

Center in the Square is an **economic boon** to the region, attracting new businesses and new residents, boosting tourism, and strengthening our central business district. Our success has inspired economic confidence in downtown and has led others to invest over \$850 million in subsequent projects. More than 350 new businesses have opened in the area since Center's induction. Center's annual economic impact is estimated at \$19 million.

PROJECT FOR PUBLIC SPACES (PPS) QUALIFICATIONS

PPS FACTS & FIGURES

- PPS has worked in 2,000 neighborhoods, 47 states & 26 countries
- Some 10,000 people attend our 250+ presentations and workshops annually
- Our staff have written and published more 50 books and articles
- "How to Turn a Place Around," PPS's handbook for creating successful public spaces, has sold over 3,000 copies, and is in its 3rd printing
- We have taken 600,000 photographs of public spaces around the world - many of which are available online
- Our family of websites attract over 2 million page views a year

OUR MISSION

Imagine a town square bustling with people who are greeting each other, buying, selling, and exchanging ideas. For everyone striving to make public spaces better, PPS is that town square. Our vision is to act as the central hub of the global Placemaking movement, connecting people to ideas, expertise, and partners who share a passion for creating vital places.

Since 1975, we have worked in more than 2,000 communities in 26 countries around the world, helping people turn their public spaces into vital community places, with programs, uses, and people-friendly settings that build local value and serve community needs.

OUR PROGRAM AREAS

CITY MARKET BUILDING:
Capital Improvements, Management, and Operation

Our mission-driven program areas encompass all major public spaces. With the talent of our dedicated staff and the generous contributions of our partners and funders -- organizations like The Wallace Fund, the Rockefeller Brothers Foundation, the Ford Foundation, and the Kellogg Foundation -- we have improved parks, markets, streets, transit stations, libraries and countless other places.

Parks Parks, plazas and squares succeed when people come first, not design. Today, PPS is working with more communities than ever before to transform underperforming parks into great public destinations that are lively, secure, and distinct in character.

Transportation If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places. PPS sees the vast amount of urban land dedicated to cars, traffic, and parking lots as a huge opportunity to create public spaces that serve community. We approach transportation projects as catalysts of this transformation--by redeveloping facilities from highways to boulevards, from parking lots to mixed-use transit oriented development, and from nowhere to someplace.

Civic Centers Civic centers should connect people to their public institutions. PPS turns these crucial public spaces--our courthouses, libraries, seats of government, and more--into assets for both the institutions they represent and the communities they serve.

Public Markets Through our technical assistance and workshops, research and grant programs, and training courses and conferences, PPS helps public markets become vibrant public spaces while also achieving broader social impacts – from community development, to health and nutrition, to preserving family farms.

Downtowns Great downtowns fill cities with life. In our work for downtowns, PPS helps spark revitalization by finding ways for this vitality to emerge. Our Placemaking approach goes beyond the typical downtown master planning process: It enables city staff as well as residents to focus on improving the places that are most important to them.

Mixed Use Development PPS assists developers and municipalities all over the country in planning new developments. We ensure that new mixed-use communities, town centers and infill development - and especially their public spaces - are planned and designed in such a way that they build a strong sense of community and provide a sense of place for residents and workers.

Campuses The desirability of a university is often judged by its sense of place. It is not enough to build a university around the specialized needs of its academic programs. PPS helps academic institutions create a collection of distinct gathering places that catalyze interaction and bring the campus to life.

Squares Squares and plazas have been a core focus of PPS beginning with our work with William H. (Holly) Whyte and our signature early projects like Rockefeller Center's Channel Gardens. Over the years we have helped many cities create such great public destinations, providing a range of services to communities building new squares and plazas or revitalizing existing ones.

Waterfronts In our work with cities that want to bring life back to their waterfronts, PPS stresses that the key to success is layering activities into a vision for improvement that is "greater than the sum of its uses." In waterfront projects from Hong Kong to San Diego to Memphis, PPS is working to re-integrate waterfronts (many of which have been blocked off by highways, train tracks, or fenced-off industrial facilities) into surrounding neighborhoods through a variety of means.

Public Space Advocacy

We complement our project work, training, and services with public space advocacy that sets the stage for broad change. Our goal is to enhance Placemaking efforts everywhere by promoting good policy and professional practice.

Making great public spaces the norm rather than the exception depends on introducing policy-makers at all levels of country, state, and city government

to new ideas and approaches. We also advocate for change within disciplines, showing how architects, planners, transportation engineers, and other professionals can adopt a Placemaking approach. When these crucial decision-makers set their minds on creating great places, sweeping improvements follow.

That's why PPS pursues systemic change in all our program areas, collaborating with foundations and campaign partners on advocacy that leverages our resources and expertise to achieve broad impacts. Through our advocacy partnerships and outreach, we want to see Placemaking change people's lives for the better.

