolina Performing Arts, and UNC Arts Everywhere to create events that bring people downtown and build the reputation of downtown being a center of culture in the Triangle
- Organize a weekly street performance series that brings artists of different types to perform at different locations. The goal is to surprise and delight visitors. (This series is current happening under the name, Save the Music, but will change once pandemic restrictions on music venues are lifted).
- Work with Executive Director to attract sponsors of events to increase program funding.

Finance & Administrative Manager

Question Telka is the Finance & Administrative Manager and has been with the Partnership since 2017. This is a part-time position. Question is a Licensed Certified Public Bookkeeper through NACPB, and QBO Certified Pro Advisor.

Question's expertise is in accounting, QuickBooks, and personnel.

Financial Duties

- Responsible for all agency accounts payable, accounts receivable, bank reconciliations, payroll, and bank deposits
- Preparing and analyzing financial reports
- Maintain and file all backup documentation in relation to financials
- Assist in the creation of annual budget and tracking of income and expenditures in relation to the budget
- Lead yearly annual audit
- Create and file all agency taxes via ADP and agency CPA
- Request, track, and create all W9's, 1099 's, and employee W2's as needed
- Ensure all processes and procedures are followed by staff regarding agency financials, i.e., expenses, W9's requests for payment, etc.
- Maintain employment files; employee contracts, performance reviews, tax forms, and I-9's

General Office Management

- Responsible for onboarding of new staff
- Maintain all electronic and paper files
- Maintain and order office supplies as needed by the organization
- Check mail multiple times per week
- Maintain a current listing including contact information for the board of directors and executive committee members
- Create and update internal operational documents such as new hire packet and personnel policies
- Schedule all executive committee and board meetings, placing orders for catering as needed
- Manage and update office phone system, copier, and other items as needed

6. **provide a description of any relationships (subcontractors, joint-ventures, strategic alliances, etc.) your company has with other firms that would be involved in providing the scope of services described in this RFP.**

Being a nonprofit with an inherent structure based on partnerships; all of CHDP's work is built around successful relationships. Our partners include downtown businesses, property owners, professionals, civic organizations, residents, the Town of Chapel Hill, and the University of North Carolina. Below is a list of our current partnerships, subcontractors, and strategic alliances. We hope to create more strategic alliances around diversity and inclusion as we seek new businesses to fill our empty storefronts.

Landscaper

We are currently receiving bids for a new landscaping firm to replace the former landscaper. We are consulting Phil Fleischmann in the town's Parks & Rec department on this.

Campus & Community Coalition

The Campus & Community Coalition is a catalyst for community collaboration on issues related to harms from alcohol. It is a partnership between the town of Chapel Hill, the University, and Orange County. This organization has been working collaboratively to make real change with our downtown businesses to stop service to minors or to already inebriated students and worked to reduce the negative impacts on nearby neighborhoods.

Downtown Together

Is a newly announced partnership between the town of Chapel Hill and the University to help revitalize downtown after the pandemic, and to bring the resources of the University to bear on attracting office and lab users to downtown, as well as help beautify downtown. The shape of the program is still being formed, but Matt Gladdek has been placed on the steering committee.

Chapel Hill Chamber

The Chamber is a strategic alliance we meet regularly with as part of a regional economic development group to ensure we are aware of what we are all working on, what federal and state aid might be available for our businesses, and this has been especially important during the pandemic. (The town of Chapel Hill, Orange County, the Orange County Visitor's Bureau, and the town of Carrboro also attend these meetings). Additionally, the Chamber has a non-voting seat on our board.

Orange County Visitor's Bureau

The Visitor's Bureau is another strategic alliance. The Bureau creates high quality advertising materials for the area we use to give visitors and is very important in marketing downtown to fill our three downtown hotels. Our Executive Director has a seat on their board, and we have a member of the visitor's bureau on our board.

