

North Boulder Creative Community



Art and Culture as Community Benefit

A Multi-City Inquiry

August 2018

Boulder Art Matrix and North Boulder Creative Community
1620 Lee Hill Rd. #7
Boulder, CO, 80304

Acknowledgments:

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Overview

Boulder, Colorado has the opportunity to help lead the country in accelerating the way our city develops incentives for developers to include art and culture in community development. Like Boulder, cities across America have identified inclusive housing as their number one issue. Desirable areas to live and work have become unaffordable to many people, so new solutions are being created and implemented across the country. Boulder Art Matrix (BAM) set out to understand which cities have created a win-win solution that both include affordable housing and elements of art and culture. The cities studied have been driven by a grassroots voice, of concerned residents and similar to Boulder, want new developments and affordable housing to be built in alignment with resident interests and concerns.

In 2017, the Boulder Valley Comprehensive Plan was amended to include Art and Culture as Community Benefit. Art and cultural elements are often reflected in local sub community plans as well as in the Boulder Cultural Plan - both clearly indicating the importance of Art and Culture to the area.

Boulder Art Matrix research was conducted with the sole purpose to understand existing arrangements through case studies, zoning changes and other mechanisms that have been used successfully in other cities to incentivize developers to include art and culture into their design.

The cities chosen were recommended by leaders in this work across the country and found through recent published and otherwise nationally available reports about art and culture as community and economic benefits.

Boulder is among Austin, Baltimore, Chicago, Denver, Miami, Nashville, San Francisco, and Seattle working to create an environment with intentional trade-offs to incentivize developers to design multi-use and adaptive inclusive environments. This has created long term financial success and revitalization in many cities.

Interviewed City Case Studies:

Austin, TX

Nashville, TN

Baltimore, MD

Seattle, WA

Denver, CO

Wynwood Miami, FL

Additional City Case Studies:

Chicago, IL

Somerville, MA

Lowell, MA

Providence, RI

San Francisco, CA

City Case Studies

1. Austin, TX

Contact: Jenny Lavery -Community Outreach at the Austin Creative Alliance

The Austin Arts District is a subdivision in the city's downtown area (zip code 78701), conveniently located near the University of Texas. The Arts District is just one of 100+ neighborhoods that divides up the greater Austin area.¹ The median household income within the art district is slightly lower than Austin proper. The district cites these key factors in helping promote success:

- Affordability
- Economic benefits to the existing community
- Zoning/land use changes

Austin has addressed the issue of affordability through unique programming:

- Austin's *Independent Business Investment (IBI) Zones* help brand and elevate the role of creatives, artists, and businesses as part of neighborhood redevelopment.
 - IBI zones include new zoning designation for the area as well as coordination with tourism marketing and branding around 'austin-made cultural products.'
 - IBI allows for more density and height variation for developers.
- A *Land Trust program* works to reclaim old or foreclosed on structures as subsidized housing for artists who can no longer afford to rent in the city.
 - Art is promoted as 'integral to community building.'
 - Art and cultural events act as economic drivers to the district itself.
- Austin Creative Alliance advocates for arts and creative communities in Austin **and** maintains an [artist in residency program](#) which an artist in an apartment complex contingent on their admittance into a 12 month community service engagement equal to the value of the apt unit

The Imagine Austin Comprehensive Plan

<https://www.austintexas.gov/sites/default/files/files/Planning/ImagineAustin/webiacpreduced.pdf> aims to promote change and growth in a more connected, sustainable and affordable manor while highlighting the character of Austin.. Some **policy highlights** of CodeNEXT include:

- Zones: Neighborhood commercial rezoned as mixed-use zone and main street zones.²
- s.m.a.r.t Housing (Safe, Mixed-Income, Accessible, Reasonably-priced, Transit-Oriented Housing): Mixed-income development that includes at least 10% "reasonably-priced" housing units with **smart standards**:
 - Fee waivers: (including Permit, Capital Recovery, Construction Inspection
 - Public resources to leverage private investment³
- Required affordability impact statements
- A citywide affordable housing bonus program



¹<http://www.city-data.com/neighborhood/Arts-District-Austin-TX.html>

²https://www.austintexas.gov/sites/default/files/files/Planning/CodeNEXT/CodeNEXT_Policy_Table.pdf

³https://www.austintexas.gov/sites/default/files/files/Housing/Application_Center/SMART_Housing/smарт_guide_0708.pdf

- Downtown density bonus program
- Green Building and Open Space [see Imagine Austin Comp Plan pages 149-170
<https://www.austintexas.gov/sites/default/files/files/Planning/ImagineAustin/webiacpreduced.pdf>]

The 2016, the Austin City Council *Bond Election Advisory Task Force (BEATF)* was devoted to funding infrastructure. The task force relied on various working groups community surveys, a bond website, eight interactive town hall meetings and four listening sessions with the community for its success and policy recommendations that led to the \$161 million allocated for affordable housing to date.⁴

Lessons Learned:

ACA advocates that art is ‘integral to community building’ and art and cultural events act as economic drivers to districts all over the city.

“It is valuable for the city of Austin to invest time in the local artist community.” For Austin, it has been pertinent to work within the existing code and add amendments while forging and keeping relationships viable between the community and public/private sectors”

Jenny Lavery- Community Outreach at the Austin Creative Alliance

For additional information about Austin, please review the documents and resources listed in the reference section.



[https://images.timberland.com/is/image/TimberlandBrand/Rhapsody_Mural?\\$article-hero-desktop\\$](https://images.timberland.com/is/image/TimberlandBrand/Rhapsody_Mural?$article-hero-desktop$)

⁴http://www.austintexas.gov/sites/default/files/files/Finance/CFO/2018-Bond/Bond_Election_Advisory_Task_Force_FINAL_Report.pdf

2. Baltimore, MD

Contact: Ben Stone -*Director of Arts and Culture Smart Growth America- Former Art District Director of Station North*

Baltimore, MD has recognized that creating new urbanism around art and culture would help their city revitalize to a new level. This is a highly diverse city. The local community and the city created partnerships to develop incentives for developers and a vibrant industry was generated.

Placemaking: Station North Arts and Entertainment District -A national model. Started with the funding by ArtPlace America and the National Endowment for the Arts, developers were given incentives to generate interest for growth in the area [see list below]. Incentives to promote smart growth by focusing community design on economic development in a specific area focused around creative industry <http://www.stationnorth.org/resources/>

Business Improvement District: Develop a new tax base:

The creation and operation of a BID in and around Station North Art District promoted:

- A need to define roles across multiple BIDS that overlapped in neighborhoods
- Clarifications between sustainability and art communities (see lessons learned)
- Expanded partnerships with the decades old entity ‘Downtown Partnership’
- Opportunity to benefit from incentives (only in art district of 100 acres each)

Tax Credits

- Property tax credits to promote live-work space available for renovation projects
- Income tax subtraction, such as:
Modification for income derived from artistic work sold by “qualifying artists”
- An exemption from the Admissions and Amusement tax levied by an “arts and entertainment enterprise” or “qualifying residing artist” in a district.