DAVID O'NEIL

Senior Associate, Public Markets

Mr. O'Neil is an international market consultant and expert in the management and development of public markets and rebuilding local economies. He is the former General Manager of the Reading Terminal Market in Philadelphia, where he directed the overall market revitalization for ten years. He owned the Reading Terminal Market trademark until selling it in 2003.

One of the key elements in any market venture is working with would-be entrepreneurs to develop small-scale businesses that work in markets. He has worked successfully with many vendors and farmers who had no previous entrepreneurial experience.

After Reading Terminal Market, he traveled the ancient trade routes of Asia, studying markets in cities and remote areas, walking over a thousand miles.

He now serves as Director of the Public Market Collaborative, a network of individuals and organizations who plan, design, develop and operate public markets.

He has been a consultant to over two hundred historic and new market projects in the United States, Canada, New Zealand, Africa and Europe.

Mr. O'Neil was a contributing writer and advisor to the Urban Land Institutes recently published book "Public Markets and Community Revitalization". He recently completed "Reading Terminal Market, An Illustrated History" published by Camino Press in 2003.

He has the world's largest collection of market documents and photographs and has lent or donated parts of his collection to museums, periodicals, authors and TV programs.

With USDA sponsorship, he directed the 3rd International Public Market Conference which was held in Philadelphia in 1996 and the 4th Conference held at Pike Place Market in Seattle, WA and Granville Island Market in Vancouver, BC in 1998. He directed the 5th Conference held in New York in 2002 sponsored by the Ford Foundation and the 6th Conference held in Washington DC in 2005.

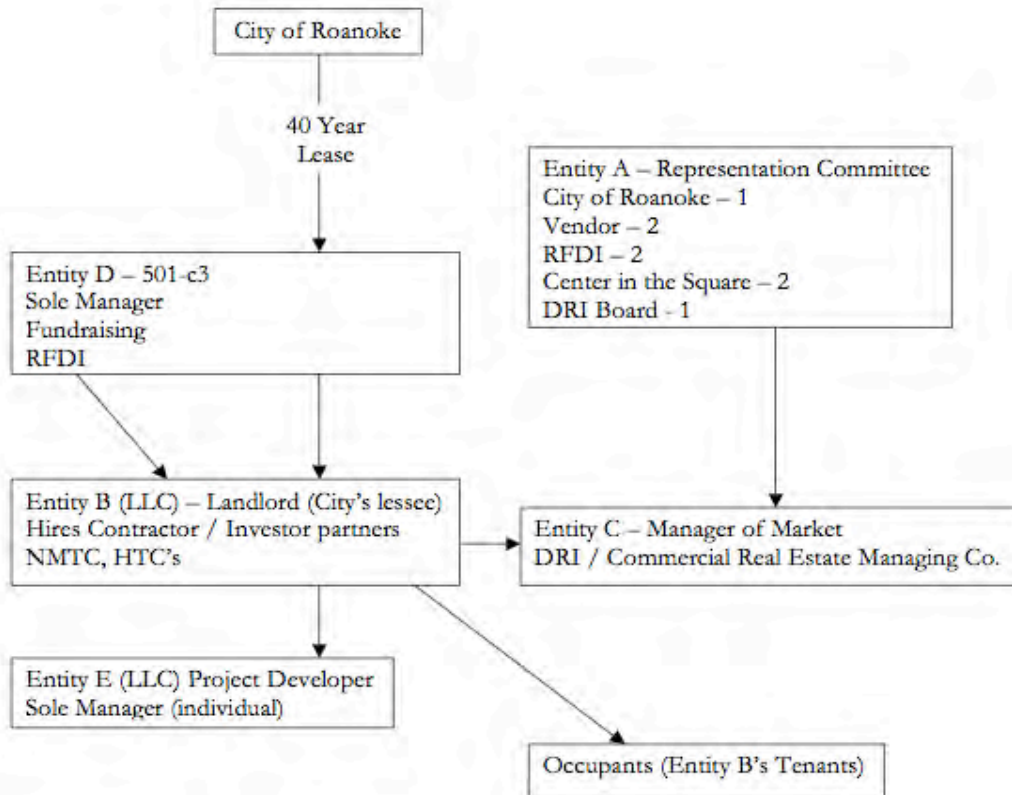
He is currently an instructor for the Neighborhood Reinvestment Corporation, teaching a course in market development.

Recent projects include markets in: Anchorage, Ninotsminda, Kansas City, Trenton, Ann Arbor, Flint, Moscow, Chicago, Detroit, Santa Fe, San Francisco, Minneapolis and New York City.