Chapel Hill Community Arts & Culture, UNC Arts Everywhere, and Orange County Arts Commission

A very important strategic alliance has been created between Chapel Hill Community Arts & Culture, UNC Arts Everywhere, and Orange County Arts Commission. Prior to the pandemic our three organizations collaborated on multiple pop-up locations in vacant storefronts. The pandemic has forced us to close these spaces, but we hope to collaborate on these spaces again when restrictions are fully lifted.

These collaborations used the Downtown Partnerships relationships with property owners to acquire the space, and the Partnership provided liability insurance, contracts, and marketing while the arts groups were able to bring artists to program the spaces. During the pandemic we collaborated on virtual events, the Elizabeth Cotton Mural on N. Merritt Mill, and a second mural is in progress on S. Merritt Mill.

Second Friday Art Walk

We are currently building a strategic alliance with the Town of Carrboro, the Carrboro Business Alliance, and between artists (Orange County Arts Commission, Orange County Artists Guild, etc.), businesses, and venues to breathe new life into the Second Friday Art Walk. This event has seen a decline in participating businesses and participants in Chapel Hill over the past ten years. We hope this strategic alliance will create more buy-in and address the needs of all stakeholders to create an event that is anticipated each month.

C. Strategy

7. Describe how you propose to build an understanding of the direction and priorities for the Downtown MSD and how you would use this information to guide your delivery of services.

CHDP has demonstrated a clear understanding of the direction and priorities for the downtown through our agencies strategic planning process recently completed in October of 2020.

The Partnership hired Progressive Urban Management Associates out Denver, Colorado to conduct extensive outreach with downtown stakeholders, to compare downtown Chapel Hill to other University anchored downtowns, and to create an action-based plan to guide our work for the next five to ten years.

This plan breaks our work down into four main goals:

1. Activate downtown through cohesive marketing and broad programming
2. Create an attractive and welcoming district by increasing clean and safe standards in downtown
3. Offer support to downtown businesses, merchants, and property owners
4. Increase the Partnership's community building and advocacy role

Each goal is broken out into more defined objectives, that each have actionable tactics that are either short or medium term. Throughout the pandemic and planning process we began implementing this plan and have already:

- Overhauled our marketing and branding
- Hired our Director of Arts & Culture to create new programming
- Offered new levels of support to our downtown businesses around the pandemic and communicating federal and local aid information, as well as new rules and regulations from the federal, state, and local governments

We look forward to continuing to implement the recommendations of the plan in partnership with the aligned Town of Chapel Hill Revive Economic Recovery Plan, the Orange County Economic Recovery Plan, and the recently announced Downtown Together partnership with the University and Town of Chapel Hill.

D. Economic Development

The contractor will be the managing entity and economic development leader for the downtown community by encouraging new investment downtown, support existing businesses and property owners, and representing downtown's interests in policy issues.

8. Please describe how your organization will fulfill the role described above, including specific program and service descriptions.

CHDP encourages new investment downtown by:

- Serving as the point-of-entry for all new investment downtown by being a direct resource.
 - Our comprehensive property and market data helps businesses create accurate business plans and access bank funding to open.
- Providing potential new businesses, a comprehensive guide of resources; 'How to Open a Business'.
- Providing assistance to development partners as they navigate the process.
- Working with economic development partners like the Chamber, the Town office of Economic Development, and the Visitor's Bureau to help market downtown to potential office users, developers, and restaurant and retail businesses.
- Providing business and property owners with funding to do façade improvements such as new lighting and signage, increasing sidewalk dining, and upgrading the exterior paint of buildings.

CHDP supports existing businesses and property owners by:

- Maintaining an online database of available property for sale and for lease
 - Tracks tenants and property SF by type, allowing the ability to see percent vacant for retail, restaurant, and services
- Serving as an advocate and facilitator to navigate challenging issues
- Providing promotional and sponsorship opportunities
- During the pandemic we have worked to be a clearinghouse of available grants and loans for our small businesses

CHDP represents downtown's interest in policy issues by:

- Influencing fiscal and policy decisions downtown that call for a healthy, mixed-use, and denser downtown that reflects the Town's Chapel Hill 2020 Comprehensive Plan and FLUM.
- Advocating for strategic policy changes with regards to parking, signage, and other issues.
- Leading and supporting visionary strategies for revitalization like the expanded sidewalk seating during the pandemic, and the future W. Franklin St. lane reallocation which will reduce the lanes of car traffic, add bike lanes, and reduce the distance pedestrians have to cross traffic to reach our businesses. Slower car traffic also supports our businesses by increasing pedestrian safety and allows drivers to slow down and see the businesses here.