<http://www.stationnorth.org/photos/openwalls/>

Community Benefits gained through the work in Baltimore include:

- One Percent Art Program
- Regular coalition building meetings with partners including Johns Hopkins and Maryland Institute of Art (attracting students).

Lessons Learned

Suggestions offered include

- Clarify the process with the developer regarding the decision for selecting art up front.
- Bridge multiple art parties, such as traditional public art and social integrated/oriented art
- Start small with developers with a temporary approach. Record incremental change. Live work space needs to be designed properly otherwise people will end up going elsewhere for studio space
- Identify gap financing: Projects financed with reliance on tax credits often require gap financing or credit enhancement during construction. In such cases, the city may be the only source or issuer of financing

- Explore an ease to underwriting permanent debt and enhancement of post construction project feasibility.
- Bring decision makers to the community and build the will / explore revenue generation
- Work to bring arts nonprofits and transportation companies together to enhance sustainability
- Watch to be inclusive of all voices since parceling up the affordable housing will alienate people. Housing needs to be set up to give back to the neighborhood
- The visual scenery of an open space plot heavily influences the type of activity that occurs there and the level of comfort and safety the community associates with that specific space

Solutions

- Art selection (placement, design and piece) can involve multiple perspectives including the developer, art commission and local community stakeholders.
- Communications can include local community members to help communicate the concepts of the neighborhoods to reflect the needs of the area.

ULI Financing Recommendations

The Urban Land Institute Baltimore Report explores the following financing recommendations:

- Area designations to promote area benefits
- Business improvement districts: empowerment zones and enterprise zones
- Special assessment districts and tax increment financing project areas
- Land swaps; and land contributions (for example, outright \$1 conveyances, and non-market-rate ground leases).
- Direct and indirect public subsidies for development, including historic, Low income, and New markets tax credits;

“Art is often about change: and it is the connective tissue to engage people with things that they wouldn’t otherwise care about or notice”:

...

Ben Stone - Director of Arts and Culture Smart Growth America

For additional information about Baltimore, please review the documents and resources listed in the reference section.

- Jamie Bennet: <https://www.artplaceamerica.org/>
- NASAA: policy briefs on arts policy Why Government Should Support the Arts-
<https://nasaa-arts.org/wp-content/uploads/2017/04/WhyGovSupport-1-1.pdf>
- Juanita Hardy: [Creative Placemaking | ULI Ameri](#) ULI baltimore report - [The Westside Baltimore, Maryland - Urban Land Insti](#)
- Nashville Government - [Arts, Culture & Creativity - Nashville.gov](#)

3. Denver, CO

Contact: Jamie Giellis -Centro Consulting RiNo Art District (501c6) President

The city of Denver has positioned itself to become one of the largest artistic and cultural hubs in the west. To date, it has seven art and creative districts and has successfully created conditions to promote culture through incentives for developers.

In 2016, the Business Improvement District (BID) raised approximately \$550,000 to support RiNo. These funds are dedicated towards projects and programming in four key areas:

1. Advocacy
2. Placemaking
3. Marketing
4. Branding and Support for RiNo's Artists and Creatives

In 2016, a General Improvement District (GID), a district financing tool used to help stakeholders collectively plan, fund, and implement public infrastructure improvements, secured a loan of \$3 million to provide infrastructure enhancements.

River North (RiNo) is a 501c6 neighborhood organization [also a registered neighborhood organization] and meets monthly with neighbors ([RiNo Talks](#)) and other stakeholders to share concepts for the area.

Design OverLay Zone - Incentives for developers align with community interests and city housing needs and include: please see detailed report :

[design overlay zone - City and County of Denver,](#)
[38th and Blake Plan Implementation - City and County of Denver](#)
[Denver City Council Approves Zoning Amendments Permitting ...](#)

Incentives for Developers

- Affordable housing for more density
- Neighborhood Values
- 50% ground floor active and accessibility to the public
- Developers have a enforceable contractual commitment for up to a twenty (20) year period to protect the longevity of the agreement with the creative renters, enforced by risk of a lean on the property
- Height and Floor Area allowance rezoning - Heights allowed up to 16 stories with more affordable housing and linkage fee bonus
- Density bonus: previous zoning a max of 8 stories - now up to 16 stories.
- Map the Streetscape for building and height setbacks ("wedding cake building" concept), walkable space and plan for light and open spaces

Community Benefits

Safe Occupancy Program - Working with the city to keep the artist in safe live work conditions:

- Grants have been made available to fund improvements and bring live-work spaces up to code
 - Timeframes are extended for these improvements to be made
 - Part of the active effort to prevent the eviction of artists
- RiNo Park Art Center
- Collaboration with Denver Parks and Rec and the Denver Public Library [image reference: courtesy of Boxyard Park RiNo Arts District website]



- Will include a temporary maker and studio spaces as well as public outdoor space for performances and festivals ArtSpace Project in Art District

- Funding from BID (\$40,000)
- Will create 100-130 affordable live/work spaces for artists and musicians

RiNo Made store/ pop ups

- Newly established in 2018
- artists receive 60% of the proceeds of the sale of work and 40% will be put into operating costs and other artist initiatives district-wide
- District awarded a grant from Colorado Creative Industries for \$10,000 that will help fund the store's artist education and training

CRUSH Street Mural Event- annual

- AD contributes staff time, marketing support and artist stipends
- BID contributes \$50,000+ each year

38th Street Underpass project

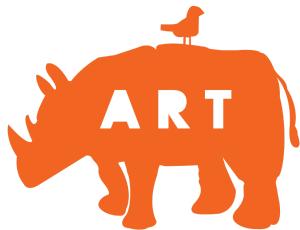
- Will create an artistic lighting and mural intervention
- Budget is over \$100,000

Lessons Learned

- Provide needed live /work space for creatives [ArtSpace Affordable Live/Work Space | RiNo Art District](#)
- Working with the city, developers and artists is what shaped the Design OverLay
- Listening to the community needs to define incentives: RiNo Talks have proven successful
- Explore a mobility district- the operations of public parking by the District. Everything is paid for and put back into the District
 - To create more control over where the funds go and revenue for the district

“...RiNo has been important to the artists, businesses and developers....consent communications has helped our efforts work...”

