

THE ARTS AS A COMMUNITY DEVELOPMENT STRATEGY
COUNCIL BLUFFS CULTURAL DEVELOPMENT MASTER PLAN
RECOMMENDATIONS

TO

IOWA WEST FOUNDATION

March 6, 2006

Developed by:



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I. INTRODUCTION AND EXECUTIVE SUMMARY

This report to the Iowa West Foundation recommends the use of the arts and culture as a major development strategy for Council Bluffs. Specifically, it recommends developing the geography that extends from 16th Avenue to Broadway, and from 6th to Bluff Street, as a cultural development zone with three distinct districts: 1) Warehouse Arts District, 2) Haymarket Artists and Antiques District, and 3) a Downtown Arts and Entertainment District.

Two major studies and initiatives supported by IWF have identified cultural development as a top priority. The Downtown Plan (2003) consistently identifies "entertainment, cultural facilities and attractions" as weaknesses of the downtown district, along with the "appearance of the district (downtown)," and lack of marketing. The Mid-America Center Market Study, (October, 2005) which - in focusing on the area around the Mid-America Center - also states that event planners believe Council Bluffs lacks destination appeal and that there is a need for more attractions around the Center. At the same time, that study also points to the low visitation at Council Bluff's historic and cultural destinations.

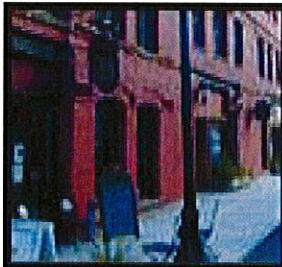
The Public Art Masterplan, (2005) begins with a vision statement saying in part that, "In 2015, Council Bluffs will be...known for its cultural enlightenment...it will be a community that nurtures an environment in which creativity is ever present in daily life."

These three documents make the case for investment in arts, entertainment, culture and creativity. The case made is economic. However, the educational, human service, and community development reasons to strengthen Council Bluff's arts and culture sector are just as strong.

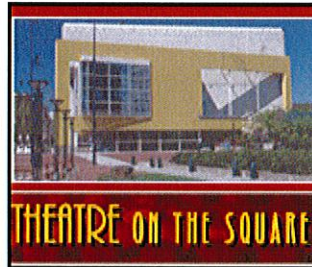
Why the arts? Arts have proven themselves as a powerful economic development strategy, often jumpstarting other development. Artists are effective urban pioneers, and are - in the case of Council Bluffs - willing to move into the community and revitalize key neighborhoods such as the Haymarket.

With the expansion of the Midlands as a major market, and in particular the expansion of downtown Omaha, the attractiveness of Council Bluffs' historic districts grows. A study of several cities that have realized dramatic revitalization from an investment in key arts anchors indicates that Council Bluffs - like Covington, Kentucky or Tacoma, Washington -

could carve out a distinct cultural niche in the Midlands market through an investment in the arts. Tacoma used a combination of museums and theaters to revitalize its downtown. The Community Foundation of Greater Tacoma was essential in launching its cultural development, in creating a downtown theater complex (The Broadway Center), and in supporting downtown museum and community college campuses. In Covington, the city across the river from Cincinnati, a combination of historic preservation and arts district strategies were used to lure urban pioneers into the community.



Opera Alley, Tacoma



**Broadway
Center,
Tacoma**

Other cities have realized urban revitalization through an investment in the arts. North Adams, Massachusetts went from an empty mill town to a major arts center with the creation of Mass MOCA, a major museum and high tech arts complex that now attracts visitors from around the world while serving as home to many corporations. The Mass MOCA complex, created out of an empty mill complex, houses galleries and exhibition space, a theater/cinema complex, and restaurants as well as thousands of square feet of office space.



MASS MOCA

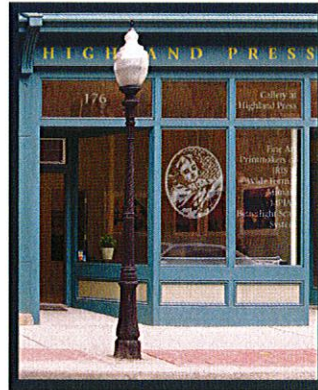
The development of Mass MOCA led to the establishment of new boutique hotels in the immediate neighborhood, and dozens of new galleries and specialty retail stores.

Similarly, Beacon, New York was redeveloped as an arts center with the development of DIA as an exhibition/gallery space out of old warehouse facilities. Today, the DIA complex has led to the development of

downtown Beacon into a vital retail area, with shops such as the one illustrated below.



Dia:Beacon, during renovation.
Photo: Michael Giovan.



Beacon, NY

Economic development is the first advantage brought by an investment in the arts. The next is quality **education**.

Wherever there are strong arts nonprofit organizations, education in the arts in the schools flourishes. Strong arts programs increasingly are looked at as vital as more and more careers are creativity centered – from culinary arts to design, software development to industrial development. Currently, none of Council Bluffs' cultural organizations are able to offer all they seek to offer in educational programs. The museums would like to respond to the need to teach local history. Chanticleer would like to offer youth theater training. Artists in the region would like to partner with schools to provide residencies and in-school programs. All of these activities should be thriving, but need vital investment to develop curriculum, provide teacher professional development, and support the equipment and technology investment required. Area schools and educators are hungry for the resources, and are passionate in their belief that arts in the schools will keep their students engaged and will offer them immediate career paths.

The third advantage of the arts as a major development strategy is quality of life for residents. Arts build community pride and participation. As the investment in Bayliss Park public art has already proven, the arts bring

people together to showcase their city. Strong arts infrastructure and assets increase the desirability of living and working in the community. This plan recommends the arts as Council Bluffs' major downtown development strategy because all three benefits to the community can be immediate and lasting. Nothing else can jump start downtown development as fast as artist entrepreneurs. A round table with regional developers showed that it will require a tipping point of arts activity to generate interest in Council Bluffs for office and residential development – but that with enough arts, there will be willingness to invest in the community.

Because of the arts importance as an economic, social, and educational strategy for Council Bluffs, this plan recommends that Iowa West Foundation make arts and culture an on-going theme and focus for investment and support. This plan envisions a 10 year investment that begins with key anchor facilities and the strengthening of existing cultural assets and organizations. It supports the Foundation's investment in downtown planning, and its substantial investment in public art and beautification by providing the critical mass necessary for the arts to transform neighborhoods. It recommends strategic investment in new marketing mechanisms to strengthen downtown arts and cultural destinations. And it recommends building a network of cultural organizations through a strong local cultural agency that provides networking, stewardship of grants programs, and cultural education programs for organizations throughout the community.

In developing this plan, the consultants received input from hundreds of residents who are involved and interested in the arts, history, culture, and quality of life in Council Bluffs. All of them contributed directly to the recommendations here. In addition, the consultants drew upon the experiences and outcomes of many communities, illustrated throughout this document. Iowa West Foundation should visit as many of these as possible, and it should ideally recommend that its local cultural organizations also visit these communities and organizations throughout Iowa and the United States to learn and draw upon best practices.

KEY RECOMMENDATIONS

Form a major cultural district comprised of three themed smaller arts districts to transform downtown Council Bluffs.

Establish a BID approach to provide revenue for marketing and developing the districts through facade programs, signage, and programming.

Establish an artist urban pioneer program that woos artists into the area to establish galleries, and develop living space. Provide seed funding to the program to enable it to offer loans to artists to move into the districts.

Invest in anchor arts projects of varied nature that will jump start the arts development of the community, including the following: a downtown theater home for Chanticleer, a home for community arts programs run by Bluffs Arts Council, a contemporary arts center, a downtown culinary school, and a major artist live/work loft complex. This, together with the formal designation of the districts, should be the capital strategy that jump starts Council Bluffs revitalization. A \$20 million capital investment budget should be the target.

Utilize programs such as the Iowa Main Street Program and peer models from Des Moines and elsewhere throughout the state to develop low interest loan programs, facade and signage grant programs, and on-going programming of the district.

Give priority to those public art projects that are located within the district, to use public arts as a means of identifying and strengthening the entire arts corridor from 16th to Broadway.

Involve all the existing cultural organizations in the community in a stabilization program that ensures they are able to build endowments necessary to run more expanded programs, more educational services, and to be able to market themselves as destinations. A central endowment program launched by Iowa West Foundation and managed through the Community Foundation of the Midlands should set a goal of ensuring that every Council Bluffs cultural nonprofit organization has an endowment that will provide five percent of its operating revenue.

Significantly strengthen the Bluffs Arts Council, using models such as Quad City Arts and, on a larger national level, such as Pittsburgh's Cultural Trust. Ensure that the Arts Council is able to act as an arts developers, a convener and programmer throughout the year, is able to manage downtown main street and festivals programming, and is the provider of arts education services and coordination to the Council Bluffs Schools.

II. DISTRICTS

1. This plan recommends the development of three contiguous districts that each contain unique elements and facilities.

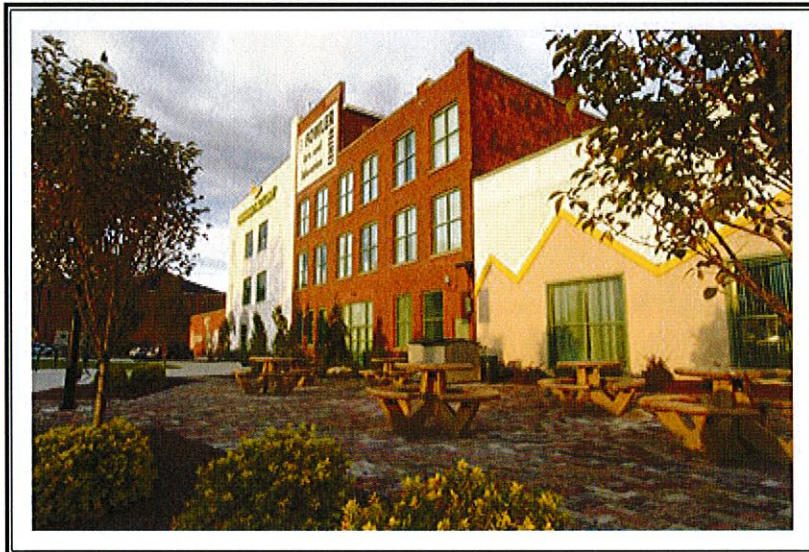
District	Primary Elements
Warehouse Arts District South Main Street- South 6 th . 12 th Av. to 9 th Ave.	Arts Studio Complexes Culinary School Farmers Market/Events Grounds
Haymarket Artist and Antiques District Bluff Street to Pearl, 9 th to 5 ^h Ave.	Artist Studios/Live Work Space Buildings Antique Shops Restaurants Unique Retail
Bayliss Arts and Entertainment District 5 th Ave to Broadway, S. 6 th to Bluff	Community Arts Center Chanticleer Community Theatre Library Kirn Gymnasium Contemporary Arts Center Restaurants Cinema

The three districts, or neighborhoods, take their signature from the architecture and functions unique to each. The Warehouse district offers tremendous opportunity for lofts and studio complexes, for large-scale facilities such as a culinary school, and for open spaces on those lots that require green space only (coal/tar remediation). The Haymarket district offers a footprint desirable to many artists who participated in this planning process, with buildings suitable for living space upstairs and gallery/studio space on the main floor. The area around Bayliss, already anchored by the Library and Y, offers the best location for civic programs and facilities. Ideally, the old Y could be put to use as a wonderful civic gallery/arts council hub. The Kirn gymnasium offers outstanding space for performances, exhibitions, and arts education. The Presbyterian Church, now for sale, is a great location that could be transformed into a home for Chanticleer, which needs an expanded facility for theater arts education programs and youth arts programs. Locating both the arts council and Chanticleer next to Bayliss Park would make it logical to expand their

respective summer programs with additional outdoor concerts and productions, and to make possible youth arts camps.



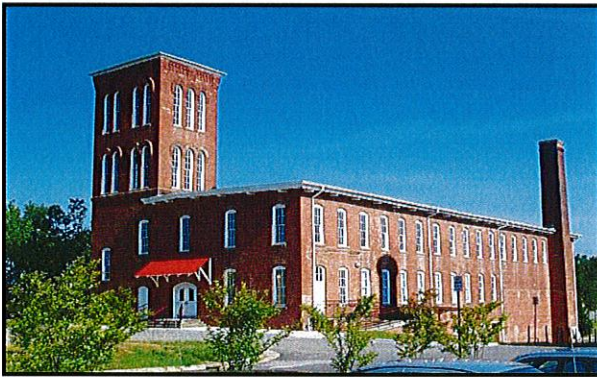
Council Bluffs Warehouse District



Banana Factory Arts Center, Bethlehem, PA – community arts center example of arts adaptive reuse of factory/warehouse building.



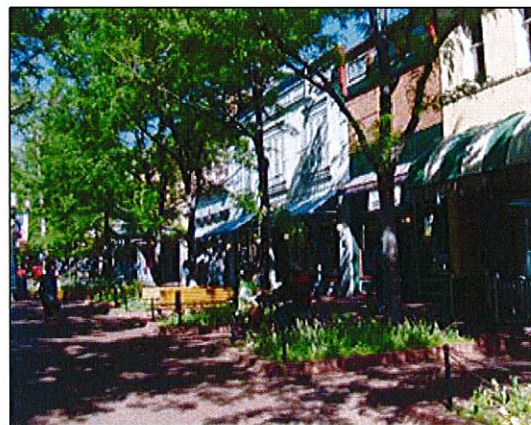
Lobby of the Foundry Arts Center, St. Charles, MO, set up for a banquet-model of adaptive reuse of warehouse.



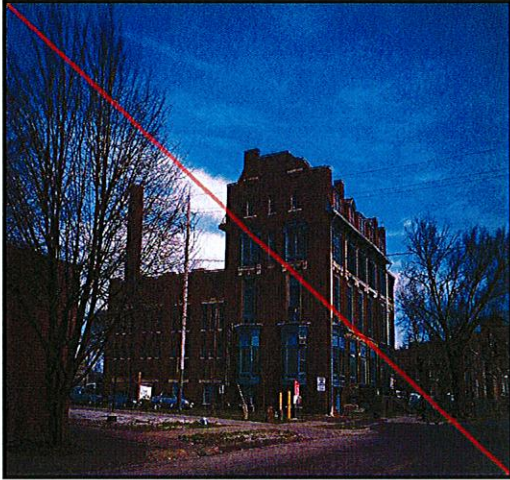
Prizery Arts Center, South Boston, VA. Model of adaptive reuse of a warehouse. Community arts center use.



