



916 G STREET NW, WASHINGTON, DC 20001 | 202.315.1324 | CULTURALDC.ORG

REQUEST FOR EXPRESSIONS OF INTEREST

Commercial Arts Space Visiting Artist Housing



Issued: January 22, 2010

Due: March 26, 2010

CONTENTS

1	Overview.....	3
2	Introduction	3
2.1	About Cultural Development Corporation	3
2.2	Benefits of Arts Uses in a Mixed-use Project.....	3
2.3	Cultural Development Corporation’s Competitive Advantage	4
2.4	Goals of the RFEI	4
2.4.1	GOAL #1: Identify Development or Strategic Partners.....	5
2.4.2	GOAL #2: Leverage Cultural Development Corporation’s Role & Experience	5
2.4.3	GOAL #3: Maximize Impact of New Arts Space	5
2.5	General Submission information.....	5
3	Project Concepts	6
3.1	Commercial Arts Space	6
3.2	Visiting Artist Housing	6
3.3	Development Guidelines.....	7
3.3.1	Commercial Arts Space	7
3.3.2	Visiting Artist Housing	7
4	Project Characteristics	7
5	Evaluation Criteria	8
5.1	Partner Qualifications	8
5.2	Project Concept.....	9
5.3	Role of Cultural Development Corporation.....	9
6	Proposal Requirements.....	9
7	Selection Process	10
	Projected RFEI Timeline	11
	Appendix A: CuDC Background	12
	Appendix B: Additional Information for Public Sector Bidders	16
	Appendix C: Project Examples	18

I OVERVIEW

Cultural Development Corporation, the leading generator of arts space in DC, seeks partners with whom to develop two specific projects – **Commercial Arts Space** and **Visiting Artist Housing**. For that purpose, we are issuing this Request for Expressions of Interest (RFEI).

Developing sustainable arts space drives community and economic development in the region. Incorporating arts space into a mixed-use project creates a strong identity for the project enhancing demand for the other uses. Arts uses energize neighborhoods, attracting new visitors and building area visibility. *More information about CuDC and select projects can be found in Appendix A.*

CuDC seeks respondents that either (i) currently control property available for development (a “Development Partner”) or (ii) would like to work with CuDC to pursue one of the target uses but may not currently control an appropriate site (a “Strategic Partner”). Respondents should offer at least one key resource: development expertise, capital, and/or property for development.

CuDC encourages both private sector and public sector responses to this solicitation. In consideration of the unique stewardship requirements of the public sector to maximize economic development and meet stakeholder expectations, CuDC has provided additional information for potential public respondents in Appendix B including information on the economic and community impacts of arts-based projects, as well as details of CuDC’s experience working with public sector partners.

2 INTRODUCTION

2.1 ABOUT CULTURAL DEVELOPMENT CORPORATION

Cultural Development Corporation is a District of Columbia-based nonprofit organization that creates opportunities for artists and arts organizations that stimulate economic development and improve the quality of life in the region. **We make space for art.** CuDC envisions the arts driving economic and community development as an integral part of the metropolitan region. We provide services to property owners, developers, artists and arts organizations and our efforts benefit residents throughout the region.

CuDC ensures that artists and arts organizations have space to work and live in the region. The entire community benefits from the economic, physical and social impacts of a healthy creative sector and arts industry. CuDC prefers to re-activate existing buildings, develop infill sites and support transit-oriented development. CuDC’s programs and services enable artists to educate children and adults, animate empty spaces, remove blight and provide artistic programming for audiences of every ethnic and socio-economic background. *More information about CuDC and select projects can be found in Appendix A.*

2.2 BENEFITS OF ARTS USES IN A MIXED-USE PROJECT

Respondents to this RFEI have the opportunity to engage the arts in a way that will build additional aesthetic and financial value for a mixed-use project. The arts reinvigorate neighborhoods and attract customers to surrounding businesses. The incorporation of arts space in a larger project provides a

variety of benefits including increased visibility and enhanced sales at adjacent properties' uses. Strong arts anchors can provide access to cultural opportunities, create jobs and decrease crime.