Education

University of Pennsylvania, Bachelor of Arts, 1977

**ROANOKE CITY MARKET BUILDING:
STRUCTURE AND MANAGEMENT**



MANAGEMENT OF THE ROANOKE CITY MARKET AND MARKET BUILDING WILL HAVE TWO FACETS

Downtown Roanoke Inc will manage all operational aspects of the business, other than long term leasing and facilities management- Downtown Roanoke, Inc/ will hire a Commercial Real Estate Company manage the long term leasing and facility management.

PLAN FOR MANAGEMENT

Downtown Roanoke, Inc., will manage most facets of operations in the City Market Building. The establishment of strategic relationships, including daily rentals, marketing and public relations, and events, will be created and overseen by DRI. Also managed by Downtown Roanoke, Inc., will be all operations: design standards, accounting,

preparation and administration of budget, development and fundraising, active vendor and farmer recruitment, and daily / weekly / monthly rentals for vendors.

7. CONDITIONS

There are no acknowledged special conditions or considerations at this time. Facilities management and long term leasing will be done by a contracted commercial real estate firm.

8. REFERENCES

Reference Memorandum
Center in the Square

From: The Roanoke Weiner Stand
24 Campbell Avenue SE
Roanoke, VA 24011

To: City of Roanoke

Re: Retail and Facility Management Reference for Center in the Square

Date: June 17, 2008

To Whom It May Concern:

We are pleased to offer our organization as a reference for the Western Virginia Foundation for the Arts & Sciences (Center in the Square). We operate our business as a retail tenant of their facility, and are happy to discuss our tenancy and our relationship with Center in the Square at any time.

Please contact us at the address noted above, or at 540-342-6932.

Sincerely,

Gus Chacknes
Owner

Reference Memorandum
Center in the Square

From: Thomas' Market
35 E. Campbell Avenue SE
Roanoke, VA 24011

To: City of Roanoke

Re: Retail and Facility Management Reference for Center in the Square

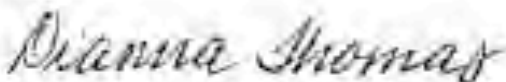
Date: June 19, 2008

To Whom It May Concern:

We are pleased to offer our organization as a reference for the Western Virginia Foundation for the Arts & Sciences (Center in the Square). We operate our business as a retail tenant of their facility, and are happy to discuss our tenancy and our relationship with Center in the Square at any time.

Please contact us at the address noted above, or through 540-342-2028.

Sincerely,



Dianna Thomas
Owner

From: Gary Crowder
209 Market Street
Roanoke, VA 24011

To: City of Roanoke

Re: Management of the Historic Roanoke City Market

Date: June 24, 2008

To Whom It May Concern:

I am pleased to offer myself as a reference for Downtown Roanoke Inc. for management of the Historic Roanoke City Market. I operate my business as a market vendor and would be happy to discuss my tenancy and my relationship with Downtown Roanoke Incorporated at any time.

Please contact me at the address noted above, or at 989-1340.

Sincerely,



Gary Crowder

Reference Memorandum
Center in the Square

From: Little Dipper, Inc.
209 Market Square SE
Roanoke, VA 24011

To: City of Roanoke

Re: Retail and Facility Management Reference for Center in the Square

Date: June 17, 2008

To Whom It May Concern:

We are pleased to offer our organization as a reference for the Western Virginia Foundation for the Arts & Sciences (Center in the Square). We operate our business as a retail tenant of their facility, and are happy to discuss our tenancy and our relationship with Center in the Square at any time.

Please contact us at the address noted above, or at 540-982-6971.

Sincerely,

Shellie O. Crowder
Owner

Sandra P. Wilkinson
Owner

From: Mark Woods
Woods Farms
4113 Wades Gap Road
Boones Mill, VA 24065

To: City of Roanoke

Re: Management of the Historic Roanoke City Market

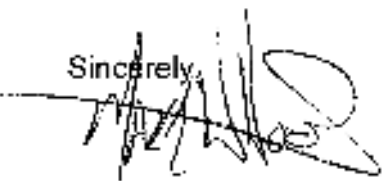
Date: June 24, 2008

To Whom It May Concern:

We are pleased to offer our organization as a reference for Downtown Roanoke Inc. for management of the Historic Roanoke City Market. We operate our business as a market vendor and are happy to discuss our tenancy and our relationship with Downtown Roanoke Incorporated at any time.

Please contact us at the address noted above, or at 420-9391.

Sincerely,



Mark Woods

Cheryl Dolby Originals
5232 Falcon Ridge Road
Roanoke, VA 24018
June 23, 2008

City of Roanoke

To Whom It May Concern:

From 1981 to 1984, I owned and operated Dolby Art Glass which was located on First Street, the present Market Street. During most of that period, the city market offered a marginal environment for business. The sidewalks and tables were always filthy, and the streets were even fithier. Vagrants often outnumbered shoppers. It was common for me to require police assistance in the mornings to clear my doorway of the alcoholics who roosted there overnight. Promotion of market businesses was virtually nonexistent. Downtown Roanoke, Inc. (DRI) was nowhere to be seen.