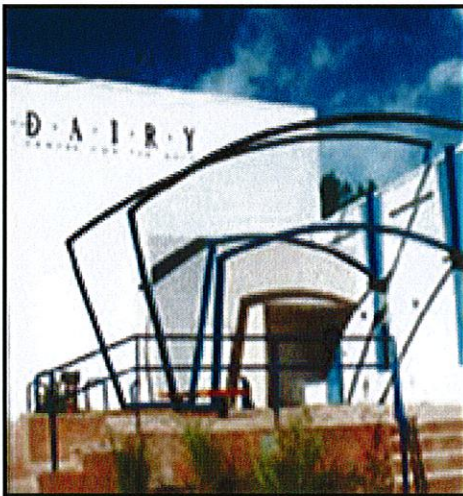
Haymarket



Boulder, CO model

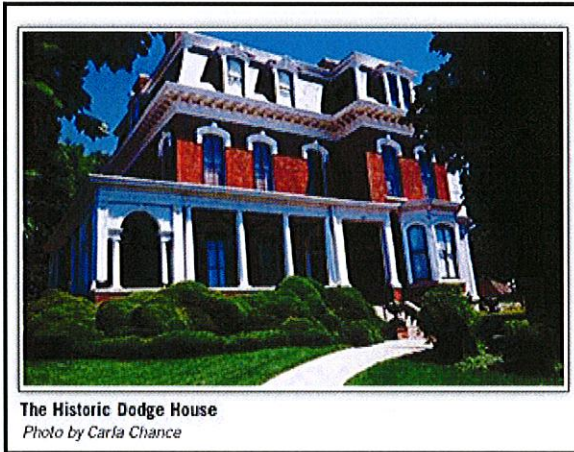


Old YMCA Building



Boulder's Dairy Arts Center, in a 40,000 square foot former dairy building.

2. Form A BID District, Market the Cultural and Arts Districts



The three districts should join together into a single Council Bluffs Arts and Entertainment Business Improvement District (BID), to provide a marketing and management mechanism and fee structure.

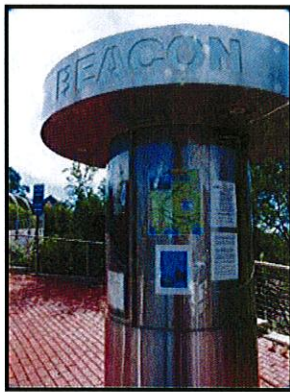
The BID should consider becoming a certified Iowa Main Street Program administrator, and should set and administer the following:

- Standard signage for all points of entry into the three districts
- Exterior design guidelines for awnings and signage
- Historic renovation design guidelines
- Banner program
- Marketing

At a .15% capture rate, a BID model will offer a low of \$49,012 a year up to a high of nearly \$213,000 a year (2016) as property values increase. The average BID assessment per property would be \$9,000. Over a 10 year period, \$1,135,936 could be used for marketing, façade programs, recruitment of artist businesses, and other focused development programs.



Marketing the districts is a major task and opportunity for the BID. The focus groups and round tables conducted for this study suggest that existing cultural destinations such as the Union Pacific RR Museum and the Dodge House Museum do not derive the support to market that they need from the Chamber/CVB. Typically, cultural tourism and residential cultural marketing requires separate and focused strategies in addition to those offered by CVBs. A BID would be able to offer marketing grants to the district nonprofits, and literally create the destination image needed. Insofar as marketing requires the types of on-going events noted above (arts council section of the recommendations), a BID could help fund events such as First Fridays and summer outdoor cinema that will create the momentum and interest in the cultural districts.



Marketing kiosk, Beacon, NY arts district

3. Façade and Signage Program

Develop a small but on-going façade and signage program with grants available to merchants and building owners throughout the contiguous arts districts.

A façade and signage program is an easy, immediate way to begin building thematic links throughout the three districts and improving their visibility. A standard such program should offer a combination of counsel (colors, architectural motif) and grants, usually with a ceiling of \$2,500 to \$3,000 per building on a two-to-one, or one-to-one matching basis. Signage assistance should be offered on a grant basis, again with a match requirement, up to a ceiling of \$1,000.

Watertown Wisconsin is a community that has revitalized its historic downtown through a Main Street Program that incorporates excellent sign and façade grant programs. The façade program offers grants up to \$2,500 every 12 months to building owners that work with a designated

Design Committee to make exterior upgrades to their buildings. (The grants must be matched two-to-one.) The program covers façade restoration, painting materials and labor, building cleaning materials and labor, door and window replacement, awnings, and professional design assistance. Similarly, Watertown's signage program provides \$500 a year to building owners for sign grants, including lighting, labor, and design.

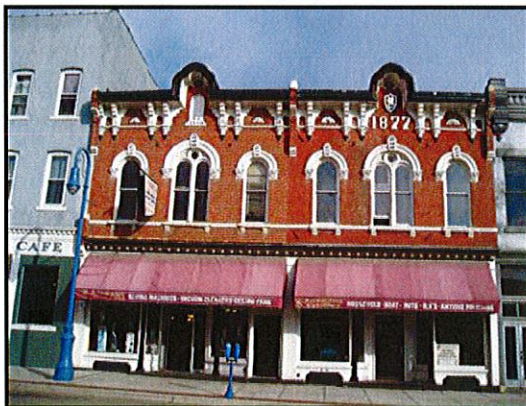
3. Make The Districts Green

Establish a tree-planting program that provides a cool, green canopy the length of Haymarket, eventually extending to link the Warehouse and Downtown districts.

The arts and outdoors go together, especially when it comes to beautification of arts districts. Successful façade and signage programs are frequently linked with tree planting programs that create tremendous visual appeal where there were once stark districts. The following two images show the difference a tree-planting program can make when combined with a façade program.



Historic Main Street Bozeman, MT



Spelman Building, Council Bluffs

4. Establish an artist Urban Pioneer Grants Program to win new artist development in the Haymarket.

Interviews and round tables with artists in the region showed there is considerable interest in developing a presence in the community. Council Bluffs has the ability to attract artists through an urban pioneer program that offers loans or grants for artists to develop galleries in the Haymarket area.

Other cities throughout the US have found success in working with the artist community through "urban pioneer" grants programs. One of the most successful of these is Millville, NJ, which developed a program in the 90s that completely revitalized what had been a largely vacant downtown.

MILLVILLE DEVELOPMENT CORPORATION ***Glasstown Arts District***

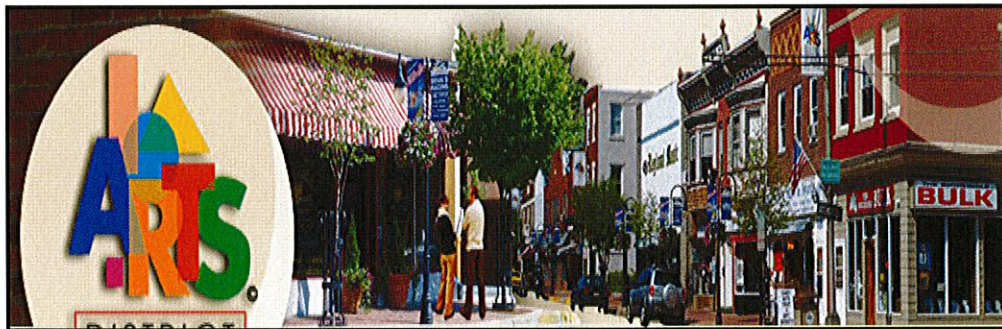
A Pioneer Artist shall be defined as:

1. An artist and/or artisan locating in Millville's *Glasstown Arts District*. The district's current physical boundaries are indicated. The artist shall live in the City of Millville and have studio/workspace/gallery in the Arts District.
2. The artist shall create original works of art, visual or performing.
3. The artist shall agree to live in the city of Millville and work in the District during the length of the loan.
4. If the artist has a retail gallery or studio, he/she shall agree to be open to the public during all organized Arts District Events, which include but are not limited to: *Third Fridays, Arts Festivals, SummerFest, Soul of the Season*. Studios and galleries will be open a minimum of 10 hours a week in addition to events and should be focused on weekends.
5. If the artist has live/work space and no retail outlet, he/she shall agree to display their art in an Arts District retail establishment or gallery open to the public during the aforementioned Arts District events.

Pioneer Artist Assistance

1. A maximum loan available to a Pioneer Artist is \$5,000. The loan may be used for relocation expenses and/or establishing the artist in a rented or purchased property located in the Arts District.
2. The loan will be reviewed by the standing Loan Review Committee of the MDC and approved or denied under the criteria set forth in this application.
3. The loan payback is over a maximum of five years.
4. The pioneer artist shall obtain the Pioneer Assistance Loan Application from the Millville Development Corporation and shall follow the regulations set forth in the application.

5. The pioneer artist is also eligible for the loan and grant programs offered by the Millville Development Corporation, the City of Millville, the Urban Enterprise Zone and the County of Cumberland.
6. The pioneer artist shall have the opportunity to be a basic member of the Riverfront Renaissance Center for the Arts at no cost for one year. He/she will be able to upgrade this basic membership to the "Associate Member Artist" by paying only the additional fee of \$50.
7. The staff of the Millville Development Corporation will assist the pioneer artists as listed below but not limited to:
 - Receive an individual plaque for indoors and outdoors of his/her studio/gallery
 - Have a plaque installed at the Riverfront Renaissance Center for the Arts
 - Receive individualized marketing/advertising for one month
 - Have the opportunity to attend business seminars sponsored by the Millville Development Corporation and Main Street Millville.



Millville "Glasstown Arts District" with artist urban pioneer shops and galleries

Another approach to recruiting artists, and one that can offer more lasting benefits, is drawn from Baltimore, which has recognized incredible success with its arts and entertainment districts. Baltimore's model is drawn heavily on Providence's successful arts economic development plan, offering income tax and property tax credits.

Baltimore	Arts and Entertainment District Tax Benefits	<p>The following tax benefits were created for artists who live and work in the District, or for property owners who renovate a building for artists or an arts and entertainment purpose:</p> <ul style="list-style-type: none"> • A Property tax credit on qualifying renovations • An income tax credit for most artistic work generating revenue in the District.
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5. Develop a Farmers Market



Granville Island (Vancouver BC) Farmers Market

Many farmers' markets are simple, open-air ventures. Currently, there are over 100 such farmers' markets in Iowa. Those that offer covered facilities have added advantages of a longer season and the ability to attract visitors even in inclement weather. A simple partial roof covering can create a venue that has tremendous regional appeal, and that can operate from early spring through late fall.

A farmer's market space in the Warehouse district would provide reasons for visitors to head into the district weekly. Ideally, the market space would be combined with a small amphitheatre or open-air performance space for evening and weekend events. A small stage and even the backdrop of a warehouse building is ideal. (A new trend that would be possible is open-air film series using the backdrop of a warehouse exterior wall.)

6. Community Theatre

Chanticleer is one of Council Bluffs' most visible and loved performing arts assets. To maximize the benefit of the organization, it should be located downtown.

A location near Bayliss Park would be ideal, as the park could make possible a summer outdoor theater program and could provide space for a youth arts summer camp. Many communities have found success by locating their community theater companies downtown. Outstanding models in the Midwest include Fort Wayne Civic, which anchors the arts district in downtown Fort Wayne. One of the country's largest community theaters is in Grand Rapids, again an anchor to that downtown.

Chanticleer's current suburban location is too small for the organization to grow or develop the types of programs evident in most major community theater companies throughout the United States. Community theaters have the advantage of bringing people into the downtown every day and evening of the week for rehearsals, production development, and performances, along with education programs.

Specifically, Chanticleer has noted the need to develop youth after school and summer programs, and the need to build an overall lifelong learning theater arts and technical (backstage) education program. These programs could be developed in partnership with the Council Bluffs schools, and the Bluffs Arts Council.

As a model, the Grand Rapids Civic offers a nine week summer camp program, and reaches more than 1,800 students a year. Its summer camps are designed for ages 4 through 17.

7. International Harvester Buildings

One of Council Bluffs greatest advantages is its stock of prime warehouse buildings. These have the ability to become major developments of artist live/work space, studios, and galleries.

The finest of these buildings, the International Harvester complex, offers 100,000 square feet of space for arts development. Establishing a complex of this size as an arts facility, potentially including gallery and performance space as well as lofts, would create the critical mass of programming and the dynamic number of artists needed to focus the entire arts development for the Warehouse and Haymarket areas.

Iowa West Foundation is already moving forward with further, focused examination of the feasibility of transforming these buildings into artist loft spaces. Similar facilities have been developed as community arts centers (see photos, above). Another option would be to work with a nonprofit cultural developer such as ArtSpace, which specializes in developing artist studio loft buildings such as this example in Buffalo, NY.



Buffalo Artists Lofts

8. Culinary School

The current IWCC culinary arts program is full to capacity. Located on the IWCC campus, it provides basic to advanced culinary training that has the ability to grow dramatically with the appropriate facility.

Most comparable culinary arts programs have downtown facilities that incorporate one or two restaurants. For example, the Western Culinary Institute in Portland, OR has both a suburban campus where students begin their training, and a downtown facility in a historic building. The downtown facility includes two restaurants and a pastry shop that showcase student culinary work and that have a brisk restaurant trade. Drawing on such a model of suburban campus/downtown historic building could make excellent use of one of the vacant buildings in the Warehouse district and draw business to the area, especially if developed in tandem with a loft building/complex in the International Harvester Building.

9. Kirn Gymnasium

The Kirn Gymnasium is an outstanding building with tremendous potential as an arts complex. Its basement rooms have outstanding lighting for visual arts studios, and its gymnasium upstairs offers space for exhibitions and performance. It is an excellent civic asset that should be linked with the old Y, a downtown Chanticleer facility, the Library and Council Bluff's UP Museum, Squirrel Cage Jail Museum and Dodge House as anchor cultural destinations. Ideally, a nonprofit organization that provides wide ranging community service such as youth arts programs should be housed in this building.

III. ARTS COUNCIL ROLE AND ACTIVITIES

1. Bluffs Arts Council

Develop the Bluffs Arts Council as a major force in the cultural economic development of Council Bluffs.

A strong local arts agency that also operates a center for the arts is an important and almost singularly pivotal step for the Council Bluffs arts district development. The arts council of the future, nationwide, is one that is firmly rooted in both economic development and arts education, that markets the arts and builds audiences and that serves as a focal point for the development of a strong arts community.