- Jamie Giellis (Licko), Centro Consulting RINO Art District



For additional information about Denver, please review the documents and resources listed in the reference section.

[design overlay zone - City and County of Denver,](#)

[38th and Blake Plan Implementation - City and County of Denver](#)

[Denver City Council Approves Zoning Amendments Permitting ...](#)

4. Nashville, TN

Contact: **Caroline Vincent** -of the Metro Nashville Arts Commission

Nashville, TN represents a city whose leaders support and invest time and capital into maintaining the artistry and legendary music scene of the local community. Rising property values for homes, studios and manufacturing spaces in artist areas like east Nashville and Wedgewood-Houston led to an immediate need for city-led efforts on affordable housing. The result of these re-focused efforts can be seen in the success of Ryan Lofts on Rolling Mill Hill and Housing Fund's studio loan assistance program.

The interview highlighted the city of Nashville efforts to tackle affordable housing and fund the creation of public arts and venue space with a strategy that combines:

- Changes to the existing zoning with rigorous community engagement
- Educational elements to increase the visibility

A *Public Art Community Investment Plan*, funded in part from the NEA and the *One Percent for Art Ordinance*, assess how the city funds neighborhood artists and the local ecosystem based on a diverse local representation. The plan includes

- A training program of 25 local artists
- Marketing visibility for growth
- Increased community investment

An abundance of underutilized industrial land in the County provided the opportunity for Nashville to enact *Artisan Manufacturing Zoning (AMZ)* http://www.nashville.gov/mc/ordinances/term_2011_2015/bl2015_1121.pdf which includes:

- Zone change to allow artisans, crafts persons to live, work and create in a manner that supports Nashville's economy and cultural identity.
- Planning committee inclusive of community members and advocacy groups worked with the planning department to ensure that city led conversations were held in preparation for this code amendment.

Nashville's Area Metropolitan Planning Organization (MPO) has recently deepened its commitments to engage and integrate artists in community outreach and local planning. As a result, they held a *Creative Placemaking Symposium* in March of 2017. The symposium educated attendees about the difference between creative placemaking and simply placing a sculpture at a bus stop and served as a forum for planners to think through how and why CPM might benefit projects in their own towns/cities. <http://t4america.org/2017/04/11/bolstering-creative-community-engagement-nashville-region/>

One result includes:

- *Tactile URBanism Organization's (TURBO)*

Installation of a temporary plaza, crosswalk and mural as a part of the Nashville Civic Design Centers 'reclaiming public space initiative.' This event was highly public, visible and included a community paint day to engage the locals.

<http://www.turbonashville.org>



Lessons Learned:

The main concerns of community members in Nashville were centered around

1. A distrust of the polarizing language surrounding ‘artist housing’ in the more heavily gentrified neighborhoods
2. A lack of community knowledge on the impact of zoning changes

Solutions:

One solution used in Nashville was found through NEA grant funds to support more widely available artist space and educational forums to answer questions and provide needed community dialogue. Based on this information, we see that if Boulder intends to follow in the footsteps of Nashville’s progressive policies, it is pertinent that we look to partner with local neighborhood artists so that we are able to rely on the city council to accurately advocate for their constituents

For additional information about Nashville, please review the documents and resources listed in the reference section.



Photograph by
Stacey Irvin

5. Seattle, Washington

Contacts: **Matthew Richter** -Seattle OA Cultural Space Liaison and key contributor to the CAP
Brennon Staley -of Seattle's Office of Planning and Community Development

Seattle, WA has proved that city leadership investment with local community creates economic benefit. Seattle's perspective is, 'arts attract audiences and audiences create economic spillover for local businesses.' Seattle can now identify arts and culture as generating nearly 450 million dollars annually and nearly \$700 billion nationwide.⁵ The value of affordable cultural spaces in Seattle was put into practice through a recent increase in capital funding for an arts and affordability fund from \$250,000 to 1 million.

The interview highlighted:

Seattle's Office of Arts and Culture's CAP Report has designated a three prong approach to achieve success:
<https://www.seattle.gov/Documents/Departments/Arts/Downloads/Space/CULTURAL%20SPACE%20REPORT.pdf>

- *Create* cultural spaces with new development
- *Activate* existing building by adapting them for new uses
- *Preserve* the existing cultural value of dynamic neighborhoods

A Cultural Overlay District Advisory Committee, a diverse group of local stakeholders advising the creation of the Arts and Cultural District produced:

- A zoning resolution to allow *residential-commercial-combined high density* in designated districts that preserve and enhance the arts.
- Streamline Temporary Occupancy Permits with the Department of Construction and Inspection
- A Certification: Build ArtSpacE (B.A.S.E.) pilot program for commercial and mixed-use developments analogous to L.E.E.D. but designated for cultural space.

http://clerk.seattle.gov/~archives/Resolutions/Resn_31555.pdf

Like Boulder, Seattle has found that **incentives** are a lucrative tool to overcome the barriers of finance and lack of community/developer investment into the creation of arts and cultural space.

Incentives

- *Exempted Floor-to-Area Ratio (FAR) calculations. In some cases the developer is granted additional floor area development bonuses. The cultural spaces are not included in the floor area calculations.*
- *Reclassifying art galleries through the international building code to create allowance of height additions, rooftop utilization, pedestrian zones and temporary occupancy permit*
- A partnership with the Office of Housing, Seattle to promote ground floor commercial space for cultural uses with the agreement of the developer.
 - Early results: Developers in Seattle have found that the nonprofit sector makes a reliable occupant.
 - The city has created an aggregate of source of funds to be granted to nonprofits including Federal, state block grants and levied property taxes that are enforceable contracting and/or monitoring system.

⁵<https://www.seattle.gov/Documents/Departments/Arts/Downloads/Space/CULTURAL%20SPACE%20REPORT.pdf>

Cultural Space Liaison Position created [Matthew Richter]

Job Description:

- Assist developers interested in creating cultural spaces
- Support a cultural space management PDA group of diverse stakeholders to advise current projects and match interested developers and space seeking nonprofits.
- Streamline permitting to including ARTs in pre-app meetings, subsidizing permit fees and creating online connections between city departments.

Lessons Learned:

- Understand the trade off value per square feet of cultural space benefit. This helped Seattle to better assign the incentives for the developer of each distinct project.
- It was suggested Boulder create a menu of options to provide to a developer to assure tradeoffs and future benefits upfront. Tailor the list of incentives per the appropriate amount. NOTE: This report provides specific case studies as well as a matrix chart of incentives to inform the work in Boulder.
- Engage with developers early in the permitting process to encourage investment into arts space

“...it has been far easier to work with newly changed code than try to incorporate arts space through a special review process later on....”