- According to a 2007 Americans for the Arts study, visitors spend \$28 per person per trip on transportation, dining at restaurants and shopping in the surrounding neighborhood as part of each arts-related visit.¹ *Additional economic data is located in Appendix B.*
- Arts Space Development attracts additional development and infrastructure. One example is the emerging arts and entertainment district along H Street NE in Washington, DC. Prior to the Atlas Performing Arts Center's opening in 2005 more than 50 out of 286 parcels fronting H Street were vacant.² Today, the majority of these sites are now active or planned for redevelopment. The active sites include a plethora of new restaurants and bars, making H Street nightlife a new DC hotspot. The area, previously devastated by the 1968 DC riots, is now home to more than 100 retail and restaurant establishments, which account for over \$121 million in sales volume on an annual basis. Additionally, free shuttle service is available and light-rail is coming.³ *More information on Atlas Performing Arts Center can be found in Appendix A.*

2.3 CULTURAL DEVELOPMENT CORPORATION'S COMPETITIVE ADVANTAGE

As with any real estate product type, delivering a project that best suits the needs of the target market increases the likelihood of a positive outcome for a developer or investor. Cultural Development Corporation will translate the unique space requirements of the artist target market to ensure the delivery of a successful project, meeting the needs of the developer and the tenants. CuDC has significant experience evaluating potential arts space development locations, critiquing key components of a building's design that facilitate creative uses and overseeing successful management planning for an arts use by leveraging experience and relationships in the region's creative sector.

Since 1998, more than 30 arts organizations, developers and government organizations have relied on CuDC for arts real estate project expertise that has resulted in the creation of eleven new arts facilities. CuDC has more than eleven years of experience as the central clearinghouse for information and solutions for sustainable arts development. CuDC provides consulting services to developers, architects, owners, government agencies and other real estate professionals developing space for arts uses. CuDC also provides individual technical assistance to artist groups and cultural organizations to help in every stage of the facilities planning process.

2.4 GOALS OF THE RFEI

Cultural Development Corporation seeks Development or Strategic Partners for the purpose of creating Commercial Arts Space and/or Visiting Artist Housing within the DC metro area.⁴ CuDC desires an active role in the development process as outlined below. CuDC prefers a development opportunity and partner that can maximize the impact of new arts space to the arts community and the surrounding area.

¹ "Arts & Economic Prosperity III," Americans for the Arts 2007.

² www.hstreet.org

³ www.atlasarts.org and Washington DC Economic Partnership Neighborhood Profile, H Street.

⁴ For the purpose of this RFEI process, the DC metro area includes: Montgomery County and Prince George's County in Maryland; the District of Columbia; City of Alexandria, City of Falls Church, Arlington County, Fairfax County, and Loudoun County in Virginia

2.4.1 GOAL #1: IDENTIFY DEVELOPMENT OR STRATEGIC PARTNERS

CuDC seeks strong partners with whom to create two arts-based projects in the region, Commercial Arts Space and Visiting Artist Housing. CuDC prefers to be engaged in the earliest planning stages to optimize the effectiveness and impact of the arts-based component. We will consider respondents with existing projects as well as those interested in pursuing opportunities jointly to reposition existing space or to acquire property appropriate for either of the two target uses.

2.4.2 GOAL #2: LEVERAGE CULTURAL DEVELOPMENT CORPORATION'S ROLE & EXPERIENCE

CuDC has identified four potential roles to create of an impactful and financially viable arts-based development project. Per Section 5.3, "Evaluation Criteria," CuDC prefers a developer role but will consider proposals that include CuDC as:

- **Lead Developer:** CuDC can act as lead developer of the target arts uses.
- **Minority Development Partner:** CuDC can act with a minority interest supporting the lead Development Partner in a project that incorporates one or both of the target arts uses.
- **Master Lessee:** CuDC can enter into a master lease arrangement to manage one or both of the target arts uses.
- **Facilities Manager:** CuDC can act as a fee-for-service facilities manager by programming, leasing, and administering one or both of the target arts uses.

2.4.3 GOAL #3: MAXIMIZE IMPACT OF NEW ARTS SPACE

CuDC seeks a partner who shares the philosophy of maximizing the impact of new arts space for the arts community and the surrounding area. CuDC intends to provide space designed to support the specific arts requirements on an ongoing, long-term basis. The target uses need to be strategically located in areas that welcomes them. Similarly, each project should be located in a jurisdiction prepared to both support it and leverage it. Creating arts space with this holistic planning and design approach will ensure the optimal outcome for everyone involved.

2.5 GENERAL SUBMISSION INFORMATION

Responses to this solicitation are due by March 26, 2010 at 5:00 p.m. Responses may be hand-delivered or mailed to:

**Cultural Development Corporation
916 G Street NW
Washington, DC 20001
ATTN: RFEI Response**

A **Pre-Bidders' Conference**, including a tour of **Source**, will be held on Thursday, February 11, 2010 from 10 am – 12 pm at 1835 14th Street NW. Interested parties should RSVP by February 8, 2010 to Kate Michel at rfei@culturaldc.org. If you have questions prior to the conference, please email rfei@culturaldc.org.