This organization needs to be capable of the following:

- Be a convener and forum for information and communications to build a strong and dynamic community of artists and cultural organizations;
- Be a primary provider of arts education services, ranging from facilitating in-school residencies and programs, coordinator and/or providing teacher professional development, and managing after school and lifelong learning arts education programs;
- Operating a space or spaces that may include arts education facilities, galleries and public arts entertainment (i.e. black box or recital) spaces;
- Operating festivals and special events that build public awareness and participation in the arts;
- Facilitating arts economic development, including potentially operating programs such as Main Street program, design or façade programs, a revolving loan program for arts entrepreneurial businesses, and marketing the arts in Council Bluffs. This may include recruitment of artists and arts groups to move to Council Bluffs.

2. Convener

Council Bluffs has the unique opportunity to build a cultural community, almost from the ground up. There are only a handful of cultural organizations now in the community, but they can be joined by many more including arts groups from Omaha looking for affordable rent, and

groups from Iowa that may be seeking a more urban location and access to the large regional audiences of the metro area.

Convening tasks include:

- Building a large regional database of artists and arts/cultural groups currently in and interested in Council Bluffs.
- Hosting cultural development meetings that further dialogue that has been started through this planning process, to network and build implementation partnerships.
- Marketing Council Bluffs to artists throughout western Iowa and the greater Omaha area.

3. Arts and Cultural Education Services and Community Arts Center

The provision of arts and cultural education services is a top priority. A strong arts and cultural education program accessible to Council Bluffs children and youth will build local cultural pride, strength education, and provide career opportunities for young people in Council Bluffs. Typical elements of such a program may be provided by a permanent staff of the arts council, or may be contracted through the arts council. (For example, the council could contract with a roster of artists and groups to provide wide-ranging education programs for different grades.)

There are outstanding resources available to assist the Council with this both via the Iowa Arts Council and the Nebraska Arts Council. Specifically, the Iowa Arts Council manages an artists in the schools residency program with mini grants of \$1,500 and grants to schools up to \$10,000. The Nebraska Arts Council operates a nationally recognized teacher professional development resource program, Prairie Fires. Both agencies have indicated interest in assisting Council Bluffs build a strong arts education initiative.

A much-needed arts education service is the creation of a lifelong arts learning center, typically the type of facility managed by an arts council. Such a center would likely operate pre-K-lifelong arts, including visual arts, media, and performing arts classes. It would offer a gallery for community and student shows and, ideally, include a small multipurpose performance space.

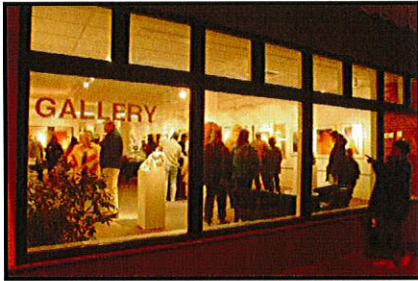
Range of Possible Arts Education programs

- Coordinate and further in-school residencies
- Coordinate and link teachers to professional development/arts learning programs
- Offer scholarships to gifted students
- Life long learning programs
- After school arts programs
- Summer camps for students
- Summer paid youth arts apprenticeships

4. Festivals

Arts councils and downtowns are nearly synonymous. Increasingly, arts councils are programmers, putting together monthly or even bi-weekly events that draw visitors into the cultural heart of the community. As the Warehouse, Haymarket and Downtown cultural districts develop, the Arts Council will have a major role to play in scheduling and coordinating events such as First Friday gallery walks, summer outdoor film festivals, crafts fairs, and other regular events. Some of these may be admission based. Many more will be organized to attract visitors into the districts. Within this rubric, the Council's existing events would expand and new events would be added. The Renaissance Faire of the Midlands, with its unique focus and traditions, would be a freestanding and separate entity from the Council.

- Summer Weekly Performing Arts Programs (expand existing Music in the Parks)
- Summer Film Festival
- Crafts Fair weekend(s) (Spring and/or Fall)
- Autumn in the Bluffs (existing)
- Festival of Trees (existing)
- On-going concerts and programs at community arts center
- First Fridays
- Youth Arts Festival (expanding upon existing Youth Arts Month programs)
- Farmer's Market (weekly spring through fall)



First Fridays, Millville, NJ



Freemont Outdoor Cinema, Seattle

5. Arts Economic Development

Using the arts as a major pathway for economic development requires understanding and connections with the arts as well as with developers and planners, civic groups and government. It also requires administration of programs that are essential to long term development efforts.

Increasingly, arts councils are taking on the role of BID administrators, streetscape planners, and program coordinators. This plan envisions the Arts Council doing all of the above. Specifically, the Arts Council should:

- Operate the cultural districts BIDs, including managing fees and marketing (events and promotions)
- Operate a historical façade and signage/banners program
- Provide workshops and training opportunities for small business/arts entrepreneurs
- Manage a low interest revolving loan program for arts business development

The Iowa Department of Cultural Affairs operates a program that would be of valuable assistance in this function, the Great Places program. There are also Community Cultural Development grants available through the state Arts Council, up to \$25,000 that can assist in launching these ventures.

6. Models

There are hundreds of excellent models for Bluffs Arts Council to use in evaluating how to take on all the above roles. Within the state, Quad City Arts is an outstanding model of an organization that offers every element of the work scope recommended here. Not arts councils, per se, but also excellent models for arts economic development, the Valley Junction Foundation (West Des Moines) and the Dubuque Main Street Ltd. are excellent models of organizations that operate low interest loan programs and a range of special events and programs.

It will be important for Bluffs Arts Council to investigate and visit a number of the area arts councils, especially Quad Cities. In addition, it needs to become actively involved in the Iowa local arts agency network, and in Americans for the Arts, the national association for local arts agencies. The Council should also become involved in the Iowa Main Street Program.

IV. SUPPORTING EXISTING CULTURAL ASSETS

This plan has thus far addressed new investments into Council Bluffs, in facilities, programs, and organizational development. It is important to recognize that Council Bluffs has outstanding cultural assets at present, and that they are essential to a thriving cultural hub as envisioned here. Without the current historical museums and the newly designated historical districts within the community, the community would not have retained its rich cultural heritage. Without the Mid America Center, the community would not be in the position to attract visitors for the concerts and events that can best be accommodated in its space.

As compared to cities of comparable size and cultural assets, Council Bluffs has not invested in its nonprofit infrastructure. Its organizations run on modest budgets.

Council Bluffs needs strong, lively cultural institutions. Mid-America Center needs to be maximized to demonstrate a return for the community. The Library, Union Pacific Museum, and Western Historic Trails are the community's strongest cultural/arts institutions, most able to program and do the level of marketing necessary to win an audience. The Dodge House, as well as the other historic homes, the Squirrel Cage Jail, and the Rails West Railroad Museum, as well as Chanticleer, the Arts Center and the Arts Council, are not able to take any risks or do any prospecting for new audiences. Their annual operating budgets are too small to support the level of staff they need to make the most of their organizations. They can't do the education, outreach, new programs, tourism-oriented marketing, or downtown 'destination' development needed to really be vital.

There are at least five ways to contemplate strengthening the capacity of these organizations. The first is specific to the Mid America Center: for it to be able to build a niche market in programming and win consistent visibility, it has to be able to have the resources to book shows with no risk by fully paying artist fees. This way, it can lock in artists so they don't migrate to the Quest Center or to the casinos at the last minute, something that has routinely happened. By locking in artists that fit a brand profile for the Center, it will build and hold onto the market share Council Bluffs needs to stimulate the rest of a cultural and entertainment infrastructure.

The remainder of capacity building mechanisms focus on the cultural/arts institutions. One mechanism that could be useful would be to provide

annual operating support in a multi-year program that works with the organizations to build their own ability to match and eventually replaced the annual operating funds with other contributions and/or earned income. The second is to help these institutions build endowments that will eventually provide enough funding to meet the operating costs of full time staff. A third is to develop a joint program for marketing and for education. The organizations' leaders were skeptical about the feasibility of a joint marketing program, but were more enthusiastic about a joint education specialist who could assist all their organizations in building and operating viable K-12 learning opportunities. Joint marketing *would* work with these organizations, but they may need to see the functionality of it by starting with something less threatening, such as the education position.

In the long term, these organizations need endowments. The Foundation can uniquely ask the question: "What will it take for Council Bluffs' cultural organizations to be here in 50 years? In 100 years?" Absent endowments, the organizations will live hand to mouth, and some, such as Chanticleer, will live from volunteer to volunteer.

Chanticleer is a good case study for endowment development. It has a tremendously loyal volunteer team that keeps it running. But by it's own admission, the organization lacks the ability to do the kind of educational work it wants to offer, particularly to high school students in Council Bluffs. The organization wants to offer everything from acting to set construction – programs that in other communities have been proven to help steer youth into film/media/creative industries professions. Raleigh Little Theatre is a good example of a community theatre that has developed a strong education program:

V. ECONOMIC MODEL FOR ARTS DEVELOPMENT

Determining the benefits of the arts as an economic generator for downtown Council Bluffs is essential to the substance of arts as a major redevelopment strategy.

The key analysis covered here is whether or not cultural development is a wise economic development strategy for Council Bluffs. Our findings suggest that the impact of cultural development will be extensive, and likely far more positive than other types of redevelopment such as office space or retail, alone. The findings indicate that the overall cost-benefit is positive, repaying capital investment.

The findings suggest that taxable property values within the geography designated for development may increase by an estimated 7% per year with cultural development as compared to the current baseline of 1% per year. At this rate, overall taxable property value within the area could increase by an estimated \$49.4 million within ten years. We have estimated that direct on site and off site expenditures related to attendance at key arts and entertainment facilities will near \$6 million a year, with the area drawing about 200,000 new visits per year. The consultants have made a preliminary model of capital improvements necessary to anchor arts and cultural development at \$22 million.

The data comes from comparables and from data provided by the Pottawattamie County Assessor. In addition, ArtsMarket combined and analyzed all current property descriptions and values to derive a baseline. Researchers expanded the impact analysis out 10 years to 2016, assuming additional investments in these districts would occur.

Economic Model for Development of Cultural Districts

The total taxable value of property within the three contiguous districts (2005) was \$49.5 million. The rate of change from 2004-2005 was very low, with some properties losing value as buildings were torn down. On average, there was only a 1.79% increase in property values within the entire area, despite a statutory increase in property valuation of 12%. This suggests that without the State of Iowa increasing taxable property values 12%, there may have been an overall decrease in property values across the cultural districts 2004-2005.

Our model presumes that a critical mass of buildings will be improved and that new residential and commercial structures will be added to each of the three districts. We have used an average of 3.5% increase in taxable value and a high of 7% annual increase in property values, based on arts and cultural development to existing buildings and infill of new buildings. This increased valuation is consistent with typical increases seen in cultural districts that consist of live workspace, lofts, arts facilities and retail.

With the possibility of significantly increasing the number and value of commercial buildings in the cultural district, an estimated increase of 3.5% in valuation is conservative. Using the mill values provided by the Pottawattamie County Assessor's Office, the table below illustrates the difference between residential and commercial taxable values.

Commercial Residential

Example: Example:

\$246,130	\$246,130	2005 Average Assessed value (within cultural district)
<u>0.9</u>	<u>0.479642</u>	Roll back percentage (2004) (last year roll back 0.484558)
\$221,517	\$118,054	Roll back value (taxable)
<u>\$0</u>	<u>(\$3,783)</u>	Homestead Credit (funded at 78%)
\$221,517	\$114,271	Net taxable value
<u>0.04252386</u>	<u>0.04252386</u>	Levy \$42.52386 per thousand (varies with taxing district)
\$9,420	\$4,859	Property tax (rounded to nearest even whole dollar)
4.252386%	4.252386%	Current average percent of taxable value paid in taxes
3.827147%	1.974264%	Current average percent of assessed value paid in taxes

If left alone, with no overarching investment and redevelopment strategy such as arts and culture, we hypothesize a net taxable property value of 1% a year. (The high is 1.79% at present. One percent overall includes decreases in taxable value due to buildings that are torn down, loss of residential and the ensuing commercial decline.) This means that over a ten-year period, the total gain in taxable value would be less than \$5 million. However, the gain realized through arts/cultural development

would grow the taxable value of buildings in the area from the current \$49.6 million to \$99 million during the same time period. At the current tax rates, tax revenue on the properties within the defined geography is \$2,127,297. **With the projected growth in property value, tax revenues on the same geography will grow to \$4,091,219, for nearly \$20 million in increased tax revenues realized within ten years.**

The base valuation for the property tax model was derived from the Pottawattamie County Assessor website (www.pottco.org) between January and early February 2006. Each property in the cultural districts was evaluated for the model. Properties with \$0 taxable value (or not available on the website) were not included in the financial summary. These are reported as "Prop. W/out Data" in the property assessment tables.

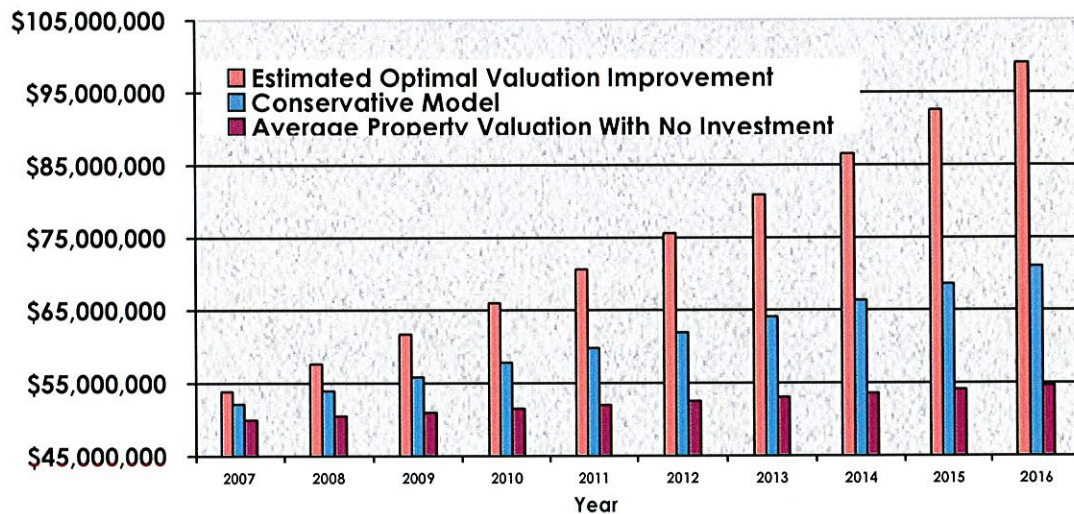
Given that increases in property valuation for tax purposes improves marginally in comparison to market value, a strong real estate market may only result in partial taxable gains. This equation changes quickly with the addition of new structures, new commercial and significant property improvements. Community revitalization investments such as this have resulted in significant gains well beyond property tax improvements in many comparable cities. Later sections of this research will tie together both the tax impacts as well as the community impacts. In the world of economic development, the rising tide can truly lift all boats.

