



REQUEST FOR PROPOSAL

Feasibility Study & Market Survey
for a Shared Arts Venue



Proposals Due by:

JANUARY 28, 2020

Proposals must be received clearly marked on the outside with:

RFP 2020 – Feasibility Study & Market Survey
For a Shared Arts Venue

Submission Format:

One (1) original hard copy proposal mailed, and one (1) electronic copy email in PDF or delivered with proposal on USB flash drive.

SEND TO:

Downtown Arlington Management Corporation
500 East Front Street, Suite 140
Arlington, TX 76011
Attn: President and CEO Maggie Campbell
Electronic Copy: maggie@downtownarlington.org



Table of Contents

INVITATION TO SUBMIT PROPOSALS..... 3

INTRODUCTION..... 3

BACKGROUND ON DAMC..... 4

BACKGROUND ON DOWNTOWN ARLINGTON AND CULTURAL DISTRICT..... 5

SCOPE OF SERVICES..... 6, 7

TENTATIVE SCHEDULE..... 8

SUBMITTAL REQUIREMENTS..... 8, 9

EVALUATION OF THE PROPOSAL..... 10

GENERAL REQUIREMENTS AND CONTACT
INFORMATION..... 11

EXHIBIT A – SUPPORTING DOCUMENTS..... 11



REQUEST FOR PROPOSALS ***FEASIBILITY STUDY AND MARKET SURVEY FOR A*** ***SHARED ARTS VENUE*** Downtown Arlington, Texas

INVITATION TO SUBMIT PROPOSALS:

The Downtown Arlington Management Corporation (DAMC), in cooperation with the City of Arlington and the University of Texas at Arlington, is seeking proposals from qualified professional consultants or consultant teams to conduct a venue feasibility study and market survey. The study and assessment of a potential shared arts venue shall examine:

- Key community stakeholders' input
- Market analysis related to establishing interest and potential usage of a shared arts venue
- Financial feasibility and site considerations for such a project
- The state of the current cultural offerings within the Arts District

Proposals will be considered from professional firms that demonstrate experience and a proven track record of success in conducting feasibility studies and market surveys for the purposes of informing a community's approach to enhancing its reputation as an arts/cultural destination.

INTRODUCTION:

This Request for Proposals (RFP) describes the project, the required scope of services, the consultant selection process and the minimum and mandatory information that must be included in the proposal.

DAMC has received a grant from the Texas Commission on the Arts to conduct a feasibility study for a potential shared-use facility that could serve the collective arts organizations that are part of the Arlington Cultural District, as well as potentially serving the University of Texas at Arlington. The Texas Commission on the Arts, authorized by the State of Texas, designated this Cultural District in 2016 in recognition of its rich arts offerings and facilities that are located in proximity to each other in the core of the city. The purpose of this study is to analyze existing performing and visual arts venues in Downtown Arlington and the surrounding region, alongside





market and industry trends and other factors to determine whether and what nature of a new shared arts venue is needed or feasible to achieve the community’s vision for arts and culture. Funding for this study has also been provided by the City of Arlington and the University of Texas at Arlington. DAMC will serve as the client, contracting entity, and will provide project management for this effort.

For the purposes of this RFP, it is too early to assign a definitive description of a future arts venue(s). Ideally, a new venue(s) could be a state-of-the-art facility offering a wide range of programs and events serving our collective arts organizations; thus, encouraging an interdisciplinary approach fostered by the close proximity of various art forms in residence together. If this study determines that this type of facility is not economically feasible, recommendations are needed to help elevate our arts offerings and better support our diverse arts agencies.

IMPORTANT: This shared arts venue feasibility study must be completed and ready for release on or before DAMC by August 15, 2020 in accordance with the awarded Texas Commission on the Arts grant.

BACKGROUND ON DAMC:

Founded in 2006, the Downtown Arlington Management Corporation (DAMC) is a private, non-profit community development organization dedicated to revitalizing and developing Downtown Arlington. DAMC manages a three-party agreement between itself, the City of Arlington and the University of Texas at Arlington (UTA) to accomplish our shared vision for downtown. This strong partnership provides a solid foundation for collaboration and strategic alignment of shared goals and priorities to advance Downtown’s continued revitalization. DAMC is governed by a 35-member Board of Directors representing a cross-section of public and private downtown stakeholders. We forge alliances between property and business owners, residents, visitors, the City of Arlington, and UTA to improve and enhance the economic and cultural vitality of Downtown Arlington.

Beginning in 2011, DAMC gained the property owners’ support to create the *Downtown Business Improvement District (BID)*, funding marketing, events, economic development, security, and beautification services. Our organization was also granted stewardship of the Cultural District Designation by Texas Commission on the Arts in 2016.