9. Please describe the resources, collaborations and strategies your organization will employ to address the Town's downtown economic development interests.

Collaborators:

- In order to meet these goals, the following groups will be important partners

- Town of Chapel Office of Economic Development
- University of North Carolina
- Chapel Hill Chamber
- Orange County Economic Development

CHDP will continue to build the economic base of downtown for greater investment by leveraging resources, collaborative partnerships, and pursuing strategies such as the following:

The town of Chapel Hill's Office of Economic Development has allowed us to collaborate with other economic development groups in town on the Revive Economic Recovery Plan which seeks to direct the economic recovery dollars coming after the pandemic to support existing and new small businesses, with an emphasis on diversity and inclusion. We are currently working with Dwight Bassett and a local restaurateur on a dining and kitchen incubator space that would target lifting up minority and woman owned food businesses. We look forward to continuing this work, and to expanding the partners we pull in.

We also look forward to expanding our collaboration with the **Orange County Visitor's Bureau**. Our hospitality industry has been devastated by COVID-19, and many projections say hotel revenues and visits will take years to recover. These visitors are an important customer base for our retailers and restaurants, we hope strategic partnerships around small events will help market and attract visitors to downtown. Additionally, the new Visitor's Bureau Office will provide a unique opportunity for outdoor events on-site that will support downtown.

Continue to collaborate with the **Chapel Hill Chamber**, **Orange County Economic Development**, and the **Town of Chapel Hill Office of Economic Development** on following up leads on potential businesses and developers. Our organizations currently share leads with one another on businesses interested or looking to locate or expand in our downtown. These partnerships ensure businesses have the information they need to locate in Chapel Hill.

Influence fiscal and policy decisions for downtown by:

- Supporting the Revive Economic Recovery Plan
- Supporting and advocating for parking policies that more efficiently utilize our parking resources so that revenues cover the town's cost and provide available space for our businesses
- Continue to work with the town on improving the permit and inspections process so that it is transparent and predictable. We at the Partnership eagerly await the electronic permitting system the town has already purchased.

Position downtown as attractive and predictable location for investment by:

- Being the point of entry for launching and growing businesses downtown.
- Advocating for more office space and diversity of retail options.
- Maintaining and publishing comprehensive studies and economic data with regular updates.
- Publishing active list of available space and connecting possible tenants with property managers.

Bolster downtown as an epicenter for entrepreneurship by:

- Retaining seeking to retain businesses after they have completed their time at Launch through identification of second stage space.
- Collaborate through Downtown Together on creating a Downtown Chapel Hill Innovation District
- Seek to attract flexible office options in downtown that are attractive to start-ups that need negotiable space and leases with shorter terms.

Be a resource for businesses by:

- Listening to the issues businesses are facing, and facilitate meetings, connections, or find the answers they need on a case-by-case basis
- Updating the “How to Open a Business” guide through a partnership with the Chamber and the Town of Chapel Hill Economic Development Office as part of the town’s Revive Plan
- Providing up to date market and property data to businesses, property owners, and economic development partners upon request and through our annual reports.

10. Provide three specific performance measures that you believe will accurately represent the outcomes resulting from your efforts.

1. Measure: Decreasing percentage of vacant first floor retail/restaurant spaces. Target: 5-10% vacant
2. Measure: Decreasing turnover of retail and restaurant businesses. Target: 5-10 businesses a year
3. Measure: Increased pedestrian counts and increased parking usage, especially after 6:00 p.m.

E. Marketing

The contractor will attract more customers downtown through promotions, special events, and marketing by creating an active, year-round downtown; providing businesses with opportunities to promote themselves; and marketing downtown as a family-friendly destination to live, work, and play.