The following tables show the increases over the estimated 1% baseline annual increases at two ends of the spectrum. First is a profile of an increase at 7% per year – what the consultants believe can be realized with the recommended multi-faceted investment in cultural development. The second chart shows what could be realized in a more conservative or drawn out scenario.

Amortization Model: Optimal Return on Investment, Cultural Development

Moderate Growth	2005 Total Taxable Value	2005 Percent of Taxable Property Value Paid in Taxes	Percent Change 2004 to 2005	Estimated 2006 Taxable Property Value	Percent Change in Taxable Value Per Year w/ Cultural District Investments	Estimated 2011 Taxable Property Value	Estimated 2016 Taxable Property Value
Average	\$246,129.57	4.13%	1.79%	\$250,535	7.00%	\$351,389	\$492,841
Median	\$83,200.00	4.25% ¹	1.50%	\$84,448	5.50%	\$110,370	\$144,249
Minimum	\$2,100	0.40%	-3.41%	\$2,028	3.00%	\$2,351	\$2,726
Maximum	\$12,500,000	4.91%	3.84%	\$12,980,000	14.00%	\$24,991,881	\$48,119,733
Total Value	\$49,472,043	4.13%	1.79%	\$50,357,593	7.00%	\$70,629,129	\$99,061,007

Moderate Growth	2007	2008	2009	2010	2011	2012	2013	2014	2015	Estimated 2016 Taxable Property Value
Average	\$268,073	\$286,838	\$306,917	\$328,401	\$351,389	\$375,986	\$402,305	\$430,466	\$460,599	\$492,841
Median	\$89,093	\$93,993	\$99,162	\$104,616	\$110,370	\$116,441	\$122,845	\$129,601	\$136,729	\$144,249
Minimum	\$2,089	\$2,152	\$2,216	\$2,283	\$2,351	\$2,422	\$2,495	\$2,570	\$2,647	\$2,726
Maximum	\$14,797,200	\$16,868,808	\$19,230,441	\$21,922,703	\$24,991,881	\$28,490,745	\$32,479,449	\$37,026,572	\$42,210,292	\$48,119,733
Total Value	\$53,882,624	\$57,654,408	\$61,690,216	\$66,008,531	\$70,629,129	\$75,573,168	\$80,863,289	\$86,523,720	\$92,580,380	\$99,061,007
Estimated Value w/no cultural development investment	\$49,966,763	\$50,466,431	\$50,971,095	\$51,480,806	\$51,995,614	\$52,515,571	\$53,040,726	\$53,571,134	\$54,106,845	\$54,647,913

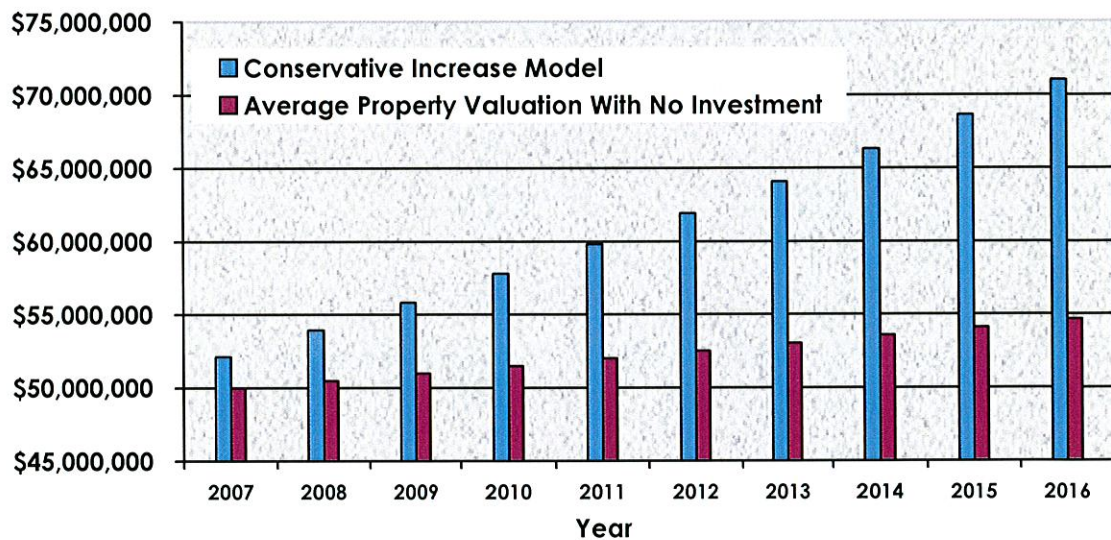


¹ The current assessed value of the mil levies is \$42.52386 per thousand (or 0.04252386%) in Council Bluffs.

CONSERVATIVE MODEL VALUATION

Cultural District Property Assessment Amortization Across 10 Years

Slow Growth	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Average	\$259,304	\$268,380	\$277,773	\$287,495	\$297,557	\$307,972	\$318,751	\$329,907	\$341,454	\$353,405
Median	\$86,770	\$89,157	\$91,608	\$94,128	\$96,716	\$99,376	\$102,109	\$104,917	\$107,802	\$110,766
Minimum	\$2,059	\$2,090	\$2,121	\$2,153	\$2,185	\$2,218	\$2,251	\$2,285	\$2,319	\$2,354
Maximum	\$13,888,600	\$14,860,802	\$15,901,058	\$17,014,132	\$18,205,121	\$19,479,480	\$20,843,044	\$22,302,057	\$23,863,201	\$25,533,625
Total Value with cultural development	\$52,120,108	\$53,944,312	\$55,832,363	\$57,786,496	\$59,809,023	\$61,902,339	\$64,068,921	\$66,311,333	\$68,632,230	\$71,034,358
Estimated Value w/no cultural development investment	\$49,966,763	\$50,466,431	\$50,971,095	\$51,480,806	\$51,995,614	\$52,515,571	\$53,040,726	\$53,571,134	\$54,106,845	\$54,647,913



Cultural District Property Assessment (Haymarket, Bayliss & Downtown Summary)

Slow Growth	2005 Total Taxable Value	2005 Percent of Property Value Paid in Taxes	Percent Change 2004 to 2005 used as baseline	Estimated 2006 Taxable Property Value	Percent Change in Taxable Value Per Year w/ Cultural District Investments	Estimated 2011 Taxable Property Value with cultural development	Estimated 2016 Taxable Property Value with cultural development
Average	\$246,129.57	4.13%	1.79%	\$250,535	3.50%	\$297,557	\$353,405
Median	\$83,200.00	4.25%	1.50%	\$84,448	2.75%	\$96,716	\$110,766
Minimum	\$2,100	0.40%	-3.41%	\$2,028	1.50%	\$2,185	\$2,354
Maximum	\$12,500,000	4.91%	3.84%	\$12,980,000	7.00%	\$18,205,121	\$25,533,625
Total Value	\$49,472,043	4.13%	1.79%	\$50,357,593	3.50%	\$59,809,023	\$71,034,358

NOTE: The above table illustrates the estimated appreciation of the average Council Bluffs property within the cultural districts given a 3.5 percent average property value growth per year. The dark bars are the estimated continued property valuation given no overarching economic development strategy or investment in the districts.

Physical Asset Capital Investment Estimates

The following is a preliminary model of what could be anticipated in capital improvements to key buildings and locations in the three contiguous districts, demonstrating the likely impact of capital improvement. This model uses rough comparables from other communities, with adaptive reuse of existing facilities rather than totally new construction. The consultants believe that these anchors are most likely and important to establishing the arts activities in Council Bluffs. It is likely that some of these costs will be borne by developers and the private sector, while others such as a community theatre/education complex would be funded through a capital campaign effort. That said, our estimate is that the levels of activity anticipated throughout this report could be created with less than \$25 million in capital investment.

CAPITAL EXPENDITURES OF NEW AND ADAPTIVE CONSTRUCTION				
Total Direct Input \$	Direct Input	Output (\$ Millions)	Worker Income (\$ Millions)	Employment
Warehouse Live Work Space	\$2.25 Million	\$2.97	\$0.88	29
Haymarket Area Live Work Space and Galleries	\$2.25 Million	\$2.97	\$0.88	29
Community Theatre Complex	\$11 Million	\$14.52	\$4.32	142
Farmer's Market	\$1.25 Million	\$1.64	\$0.49	16
Simple Outdoor Amphitheatre	\$1 Million	\$1.32	\$0.39	13
Community Arts Center	\$2.25 Million	\$2.97	\$0.88	29
Other (Culinary School, mix of smaller venues, etc.)	\$2 million	\$3.28	\$0.78	26
TOTAL CAPITAL IMPACT	\$22 M	\$29.67 M	\$8.62 M	284

Thus far this report has focused on the property valuation and related tax increase benefits for Council Bluffs based on development of cultural districts. There are other, immediate economic benefits that are realized with arts and cultural activity that tip the argument in favor of arts and culture as economic stimulus over other economic stimuli such as office development or retail. Arts organizations and related arts and entertainment activities drive visitation that wouldn't otherwise happen. This visitation in turn supports retail and food/beverage expenditures, and to a lesser but important degree also supports lodging expenditures. Enough critical mass of arts and cultural activity can for example drive enough business to support a boutique downtown hotel.

VISITATION ESTIMATES

The consultants have estimated a capacity for a number of essential or anchor arts and cultural facilities and activities within the three contiguous districts. These range from including a permanent (albeit small) community amphitheatre for festivals and concerts to the establishment of a community arts center and a gallery district. Based on comparables realized in other communities with such facilities, we have estimated the following range of visitation likely to be induced by new arts activities in downtown Council Bluffs, over and above current annual cultural visitation to the same geography.

Total Possible Visitation

MODEL ANNUAL AUDIENCE COUNT			
	Low Estimate	High Estimate	Average Estimate
Community Theatre complex	20,000	40,000	30,000
Community Arts Center	30,000	50,000	40,000
Media Arts Center	5,000	10,000	7,500
Gallery District	20,000	40,000	30,000
Outdoor concert venue/downtown market and festival grounds	10,000	100,000	50,000
Artist Studio/Gallery Complexes	30,000	50,000	40,000
TOTAL VISITATION	115,000	290,000	197,500

The average estimate will be used to estimate impacts, below.

Visitor Expenditure Estimates

These visitors make expenditures directly related to their attendance within the geography. The following is a basic model of what may be expected from purchase of art, attendance at live performing arts, clubs, etc.

Economic Impacts of Direct Visitor Expenditures

	Attendance Estimate	Av. Expenditure	% of Audience Making Expenditure	Number	Total Expenditure
Community Theatre complex	30,000	\$18 ²	80%	24,000	\$432,000
Community Arts Center	40,000	\$80 ³	20%	8,000	\$640,000
Media Arts Center	7,500	\$10	50%	3,750	\$37,500
Gallery District	30,000	\$15	50%	15,000	\$225,000
Outdoor concert venue / downtown festival grounds, market	50,000	\$10	50%	25,000	\$250,000
Artist Studio/Gallery Complex	40,000	\$50	20%	8,000	\$400,000
TOTAL VISITATION	197,500	--	--	83,750	\$1,984,500

Economic Impacts of Off-Site Visitor Expenditures

The consultants have created a simple model of off-site impact of visitation, using standard percentages of arts/entertainment audiences that also purchase food at nearby restaurants, visit related retail, or stay in local lodging. We have established very modest average dollar spent models for each category of expense, as footnoted below. As the area grows in market draw, it would be expected that the expenditure levels would increase.

As can be seen, the economic value of arts development as a first generation of stimulus is in the numbers of individuals it brings to other businesses in the area that would not otherwise visit, eat out or make purchases.

Expenditure Target	Std. Industry Class ⁴	Pct. Tot. Expend.	Avg. Dollars Spent	Percent of Audience	Number	Total Expend. (\$ Million)
Food and Beverage	(SIC 5800)	33%	\$30	23%	45,425	\$1,362,750
General Merchandise	(SIC 5300)	26%	\$15	35%	69,125	\$1,036,875
Hotels and Lodging	(SIC 7000)	41%	\$85 ⁵	10%	19,750	\$1,678,750
Total Minimum Expenditure Level	--	100%	\$130.00	--	134,300	\$4,078,375

² Estimated av. Ticket. Does not include classes or educational activities.

³ Estimated 6-week class fee. Does not include people who visit for events or exhibits.

⁴ Standard Industrial Classifications are categories created by the U.S. Department of Labor Bureau of Labor Statistics to track U.S. expenditure and employment patterns.

⁵ Hotel and lodging expenditure is derived from average of Council Bluffs rack and motel rates.

Addendum A: Economic Baseline for the Council Bluffs Cultural District Model

Earlier sections of this summary report illustrated the modeled impact of investment into the cultural district areas. The following section is the baseline used to derive the modeled figures.