BACKGROUND ON DOWNTOWN ARLINGTON:

The City of Arlington is the central location for the DFW metroplex, with over 372,689 residents in 2017. In 2017, nearly 14.5 million visitors generated an estimated \$1.4 billion in economic impact for Arlington. Our downtown area is located between two major economic drivers: the recently completed Entertainment District, and The University of Texas at Arlington (UTA). Downtown itself has been the center of over \$40 million of new private investment over the past four years. These new developments are driving increased value and business activity and contributing to more pedestrian activity and retail attraction. Construction efforts for various residences, ranging from for-sale luxury townhomes to student housing to family style apartments are underway, and will result in over 1,400 new downtown residents in the upcoming year.

Since our designation as a Cultural Arts District, the downtown area has added eight new murals and a very prominent public art piece. Our Cultural District Committee is one of four current committees, and includes the active involvement of many arts partners including:

Non-Profit Entities:

Arlington Master Chorale

*Arlington Music Hall

*Arlington Museum of Art

*Levitt Pavilion Arlington

Symphony Arlington

*Theatre Arlington

Timeless Concerts

Dance Theatre Arlington

*University Arts Entities:

Irons Recital Hall at UTA

Mainstage Theater at UTA

Texas Hall at UTA

The Gallery at UTA

Private Sector Arts Entities:

*Kirk Franklin Studio





*204 Letterpress Studio
JAM Recording Studio
Catalyst Creative Arts
YUM
Make Good
*Upstairs Gallery
*Miss Persis Studio of Dance

- = own and operate their own building/space

SCOPE OF SERVICES:

The selected consultant will be responsible for:

- I. Feasibility Study and Market Survey
 - Collect basic data and map current venues within the downtown district and identify potential competing facilities within the greater DFW region.
 - Evaluate existing facilities in downtown Arlington and on UTA Campus, specifically Texas Hall, relative to adjacent communities' arts facilities.
 - Identify local stakeholders and key strategic partners.
 - Identify gaps in service areas and potential opportunities provided by a shared arts venue.
 - Provide realistic assessment of the area's strengths, weaknesses, opportunities and threats (SWOT analysis) to support a shared arts venue.
 - Develop a preliminary report that summarizes the above-referenced information within the public, nonprofit, corporate and private sectors in the region, and identifies areas of deficiency, duplication and potential opportunities for collaboration in the context of a new venue.
 - Developing a Master Plan based on program coordination with Project Partners and identifying programmatic concepts.

- II. Forecasting and Benchmarking
 - Summarize key demand generator trends and overall growth prospects for the market.
 - Provide history and expected future trends for mid-sized arts venues (averaging between 300 and 800 seats). Evaluate the impact of projections for demographic shifts, changes or growth on the viability and need for a shared arts venue.



- Identify unmet space needs for existing and potential users and partners, trends and future needs for the arts in Arlington.
- Identify peer markets. The focus should be on similarly-situated communities that have recently opened or expanded performing and visual arts venues.
- Profile trends in population growth, audience development and compare competition of regional arts venues.
- Propose staff and operating structure/best practices for sustainable operations, based on other venue operating models and best practices for these types of facilities.
- Provide an analysis of the competitive arts offerings from other surrounding communities in the DFW region.

III. Economic Analysis and Pro Forma

- Completing an analysis of local and regional audiences and venues.
- Identifying gaps in the market and discern whether new or expanded facilities would fill these gaps.
- Provide insights into business and commercial development that may affect the viability of a venue.
- Complete a five-year business plan, profit and loss and operating budget for operation of the venue for multiple options and mix of uses.
- Identify potential earned and contributed revenue generation or other positive economic impacts of a shared arts venue.
- Identify and help quantify philanthropic sources which could provide ongoing operational and capital funding.
- In addition to philanthropic sources, also provide an assessment on the possibility of business/corporate sponsorships, underwriting and naming rights to support the efforts.
- Present findings and provide a detailed understanding of the demand for various-sized shared arts facilities within a regional context.
- Identify potential site opportunities and develop a constraint analysis based on the identified conceptual utilization and parking needs, and basic pros/cons of each site.
- As needed, present findings/recommendations to Downtown Arlington leadership and other key stakeholders including the City of Arlington and the University of Texas at Arlington.



PROPOSED SCHEDULE:

December 20, 2019	RFP Released/Advertised
January 14, 2020	Questions Due
January 17, 2020	Questions with Answers provided
January 28, 2020	Proposals due to DAMC
February 14, 2020	Firm selection notification
February 27 – 28, 2020	Interviews
March 13, 2020	Contract Awarded to Successful Proposer
April 2020	Outreach/Engagement Begins
July 2020	Preliminary Findings Presented
August 15, 2020	Feasibility Study Completed, Presented to Client

SUBMITTAL REQUIREMENTS:

Each applicant must submit as part of their proposal an outline of the process they anticipate following and the proposed schedule to complete the project by the end of the period indicated. However, it is expected that the final timeline shall be developed by staff in conjunction with the contractor or contractor team selected. Proposals shall be relevant and concise, and include samples of previous relevant work. Proposers are encouraged to articulate how you might incorporate or utilize local resources/expertise, particularly from UTA faculty.