Matthew Richter, the Cultural Space Liaison for Seattle’s OA and Brennon Staley of Seattle’s Office of Planning and Community Development

For additional information about Seattle, please review the documents and resources listed in the reference section



Plaza Roberto Maestras

Address: 2602 16th Ave S, Seattle, WA

Completion Date: 2016

Program: 112 apartments and 25,000 square feet of commercial space

Funding Sources: City of Seattle Office of Housing and Human Services Department, WA State HTF, WSHFC 9% LIHTC (US Bank CDC), Construction Loan (US Bank), Capital Campaign, Office Condominium Sale, Permanent Bank Debt (WCRA)

Population Served: Low-income families up to 30%, 50% and 60% AMI

Total Budget: \$45,000,000

Green Certification: Evergreen Sustainable Development Standard
Contractor: Walsh Construction Co.

Architect: SMR Architects with 7 Directions Architects & Third Place Design Cooperative



The **Denny Substation** reflects the outcome of area stakeholders working with the Design Commission to meet the needs of a dense urban neighborhood. The building includes over 44,000 square feet of open space, on-site solar power and a heat recovery system to provide 100% of the required heating for many facilities within the substation. The stations' unique sustainable design highlights the city's commitment to environmental stewardship and energy conservation while offering the public benefits of a safe and active elevated pedestrian walkway, places for gathering, an off-leash area, public open space along Minor Avenue N and John Street, an event zone, alley improvements, and a community space for events, meetings and lectures. The station rents out units through Artspace and the 1% fund to contribute to affordability in the area.

6. Wynwood Miami, FL

Contact: Joseph Furst- *BID Board Chairman Member, Marketing Committee Member, Planning & Transportation Committee*

Since 2013, the Wynwood Business Improvement District (BID), a municipal board of the City of Miami has represented more than 400 hundred property owners and a globally recognized center for art innovation. Artists from around the world have sought inspiration in the area's windowless facades and used them as canvases to showcase their work, leading to the vivid murals that adorn the district. The fifty (50) city block Arts District has diverse public art.

The interview highlighted the following incentives::

- City Planning, Zoning and Appeals Board (PZAB) approval to amend zoning regulations designed to encourage small-scale development to help transition the neighborhood from industrial to a mixed-use neighborhood.
- Adaptive reuses of existing buildings and small-scale development projects made more feasible as a result of additional on-site parking requirement reductions in exchange for payment-in-lieu into the Wynwood Parking Trust Fund
- A Neighborhood Revitalization District Plan (NRD) and new zoning regulations for mixed-use residential and office developments, creates dedicated funding for neighborhood improvements, promotes pedestrian-focused streets and preserves the area's unique artistic and industrial character. The plan has received national accolades from the American Planners Association, because of its forward-thinking nature; involvement of property owners who took the initiative to plan for the future of the neighborhood responsibly.

Lessons Learned

- (BID) expansion - numerous property owners outside of the Wynwood BID boundaries were initially left out when the BID was first created. The expansion allows for the inclusion of commercial properties not currently within the boundaries of the Wynwood BID.
- Discuss the process and ultimate authority for selecting the art
- Be mindful of gentrification of the district impacting the locals ability to sell public art



For additional information about Miami, please review the documents and resources listed in the reference section.

<http://www.miaminewtimes.com/arts/miami-ordinance-could-discourage-developers-from-buying-public-art-9559898>

[Image reference: Ernesto Maranje Wynwood BID <https://wynwoodmiami.com/explore/street-art-grid-view/>]

Contacts: <https://wynwoodmiami.com/learn/officials-and-staff/>

Zoning Board Endorses small-scale development plan:

<https://wynwoodmiami.com>

<https://wynwoodmiami.com/miami-zoning-board-endorses-wynwood-small-scale-development-plan/>

<http://www.miami21.org/>

- “Inclusionary Affordable Housing with an Artistic Environment”

Conversation with Juanita Hardy:

Juanita Hardy: ULI Senior Visiting Fellow of Creative Placemaking and former IBM technology and management consultant.

The following is a list of our recommendations for Boulder. These suggestions are based on our conversation with Juanita along with our additional research on the topic of creative placemaking.

Move from conceptual to zone changes to allow for more density with Affordable Housing

- Currently developed on the east side of Broadway up to 3 story commercial on lower level and residency above
- Opportunity on west side of Broadway: misc. Lots, storage areas, storage units, mechanics, studio spaces and the Bus Stop gallery opportunity

Create a Vision for what the district will look like in 10-15 years

- Offer Informational Meetings: artists in the community need to be present for this conversation in order for them to invest in these district changes
- Present visuals of what the area can look like: Maps, perspective drawings of streetscapes: outlining city blocks, city owned land, land owned by developers, areas owned by property owners
 - Result: establishes community understanding and 'buy-in'
- Utilize city owned land: it is already established and can be leveraged as a creative placemaking site
- Clearly identify the parameters of what we want the area to be: "mix of inclusive housing for everyone" within a sustainable community and relay them to the community for feedback

Build the Business Case for Creative Placemaking

- Present case studies of how this has turned communities around [ex: BAM report, ULI TAP report https://www.dropbox.com/s/jg33bj080pdyft7/North%20Boulder%20TAP%20Report%2C%20FINAL_12-18-17.pdf?dl=0]
- Identify how investments in A&C has benefited ArtPlace America, ADA
- Streamline approval cycle and Higher retention rate translate into financial gains down the line- annual economic benefits presented
- Increase safety with well-lit open spaces = reduced crime and create more attractive neighborhood

Key Findings: Art and Culture as Community Benefit, A Multi-City Inquiry

Themes captured across a multi city review include:

1. Promote Community Discussions

- Solidify a vision of the Arts District: Developers and property owners create a shared vision
- Offer monthly (recurring) community based meetings or gatherings
- Maintain open lines of communication across groups and stakeholders
- Stronger community buy in helps a faster approval cycle
- Provide maps and visual presentations
- Creating a comprehensive parking/mobility plan that meets the needs of the district
- Survey all demographics and then quantify community information and results

2. Create a menu of incentives that are pre-approved by city council and meet the existing needs voiced by the community

- Work within the city council's guidelines to allow for zoning incentives in special designated urban areas through creating a Design Overlay, BID, GID tax base
- Define a process for incentives to be maintained and monitored by specific city designee and policy
- Develop transparent process in the early stages of design conversations between developers, city and community groups regarding the inclusion of arts space into the project

3. Develop relationships across public and private sectors

- Match developers with existing community groups in the early stages of concept
- Offer informational meetings to community members that increases the likelihood of participation, including considerations for daycare,
- Align community interest with city planning as it relates to:
 - Current/future zoning ordinances
 - North Boulder Sub Community Plan
 - Cultural Plan

4. Explore Placemaking to infuse art and culture into Affordable Housing

Ground Floor Activation: makerspace, plaza space, art/venue space, public art pop-ups, community daycare

- Foster ownership and pride for the new space within the neighborhood

Conclusion

Like Boulder, cities across the country are looking at solutions to the affordable housing crisis. The overt commitment to art and culture and to affordable housing has formed and defined creative incentives for developers in cities across the country.