Upon my return to the market as an artist/vendor in 2006, I was impressed by the turnaround in the business environment on the market. Much of that improvement is attributable to the efforts of DRI. Cooperation between vendors and merchants is the rule rather than the exception, a result of improved communication fostered by DRI. New vendors like the kettle popcorn maker and the street ice cream seller, both recruited by DRI, have contributed to a festival-like atmosphere on weekends that draws more people to the market. DRI's recent addition of live music to the Saturday market scene has enhanced this festive atmosphere. Thanks to a DRI initiative, the streets, sidewalks and tables are now clean. The recent addition of new awnings has made shopping along Market Street more pleasant for both customers and vendors. DRI has helped market businesses take full advantage of state and local enterprise tax incentives, further encouraging business development. When DRI's initiative establishing shuttle service between Riverside and the market reaches fruition in July, the market's parking problems will be partially alleviated and a huge step will have been made toward a more pedestrian-friendly environment.

The city market is one of Roanoke's jewels. DRI can claim credit for having helped polish that jewel to its current high luster. DRI's effective management and promotion of the city market have been essential to the area's growth in the recent past. It will undoubtedly be indispensable in the future.

Sincerely,

Cheryl Dolby



Spectrum Design References

Nathan Vaught
Project Manager
Stanley Shield Construction
P.O. Box 35745
Richmond, VA 23235
540.797.2344 Ph

Project Dates: 2006 – Present

Spectrum has been involved with Stanley Shield Construction in the last few years on several projects of converting historic buildings in Downtown Roanoke into apartments and condominiums, which most recently includes the Hancock Building.

Dr. Thomas McKeon
Executive Director
Roanoke Higher Education Center
108 N. Jefferson Street
540.767.6000 Ph

Project Dates: 1998 – 2000

Spectrum worked with Dr. McKeon in designing the adaptive-reuse and historic preservation of the 154,000 square foot Roanoke Higher Education. This project was a great success and it won the state's preservation award in 2001.

Dr. Rita Bishop
Superintendent
Roanoke City Public Schools
40 Douglass Avenue
Roanoke, VA 24012
540.853.2502 Ph

Project Dates: 1998 – 2005

Spectrum has designed five renovations of elementary schools for Roanoke City Public Schools. Most recently Spectrum designed the first new elementary school for the school system in 25 years, Roanoke Academy for Mathematics and Science. It won many awards including the Virginia School Boards Association's Best New Elementary School in 2006.

Jon Varnell
Associate Vice President of Operations & Facilities
Guilford College
5800 Friendly Avenue
Greensboro, NC 27410
336.316.2000 Ph

Project Dates: 2006 – Present

Spectrum has been chosen over the last couple of years to work on many buildings for Guilford College. These include major renovations and additions like the Founder's Hall Student Center and the Hege-Cox Art Building. Spectrum is also designing the college's new Fitness Center.

9. AMOUNT OF INVESTMENT

Offeror requests the City to assume responsibility for all construction and development costs, minus Historic and New Market Tax Credits. Offeror requests the City to fund a CAPEX reserve fund of \$50,000 per year, for annual capital improvements: \$300,000.

Offeror accepts responsibility for raising one million dollars, to be used as operating expenses, until the said time of expiration of leases. The Coalition wishes to also note to the City, that while the total estimate for all the plazas and additional work is out of the scope of the RFP, we believe it prudent to show the total project cost and a vision for the whole market area.

SECTION 4: DEVELOPMENT PRINCIPLES

The Coalition plans to restore the City Market Building to the splendor of its historic splendor. Our proposal maintains all preferences and stipulations of the RFP, for its integrity to be upheld, its exterior shell to be retained, and its flavor to be local.

DEVELOPMENT PROCESS

After acceptance of proposal:

1. Select developer.
2. Establish critical path for development- construction- pre-opening- opening.
3. Design input sessions held with stakeholders.
4. City to fund \$300,000 for design and development work.
5. Spectrum Design to complete design specifications and prints.
 - a. Work with Don Buffington on Historic Tax Credits, ensure design conforms to guidelines; thus ensuring approval from governmental agencies for Tax Credits.
6. Select construction firm: bid project.

7. DRI staff will be working concurrently to:
 - a. Recruit vendors/farmers
 - b. Establish management structure
 - c. Positioning and produce promotional material
 - d. Develop retail standards and programs
 - e. Identify and contract commercial real estate firm to do long term leasing and facilities management.
 - f. Establish all strategic partnerships.
 - g. Opening Plan
 - h. Budgets and projections
8. On-going work for New Market and Historic Tax Credits
9. Construction begins- City to fund a series of draws on design and construction costs.