Cultural District Property Assessment (Haymarket, Bayliss & Downtown Summary)

	2003 Property Value	2004 Property Value	2003 Property Taxes	2004 Property Taxes	2005 Land Value	2005 Dwelling Value	2005 Building Value	2005 Total Taxable Value
Properties W/Data	187	186	187	186	201	56	144	201
Properties W/out Data	24	25	24	25	10	155	67	10
Average	\$106,074.73	\$110,032.48	\$4,124.50	\$4,579.60	\$28,193.88	\$75,482.45	\$258,944.13	\$246,129.57
Median	\$49,926.00	\$52,650.00	\$2,034.00	\$2,200.00	\$11,000.00	\$65,980.00	\$71,350.00	\$83,200.00
Minimum	\$31	\$32	\$31	\$32	\$2,100	\$33,151	\$400	\$2,100
Maximum	\$1,339,969	\$1,350,000	\$54,934	\$57,408	\$1,500,000	\$225,900	\$11,000,000	\$12,500,000
Total Value	\$19,835,975	\$20,466,041	\$771,282	\$851,805	\$5,666,970	\$4,227,017	\$37,287,955	\$49,472,043

Percentiles

25%	\$30,972.00	\$31,486.75	\$1,170.00	\$1,281.00	\$7,750.00	\$57,412.75	\$36,325.00	\$52,000.00
50%	\$49,926.00	\$52,650.00	\$2,034.00	\$2,200.00	\$11,000.00	\$65,980.00	\$71,350.00	\$83,200.00
75%	\$91,614.00	\$97,125.00	\$3,690.00	\$4,129.50	\$20,660.00	\$88,091.75	\$156,600.00	\$141,650.00

	Land Sq/Ft	Structure Sq/Ft
Prop. W/Data	202	184
Prop. W/out Data	9	27
Average	12,152.35	6,222.10
Median	5,040.00	2,327.00
Minimum	1	338
Maximum	97,574	119,452
Total Value	2,454,775	1,144,866

Percentiles

25%	3,291.00	1,141.50
50%	5,040.00	2,327.00
75%	13,650.00	5,325.00

	2004 Percent of Property Value Paid in Taxes	2005 Percent of Property Value Paid in Taxes	Percent Change 2004 to 2005
Prop. W/Data	177	168	168
Prop W/out Data	34	43	43
Average	3.96%	4.13%	1.79%
Median	4.10%	4.25%	1.50%
Minimum	0.41%	0.40%	-3.41%
Maximum	6.59%	4.91%	3.84%

Downtown Warehouse Cultural District Property Assessment

DOWNTOWN	2003 Property Value	2004 Property Value	2003 Property Taxes	2004 Property Taxes	2005 Land Value	2005 Dwelling Value	2005 Building Value	2005 Total Taxable Value
Prop. W/Data	32	32	32	32	32	1	30	32
Prop W/out Data	1	1	1	1	1	32	3	1
Average	\$112,075	\$115,583	\$4,547	\$4,852	\$19,138	\$33,151	\$116,388	\$129,287
Median	\$85,894	\$86,200	\$3,521	\$3,666	\$15,000	--	\$79,650	\$94,300
Minimum	\$31	\$32	\$31	\$32	\$2,100	\$33,151	\$30,400	\$2,100
Maximum	\$357,326	\$400,000	\$14,648	\$17,010	\$63,300	\$33,151	\$336,700	\$400,000
Total Value	\$3,586,389	\$3,698,662	\$145,507	\$155,257	\$612,408	\$33,151	\$3,491,632	\$4,137,191

Percentiles

25%	\$49,974	\$50,575	\$2,058	\$2,151	\$7,950	\$33,151	\$59,950	\$61,650
50%	\$85,894	\$86,200	\$3,521	\$3,666	\$15,000	\$33,151	\$79,650	\$94,300
75%	\$143,104	\$144,175	\$5,867	\$6,131	\$23,400	\$33,151	\$159,850	\$174,100

DOWNTOWN	Land Sq/Ft	Structure Sq/Ft	2004 Percent of Property Value Paid in Taxes	2005 Percent of Property Value Paid in Taxes	Percent Change 2004 to 2005
Prop. W/Data	32	30	31	31	31
Prop W/out Data	1	3	2	2	2
Average	29,051	7,633	4.05%	4.22%	1.68%
Median	20,029	4,696	4.10%	4.25%	1.50%
Minimum	5,040	966	3.23%	3.68%	-.0003%
Maximum	97,574	53,975	4.13%	4.29%	.0102%
Total Value	929,630	228,981			

Percentiles

25%	12,320	2,577
50%	20,029	4,696
75%	43,673	9,692

Haymarket Artists District Property Assessment

HAYMARKET	2003 Property Value	2004 Property Value	2003 Property Taxes	2004 Property Taxes	2005 Land Value	2005 Dwelling Value	2005 Building Value	2005 Total Taxable Value
Prop. W/Data	75	74	75	74	82	30	53	82
Prop W/out Data	8	9	8	9	1	53	30	1
Average	\$51,877	\$52,459	\$2,051	\$2,181	\$16,453	\$65,903	\$188,472	\$51,877
Median	\$39,703	\$38,819	\$1,430	\$1,545	\$10,571	\$64,348	\$50,100	\$39,703
Minimum	\$3,916	\$7,789	\$148	\$300	\$2,200	\$35,553	\$400	\$3,916
Maximum	\$297,771	\$300,000	\$12,046	\$12,596	\$204,100	\$96,089	\$2,962,185	\$297,771
Total Value	\$3,890,743	\$3,881,981	\$153,807	\$161,386	\$1,349,151	\$1,977,084	\$9,989,022	\$3,890,743

Percentiles

25%	\$26,953	\$26,459	\$1,008	\$1,060	\$6,600	\$50,503	\$21,850	\$26,953
50%	\$39,703	\$38,819	\$1,430	\$1,545	\$10,571	\$64,348	\$50,100	\$39,703
75%	\$57,569	\$58,500	\$2,312	\$2,488	\$13,275	\$82,350	\$97,850	\$57,569

HAYMARKET	Land Sq/Ft	Structure Sq/Ft	2004 Percent of Property Value Paid in Taxes	2005 Percent of Property Value Paid in Taxes	Percent Change 2004 to 2005
Prop. W/Data	81	74	74	73	73
Prop W/out Data	2	9	9	10	10
Average	7,561	4,893	3.92%	4.13%	1.99%
Median	5,000	1,720	4.10%	4.25%	1.50%
Minimum	1	400	2.11%	3.44%	-0.07%
Maximum	83,200	119,452	4.20%	4.91%	1.70%
Total Value	612,407	362,108			

Percentiles

25%	2,599	1,043
50%	5,000	1,720
75%	6,800	3,987

Bayliss Cultural District Property Assessment

BAYLISS	2003 Property Value	2004 Property Value	2003 Property Taxes	2004 Property Taxes	2005 Land Value	2005 Dwelling Value	2005 Building Value	2005 Total Taxable Value
Prop. W/Data	80	80	80	80	87	25	61	87
Prop W/out Data	15	15	15	15	8	70	34	8
Average	\$154,486	\$161,067	\$5,900	\$6,690	\$42,591	\$88,671	\$390,284	\$357,159
Median	\$56,328	\$69,045	\$2,260	\$2,895	\$11,200	\$71,266	\$77,900	\$85,680
Minimum	\$8,106	\$1,500	\$332	\$386	\$4,004	\$37,272	\$2,000	\$9,100
Maximum	\$1,339,969	\$1,350,000	\$54,934	\$57,408	\$1,500,000	\$225,900	\$11,000,000	\$12,500,000
Total Value	\$12,358,843	\$12,885,398	\$471,968	\$535,162	\$3,705,411	\$2,216,782	\$23,807,301	\$31,072,794

Percentiles

25%	\$34,123	\$34,290	\$1,414	\$1,495	\$8,488	\$60,572	\$42,600	\$63,099
50%	\$56,328	\$69,045	\$2,260	\$2,895	\$11,200	\$71,266	\$77,900	\$85,680
75%	\$119,826	\$145,850	\$4,108	\$6,202	\$24,000	\$117,676	\$240,200	\$200,000

BAYLISS	Land Sq/Ft	Structure Sq/Ft	2004 Percent of Property Value Paid in Taxes	2005 Percent of Property Value Paid in Taxes	Percent Change 2004 to 2005
Prop. W/Data	89	80	72	64	64
Prop W/out Data	6	15	23	31	31
Average	10,255	6,922	3.95%	4.09%	1.61%
Median	5,000	2,116	4.10%	4.25%	1.50%
Minimum	1,000	338	0.41%	0.04%	-3.41%
Maximum	86,642	78,445	6.59%	4.26%	3.84%
Total Value	912,738	553,777			

Percentiles

25%	2,803	1,031
50%	5,000	2,116
75%	13,401	6,298

Addendum B: Cultural District Property Inventory (February 2006)

Number	District	Property Address	City	Zip	Tax Value 2004	Tax Paid 2004	Sq/Ft Land	Sq/Ft Building(s)
1	Downtown	1228 S Main St	Council Blfs	51503	\$150,000	\$6,378	5,929	5,000
2	Downtown	1216 S Main St	Council Blfs	51503	\$90,000	\$3,828	14,157	15,520
3	Downtown	1200 S Main St	Council Blfs	51503	\$45,500	\$1,934	15,937	2,182
4	Downtown	1201 6th St	Council Blfs	51503	\$141,700	\$6,026	36,556	4,350
5	Downtown	608 13th Ave	Council Blfs	51501	\$400,000	\$17,010	91,911	12,672
6	Downtown	608 13th Ave	Council Blfs	51501	\$145,000	\$6,166	40,093	--
7	Downtown	1220 8th Ave	Council Blfs	51501	\$250,000	\$10,630	67,953	1,091
8	Downtown	1124 S 8th St.	Council Blfs	51503	\$105,400	\$4,482	28,749	1,200
9	Downtown	830 12th Ave	Council Blfs	51501	\$50,000	\$2,126	16,117	1,536
10	Downtown	1104 S 8th St	Council Blfs	51503	\$81,600	\$3,471	44,866	5,000
11	Downtown	1105 8th Ave	Council Blfs	51501	\$43,200	\$1,838	17,538	1,724
12	Downtown	1121 8th Ave	Council Blfs	51501	\$2,100	\$90	53,100	--
13	Downtown	712 12th Ave	Council Blfs	51501	\$65,400	\$2,782	6,800	3,480
14	Downtown	100 S 7th St.	Council Blfs	51503	\$77,800	\$3,308	10,192	9,968
15	Downtown	1108 S 7th St	Council Blfs	51501	\$18,312	\$778	10,192	966
16	Downtown	1122 S 7th St	Council Blfs	51501	\$52,300	\$2,224	5,040	2,736
17	Downtown	1000 S Main St	Council Blfs	51503	\$261,400	\$11,116	48,351	2,708
18	Downtown	1001 S 6th Ave	Council Blfs	51503	\$244,800	\$10,410	45,738	53,975
19	Downtown	1000 S 6th St	Council Blfs	51501	\$79,700	\$3,390	20,944	3,120
20	Downtown	1025 S 7th St	Council Blfs	51501	\$141,600	\$6,022	9,576	10,640
21	Downtown		Council Blfs	51503	--	--	--	--
22	Downtown	1024 S 7th St	Council Blfs	51501	\$90,900	\$3,866	46,428	6,048
23	Downtown	1000 S 7th St	Council Blfs	51501	\$80,700	\$3,432	18,984	4,392
24	Downtown	1020 S 8th St	Council Blfs	51501	\$344,074	\$12,666	97,574	9,600
25	Downtown	924 S Main St	Council Blfs	51503	\$82,400	\$3,504	26,166	7,875
26	Downtown	503 9th Ave	Council Blfs	51503	\$235,444	\$10,012	23,818	1,813
27	Downtown	925 S 6th St	Council Blfs	51503	\$92,500	\$3,934	19,113	14,428
28	Downtown	517 9th Ave	Council Blfs	51503	\$49,400	\$2,100	12,698	4,100
29	Downtown	900 S 6th St	Council Blfs	51501	\$22,300	\$856	35,128	6,000
30	Downtown	925 S 7th St	Council Blfs	51501	\$96,100	\$4,086	21,700	7,920
31	Downtown	7th St	Council Blfs	51503	\$32	\$32	15,132	2,880
32	Downtown	900 S 7th St	Council Blfs	51501	\$60,400	\$2,568	12,194	8,057
33	Downtown	721 9th Ave	Council Blfs	51503	\$98,600	\$4,192	10,956	18,000
34	Haymarket	700 S Main St	Council Blfs	51503	--	--	83,200	25,423
35	Haymarket	620 S Main St	Council Blfs	51503	\$36,300	\$1,544	5,085	6,750
36	Haymarket	612 S Main St	Council Blfs	51503	--	--	31,685	27,566
37	Haymarket	609 S Main St	Council Blfs	51503	\$25,800	\$1,098	2,599	2,392
38	Haymarket	606 S Main St	Council Blfs	51503	\$25,800	\$1,098	2,599	2,392
39	Haymarket	604 S Main St	Council Blfs	51503	\$56,800	\$2,416	2,599	3,312
40	Haymarket	600 S Main St	Council Blfs	51503	\$113,600	\$4,830	5,198	2,150
41	Haymarket	523 6th Ave	Council Blfs	51503	\$100,000	\$4,252	12,600	1,528
42	Haymarket	541 6th Ave	Council Blfs	51503	\$21,400	\$910	7,560	--
43	Haymarket	619 6th Ave	Council Blfs	51501	\$58,000	\$2,466	5,040	1,077
44	Haymarket	617 6th Ave	Council Blfs	51501	\$32,371	\$1,376	5,040	988
45	Haymarket	615 6th Ave	Council Blfs	51501	\$31,822	\$1,114	5,040	1,014
46	Haymarket	611 6th Ave	Council Blfs	51501	\$29,596	\$1,018	5,040	832
47	Haymarket	541 6th Ave	Council Blfs	51503	\$120,000	\$5,102	10,168	1,872
48	Haymarket	522 Pearl St	Council Blfs	51503	\$11,700	\$498	5,085	--
49	Haymarket	505 6th Ave	Council Blfs	51503	--	--	38,041	119,452
50	Haymarket	724 S 7th St	Council Blfs	51501	\$24,941	\$900	5,040	1,039
51	Haymarket	805 S Main St	Council Blfs	51503	\$51,700	\$2,198	5,000	4,320