Boulder could benefit from actively defining a list of community benefits that outlines specific incentives for developers as discussed in this report. Other cities have shown this can be enforced through a contractual agreement over an extended period of time. These decisions create a win-win for the neighborhood and the city through revitalization and place making.

By entering into and activating the local community vision, our case studies have proved the immediate tangible benefits that result from a clear dialogue. Once a city/developer/community relationship is forged through transparent communication, a clear vision can be defined and implemented through codified change.

Art and culture generate economically viable districts. The cities interviewed are bringing affordable housing into creative placemaking solutions. These areas revitalize neighborhoods and set up progressive programs and civic spaces through zoning changes, density incentive as well as other modifications within specific districts.

Financial and environmental sustainability help to define great cities. As the cost of living increases, issues of inclusion, gentrification, and neighborhood buy-in challenge city leaders and planners to establish policies to maintain affordable home ownership, rentals, venue space and local vitality.

Boulder is not alone facing these challenges and has the benefit to learn from other cities efforts. This multi-city inquiry regarding Community Benefits and incentives for developers to include elements of art and culture gives Boulder realistic case study examples from around the country at this pivotal point.

Boulder is able to sustain the beauty of our city, as well as house its people, through creative solutions and establish the ability to be innovative and responsive to neighbors through the implementation of community benefit. A community centered arts and culture movement that involves both private and public partnerships can assist in securing cultural assets, building greater social cohesion, and feeding into the economic vibrancy of Boulder.

Results: Table of Incentives

After studying specific case studies of the aforementioned cities we have compiled a matrix to better quantify the value of art and culture on community and economic benefit. The following charts outline incentives and financial benefits and their correlating code or regulation changes. Our findings show that arts and cultural organizations are an essential part of the local economy, directly creating jobs, millions of dollars in labor income, business sales and tax revenues to local governments.

Primary mechanism per city to incentivize Arts and Culture for Community Benefit:

City	Area of Incentive	Specific code or other regulation change	Link to report/codes
Austin, TX	Affordability Zoning	A1-A11 in Code NEXT Policy Table	https://www.austintexas.gov/sites/default/files/files/Planning/CodeNEXT/CodeNEXT_Policy_Table.pdf
	\$161 million BEATF recommendation for Affordable Housing	2018 Bond Development Initiative through Resolution No. 20160811-031	http://www.austintexas.gov/sites/default/files/files/Finance/CFO/2018-Bond/Bond_Election_Advisory_Task_Force_FINAL_Report.pdf
	Affordable Housing	S.m.a.r.t Housing Policy	https://www.austintexas.gov/sites/default/files/files/Housing/Application_Center/SMART_Housing/smart_guide_0708.pdf
Baltimore, MD	Creative Placemaking Station Norths Arts and Entertainment District designation	Benefits offered to designated districts include: <ul style="list-style-type: none">● Property tax credits● An income tax subtraction modification● Exemption from the Admissions and Amusement tax	http://t4america.org/2017/04/11/bolstering-creative-community-engagement-nashville-region/ http://www.stationnorth.org/resources/
Denver, CO	Placemaking, Affordable Housing, Incentives	Design Overlay	design overlay zone - City and County of Denver,
	Density Incentives	38th and Blake Stationary Plan	38th and Blake Plan Implementation - City and County of Denver
	Height Allowances	Zoning Amendments permitting up to 16 stories	Denver City Council Approves Zoning Amendments Permitting ...
Nashville, TN	Affordable Housing Support funding and zoning practices that retain affordable housing and space for creating art throughout the county.	Housing Fund's 'Make Your Mark' studio loan assistance program ACC Policy 2.4[Nashville Next]	http://www.nashville.gov/Government/NashvilleNext/The-NashvilleNext-Plan.aspx
	Artisan Manufacturing Zoning <ul style="list-style-type: none">● Removed some barriers and special permit requirements for artisan and small micro-businesses● New definition for "Manufacturing,	Ordinance No. BL2017-1037, approved January 29, 2018. (Supp. No. 27 (2/18))	http://www.nashville.gov/mc/ordinances/term_2011_2015/bl2015_112_1.pdf https://library.municode.com/tn/metro_government_of_nashville_and

	<p>Artisan" and permit with conditions in most mixed use commercial zones</p> <ul style="list-style-type: none"> Clarified existing definitions for Rehearsal Hall, Theatre, Commercial Amusement, and Cultural Center and designated as allowable with conditions within Manufacturing, Artisan New allowances for live/work on industrial parcels 		davidson county/codes/code of ordinances
	<p>Public Art</p> <ul style="list-style-type: none"> 1% of capital projects of a certain level goes toward the Arts Better integrate art activation and public art into core city infrastructure planning for Parks, MDHA, MTA, and Public Health. Increase the visibility of local art and artisans through citywide marketing and branding. Create or streamline land use, zoning, and permitting tools to encourage the creation and enhancement of creative neighborhoods and cultural districts. 	<p>One Percent for Art Ordinance ACC Policy 1.4 ACC Policy 2.3 ACC Policy 4.2</p>	http://www.nashville.gov/Government/NashvilleNext/The-NashvilleNext-Plan.aspx
Wynwood Miami, FL	<p>Business Improvement District (BID) <i>proposed</i> small-scale development regulations:</p> <p>Transition the neighborhood from an industrial district to an active, mixed-use neighborhood, complete with commercial, residential and office elements</p> <p>Encourage adaptive reuses of existing buildings and make small-scale development projects more feasible</p>	<p>Amendments to Wynwood's Neighborhood Revitalization District (NRD-1) zoning regulations designed to encourage small-scale development in Wynwood</p> <p>On-site parking requirement reductions in exchange for payment-in-lieu into the Wynwood Parking Trust Fund</p>	https://wynwoodmiami.com/miamizoning-board-endorses-wynwood-small-scale-development-plan/
Lowell, MA	<p>Live/Work Space</p> <p>An AOD provides density bonuses to developments in the downtown district as a developer incentive for the provision of artist live/work space</p>	<p>Provision in Article IX, Section 9.2 of the Zoning Ordinance that defines the Artistic Overlay District (AOD) in downtown</p>	https://www.lowellma.gov/ArchiveCenter/ViewFile/Item/296
Seattle, WA	Designation of Arts & Cultural District	<p>City Council Resolution 3155 residential-commercial-combined high density zoning allowed in areas that enhance and preserve the arts</p>	http://clerk.seattle.gov/~archives/Solutions/Resn_3155.pdf
	<p>Incentive Zoning</p> <p>Extra floor area: you must contribute one or more of the following public amenities: affordable housing, childcare, open space amenities, transferable development potential and rights (TDP/TDR), and regional development credits.</p>	<p>Incentive Zoning Developer program- Developer Contributions: generally required by incentive zoning, the Mandatory Housing Affordability (MHA) requirements, or both</p>	http://www.seattle.gov/DPD/Publications/CAM/Tip258.pdf http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha)