Include your fee proposal. Outline the non-profit fee levels, if any. Please itemize your fee, and provide estimated fee and hourly rates for the those who will provide the services. Please provide an estimate of the anticipated reimbursable expenses.

Include a list of no less than four (4) references for similar projects, including client contact name, title, email address and phone number.



SUBMITTAL REQUIREMENTS (CONT):

Proposers must provide the following:

- One (1) original hardcopy proposal, mailed
- One (1) electronic copy emailed in PDF format to maggie@downtowнарlington.org.

Or delivered with proposal on USB flash drive.

IMPORTANT: To facilitate the evaluation process, the following format is required:

5.1 Cover letter

5.2 Brief Description of the Firm

- Name of business and office location
- Length of time in business
- Total number of local and other employees
- Name of principals and areas of expertise
- Professional services provided by the firm
- Whether the firm is vested in minority or women ownership.

5.3 Firm's Qualifications

Each responsive proposal must contain a statement of particular expertise and experience in providing studies of municipal government and commercial community performing and visual arts facilities. Relevant experiences that also include a major university as a user is a plus. The following skills and abilities are sought:

1. Strong outreach and engagement skills, with a track record of coordinating and gaining trust from a broad base of diverse arts constituents.
2. Deep knowledge of the performing and visual arts industry.
3. A sophisticated understanding of market demand for performing arts facilities, facility planning and policy issues.
4. A keen understanding of how a potential shared arts facility could be economically developed and operated by a public entity, public/private partnership, public/public partnership, or other alternative delivery and ownership methodology.
5. Strong analytic and economic pro forma knowledge for such a facility.



It is incumbent upon each proposer to furnish complete and relevant information in order to receive proper consideration. The committee could develop a short list of firms. The number of shortlisted firms may depend on the number of responses received.

5.4 Proposer's Project Team

List of all individuals who will work on this project. Provide the following information for each team member:

- Team assignment
- General qualifications and professional qualifications and credentials
- Project experience directly relevant to this project

5.5 Subcontractors

List any firm that will act as a subcontractor to your firm, its specialty areas, office location, number of employees and firm's experience related to this project. Provide information regarding prior projects in which the subcontractor has worked with your firm, if any.

5.6 Relevant Project Experience

Include a brief description of no less than three projects completed by the project team in the past five years that directly relate to this project. Description of the projects should include:

- Name of client
- Location
- Overview and visual representation of the project
- Completion date

5.7 Process Approach

A delineation of proposed services and approach to the project shall include a flow chart, methodology, unique experience, management strategies, etc. The firm should provide a step-by-step detailed description (including deliverables and key milestones) of how they will approach the project to minimize project costs and maximize project outcomes (quality control).

EVALUATION AND SELECTION PROCESS:

A selection committee, comprised of equal representation from the City of Arlington Staff and UTA staff involved with the potential development and operation of the Performing Arts Center, will review and rate the experience and qualifications of each proposer based on information provided in the response to this RFP. Categories to be rated include:





- Past performance on similar projects
- Relevant experience coordinating complicated development and planning projects
- Qualifications
- Existing Workload
- Firm's Responsiveness to the RFP

Each responsive proposal will be evaluated to assess the firm's specific understanding of the project requirements (Scope of Services) and the steps necessary to meet the project goals as well as the overall approach.

GENERAL REQUIREMENTS:

1. Failure to comply with the requirements of this RFP may result in disqualification.
2. DAMC reserves the right to award the work as they deem necessary and appropriate to the completion of the proposed work in a timely and thorough manner.
3. The selected firm will be expected to comply with all applicable local, state and federal laws in the performance of the services.
4. The selected firm will be expected to provide monthly written progress reports to DAMC, relative to the scope, timeline and agreed-upon milestones.

CONTACT AND QUESTIONS:

Thank you for your interest in Downtown Arlington's Cultural District. Please do not hesitate to contact Maggie Campbell at DAMC with any questions at 817-303-2800 or maggie@downtownarlington.org.

EXHIBIT A – SUPPORTING DOCUMENTS

The following documents provide background information, as well as resources regarding recent developments and plans for arts and culture in downtown Arlington. To download, visit <http://www.downtownarlington.org/rfpresources> or use the following links:

[Downtown Arlington Master Plan](#)

[Cultural District Application 2016](#)

[Cultural District Video 2016](#)

[City of Arlington's General Plan](#)