3 PROJECT CONCEPTS

Cultural Development Corporation seeks Development or Strategic Partners with whom to pursue the development of space to suit each of two target uses: Commercial Arts Space and Visiting Artist Housing. The projects may be independent of one another or part of the same project within the DC metro area.

3.1 COMMERCIAL ARTS SPACE

This “creative office building” delivers dynamic, collaborative spaces with an aesthetic that attracts and cultivates a variety of tenants. This multi-disciplinary space will be constantly programmed and humming with activity, serving as a destination for creatives and art connoisseurs alike. The project may be developed as a cluster of programmable space within a property or delivered as a stand-alone building. The space will house a variety of tenants, including: individual artists, arts organizations, arts businesses and other businesses interested in being a part of the creative economy. Spaces may include individual artist studios, office/work space for arts organizations and arts-related businesses, office space for creative commercial businesses, ground floor and interior retail and collaborative/common spaces.

Examples of two similar projects are provided in Appendix C. The first project, 401 Richmond is the successful redevelopment of a 200,000 square foot early 20th Century tin factory in Toronto, Ontario, housing over 140 artists and entrepreneurs. The second example, the Ice House Artist Studios located in Pittsburgh, PA, is much smaller and offers 32 work spaces totaling 44,000 square feet. This building is also an adaptive reuse of an early 20th Century commercial facility.

These examples are for illustrative purposes only. Locally, Commercial Arts Space may be delivered in a range of sizes and formats that may not mirror the 401 Richmond and Ice House examples.

3.2 VISITING ARTIST HOUSING

This “creative hotel” delivers a cooperative housing complex for visiting artists that will enable area arts organizations to import, train and retain talent from across the nation and around the world. Currently, almost all local arts organizations rely on chain hotel rooms or donated accommodations in private homes. Similar to hostel/extended-stay hotels, in this model area arts organizations will “buy” shares in the facility to provide accommodations ranging from a few nights to a few months for visiting performers, curators, designers, teachers and fellows. Common spaces will allow artists visiting from around the globe to collaborate and learn from one another. This project type could be developed as part of a larger building or as a stand-alone project. In either situation, the project should provide ground floor bar/restaurant space as part of the housing concept.

Case Study examples of the Visiting Artist Housing concept are provided in Appendix C. The Lake Placid Center for the Arts can house up to 20 artists at any time and is composed of single-occupancy rooms and shared rooms for up to four people. Kitchen facilities, bathrooms and living rooms are shared. Another example, Goodspeed New Actor Housing in East Haddam, CT, provides 65 bedrooms distributed throughout 17 newly-constructed homes dedicated for visiting artist housing.

These examples of Visiting Artists Housing provide a small range of design options for this project concept and are not meant to be prescriptive projects. Visiting Artist Housing may be delivered in a variety of ways and meet the needs of the local arts community.

3.3 DEVELOPMENT GUIDELINES

The guidelines below represent the considerations and minimum requirements to successfully deliver the two project concepts.

3.3.1 COMMERCIAL ARTS SPACE

- **Gross Square Feet:** 60,000 – 250,000
- **Use:** Office, studio, retail, common space
- **Design Considerations:** High ceilings, commercial loading, freight elevator, premium sound separation, premium ventilation
- **Rent Range:** \$7/s.f. to market rate (range should support a range of tenants)

3.3.2 VISITING ARTIST HOUSING

- **Unit Size:** 240-800 square feet
- **Number of Rooms:** 25-60
- **Capacity:** Minimum of 35 artists per night
- **Use:** Single and multiple occupancy, extended stay, full-service rooms and/or apartments with adjacent bar/restaurant
- **Design Considerations:** Common area, on-site laundry facility, mix of extended-stay and traditional hotel-style rooms
- **Rent Range:** \$60-\$250/night

4 PROJECT CHARACTERISTICS

CuDC intends to implement both projects (Commercial Arts Space and Visiting Artist Housing) and seeks partners to develop either or both of these project types. With regard to both project types, we have prioritized key project characteristics for evaluation including:

- **Community Context:** Target arts-use should complement other existing and planned uses in the immediate vicinity. CuDC will also consider more favorably proposed projects in which the neighborhood and its stakeholders have identified arts-based uses as acceptable and desirable.
- **Transit Accessibility:** Transit access and a central location within the DC metro area are desirable for both projects. CuDC will consider sites which are not centrally located or directly serviced by Metro, but these sites will be considered less favorably.
- **Site and Construction:** CuDC values responsible environmental stewardship. Accordingly, we would prefer to partner on an adaptive reuse project at an infill location. A rehabilitation or adaptive reuse project minimizes consumption of resources for construction and delivers an aesthetic that identifies with the artist community. Similarly, an infill location for a project places artists where they can engage an established community and prevents sprawl and unnecessary land consumption.