11. Please describe how your organization will fulfill the role described above, including specific program and service descriptions.

CHDP attracts more customers downtown through promotions, special events and marketing such as:

- Family friendly street performance series, Save the Music, that moves two to five artists around downtown each Saturday, weather permitting, to 'surprise and delight' our visitors and to provide some outdoor dining ambiance.
- Targeted ad campaigns on local media highlighting new businesses and welcoming locals downtown during the summer months.
- Coordinating year-round, special events such as Tar Heel Downtown pep rally, Movies Under the Stars, Downtown Pop-up Farmers Market, Holiday Outdoor Concert. We are currently collaborating with the Town of Chapel Hill Community Arts & Culture to conduct focus groups on what the community wants from events that will be used to shape new events after the Pandemic rules and regulations have been lifted.
- Branding downtown by managing downtown decorations; Welcome banners, rainbow pride flags, holiday snowflake decorations, and the holiday tree.
- Managing the 2nd Friday Art Walk for all of Chapel Hill and Carrboro.

CHDP markets downtown as a family-friendly destination to live, work, and play by:

- Creating and managing the redesigned in 2020 website www.downtownchapelhill.com; the information hub for all of downtown.
- During the pandemic our "What's Open" web page has been kept up to date with who is open, who offers online ordering, gift cards and who has outdoor seating
- Producing weekly marketing emails with what is happening downtown each week
- Partnering with social media influencers on specific projects to connect with new and younger residents in the Triangle
- Strategic partnerships with WCHL and Chapel Hill Magazine to exchange event sponsorships for advertising
- Targeted social media advertising for events and programs
- We help our businesses promote themselves by reposting and resharing our downtown businesses social media posts to our accounts
- Managing social media for downtown:
 - Facebook – 6,272 followers / Twitter – 10,100 followers / Instagram – 4,444 followers

12. Please describe the resources, collaborations and strategies your organization will employ to address the Town's downtown marketing interests?

Collaborators:

- In order to meet these goals, the following groups will be important partners

- Town of Chapel Hill Community Arts & Culture
- Chapel Hill Chamber of Commerce
- Orange County Visitors Bureau

CHDP will continue to create a vibrant and welcoming space downtown with renewed community pride by leveraging resources, collaborative partnerships, and pursuing strategies such as the following:

Develop an active, year-round downtown by:

- Continuing and expanding partnerships with the town of Chapel Hill's Community Arts & Culture, Carolina Performing Arts, and UNC Arts Everywhere to leverage our resources and strengths to attract more small-scale special events
- Expanding arts programming during summer and winter holidays.
- Re-imagining the 2nd Friday Art Walk and create more opportunities for artists and vendors to perform and add retail experiences to downtown.

Tell the story of downtown by:

- Marketing downtown's assets by creating a yearly business map & guide
- Maintaining a comprehensive online presence for downtown at www.downtownchapelhill.com and through social media.

Provide businesses with promotional and educational tools by:

- Offering trainings through Grow with Google, and other basic social media trainings.
- Providing other opportunities for trainings or informational meetings as the needs demand.

Offer incentives and technical services to assist businesses by:

- Providing grant funds for façade improvements, sidewalk dining, and exterior paint.

13. Provide three specific performance measures that you believe will accurately represent the outcomes resulting from your efforts.

1. Measure: Number of people attending downtown special events coordinated by or supported by agency; Number of businesses engaged in these events. Target: 5000 people in attendance; 20 businesses engaged.
2. Measure: Increase in social media followers, likes, and reach of posts
3. Measure: Increase in number of pedestrians in downtown during events, increasing number of parked cars during events.

F. Programming

The contractor will address the basic needs of the downtown community through public and private partnerships by increasing visibility and knowledge of parking and alternative transportation options; supporting basic infrastructure needs & improvements; increasing safety & cleanliness; and addressing social behavioral issues.

14. Please describe how your organization will fulfill the role described above, including specific program and service descriptions.