	Affordable Housing MHU: citywide implementation of 5% of single family housing changed to implement middle income housing	Mandatory Housing Upzone	<u>http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha)</u>
	Allows art galleries to be placed in older buildings	M- (mercantile) Occupancy international building code change	<u>https://www.seattle.gov/Documents/Departments/Arts/Downloads/Space/CULTURAL%20SPACE%20REPORT.pdf</u>

Specific Financial Incentive Case Studies by City:

City	Financial or other benefits seen to date	Details
San Francisco, CA http://www.policylink.org/sites/default/files/report_arts_culture_equitable-development.pdf	Public utility leaders are leveraging \$1.2 billion to rebuild the main waste water treatment plant to renovate a cultural center, support the arts, and strengthen the economy of the surrounding African American community struggling with both poverty and the threat of gentrification	
Nashville, TN http://www.policylink.org/sites/default/files/report_arts_culture_equitable-development.pdf https://www.nashville.gov/Portals/0/SiteContent/Planning/docs/NashvilleNext/PlanVolumes/next-volume2-Elements_ACC.pdf	\$13 billion in economic activity each year (12% of Nashville's overall economy) \$6 billion annually and 4,500 jobs	Resulting from development, design and production of for-profit music and nonprofit cultural activities Generated by cultural tourism
Seattle, WA https://www.americansforthearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-iv/local-regional-findings	\$447.6 million in annual economic activity 10,807 full-time equivalent jobs \$248.2 million in household income \$38.2 million in local and state government revenues	Arts & Economic Prosperity IV study of the impact of nonprofit arts and culture industry
Central Puget Sound, WA https://www.artsfund.org/programs/2014-economic-impact-study	\$2.4 billion in business activity generated in 2014 The business activity supported: 35,376 jobs, \$996 million in labor income , and resulted in \$105 millions in sales, business and occupation and hotel room taxes . \$513 million , while they invested \$496 million providing these services.	due to spending by CPS region arts, cultural and scientific organizations and their patrons. Income of arts, cultural, and scientific organizations
Somerville, MA	Density bonus for artist housing in article pertaining to community benefits for inclusionary housing (ie. affordable housing in residential developments) Facilitate a diverse mix of uses including fabrication, production, performing arts, and other non-arts commercial and residential uses	Zoning code overhaul; draft zoning provisions pertaining to arts and cultural uses Revisions to the zoning in Brickbottom District
Providence, RI	Artists living in the ten designated arts districts have the sales tax waived on purchases on their original artwork and pay no state income tax on income from their art	Tax incentives for arts districts

Key Ideas/Terms

BID Vs. GID = commercial only vs. including resident

General Improvement District: GIDs are allowed to construct, install or acquire any public improvement except solid waste disposal improvements and services. They may assess ad valorem taxes and charge rates, tolls and charges for services or facilities. They may issue general obligation and revenue bonds. Debt in excess of \$5,000 must be approved by the electors within the district. They may operate district improvements. They are initiated by a petition filed with the City Clerk, signed by the lesser of 30% or 200 electors owning taxable real or personal property within the district. Subareas within the district may be formed. The City Council is the board of directors of the district. By ordinance, an advisory board may be created to oversee the GID.⁶

Business Improvement District: Business Improvement Districts are authorized by Sections 31-25-1201 through 31-25-1228 of the Colorado Revised Statutes. BID's are initiated by petition of owners of at least 50% of the assessed valuation and at least 50% of the district's land. BID's have been used to construct and maintain public improvements in established commercial areas and to provide other business services. A municipality's governing body sits as ex-officio board of directors for the district, but may appoint a Board of Directors.

Construction: Must advertise and bid. No compunction to select lowest bid.

Cost apportionment: Equal mill levy on all real property or special assessments.

Cost recovery: Through levy of ad valorem tax or special assessments. Additional levy does not have to be paid off on sale of property.

Board of Directors: Board of Directors approved by City Council. Must meet at least once a year as board to adopt budget, audit etc. New governmental authority and overlapping debt created

Debt issuance: Vote required for issuance of general obligation ad valorem debt. No requirement for public sale of debt. No specific structuring requirements. Debt refundable.

Dissolution: District has perpetual life. Can only be extinguished by ordinance and then only when debt retired.⁷

Affordability Overlay: The art district is working with the City of Denver and City Council to create an affordability overlay around the 38th and Blake Street commuter rail station. Typically these types of overlays are for residential only. This new overlay is unique and will also include a commercial component as well as residential. The overlay will focus on uses that will serve our community, with efforts to provide more affordable artist and creative space.

Neighborhood Revitalization District Plan (NRD): The Wynwood BID led an effort, in partnership with the City of Miami Planning Department and PlusUrbia, to create the City of Miami's first Neighborhood Revitalization District plan. The NRD Plan sets forth new zoning regulations for Wynwood that encourages new, mixed-use residential and office developments, creates dedicated funding for neighborhood improvements, promotes pedestrian-focused streets and preserves the area's unique artistic and industrial character. The plan has received national accolades from the American Planners Association, because of its forward-thinking nature; involvement of property owners who took the initiative to plan for the future of the neighborhood responsibly; and many smart development components.⁸

Developer contribution incentives: a payment or other benefit provided as part of a proposed project. Required in certain instances to achieve extra floor area and/or mitigate the impacts of new development. May address local needs for affordable housing, childcare, open space, historic preservation, and preservation of regional farms and forests.⁹

Cultural Neighborhoods and Districts: when cultural programs and amenities are centrally located in neighborhoods, they fuel social capital identity, quality of life, and economic vibrancy.

Form-based codes, unlike traditional zoning, address details such as the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.