CuDC will, however, consider projects that require new construction, particularly an infill location as clarified further in the matrix below. As a corollary, CuDC will also consider projects that are not at infill locations, especially if the site offers the opportunity for a rehabilitation project. Regardless of the site and construction characteristics of a proposed project, CuDC will consider projects that propose stand-alone buildings or mixed-use buildings for the target uses.

CuDC recognizes that the best opportunity to implement our vision may not meet the ideal criteria in all of the above categories. To that end, alternative scenarios are described below. CuDC will consider projects responding to any combination of these scenarios.

	Preferred Scenario	Acceptable Scenario	Less Desirable Scenario
Community Context	Located in an emerging arts district or an existing mixed-use district	Located in a neighborhood or mixed use district without many complementary uses or hasn't identified arts as a preferred use	Project stands alone and doesn't benefit from an existing neighborhood or active surroundings
Transit Accessibility	Walking distance to Metro	Walking distance to Metro, bus or proposed transit line	Walking distance to Metro, bus or proposed transit line
Site and Construction	Substantial rehabilitation; Infill site	Substantial rehabilitation or new construction; Infill site	New construction/ greenfield site

5 EVALUATION CRITERIA

Responses will be evaluated based on the qualifications of the Development or Strategic Partner, the project characteristics and the role proposed for CuDC.

5.1 PARTNER QUALIFICATIONS

CuDC seeks a Development Partner with:

- A demonstrated track record of successfully partnering with non-profits or mission-driven organizations in development projects;
- A demonstrated track record of delivering real estate development projects in the Washington, DC metropolitan area; and
- The demonstrated financial capacity to deliver a project of comparable scale to those identified in the RFEI.

CuDC seeks a Strategic Partner with:

- A demonstrated track record of successfully partnering, or willingness to partner, with other non-profit or mission-driven organizations; and
- Development expertise, capital or property for a potential project.

5.2 PROJECT CONCEPT

CuDC seeks a project that:

- Delivers at least one of the two required uses, either Commercial Arts Space or Visiting Artist Housing;
- Complements other existing and planned uses in the immediate vicinity and is desired by both community stakeholders and the jurisdiction as described in Section 4, Community Context;
- Is accessible by public transportation, as described in Section 4, Transit Accessibility; and
- is environmentally responsible as described in Section 4, Site and Construction.

5.3 ROLE OF CULTURAL DEVELOPMENT CORPORATION

CuDC seeks projects that allow us to:

- Provide specialized project design to accommodate artistic uses;
- Provide programming and property management of arts uses;
- Ensure longevity of arts programming in proposed projects; and
- Create high impact arts uses for the region.

Relative Weighting of Evaluation Criteria	
1. Partner Qualifications	40%
2. Project Concept	40%
3. Role of Cultural Development Corporation	20%

6 PROPOSAL REQUIREMENTS

Proposals should be submitted on standard 8.5” x 11” letter sized paper. Proposal narrative should not exceed 15 pages. Ten copies of the proposal should be submitted.

All submissions must include the following information:

- Development firm, or joint venture partners, including
 - Contact information
 - Qualifications and development experience
 - Statement of commitment to arts use
 - Experience with non-profit organizations
- Description of Project Concept vision – Commercial Arts Space or Visiting Artist Housing
- Role of Cultural Development Corporation

Additional Submission Requirements for a Development Partner

- Description of proposed project including:
 - Target use and its role in the larger development, as appropriate
 - Location, lot size, zoning and physical characteristics
 - Project status including: stage of design and construction
 - Community Context
 - Transit Accessibility
 - Site and Construction
- Financing plan, include project budget and proforma as appropriate

Additional Submission Requirements for a Strategic Partner – as applicable

- Description of demonstrated capacity to assist in the delivery of a development project
 - Development expertise and/or capital resources
- Description of available property/land, including:
 - Location, lot size, zoning and physical characteristics
 - Project status including: stage of design and construction
 - Community Context
 - Transit Accessibility
 - Site and Construction

Responses to this solicitation are due by March 26, 2010 at 5:00 p.m. Responses may be hand-delivered or mailed to:

**Cultural Development Corporation
916 G Street NW
Washington, DC 20001
ATTN: RFEI Response.**

7 SELECTION PROCESS

CuDC will evaluate all proposals based on the criteria outlined in Section 5 above. CuDC will evaluate each project on its individual merits and in relationship to other arts-related projects existing and/or planned for the area. CuDC will determine, in its sole discretion, whether each proposal received is responsive and acceptable.