CHDP increases visibility and knowledge of parking and alternative transportation by:

- Collaborating and partnering with Chapel Hill Transit to ensure we understand their needs and can work together to support one another's needs.
- Promoting www.parkonthehill.com.
- Supporting and advocating for the NS Bus Rapid Transit Program, the purchase of new electric buses, and ensuring the needs of bus stops are included in any streetscape improvements.
- Supporting and advocating for bike lanes and making connections to the greenways

CHDP supports basic infrastructure needs and improvements by:

- Planting and maintaining the 60+ raised brick planters downtown.
- Routinely communicating and collaborating with Parks & Rec, on issues regarding the sidewalk
- Advocating and leading streetscape initiatives.

CHDP increases safety and cleanliness downtown by:

- Providing property owners with tools and funding to remove graffiti.
- Offering community service hours for people to pick up garbage in downtown
- Working closely with Police and Fire departments to inform businesses of safety issues such as Be a Responsible Server Training, and Halloween and major celebrations logistical information.

CHDP address social behavioral issues downtown by:

- Leading the Campus & Community Coalition to Reduce High-Risk Drinking.
- Sponsoring and coordinating the Good Neighbor Initiative; to educate UNC students on how to be respectful community members in the Northside neighborhood.
- Providing free space in our office for the Orange County Street Outreach and Harm Reduction And Deflection (SOHRAD) Team.
- Providing our businesses with the numbers for the Police Crisis Team, and the SOHRAD team for when there are behavioral issues that don't need to call 911, and the SOHRAD number for when there is someone in need of assistance.
- Annually hosts a meeting for the Orange County Project to End Homelessness to present to business and property owners about the issues they are working on, and for businesses to share what they are seeing.

15. Please describe the resources, collaborations and strategies your organization will employ to address the Town's downtown programming interests?

CHDP will continue to enhance downtown's visual appeal and physical components, as well as positively affect safety, thus enhancing visitors' experiences by leveraging resources, collaborative partnerships, and pursuing strategies such as the following:

Collaborators:

- In order to meet these goals, the following groups will be important partners
 - Town of Chapel Hill Parks & Rec
 - University of North Carolina (in conjunction with the Downtown Together adopt a block program)
 - Chapel Hill Police Crisis Team
 - Orange County Project to End Homelessness
 - Orange County Street Outreach Harm Reduction and Deflection (SOHRAD)

Make Downtown Safer by:

- Advocating for and implementing streetscape improvements district wide. The sidewalk expansion has demonstrated how well this works.
- Addressing cleanliness and safety of alleyways and informal pathways.
- Continuing to administer grants for improved lighting and security cameras

Establish downtown as a clean and beautiful destination by:

- Establishing a consistent look with management of downtown landscaping.
- If extra funding is received, establishing a clean & green ambassador team.

Improve downtown's accessibility for all by:

- Installing additional pedestrian wayfinding signs to promote downtown's assets.
- Advocating for increased biking infrastructure and amenities, like the W. Franklin St. bike lanes.
- Advocating for traffic management strategies that improve vehicular movement, like putting turn lanes, loading zones, and parking on W. Rosemary Street once the bike lanes are added to W. Franklin St.

Build a healthy business environment full of healthy people by:

- Leading Campus & Community Coalition to Reduce High Risk Drinking and plan implementation.
- Partner with customer safety initiatives like Raise the Bar which provides alcohol training to bar and restaurant employees.

16. Provide three specific performance measures that you believe will accurately represent the outcomes resulting from your efforts.

1. Measure: Decrease in the number of calls to the police for calls for trespassing and aggressive panhandling
2. Measure: Number of safety educational and information resources provided to businesses.
Target: 3 opportunities, 15 businesses assisted.
3. Measure: Installing wayfinding in the new E. Rosemary Parking Deck

G. Communications & Organization

The contractor will communicate the accomplishments of the downtown community and agency by strengthening relationships with downtown stakeholders; serving as spokesperson for the downtown community; maintaining strong nonprofit planning, financial, and reporting activities; and expanding funding.