⁶ <https://www.denvergov.org/opendata/dataset/city-and-county-of-denver-general-improvement-districts>

⁷ <https://www.denvergov.org/content/dam/denvergov/Portals/705/documents/District%20Characteristics%20within%20the%20City%20and%20County%20of%20Denver.pdf>

⁸ <https://wynwoodmiami.com/learn/programs-services/>

⁹ <http://www.seattle.gov/DPD/Publications/CAM/Tip258.pdf>

Form-based zoning districts are used to achieve a community vision which preserves existing character or creates new character: Planning Department staff is experienced in every phase of form-based code production, from leading the initial public participation and review through creating the code to administration and development review.¹⁰

Urban Design Overlay: Defines a specific area and sets design standards for its development.

University Neighborhood Overlay (UNO): district is to promote high density redevelopment in the area generally west of the University of Texas Campus, provide a mechanism for the creation of a densely populated but livable and pedestrian friendly environment, and protect the character of the predominantly single-family residential neighborhoods adjacent to the district. The UNO district offers an alternative set of site development standards that developers can choose to utilize, including height bonuses. These standards allow greater densities and also establish requirements for affordable housing, green building, accessibility, and design. **All UNO developments are eligible for S.M.A.R.T. Housing TM incentives.**¹¹

¹⁰ <http://www.nashville.gov/Planning-Department/Community-Planning-Design/Form-Based-Codes.aspx>

¹¹ https://www.austintexas.gov/sites/default/files/files/Housing/Application_Center/SMART_Housing/smart_guide_0708.pdf

Appendix/ References

1. Austin, TX

Jenny Lavery ACA:

<https://www.austincreativealliance.org/staff/>

Austin Creative

Alliance: <https://www.austincreativealliance.org>

Code NEXT Policy

Chart: https://www.austintexas.gov/sites/default/files/files/Planning/CodeNEXT/CodeNEXT_Policy_Table.pdf

S.m.a.r.t Housing Program:

https://www.austintexas.gov/sites/default/files/files/Housing/Application_Center/SMART_Housing/smart_guide_0708.pdf

About CodeNEXT:

<https://www.austintexas.gov/department/about-codenext>

Imagine Austin Comprehensive

Plan: <https://www.austintexas.gov/sites/default/files/files/Planning/ImagineAustin/webiacpredicted.pdf>

Imagine Austin Progress Report:

ftp://ftp.ci.austin.tx.us/npzd/ImagineAustin/FINAL_Progress_Report_1709.pdf

Core Funding Guidelines:

http://www.austintexas.gov/sites/default/files/files/FY_19_Core_Guidelines_Final.pdf

2018 Bond Program:

http://www.austintexas.gov/sites/default/files/files/Finance/CFO/2018-Bond/Bond_Election_Advisory_Task_Force_FINAL_Report.pdf

Arts District Neighborhood:

<http://www.city-data.com/neighborhood/Arts-District-Austin-TX.html>

Zoning: <http://www.austintexas.gov/page/zoning-districts>

Austin Motel Photo: <https://austinmotel.com/hotel/property/>

2. Baltimore, MD

T4A:

<http://t4america.org/2017/04/11/bolstering-creative-community-engagement-nashville-region/>

Station North: <http://www.stationnorth.org/resources/>

3. Denver, CO

Denver approved zoning changes:

<https://www.bhfs.com/Templates/media/files/Denver%20City%20Council%20Approves%20Zoning%20Amendments%20Permitting%20Construction%20Up%20to%2016%20Stories%20in%20RiNo.pdf>

Design overlay zone:

https://www.denvergov.org/content/dam/denvergov/Portals/646/documents/planning/Plans/38th-Blake-Height-Amendments/RiNo_Overlay_Criteria_Review_071316.pdf

Creation of BID and GID:

[https://www.denvergov.org/content/dam/denvergov/Portals/705/documents/District%20Characteristics%20\(within%20the%20City%20and%20County%20of%20Denver\).pdf](https://www.denvergov.org/content/dam/denvergov/Portals/705/documents/District%20Characteristics%20(within%20the%20City%20and%20County%20of%20Denver).pdf)

4. Nashville, TN

Artisan Manufacturing Zoning Ordinance:

http://www.nashville.gov/mc/ordinances/term_2011_2015/bl2015_1121.pdf

Artisan Manufacturing ToolKit:

<http://artsandplanning.mapc.org/?p=507>

Metro Nashville Public Art Community Investment Plan:

http://www.nashville.gov/Portals/0/SiteContent/ArtsCommission/Public%20Art/MetroNashville_ExecutiveSummary.pdf

Arts and Economic Prosperity Report:

https://www.nashville.gov/Portals/0/SiteContent/ArtsCommission/docs/AEPS/AEPS_Nashville_Full%20Report.pdf

Transportation for America:

<http://t4america.org/2017/04/11/bolstering-creative-community-engagement-nashville-region/>

T4A Creative Placemaking Fieldscan:

<http://t4america.org/wp-content/uploads/2017/09/Arts-Culture-Field-Scan.pdf>

TURBO:

<http://www.turbonashville.org/turbo-triangel-triage>

Nashville Next Plan:

<http://www.nashville.gov/Government/NashvilleNext/The-NashvilleNext-Plan.aspx>

Nashville Next ACC Policy:

https://www.nashville.gov/Portals/0/SiteContent/Planning/docs/NashvilleNext/PlanVolumes/next-volume2-Elements_ACC.pdf

Inclusionary Housing and Zoning Feasibility Study:

<http://www.nashville.gov/Portals/0/SiteContent/Planning/docs/InclusionaryHousing/Final%20Report-April%205%20202017.pdf>

Inclusionary Housing Code:

https://library.municode.com/tn/metro_government_of_nashville_and_davidson_county/codes/code_of_ordinances?node=CD_TIT17ZO_CH17.40ADPR_ARTXVIIINHO

Existing Urban design overlay:

<http://www.nashville.gov/Planning-Department/Rezoning-Subdivision/Urban-Design-Overlay/Existing-Urban-Design-Overlays.aspx>

Form Based Codes:

<http://www.nashville.gov/Planning-Department/Community-Planning-Design/Form-Based-Codes.aspx>

Specific Plan Districts:

<http://www.nashville.gov/Planning-Department/Rezoning-Subdivision/SP-Districts.aspx>

5. San Francisco, CA

Policylink:

http://www.policylink.org/sites/default/files/report_arts_culture-equitable-development.pdf

6. Seattle, WA

CAP Report:

<https://www.seattle.gov/Documents/Departments/Arts/Downloads/Space/CULTURAL%20SPACE%20REPORT.pdf>