A Selection Panel may be established to review, evaluate and select one or more of the proposals. If established, the composition of the Selection Panel will be determined by CuDC, in its sole discretion. CuDC, or the Selection Panel, may consult with professional consultants, advisors, and other stakeholders for technical assistance. CuDC, or the Selection Panel, will evaluate each proposal, taking into account the information requested in the solicitation and the best interests of CuDC.

CuDC and/or the Selection Panel may request additional information from Bidders (or a short list of Bidders) to clarify the response or to aid CuDC and/or the Selection Panel in the review of the Bidders.

After evaluating each proposal, CuDC may conduct interviews/informational meetings with Bidders. If one or more Bidders is thereby chosen for commencement of negotiations, CuDC may request the selected Bidders to proceed to negotiate business terms consistent with the Bidders' proposal. If CuDC and selected Bidders are unable to agree on the business terms within ninety (90) days, CuDC, in its absolute and sole discretion, may terminate negotiations and select different Bidders who responded to the Solicitation; re-issue the Solicitation; or take such other measures as it deems reasonable, appropriate, or necessary.

CuDC reserves the right, in its sole discretion and as it may deem necessary, appropriate, or beneficial to CuDC with respect to the Solicitation, to:

- a. Cancel, withdraw or modify the Solicitation prior to or after the Solicitation deadline;
- b. Modify or issue clarifications to the Solicitation prior to the Solicitation deadline;
- c. Enter into negotiations with one or more Bidders based on Bidders submission in response to the Solicitation;
- d. Reject any proposals it deems incomplete or unresponsive to the Solicitation requirements;
- e. Consider one or more Bidders that are noncompliant with the Solicitation requirements;
- f. Modify the deadline for Bidders or other actions;
- g. Reissue (i) the original Solicitation, (ii) a modified Solicitation, or (iii) a new Solicitation, whether or not any Bidders have been received in response to the initial Solicitation issuance; and
- h. Subdivide the Solicitation into multiple, separately bid, negotiated and contracted components.

Projected RFEI Timeline

January 22, 2010	RFEI Released
February 11, 2010	Pre-Bidders' Conference
March 26, 2010	Proposals Due
April/May 2010	Interviews
May 2010 (projected)	Notice to proceed letters

APPENDIX A: CUDC BACKGROUND

History & Mission. In September 1998, the Downtown Arts Committee, part of the Mayor's Interactive Downtown Task Force, articulated a vision of Washington, DC as a vibrant, creative center blending culture, arts, technology, commerce, retail, entertainment, education and entrepreneurship. They founded Cultural Development Corporation to carry out this vision by increasing and sustaining the presence and appreciation of arts and culture in downtown DC and providing places and spaces for artists and arts organizations to live, create, exhibit, sell, rehearse, perform and convene.

Modeled after a community development corporation, CuDC creates opportunities for artists and arts organizations that stimulate economic development and improve the quality of life in the Washington DC area. **We make space for art.** CuDC addresses the lack of consistent incorporation of arts and cultural assets in community planning and the real estate development process; and the lack of available places and resources to create affordable art space. CuDC has become the central clearinghouse for information and solutions for cultural facilities development, serving as a "matchmaker" among diverse entities with parallel objectives, connecting government agencies, property owners, community development professionals, artistic individuals, artist groups and arts and cultural organizations.

To achieve this mission, Cultural Development Corporation:

- Builds relationships with private developers, local governments and community development organizations to include artists and arts organizations in real estate projects ;
- Advocates for and develops sustainable housing and space for artists and arts organizations;
- Engages the arts and business communities in mutually beneficial activities and partnerships;
- Promotes programs that demonstrate the positive impact the arts can have on community and economic development; and
- Strengthens the capacity of artists and arts organizations to operate and manage their own spaces and programs.