Number	District	Property Address	City	Zip	Tax Value 2004	Tax Paid 2004	Sq/Ft Land	Sq/Ft Building(s)
52	Haymarket	803 S Main St	Council Blfs	51503	\$32,700	\$1,390	2,500	4,050
53	Haymarket	801 S Main St	Council Blfs	51503	\$27,600	\$1,174	2,500	3,500
54	Haymarket	729 S Main St	Council Blfs	51503	\$87,000	\$3,700	5,000	2,400
55	Haymarket	719 S Main St	Council Blfs	51503	\$90,000	\$3,828	5,000	3,950
56	Haymarket	700 S 4th St	Council Blfs	51503	\$187,200	\$7,960	10,000	4,690
57	Haymarket	706 S 4th St	Council Blfs	51503	\$40,770	\$1,734	5,000	1,313
58	Haymarket	716 S 4th St	Council Blfs	51503	--	--	1	3,982
59	Haymarket	328 9th Ave	Council Blfs	51503	\$34,087	\$1,210	4,386	672
60	Haymarket	711 S 4th St	Council Blfs	51503	--	--	12,124	4,276
61	Haymarket	701 S 4th St	Council Blfs	51503	--	--	12,500	3,089
62	Haymarket	326 9th Ave	Council Blfs	51503	\$26,679	\$894	--	1,978
63	Haymarket	722 Bluff St	Council Blfs	51503	\$29,737	\$1,024	2,408	704
64	Haymarket	718 Bluff St	Council Blfs	51503	\$45,060	\$1,816	4,386	1,024
65	Haymarket	714 Bluff St	Council Blfs	51503	\$20,046	\$871	5,436	1,223
66	Haymarket	710 Bluff St	Council Blfs	51503	\$28,237	\$1,200	3,300	800
67	Haymarket	706 Bluff St	Council Blfs	51503	\$24,348	\$1,036	5,000	1,044
68	Haymarket	702 Bluff St	Council Blfs	51503	\$39,505	\$1,520	5,000	1,459
69	Haymarket	636 Bluff St	Council Blfs	51503	\$28,806	\$1,064	2,500	650
70	Haymarket	324 Worth St	Council Blfs	51503	\$27,160	\$1,154	2,500	1,050
71	Haymarket	628 Bluff St	Council Blfs	51503	\$40,259	\$1,472	5,000	1,304
72	Haymarket	626 Bluff St	Council Blfs	51503	\$22,084	\$940	5,000	1,209
73	Haymarket	600 Bluff St	Council Blfs	51503	--	--	40,100	5,448
74	Haymarket	605 S 4th St	Council Blfs	51503	\$40,122	\$1,546	5,000	864
75	Haymarket	609 S 4th St	Council Blfs	51503	\$36,556	\$1,394	5,000	864
76	Haymarket	623 S 4th St	Council Blfs	51503	\$32,509	\$1,382	5,000	1,312
77	Haymarket	627 S 4th St	Council Blfs	51503	\$21,685	\$1,065	5,000	1,011
78	Haymarket	622 4th St	Council Blfs	51503	\$55,729	\$2,116	10,000	10,000
79	Haymarket	618 S 4th St	Council Blfs	51503	\$30,658	\$1,064	5,000	1,263
80	Haymarket	612 S 4th St	Council Blfs	51503	\$45,609	\$1,940	6,500	400
81	Haymarket	600 S 4th St	Council Blfs	51503	\$150,000	\$6,378	13,500	4,400
82	Haymarket	607 S Main St	Council Blfs	51503	\$162,000	\$6,888	5,100	3,245
83	Haymarket	617 S Main St	Council Blfs	51503	\$50,300	\$2,138	2,500	4,000
84	Haymarket	619 S Main St	Council Blfs	51503	\$43,200	\$1,838	2,700	2,160
85	Haymarket	621 S Main St	Council Blfs	51503	\$29,000	\$1,072	2,400	2,562
86	Haymarket	625 S Main St	Council Blfs	51503	\$70,000	\$2,976	10,149	1,432
87	Haymarket	629 S Main St	Council Blfs	51503	\$60,000	\$2,552	10,200	--
88	Haymarket	530 Bluff St	Council Blfs	51503	--	--	2,100	1,600
89	Haymarket	328 Story St	Council Blfs	51503	\$40,176	\$1,722	2,900	624
90	Haymarket	532 Bluff St	Council Blfs	51503	\$44,444	\$1,650	5,000	1,036
91	Haymarket	510 Bluff St	Council Blfs	51503	--	--	30,100	--
92	Haymarket	507 S 4th St	Council Blfs	51503	\$75,800	\$3,224	11,700	2,304
93	Haymarket	515 S 4th St	Council Blfs	51503	\$92,300	\$3,686	7,100	1,397
94	Haymarket	517 S 4th St	Council Blfs	51503	\$18,175	\$772	2,335	642
95	Haymarket	519 S 4th St	Council Blfs	51503	\$38,133	\$1,622	3,765	1,092
96	Haymarket	523 S 4th St	Council Blfs	51503	\$43,414	\$1,686	5,000	1,326
97	Haymarket	531 S 4th St	Council Blfs	51503	\$7,789	\$300	10,000	--
98	Haymarket	500 S 4th St	Council Blfs	51503	\$15,300	\$650	4,900	--
99	Haymarket	505 S 4th St	Council Blfs	51503	\$15,900	\$676	5,100	--
100	Haymarket	512 S 4th St	Council Blfs	51503	\$15,600	\$634	5,000	--
101	Haymarket	514 S 4th St	Council Blfs	51503	\$34,774	\$1,478	3,000	660
102	Haymarket	522 S 4th St	Council Blfs	51503	\$61,300	\$2,606	--	--
103	Haymarket	526 S 4th St	Council Blfs	51503	\$48,300	\$2,054	5,000	797
104	Haymarket	530 S 4th St	Council Blfs	51503	\$47,000	\$1,998	5,000	7,200
105	Haymarket	533 S Main St	Council Blfs	51503	\$145,300	\$6,178	5,000	4,152
106	Haymarket	529 S Main St	Council Blfs	51503	\$85,000	\$3,614	2,500	3,234

Number	District	Property Address	City	Zip	Tax Value 2004	Tax Paid 2004	Sq/Ft Land	Sq/Ft Building(s)
107	Haymarket	523 S Main St	Council Blfs	51503	\$55,000	\$2,338	5,000	8,000
108	Haymarket	519 S Main St	Council Blfs	51503	\$38,100	\$1,620	2,500	4,000
109	Haymarket	513 S Main St	Council Blfs	51503	\$51,100	\$2,172	7,800	4,630
110	Haymarket	511 S Main St	Council Blfs	51503	\$21,500	\$914	2,200	3,080
111	Haymarket	509 S Main St	Council Blfs	51503	\$24,600	\$1,046	2,400	3,360
112	Haymarket	501 S Main St	Council Blfs	51503	\$300,000	\$12,596	7,600	21,502
113	Haymarket	501 5th Ave	Council Blfs	51503	\$62,200	\$2,644	1,908	1,232
114	Haymarket	504 S Main St	Council Blfs	51503	\$19,500	\$830	900	1,800
115	Haymarket	506 S Main St	Council Blfs	51503	\$17,800	\$756	820	1,640
116	Haymarket	508 S Main St	Council Blfs	51503	\$65,000	\$2,764	1,470	1,365
117	Bayliss Cult.	234 Bluff St	Council Blfs	51503	\$68,090	\$2,896	7,267	1,860
118	Bayliss Cult.	226 Bluff St	Council Blfs	51503	\$76,695	\$3,262	8,100	1,289
119	Bayliss Cult.	220 Bluff St	Council Blfs	51503	\$50,272	\$1,898	6,372	1,028
120	Bayliss Cult.	216 Bluff St	Council Blfs	51503	\$57,463	\$2,204	6,150	1,223
121	Bayliss Cult.	333 Willow Ave	Council Blfs	51503	\$106,001	\$4,868	14,100	1,645
122	Bayliss Cult.	201 S 4th St	Council Blfs	51503	\$68,063	\$2,894	2,550	902
123	Bayliss Cult.	351 Willow Ave	Council Blfs	51503	\$43,962	\$1,870	2,856	916
124	Bayliss Cult.	207 S 4th St	Council Blfs	51503	\$147,500	\$6,272	5,406	1,040
125	Bayliss Cult.	209 S 4th St	Council Blfs	51503	\$149,200	\$6,344	5,406	6,612
126	Bayliss Cult.	219 S 4th St	Council Blfs	51503	\$29,503	\$12,374	3,672	678
127	Bayliss Cult.	221 S 4th St	Council Blfs	51503	\$29,286	\$1,246	3,672	661
128	Bayliss Cult.	229 S 4th St	Council Blfs	51503	\$18,792	\$800	4,018	1,158
129	Bayliss Cult.	231 S 4th St	Council Blfs	51503	\$30,177	\$1,284	3,348	752
130	Bayliss Cult.	233 S 4th St	Council Blfs	51503	\$81,200	\$1,938	6,804	1,199
131	Bayliss Cult.	5th Ave & 4th St.	Council Blfs	51503	--	--	15,300	--
132	Bayliss Cult.	216 S 4th St	Council Blfs	51503	\$1,500	\$638	5,100	--
133	Bayliss Cult.	4th St	Council Blfs	51503	--	--	--	--
134	Bayliss Cult.	213 S Main St	Council Blfs	51503	\$42,600	\$1,650	2,500	3,808
135	Bayliss Cult.	219 S Main St	Council Blfs	51503	\$75,000	\$3,190	2,332	3,068
136	Bayliss Cult.	221 S Main St	Council Blfs	51503	\$43,400	\$1,846	2,468	3,264
137	Bayliss Cult.	223 S Main St	Council Blfs	51503	\$97,000	\$4,124	2,600	2,158
138	Bayliss Cult.	225 S Main St	Council Blfs	51503	\$45,800	\$1,948	2,500	7,500
139	Bayliss Cult.	227 S Main St	Council Blfs	51503	\$95,000	\$4,040	2,500	2,100
140	Bayliss Cult.	229 S Main St	Council Blfs	51503	\$84,300	\$3,584	2,500	1,950
141	Bayliss Cult.	231 S Main St	Council Blfs	51503	\$150,000	\$6,378	2,500	5,000
142	Bayliss Cult.	Pearl & Main	Council Blfs	51503	--	--	--	--
143	Bayliss Cult.	233 Pearl St	Council Blfs	51503	\$260,700	\$11,086	6,688	13,138
144	Bayliss Cult.	Pearl & 6th St	Council Blfs	51503	--	--	--	--
145	Bayliss Cult.	226 Pearl St	Council Blfs	51503	--	--	5,621	4,356
146	Bayliss Cult.	Pearl & Willow	Council Blfs	51503	--	--	--	--
147	Bayliss Cult.	533 Willow Ave	Council Blfs	51503	\$97,500	\$4,146	14,400	--
148	Bayliss Cult.	545 Willow Ave	Council Blfs	51503	\$750,000	\$31,892	19,200	2,131
149	Bayliss Cult.	553 Willow Ave	Council Blfs	51503	\$46,861	\$1,992	16,120	1,352
150	Bayliss Cult.	1st Ave & Pearl	Council Blfs	51503	--	--	--	--
151	Bayliss Cult.	124 S 6th St	Council Blfs	51503	--	--	33,600	18,000
152	Bayliss Cult.	120 S 6th St.	Council Blfs	51503	\$213,800	\$9,092	9,600	5,964
153	Bayliss Cult.	114 S 6th St	Council Blfs	51503	\$189,200	\$8,046	14,400	4,506
154	Bayliss Cult.	613 1st Ave	Council Blfs	51503	--	--	7,200	1,768
155	Bayliss Cult.	500 Willow Ave	Council Blfs	51503	\$295,400	\$12,562	7,140	23,860
156	Bayliss Cult.	124 S Main St	Council Blfs	51503	\$31,300	\$1,332	1,000	1,000
157	Bayliss Cult.	117 Pearl St	Council Blfs	51503	\$200,000	\$8,504	14,280	11,424
158	Bayliss Cult.	109 Pearl St	Council Blfs	51503	\$65,000	\$2,764	5,100	5,100
159	Bayliss Cult.	107 Pearl St	Council Blfs	51503	\$35,900	\$1,526	1,500	2,550
160	Bayliss Cult.	102 S Main St	Council Blfs	51503	\$11,000	\$468	1,275	338
161	Bayliss Cult.	105 Pearl St	Council Blfs	51503	\$29,200	\$1,242	1,275	2,100

Number	District	Property Address	City	Zip	Tax Value 2004	Tax Paid 2004	Sq/Ft Land	Sq/Ft Building(s)
162	Bayliss Cult.	103 Pearl St	Council Blfs	51503	\$136,000	\$5,784	2,550	7,650
163	Bayliss Cult.	101 Pearl St	Council Blfs	51503	\$80,000	\$3,402	2,550	2,350
164	Bayliss Cult.	400 Willow Ave	Council Blfs	51503	--	--	86,642	78,445
165	Bayliss Cult.	1294th St	Council Blfs	51503	\$555,965	\$2,218	3,250	1,146
166	Bayliss Cult.	350 Willow Ave	Council Blfs	51503	\$27,022	\$1,150	1,750	640
167	Bayliss Cult.	125 S 4th St	Council Blfs	51503	\$40,300	\$1,714	5,000	840
168	Bayliss Cult.	123 S 4th St	Council Blfs	51503	\$70,100	\$2,980	5,000	1,491
169	Bayliss Cult.	117 S 4th St	Council Blfs	51503	\$21,879	\$770	5,000	800
170	Bayliss Cult.	109 S 4th St	Council Blfs	51503	\$30,602	\$1,302	5,000	627
171	Bayliss Cult.	107 S 4th St	Council Blfs	51503	\$42,300	\$1,798	5,000	1,228
172	Bayliss Cult.	7 S 4th St	Council Blfs	51503	--	--	45,302	27,934
173	Bayliss Cult.	332 Willow Ave	Council Blfs	51503	--	--	--	--
174	Bayliss Cult.	122 Bluff St	Council Blfs	51503	\$33,675	\$1,272	3,762	864
175	Bayliss Cult.	120 Bluff St	Council Blfs	51503	\$34,087	\$1,450	4,000	980
176	Bayliss Cult.	110 Bluff St	Council Blfs	51503	\$31,549	\$1,180	4,000	840
177	Bayliss Cult.	106 Bluff St	Council Blfs	51503	\$55,548	\$2,202	4,837	1,140
178	Bayliss Cult.	102 Bluff St	Council Blfs	51503	\$84,500	\$3,594	5,375	1,650
179	Bayliss Cult.	100 Bluff St	Council Blfs	51503	\$75,000	\$3,190	4,085	1,212
180	Bayliss Cult.	40 Bluff St	Council Blfs	51503	\$32,011	\$1,312	5,375	919
181	Bayliss Cult.	36 Bluff St	Council Blfs	51503	\$59,078	\$2,512	6,400	1,200
182	Bayliss Cult.	30 Bluff St	Council Blfs	51503	\$28,325	\$1,044	2,750	542
183	Bayliss Cult.	28 Bluff St	Council Blfs	51503	\$26,954	\$906	4,770	1,180
184	Bayliss Cult.	26 Bluff St	Council Blfs	51503	\$32,439	\$1,380	4,777	1,015
185	Bayliss Cult.	24 Bluff St	Council Blfs	51503	\$47,666	\$1,866	12,702	858
186	Bayliss Cult.	333 W Broadway	Council Blfs	51503	\$775,000	\$32,956	67,344	13,388
187	Bayliss Cult.	1st Ave & 4th St	Council Blfs	51503	\$368,200	\$15,658	30,300	
188	Bayliss Cult.	37 S Main St	Council Blfs	51503	\$47,300	\$2,012	3,264	4,480
189	Bayliss Cult.	33 S Main St	Council Blfs	51503	\$57,100	\$2,428	3,060	5,400
190	Bayliss Cult.	29 S Main St	Council Blfs	51503	\$140,900	\$5,992	4,400	6,290
191	Bayliss Cult.	25 S Main St	Council Blfs	51503	\$83,200	\$3,538	17,340	--
192	Bayliss Cult.	21 S Main St	Council Blfs	51503	\$9,100	\$386	2,040	--
193	Bayliss Cult.	405 W Broadway	Council Blfs	51503	\$1,200,000	\$51,028	4,590	29,730
194	Bayliss Cult.	407 W Broadway	Council Blfs	51503	\$34,900	\$1,484	1,980	5,028
195	Bayliss Cult.	409 W Broadway	Council Blfs	51503	\$70,000	\$2,976	1,800	3,360
196	Bayliss Cult.	421 W Broadway	Council Blfs	51503	\$900,000	\$38,272	11,433	35,687
197	Bayliss Cult.	15 Pearl St	Council Blfs	51503	\$17,933	\$762	4,080	--
198	Bayliss Cult.	21 Pearl St	Council Blfs	51503	\$53,000	\$2,254	2,244	4,488
199	Bayliss Cult.	23 Pearl St	Council Blfs	51503	\$80,000	\$3,402	4,386	8,772
200	Bayliss Cult.	30 Pearl St	Council Blfs	51503	\$85,000	\$3,614	2,200	3,344
201	Bayliss Cult.	38 Pearl St	Council Blfs	51503	\$788,000	\$33,508	17,580	60,980
202	Bayliss Cult.	20 Pearl St	Council Blfs	51503	\$105,600	\$4,490	5,600	8,640
203	Bayliss Cult.	530 1st Ave	Council Blfs	51503	\$132,200	\$5,622	14,400	8,760
204	Bayliss Cult.	532 1st Ave	Council Blfs	51503	\$243,400	\$10,350	14,400	16,704
205	Bayliss Cult.	536 1st Ave	Council Blfs	51503	--	--	3,750	--
206	Bayliss Cult.	23 S 6th St	Council Blfs	51503	--	--	15,450	6,165
207	Bayliss Cult.	535 W Broadway	Council Blfs	51503	\$1,350,000	\$57,408	51,840	35,700
208	Bayliss Cult.	509 W Broadway	Council Blfs	51503	\$504,900	\$21,470	24,960	6,650
209	Bayliss Cult.	600 S 1st St	Council Blfs	51503	\$305,000	\$12,970	19,200	962
210	Bayliss Cult.	6th St.	Council Blfs	51503	--	--	48,000	--
211	Bayliss Cult.	623 W Broadway	Council Blfs	51503	\$173,000	\$7,356	28,800	6,300