Resolution No. 31555:

http://clerk.seattle.gov/~archives/Resolutions/Resn_31555.pdf

Arts & Economic Prosperity IV:

<https://www.americansforhearts.org/by-program/reports-and-data/research-studies-publications/arts-economic-prosperity-iv/local-regional-findings>

ArtsFund Region Economic Impact Study:

https://www.artsfund.org/wp-content/uploads/2015/11/EIS_Region_111015.pdf

Denny Substation:

<http://www.seattle.gov/light/dennysub/substationdesign.asp>

Plaza Roberto Maestas:

<http://beacondevgroup.com/locations/plaza-roberto-maestas/>

Developer Contributions on Incentive Zoning TIP258:

<http://www.seattle.gov/DPD/Publications/CAM/Tip258.pdf>

MHA:

[http://www.seattle.gov/hala/about/mandatory-housing-affordability-\(mha\)](http://www.seattle.gov/hala/about/mandatory-housing-affordability-(mha))

Incentive Update Zoning Overview OCPD:

<http://www.seattle.gov/Documents/Departments/OPCD/On-goingInitiatives/IncentiveZoningUpdate/OPCDIncentiveZoningUpdate-Overview.pdf>

7. Wynwood Miami, FL

2017 Wynwood BID Annual Report:

https://wynwoodmiami.com/wp-content/uploads/WYNWOOD_AnnualReport_FINAL-2.pdf

NRD-1 Regulations:

<https://wynwoodmiami.com/wp-content/uploads/NRD-1-Regulations.pdf>

NRD-1 Former Zoning:

http://www.miamigov.com/planning/docs/nrd/wynwood/NRD_1_Formal_Zoning.pdf

NRD-1 Current Zoning:

http://www.miamigov.com/planning/docs/nrd/wynwood/NRD_1_Current_Zoning.pdf

NRD-1 Current Future Land Use Map:

http://www.miamigov.com/planning/docs/nrd/wynwood/NRD_1_Current_FLUM.pdf

About BID and NRD Plan:

<https://wynwoodmiami.com/learn/programs-services/>

Zoning Board Endorsement of Plan:

<https://wynwoodmiami.com/miami-zoning-board-endorses-wynwood-small-scale-development-plan/>

Arts and Business Council of Miami:

<https://www.artsbizmiami.org>

8. Chicago, IL

CMAP toolkit:

<http://www.cmap.illinois.gov/documents/10180/460065/FY14-0006+ARTS+AND+CULTURE+TOOLKIT+lowres.pdf/806f3498-f35a-4b40-894b-a57a2efd441c>

CMAP(2014) recommends that certain jurisdictions have artists submit impact management plans prior to the release of permits for events and activities as one measure for ensuring that said events do not negatively impact the built environment as well as local businesses and residents.

Options such as: by-right zoning, overlay zoning, and a series of permits and relevant documentation that includes the list of approvals needed for temporary and permanent arts and cultural activities and public art to take place.

9. Lowell, MA

<https://www.lowellma.gov/ArchiveCenter/ViewFile/Item/296>

Experts Interviewed: Interviews conducted by Sally Eckert and Madeline Halpern

Joseph Furst- Developer and Planner of Wynwood BID

Juanita Hardy: ULI Senior Visiting Fellow of Creative Placemaking

Juanita Hardy's work as the Senior Visiting Fellow of Creative Placemaking at ULI broadens and deepens ULI's focus on placemaking. She formerly served as the executive director of CulturalDC, a Washington, D.C.-based nonprofit group that provides affordable space for artists and art organizations. She also developed partnerships with real estate developers, property owners, and government leaders to create spaces on real estate development projects aimed at fostering economically and culturally vibrant neighborhoods. Her efforts include working closely with local developers to guide the implementation of the Monroe Street Market Arts Walk, which offers 27 affordable artist studios that are a part of a \$250 million mixed-use residential/retail project in the Brookland neighborhood of the District of Columbia. Her stated goal is to develop tools, identify best practices, and share case studies that can be broadly shared with members through ULI's district and product council networks.

<https://americas.ulicenter.org/wp-content/uploads/sites/125/ULI-Documents/ULI-Creative-Placemaking-Brochure-3.pdf>

<https://urbanland.ulicenter.org/industry-sectors/growing-value-creative-placemaking/>

Jenny Lavery- Austin, Community Outreach at the Austin Creative Alliance

Jamie Licko- Centro, RiNo Arts District

Matthew Richter- Seattle Office of Arts and Culture's Cultural Space Liaison

Brennon Staley- Seattle Office of Planning and Community Development

Ben Stone: Smart Growth America

Ben Stone initially gained experience from directing the Station North Arts District in Baltimore, MD where he employed an arts-based revitalization and placemaking strategy to guide development in the district. His work in Baltimore elevated the district to a national model for creative placemaking and equitable development through innovative collaboration. He is now working as the Director of Arts and Culture at Smart Growth America and its program Transportation For America. Here, he strives to help communities better integrate arts, culture and creative placemaking into neighborhood revitalization, equitable development and transportation mobility efforts on a National level.

More on Ben Stone in Case Studies of Nashville, TN and Baltimore, MD

<http://t4america.org>

<https://smartgrowthamerica.org>

<http://www.stationnorth.org>

<https://nextcity.org/daily/entry/the-importance-of-beauty-in-affordable-housing>

Caroline Vincent- Metro Nashville Arts commission's Interim Executive Director of Public Art and Placemaking

Highly Recommended Reports:

A&C Research Compilation-Oakland: Nashville, Seattle, Somerville

<http://www2.oaklandnet.com/oakca1/groups/ceda/documents/agenda/oak069163.pdfv>

CMAP toolkit:

<http://www.cmap.illinois.gov/documents/10180/460065/FY14-0006+ARTS+AND+CULTURE+TOOLKIT+lowres.pdf/806f3498-f35a-4b40-894b-a57a2efd441c>

Equitable Development Policy Link Report:

http://www.policylink.org/sites/default/files/report_arts_culture_equitable-development.pdf

Making Space for Culture World Cities Forum Report:

http://www.worldcitiescultureforum.com/assets/others/171020_MSFC_Report_DIGITAL.pdf

North Boulder ULI Tap

Report:https://www.dropbox.com/s/jg33bj080pdyft7/North%20Boulder%20TAP%20Report%2C%20FINAL_12-18-17.pdf?dl=0

ULI:<https://americas.ulicenter.org/wp-content/uploads/sites/125/ULI-Documents/ULI-Creative-Placemaking-Brochure-3.pdf>
<https://urbanland.ulicenter.org/industry-sectors/growing-value-creative-placemaking/>

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