Philosophy. CuDC works to ensure that there is space for artists and arts organizations to work and live in the DC metro area. CuDC envisions the arts driving economic and community development as an integral part of the metro area's vibrancy. CuDC utilizes a three-pronged approach to promoting economic development through the arts:

- **Creating Art Space.** CuDC develops affordable spaces for artists to live, work, rehearse and present their work. CuDC assists arts organizations with facilities planning and helps them navigate the real estate market. CuDC creates affordable, urban housing for artists to help them deepen their roots in the region and foster a stronger creative industry.
- **Enriching our Communities.** CuDC champions the arts as a vehicle for neighborhood revitalization, enhancing quality of life. CuDC offers consulting services on a fee-for service basis to developers and property owners planning real estate projects with arts uses. CuDC connects artists and arts organizations to developers seeking arts uses. CuDC encourages mixed-use development projects that incorporate viable, sustainable arts components and enliven the surrounding communities.

- **Empowering Artists.** CuDC provides artists and arts organizations with key resources to build capacity and grow professionally. Two examples include: grants to individual artists participating in CuDC's gallery or theatre lab programs or in the Source Festival; and shared office space and support services via Residency programs at Flashpoint and Source.

Select Projects

Source (1835 14th Street NW). CuDC operates Source multi-use performing arts space in the 14th Street Arts District. Source's 150-seat black box is vital to the area's small and medium-sized arts organizations because the space is intimate, flexible and affordable. After purchasing the property in October 2006, CuDC completed an extensive \$3.5 million renovation in June 2008., Source now provides a state-of-the-art black box, classroom, rehearsal studio and administrative space to resident companies and area performing arts groups.



Photo rendering of Source lighting up at night. VOA Associates 2008.

All Source spaces are available to rent to area arts organizations and businesses with an emphasis on showcasing a variety of activities. The range of events attracts diverse audiences, including students from the area's many schools and universities, neighborhood residents and arts patrons from throughout the region.

Mather Studios (916 G Street, NW). In partnership with private developer PN Hoffman, CuDC developed a dynamic center for creative living and industry in the heart of historic downtown DC. The project is a culmination of many years of community input and its implementation is a direct result of CuDC's willingness to advocate for and respond to the community vision.



Painter Dana Ellyn Kaufman moved into CuDC's first artist live/work housing project, Mather Studios, in October 2003.

The project includes 38 market-rate loft-style condominiums, 12 affordable artist live/work

condominiums and Flashpoint, a multi-disciplinary arts incubator. As a consultant to the developer, CuDC recruited and selected 50 qualified applicants, held a lottery to prioritize purchasers to the affordable units and facilitated access to loan programs.

CuDC built-out and manages **Flashpoint**, DC's first arts incubator. A collaborative business center, Flashpoint provides strategic business support and affordable space for up to eight arts organizations. This stylish, downtown venue showcases new and experimental work by visual and performing artists. CuDC presents the Mead Theatre Lab and Gallery programs that competitively select proposals from independent producers, curators and artists. Program participants receive mentorship by leading area curators, staff support and free access to space. The result is a dynamic season of exhibits and productions enriching the local contemporary art scene.

Tivoli Square (14th & Park NW). When this project hit a complete standstill, CuDC jumped to the aid of Horning Brothers in planning the restoration and redevelopment of the historic Tivoli Theatre. CuDC advised on the site design and the physical and economic impacts of various arts uses. CuDC proposed an arts use that would not require full restoration of the theatre space but would provide a dynamic addition to the program – a compromise of arts and historic demands. Pleasing city officials, community leaders and the performing arts community, the finished project now includes a 250-seat theatre and a permanent home for GALA Hispanic Theatre.

Atlas Performing Arts Center (13th & H Streets, NE). CuDC brokered the deal that allowed for the redevelopment of the historic Atlas Theater. After the building sat vacant for the better part of 25 years, CuDC worked for 3 years to build a relationship with the owners, H Street Community Development Corporation, conduct a feasibility analysis and create a viable plan for its reuse as a community arts center. Recommendations included site plans and financial scenarios. Working simultaneously with Jane Lang to vet her vision of creating a rental house for small theatre companies, CuDC



*The historic Atlas marquee is a beacon on the east end of H Street Northeast.
(courtesy Atlas Performing Arts Center.)*

introduced her to the Atlas and H Street and facilitated the sale of the property, including negotiating the forgiveness of the publicly-held mortgage on the property. CuDC also provided guidance as the project took shape advised on design, operational structure, identified key consultants, board members and funders, recruited anchor tenant Joy of Motion Dance Center, and regularly refers renters and resident companies, such as StepAfrika! and Washington Savoyards.