TOTAL

\$49,472,043

\$851,805

2,454,775 1,144,866

Addendum C: Council Bluff Economic Development Incentives

(Source: Council Bluffs Area Chamber of Commerce)

The following is a list of existing economic incentives that could be applied to the cultural district redevelopment model:

I. Historic Rehab Tax Credits

Historic Rehab Tax Credits for renovating historic buildings brings equity to renovation projects. Equity provided means less debt must be obtained to finance the property. Eventual use could be as rental arts studios, galleries or cultural facilities and rental housing for artists.

II. New Markets Tax Credits

New Market Tax Credits are available for investments in low-income census tracts. Arts businesses and cultural facilities are eligible users of real estate financed with NMTC. Housing not eligible. Minimum total project costs \$2.0 million.

III. Enterprise Zones

To qualify for benefits, a business must have an average wage above 90% of the county/regional average at the time of application, create at least 10 full-time positions, not be a retail business, pay at least 80% of standard medical and dental insurance and make a capital investment of at least \$500,000. Businesses locating to these areas qualify for the following:

Tax Abatement

The city of Council Bluffs will exempt from property taxation 100% of the newly added-value for a period of three years. The exemption granted by the city will begin the year the eligible business enters into an agreement with the city to locate or expand operations in an enterprise zone and the project begins.

Investment Tax Credit

A business may claim an investment tax credit on its Iowa corporate income tax return for up to a maximum of 10 percent of the new investment. Any credit in excess of tax liability for the tax year may be credited to the tax liability for the following 7 years or until depleted, whichever occurs first.

The capital expenditures eligible for the investment tax credit under the enterprise zone program are the costs of machinery and equipment used in the operation of the eligible business and the cost of improvements to real property, which is used in the operation of the business.

Research Activities Credit

A business is eligible to claim a research activities credit for a period of 10 years from the date the business's application was approved by the department. This credit equals 6.5% of the state's apportioned share of the qualifying expenditures for increasing research activities.

Any tax credit in excess of the tax liability shall be refunded to the eligible business with interest computed. In lieu of claiming a refund, the eligible business may elect to have the overpayment credited to its tax liability for the following year.

Refund of Sales, Service and Use Taxes

A business is eligible for a refund of sales, service and use taxes paid to contractors and subcontractors relating to the construction or equipping of a facility within the enterprise zone. Taxes attributable to intangible property and furniture and furnishings shall not be refunded.

New Jobs Training Supplemental Credit

A supplemental new jobs credit from withholding in an amount equal to 1.5% of the gross wages paid by the business is available. The supplemental new jobs credit is in addition to and not in lieu of the program and withholding credit of 1.5% authorized under the Iowa New Jobs Training Program.

IV. Community Economic Betterment Account (CEBA)

The Community Economic Betterment Account program can provide financial assistance to businesses that require assistance in order to create new job opportunities or retain existing jobs that are in jeopardy. Projects eligible for CEBA funding include, but are not limited to, the following: building construction or reconstruction, acquisition of land, equipment purchases, operating and maintenance expenses and site preparation.

These funds are customarily divided between forgivable loans, low-interest loans and no-interest loans. Projects must meet minimum wage and benefit guidelines.

V. Tax Increment Financing (TIF)

The city and county have designated areas that businesses can be eligible for public improvement financing that uses the additional or incremental taxes that the project will generate to help finance the cost of the project. Both public and private improvements can be financed with TIF funding.

VI. Business Improvement Districts (BID)

A substantial majority of businesses within a designated geography can assess themselves to fund programs, services and infrastructure to better their area as to remain or become more attractive to clients and customers.

VII. Job Training

Iowa's unique job-training programs can provide any training services required by a business for new employees. The Iowa New Jobs Training program provides funds for:

Screening, skills assessment and testing.

Travel for new employees to training, anywhere in the world.

On-the-job training reimbursement of 50% of the new employees' wages and fringe benefits during the training period.

In-plant instruction by company instructors.

Costs of training facilities, equipment, materials and supplies.

The Iowa New Jobs Training Program provides customized classroom instruction, on-the-job training and other training activities for employees in newly created jobs. All training is tailored to the company's special needs. The amount per employee varies depending on the wage to be paid. Traditionally the amount is approximately \$2,000 - \$2,500 per job.

VIII. New Jobs Training Program Tax Credit

Businesses entering into an agreement under the state's training program and increasing their work force by at least 10% may qualify for this credit on their Iowa corporate income tax. The credit for 2005 is \$1,224 per new employee. The tax credit can be carried forward up to 10 years.

IX. High Quality New Jobs Program

The High Quality New Jobs Program provides a series of investment tax credits, sales tax refunds, research and development credits and property tax abatements based on a graduated scale of capital investment and job creation. Qualifying jobs must provide combined compensation and benefits equal to or greater than 130% of the county average wage.

Addendum D: Cultural District Maps

For the purpose of our analysis, we have created three contiguous "districts" or areas of arts concentration.

For the Bayliss Cultural District we envision concentrating community-focused arts and entertainment, including a community theater complex, community center for the arts, media arts center, and arts council/gallery facility. Next to it is the historic Haymarket area, which we envision serving as a corridor that naturally links the artist warehouse area dominated by the International Harvester Buildings to the Bayliss area.

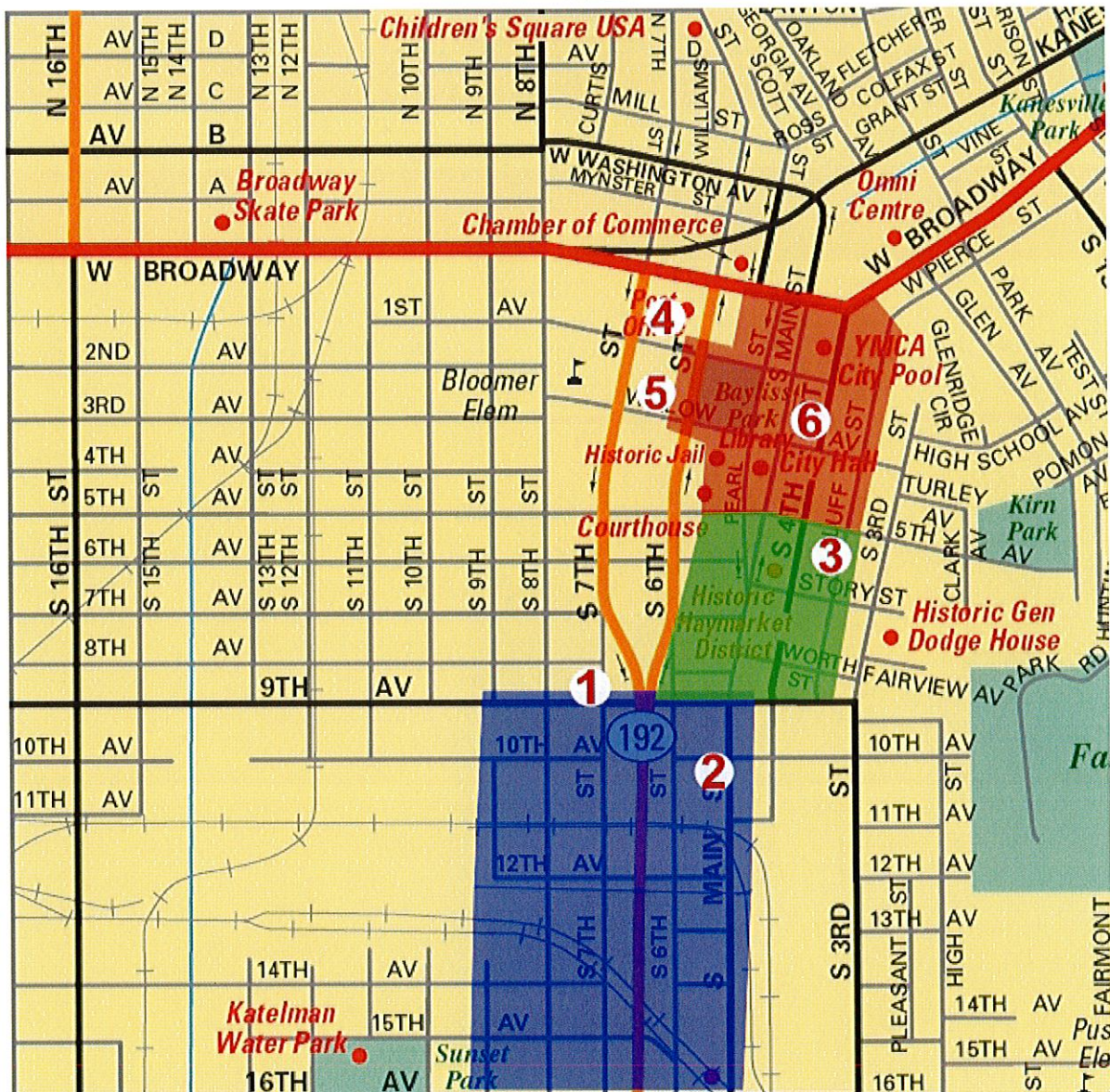
The Haymarket area, with its historic storefront buildings, lends itself to galleries, restaurants and music venues, and unique arts/antique related retail, as well as to loft type artist living units on the second floor of buildings.

Within the Warehouse Arts District we envision a combination of artist live/work spaces, a culinary school, farmer's market, and black box theatre/media facilities.

Figure 1: Map of Districts

Council Bluffs Cultural Districts:

- Bayliss Arts & Entertainment District
- Haymarket Artists & Antique District
- Warehouse Arts District

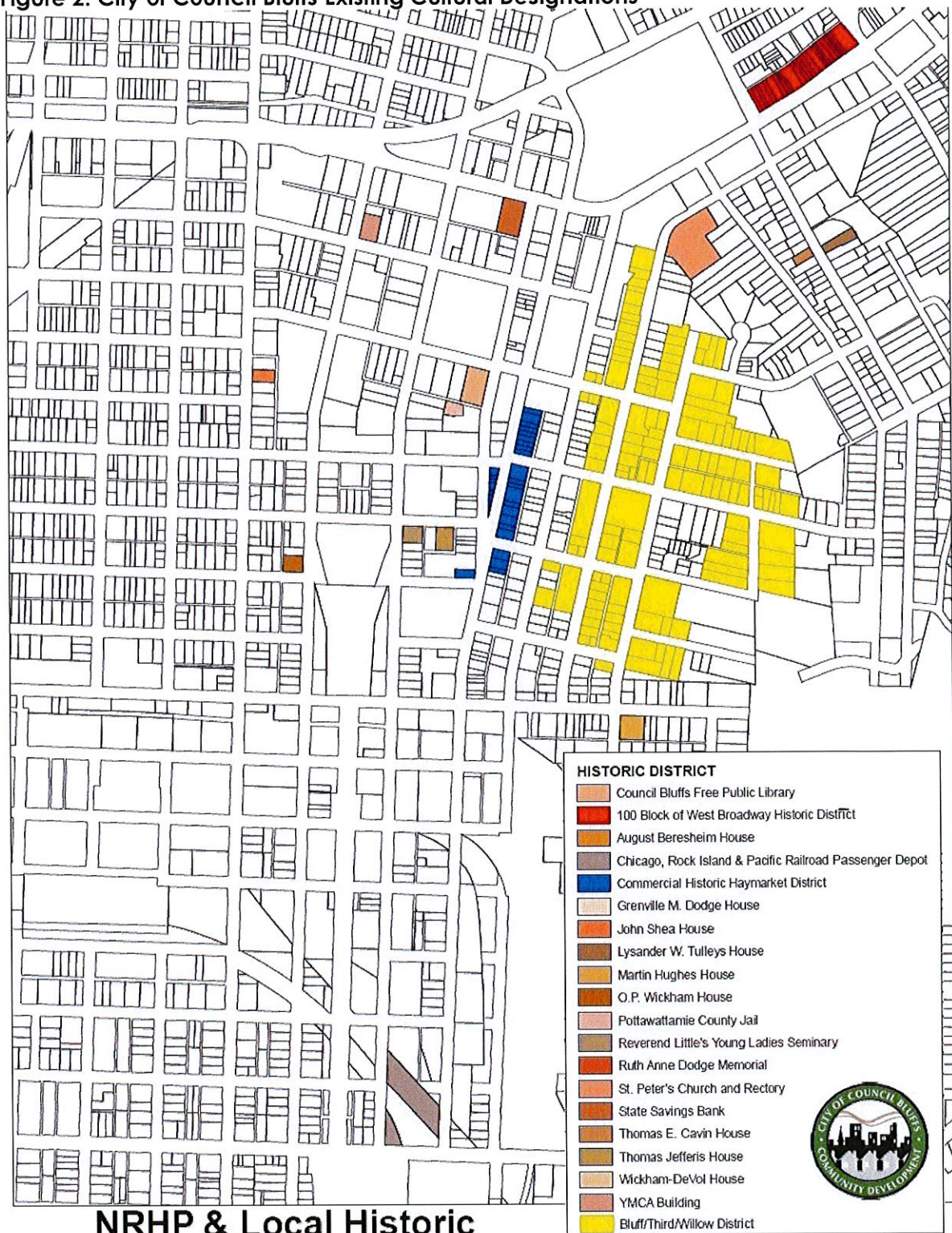


Potential sites for anchor arts and cultural developments:

1. Grape Grower's Building (900 S 7th St)
2. International Harvester (1000 S Main St)
3. Kirn Gym (510 Bluff St)
4. Old YMCA (628 1st Ave)
5. Presbyterian Church (634 Willow Ave)
6. Public Library (400 Willow Ave)

Note: The above map extends the Warehouse Arts District south of 12th to 16th Ave between Main and 9th to include many old warehouses and vacant properties available for development. This portion of the Arts District is *not* included in the economic assessment because of its late addition.