17. Please describe how your organization will fulfill the role described above, including specific program and service descriptions.

CHDP communicates the accomplishments of the downtown community and agency by strengthening relationships with downtown stakeholders by:

- Partnering with UNC professors and students as guest speakers and student project sites, such as Urban Site Planning, Business Retail Strategy, and business entrepreneurship classes.
- Partnering with the Chamber of Commerce, Visitors Bureau, and County Economic Development partners to share information and serve on boards and committees.
- Managing internship program for students in multiple disciplines, such as journalism, planning, public health, public policy, business.
- Collaborating with the monthly Friends of Downtown group to share downtown news at its monthly get together

CHDP serves as the spokesperson for the downtown community by:

- Providing cross-communication and serving as a liaison between the downtown community, Town, and University.
- Speaking to civic organizations about downtown news and promotions.
- Partnering with Town to create communications plan for major projects.
- Periodically go on Aaron Keck's WCHL radio show to discuss downtown

CHDP maintains strong nonprofit planning, financial and reporting activities and expands funding by:

- Conducting comprehensive strategic planning to create a Plan of Work that accurately reflects the community's interests and vision for downtown.
- Strengthening staff capacity to engage with our partners in a meaningful way through professional development and educational opportunities; recent trainings include QuickBooks, Meeting & Facilitation Skills, and Diversity Training.
- Conduct annual financial audit by independent certified public accountant.
- Hold public annual meeting and produce annual report.

18. Please describe the resources, collaborations and strategies your organization will employ to address the Town's downtown communications and organizational interests?

CHDP continues to make tremendous strides in strengthening relationships with our partners, opening up new lines of communication and collaboration. We will continue to leverage resources, collaborative partnerships, and pursue strategies such as the following:

Be the leading voice for downtown by:

- Creating year-long communications plan for agency.
- Regularly meeting with businesses one-on-one and in industry groups to hear the needs and concerns of our local businesses ensures we know what to advocate for
- Inviting a downtown business owner to present to our board monthly ensures our directors can directly interact with downtown stakeholders they do not know personally.
- Advocating for budget and policy decisions that benefit downtown both locally and state-wide.

Strengthen relationships with downtown stakeholders by:

- Weekly email newsletter to business owners
- Segmented email lists by type of business, property owner, and location in downtown so that necessary information is sent to the people who need it.
- Our Executive Director and our new Marketing & Communications Director and new Arts & Culture Director have built new relationships with businesses and property owners by direct outreach and offering free resources like marketing help and musicians which have built new relationships & trust.
- Advocating for and collaborating on expanded sidewalks for outdoor dining, and free parking has made business owners feel that their requests have been heard, and that their work is valued.
- Developing stronger relationships with regional economic development partners.

19. Provide three specific performance measures that you believe will accurately represent the outcomes resulting from your efforts.

1. Measure: Increase in social media, ad impressions, followers from strategic marketing campaigns. Target: 15% increase.
2. Measure: Number of events hosted by agency to engage downtown community; number in attendance. Target: 4 events; 50 people in attendance.
3. Measure: Number of community outreach and speaking opportunities agency engages in publicly. Target: 5 opportunities.

H. General

20. Please provide a list of three verifiable client references that are able to comment on your organization's relevant experience. Please include company name, contact name and telephone number. Town of Chapel Hill reserves the right to use reference checks in its evaluation of proposals.

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21. What makes your organization unique from other organizations that may submit proposals for Town of Chapel Hill's consideration?

The Chapel Hill Downtown Partnership has a recognized, seventeen-year record of successfully providing economic development services and programming to the downtown Chapel Hill business community. During this time, we have built relationships with property owners, business owners, residents, partner organizations, and nearby communities.

During this pandemic we have added staff and have reached out more to our businesses, property owners, and residents to understand what they need to get through the pandemic. Because we have asked, we know our downtown's needs and potential better than any other organization; and we are nimble enough to tailor our daily work to meet those demands. We have the knowledge of market conditions, strong relationships with community stakeholders, and have proven to be a true partner in making positive change downtown.