APAC now houses four performance venues, dance studios and classrooms, annually bringing approximately 150,000 patrons to the area providing affordable access to professional dance and theatrical performances, plus extra-curricular arts educational opportunities for children and adults.

Ticketplace of the Cultural Alliance of Greater Washington. With a vision of patrons buying tickets without going through a metal detector, former Ticketplace Treasurer Jose Carrasquillo sought to re-locate DC's half-price/day-of-show ticket booth from the Old Post Office Pavilion to a permanent, more visible and accessible venue. After a lengthy search, CuDC introduced Cultural Alliance to Hastings Development Corporation, owners of a small storefront in the heart of the Downtown Arts District. Ticketplace opened its new home at 407 7th Street, NW in May 2004, doing more business in the first five days than in any other five day period in their history.

APPENDIX B: ADDITIONAL INFORMATION FOR PUBLIC SECTOR BIDDERS

A Public-Private Partnership with Cultural Development Corporation

CuDC may act as the lead developer on one of the proposed project types as outlined in 2.4.2 above. CuDC has the capacity and expertise to ensure that the design of a new project best serves arts tenants and the community. CuDC is committed to a long-term presence in the proposed projects, and believes that these projects will not only positively transform the communities that house them, but market the jurisdiction as a whole.

Given that CuDC has the capacity, expertise, and commitment to successfully develop the target arts-uses, CuDC seeks a public partner who can support our efforts by committing land, property or other resources for redevelopment. CuDC anticipates moving forward with these projects as soon as possible. By partnering with CuDC to deliver the target arts uses, a public partner can affect positive change in their jurisdiction with an organization that similarly values the arts as a means of stimulating economic development in the DC metropolitan area.

Project Examples

CuDC has successfully partnered with the public sector on a number of projects and in a number of roles. Our ability to meet the expectations of government stakeholders is proven by our track record.

- **City of Takoma Park Chambers Renovation**

Working with iStudio Architecture, CuDC assisted the City of Takoma Park, MD in envisioning their current auditorium as a multi-user arts venue. The renovated space will accommodate spoken word, musical performances and dance recitals. New mechanical systems, theatrical lighting and a stage with a flexible dais are some of the changes enabling artistic use of the space. The re-opening of the auditorium will occur in the spring of 2010.

- **DC Zoning Review**

CuDC has participated in the effort to review and rewrite the DC Zoning Code, spearheaded by the Office of Planning. Specifically, CuDC actively participated in both the Arts and Culture and Downtown working groups. CuDC provided detailed background information and language to assist OP as they craft new codes. We delivered detailed testimony to the Zoning Commission discussing the inclusion of arts uses, highlighting the unique issues artists face in space development.

- **Cultural Center at Eastgate**

In cooperation with the DC Housing Authority, A&R Development, The Henson Company and community leadership, CuDC developed a business plan for a new cultural arts center for the Eastgate Gardens HOPE VI project in Ward 7. CuDC worked with the development team to design the programmatic framework and plan for the construction and operation of a new cultural arts facility that would provide space, infrastructure and support for artists and cultural organizations in the greater Ward 7 community.

- **Viz Arts (fka Rockville Arts Place)**

After many years of renting space in an old shopping center, Viz Arts was eager to work with the City of Rockville to plan a permanent home as part of the reinvented, expanded Rockville Town Center. Home to a gallery, an arts school and individual artist studios, Viz Arts needed to plan for more effective operations including staffing, board engagement, finances, and facility management. CuDC plotted a roadmap to secure their future and play a more dynamic role in the city center.

Economic Development and the Arts

The time is ripe for the development of core infrastructure to support, and sustain, the growing arts industry in the DC metro area. Respondents to this RFEI have the opportunity to engage the arts in a mixed-use project, while adding aesthetic and financial value. On a national level, the arts create 5.7 million full-time equivalent jobs, provide \$7.9 billion in local government revenue and over \$12.6 billion in federal income tax revenue.¹ The arts reinvigorate neighborhoods and attract customers to surrounding businesses. As discussed further below, arts uses contribute to decreases in crime and spur additional development. Arts space development provides a variety of benefits to the surrounding community, including:

- improved branding for the area;
- beautification and maintenance of property;
- access to cultural opportunities;
- increased real estate value to surrounding properties; and
- job creation.²

In the case of Mt. Rainier Artist Lofts at 3311 Rhode Island Avenue, Mt. Rainier, MD 20712, abandoned retail space was transformed into vibrant artist live-work housing and brand new commercial space. This arts-based project serves as an anchor to adjacent development in the Gateway Arts Corridor.

Another example of arts projects reactivating vacant property is Cooper Artist Housing at Youngstown Cultural Center in Seattle, WA. Sitting vacant for 10 years, a former school was transformed into a vibrant arts center and artist housing. This project attracts thousands of local residents to an annual open house, and the artists engage the community via their blog – <http://cooperjournal.wordpress.com/>.

Artists themselves are also a valuable asset to a community. Of more than 5,000 artists surveyed 80% have volunteered or done community work in the past two years. Artists who are able to devote more than 80% of their time to their artwork have higher income (above \$40,000/year) than their counterparts who are also working other jobs.³ To be able to spend this much time on artwork requires affordable, dedicated work space.

¹ Americans for the Arts. *Arts and Economic Prosperity, 2007*.

² Americans for the Arts. *Arts and Economic Prosperity, 2007*.

³ “The Artists and the Economic Recession Survey: Selected Findings” Leveraging Investments in Creativity November 2009.

APPENDIX C: PROJECT EXAMPLES

The Commercial Arts Space model has been implemented successfully both regionally and internationally as described below. Two similar case studies for Visiting Artist Housing are provided. These are just two examples of each of these models. Many other jurisdictions around the world are home to innovative, successful arts space development.

COMMERCIAL ARTS SPACE

401 RICHMOND

Address: 401 Richmond Street West, Toronto, ON, Canada M5V 3A8

Website: www.401richmond.net

Developer: Margaret Zeidler

Size: 200,000 square foot facility is home to more than 140 artists and entrepreneurs, including: fine artists, designers, milliners, architects, filmmakers, galleries, musicians, arts organizations, and magazine companies.

Opened: 1994

Additional Information: Construction on the building began in 1899 and was used for manufacturing until the mid-1900s. The center also boasts a rooftop garden, covering over 10,000 square feet. The garden is open to the public seasonally, and is also a free Wi-Fi spot. In addition to the garden, the building boasts many “green” design elements including eco-restoration practices.

THE ICE HOUSE ARTIST STUDIOS

Address: 100 43rd St., Pittsburgh, PA 15201

Website: www.artistsandcities.org/ice_house.html

Developer: Artists and Cities, Inc.

Budget: \$2.6 million total, financed through loans from Pittsburgh National Bank, Pittsburgh History and Landmarks Foundation, the Urban Redevelopment Authority, the Commonwealth of Pennsylvania's Dept. of Community and Economic Development and the Lawrenceville Corporation. Additional financing came through historic tax credits and the support of local foundations.

Size: The 44,000 square foot building is divided into 32 spaces, ranging in size from 400 – 2,400 sq. ft. The spaces host artist studios, group workshops, rehearsal space and office space for arts organizations and arts and design related businesses.

Opened: 2001

Additional Information: The building is a 1907 building that was used for the production of ice until 1950. After that concrete and water beds were manufactured in the building. By 1985 the building was vacant and sat that way until Artists and Cities purchased the building in 2000. The spaces in the building rent from \$235 to \$1,366, not including utilities.

VISITING ARTIST HOUSING

LAKE PLACID CENTER FOR THE ARTS (LPCA)

Address: 17 Algonquin Drive, Lake Placid, NY 12946

Website: www.lakeplacidarts.org/Artist-Housing.html

Developer: LPCA

Size: The two-story building can house up to 20 visiting artists at a time.

Additional Information: The housing includes single-occupancy bedrooms and shared bedrooms with up to four artists. All bathrooms, kitchen facilities and living room spaces are shared. There is also a shared laundry facility.

GOODSPEED NEW ACTOR HOUSING

Address: 6 Main Street, East Haddam, CT 06423

Website: <http://goodspeed.org/news.aspx?id=1996&year=2009>

Developer: Goodspeed Musicals

Budget: expected \$5.5 million total

Size: Goodspeed is building 17 new homes for visiting artists with 65 bedrooms. Each home will have three to six bedrooms (all with private baths) and shared kitchen and living rooms. There will also be two all-inclusive apartments for “star” actors.

Additional Information: Construction was kicked off with a groundbreaking ceremony on November 17th and is scheduled to be completed by the fall of 2010. Goodspeed has already raised more than half the funds necessary to complete this project. This project is replacing the nine homes Goodspeed already owns in the area that no longer meet their needs.