Figure 2: City of Council Bluffs Existing Cultural Designations



NRHP & Local Historic Landmarks & Historic Districts

Prepared by the Community Development Department 2/9/06, REB

Addendum E: Business Improvement District Model

When a substantial majority of businesses within a designated geography wish to "self-tax" themselves to improve the area within the tax district, a Business Improvement District (BID) can be created. This revenue stream can be used to fund programs, services and infrastructure to better their area as to remain or become more attractive to businesses, clients and customers.

BID Model

Estimated Average Commercial Real Estate Taxable Value	Estimated Percent of Property Value Captured by BID	Percent Change 2004 to 2005	Estimated 2006 Taxable Base Property Valuation	Percent Change in Taxable Value Per Year w/ Cultural District Investments
\$400,000.00	0.15%	1.79%	\$407,160	7.00%

BID Model	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
Average Property Value @ 7% increase per year	\$435,661	\$466,157	\$498,789	\$533,704	\$571,063	\$611,037	\$653,810	\$699,577	\$748,547	\$800,945	--
Average BID Assessment @ 0.15% per year	\$653	\$699	\$748	\$801	\$857	\$917	\$981	\$1,049	\$1,123	\$1,201	\$9,029
Number of Businesses @ 10% increase per year	75	83	91	100	110	121	133	146	161	177	--
Total BID Funds Captured	\$49,012	\$57,687	\$67,898	\$79,915	\$94,060	\$110,709	\$130,305	\$153,369	\$180,515	\$212,466	\$1,135,936

Over 10 years the BID could capture \$1,135,936 assuming the average property value will increase 7% per year and there will be a 10% increase in the number of businesses per year.

Addendum F: Model Incentives for Downtown Arts District Development

City	Incentive Type	Description
Providence	Arts District Zoning Ordinance ⁶	Increased building height or dwelling unit density if space is provided for visual or performing art space.
	Sales Tax Exemption ⁷	Artists living in renovated buildings downtown are exempt from state income tax and sales tax on works they sell. Created to repopulate abandoned buildings and bring life to the downtown arts and entertainment district.
Pittsburgh	Development ⁸	Cultural District Elevator Loan Fund: Created for the turn-of-the-century lofts downtown. The Loan Fund provides matching funds for projects that target the adaptive reuse of a building with currently unoccupied upper floors. The maximum loan amount must be matched by private investment in the project by the developer on a two-to-one ratio.
Austin	Arts District Downtown Public Improvement District (PID) ⁹	BID: Private sector initiative that requires property owners within the BID assess themselves an additional \$0.10 per \$100 property evaluation. BID funds are used to provide constant and permanent funding to implement downtown initiatives such as maintenance, security, planning and marketing of the arts district.
Grand Rapids, MI	Streetscape Improvement ¹⁰	Streetscape Improvement Incentive Program: Helps qualifying property owners improve adjacent public sidewalks and other public pedestrian walkways downtown through a matching grant.
Oakland	Retail and Entertainment ¹¹	Retail and Entertainment Catalyst Tenant Improvement Program (TIP): Provides incentives to attract key entertainment and retail businesses to targeted locations in the downtown area. Many properties in downtown require tenant improvements, this Incentive is designed to help with the costs associated to make these improvements. Incentives are available to

⁶ Section 502.7 of City Zoning Ordinance.

⁷ <http://www.providenceri.com/history/christinanifong.html>

⁸ http://www.pgharts.org/real_estate/elevator.php

⁹ City of Austin Downtown Report, *Downtown Public Improvement (PID) and Downtown Austin Alliance*, April 2005.

¹⁰ http://www.ci.grand-rapids.mi.us/index.pl?page_id+559

City	Incentive Type	Description
		cover expenses such as asbestos abatement, compliance with the Americans with Disability Act, ventilation, off-site improvements, and others.
Columbus, OH	Cultural/Historical Districts Renovation Incentives	Façade Improvement Assistance Grant Program: grant program used to assist with façade and storefront improvements to buildings Downtown including renovation of storefront facades, emphasize ground floor retail facades and activate sidewalks to enhance the pedestrian experience.
	Property Tax ¹²	Property Tax Incentives: 75%-100% residential property tax abatement. As-of-right real estate tax abatement for Downtown housing projects. Created to close the gap between the development cost and rental/sales value of downtown housing.
Baltimore	Arts and Entertainment District Tax Benefits ¹³	The following tax benefits were created for artists who live and work in the District, or for property owners who renovate a building for artists or an arts and entertainment purpose: <ul style="list-style-type: none"> • A Property tax credit on qualifying renovations • A waiver of the admissions & amusement tax • An income tax credit for most artistic work generating revenue in the District.
Millville, NJ	Urban Enterprise Zone	Businesses are exempted from state sales tax on certain products and services, construction costs, furniture and equipment. In addition, retail customers pay one-half the normal sales tax. New construction qualifies for a 5-year tax abatement.
	Foreign Trade Zone	Operations in the zone enjoy flexible and favorable treatment, insofar as customs and duties are concerned. Material may be imported duty-free, processed and made ready for shipment to the customer before duty is paid.
	Waterfront Development	
Tacoma, WA (Pierce County)	Distressed Area B&O Tax Credit for	Businesses focused on manufacturing, R&D, or computer-related services that locate in

¹¹ <http://www.business2oakland.com/main/financialincentives.htm>

¹² http://www.downtowncolumbus.com/economic_development.php?category=3

¹³ <http://www.stationnorht.org/snad.html>

City	Incentive Type	Description
	new employees Work Opportunity Tax Credit	designated 'distressed areas' (including the Tacoma Community Empowerment Zone) can received a \$2,000 credit for each new qualified employment position with annual wages of \$40,000 or less; or a credit of \$4,000 for each new employment position with wages and benefits over \$40,000 annually. The Work Opportunity Tax Credit (WOTC) is a federal income tax credit that encourages private sector employers to hire from eight targeted groups of job seekers. The WOTC can reduce an employer's federal tax liability by up to \$2,400 for each qualified hire.
Beacon, NY	Special Tax Assessment Tax Increment Financing (TIF) Certified Projects	Covers both the existing and new value of the real estate owned or leased by the prospective Certified Project candidate. In year one, the tax is zero percent of the existing and new assessed value of the real estate. In year two, up to 25% of the assessed value is taxed. In year three, up to 50% of the assessed value is taxed. In year four, up to 75% of the assessed value is taxed. In years five and following, up to 100% of the assessed value is taxed. The Special Tax Assessment is for a period of no less than five and no more than twenty years. Massachusetts' version of Tax Increment Financing allows municipalities to provide flexible targeted incentives to stimulate job-creating development. The TIF Plan, completed by the municipality, describes proposed public and private investment in the TIF Zone, and is agreed upon by the municipality and all the private owners in the TIF Zone. The municipality and the prospective Certified Project candidate agree to a property tax exemption based on a percentage of the value added through new construction or significant improvement for a period of no less than five and no more than twenty years. The real estate taxes generated by the new increased assessed value is then allocated by the agreed-upon percentage of value added to one or more of these three categories; Exemption from real estate taxes, payment of real estate taxes, and payment of betterment fee in lieu of real estate taxes to finance related infrastructure. A Certified Project is a business that is expanding its existing operations,

City	Incentive Type	Description
		relocating its operations, or building new facilities and creating permanent new jobs within an EOA. Certified projects may receive state tax incentives, including a five-percent investment tax credit for qualifying tangible, depreciable assets. There also is a 10-percent abandoned building tax deduction for costs associated with the renovation of an abandoned building. In addition, such businesses qualify for municipal tax incentives.
Poughkeepsie, NY (Dutchess County)	<p>Empire Zone</p> <ul style="list-style-type: none"> ○ Investment Tax Credit ○ Employment Incentive Credit ○ Wage Tax Credit <p>Sales Tax Refund</p> <p>Real Estate Tax Exemptions</p>	<p>The Poughkeepsie/Dutchess Empire Zone offers powerful incentives to encourage employment growth and attract new investment within the designated areas. Investment Tax Credit of up to 10% is available for certified businesses for acquisition of building or equipment used in the production of goods or processing of financial securities.</p> <p>Employment Incentive Credit equal to 3% of a qualified investment may be claimed in each of the three years following an investment tax credit, if the number of employees increases</p> <p>. Wage Tax Credit for each new full-time job created in the Empire Zone is available each year for up to 5 years for certified businesses. This credit is \$1500 for each new employee and \$3000 for each new targeted employee. Sales Tax Refunds of the State (4.25%) and the County (3.75%) sales tax may be claimed on the purchase of building supplies used in construction or capital improvements of industrial or commercial properties. Available in some taxing jurisdictions for increases in assessment resulting from property improvements. Local implementation of this incentive varies.</p>
Troy, NY	<p>City of Troy Economic Development Assistance Program</p> <p>50/50 Matching</p>	<p>The City of Troy's Economic Development Assistance Program is a locally administered revolving loan program that accepts loan applications from for-profit business entities located in the City of Troy. The minimum loan amount is \$25,000.</p> <p>The 50/50 Commercial Building Exterior</p>

City	Incentive Type	Description
	Grant	Rehabilitation and Stabilization Program provides financial assistance to business property owners for exterior rehabilitation. Program reimburses the owner 50% of the cost of the entire building exterior rehabilitation cost on a 50/50 matching basis, up to a maximum \$10,000 grant limit per building. If the cost of the entire building exterior rehab. project exceeds the \$20,000 total, the reimbursement grant is pro-rated to ensure completion of the entire project.
	Empire Zone Program	The City of Troy is part of the statewide Empire Zone program. The Zone designation allows the city to offer incentives to businesses that locate and expand within the Zone boundaries.
	<ul style="list-style-type: none"> Wage Tax Credit 	- A wage tax credit for up to 5th consecutive years is available for hiring full-time employees in newly created jobs. For employees in targeted groups, this credit equals \$3000 a year. A minimum credit of \$1500 a year is available for all other new employees.
	<ul style="list-style-type: none"> Investment Tax Credit 	An investment tax credit is available for the manufacture's purchase of production property and equipment. The credit is 10% for corporate franchise tax and 8% for personal income tax.
	<ul style="list-style-type: none"> Employee Incentive Credit 	In addition to the investment tax credit, an employee incentive credit is available to corporations that create new employment. This credit equals 30% of the investment tax credit for each of the following three years in which the investment was made.
	<ul style="list-style-type: none"> New Companies to New York State 	- New companies to New York State are entitled to a 50% cash refund for both the wage tax and the investment tax credits.
	<ul style="list-style-type: none"> Energy Savings 	A National Grid company offers reduced electric and gas rates to businesses within six months of locating or expanding in the Zone.
	<ul style="list-style-type: none"> Zone Capital Credits 	A 25% tax credit against personal or corporate income taxes is available for a direct equity investment in a certified Zone business, or for contributions to approved community development projects within the EZ.
	<ul style="list-style-type: none"> Statewide Zone Capital Corporation 	Empire Zones from throughout New York State have contributed to an investment pool of more than \$100 million. Businesses certified in the Troy EZ can apply to the Corporation for financing through

City	Incentive Type	Description
	Loan Program	the Troy Empire Zone office.
	o Sales Tax refund	Purchases of building materials to be used in the development of commercial or industrial real property located in the EZ are eligible for a refund of NYS sales tax.
	o Sales Tax Exemption	There is a state sales tax exemption (4%) from business-related expenses. Businesses must meet a required employment test.
	o Real Property Tax Credit	A tax credit is applied against state business-related taxes based upon a formula of job creation and real property taxes paid.
	o Tax Reduction Tax Credit	A tax credit is applied against state business-related income taxes based upon a formula of job creation, total business assets, total wages paid, and the applicable tax liability.
	o Verizon Discount	Verizon offers a 5% reduction on interstate calls. Zone certified business should contact the customer assistance number on their verizon bill.
	Energy Smart Community Program	Funding is available for energy audits to help 'businesses' and 'organizations' implement energy-efficiency strategies. For more information contact the Economic
North Adams	Industrial Development Authority	IDA incentives include: Sales and use tax exemptions, Mortgage recording tax exemptions, Real property tax exemptions
	Real Property Tax Abatement	The City of Troy offers an abatement from the increase in assessment based on improvements to real property for up to ten years.
	Urban Enterprise Zone	Businesses are exempted from state sales tax on certain products and services, construction costs, furniture and equipment. In addition, retail customers pay one-half the normal sales tax. New construction qualifies for a 5-year tax abatement.
	Foreign Trade Zone	Operations in the zone enjoy flexible and favorable treatment, insofar as customs and duties are concerned. Material may be imported duty-free, processed and made

City	Incentive Type	Description
		ready for shipment to the customer before duty is paid.
Covington, KY	Investment Tax Credit	A 20% Investment Tax Credit is available for substantial rehabilitation of certified historic buildings that are income producing (either commercial, industrial, or rental residential). A 10% credit is available for buildings built before 1936 that are not certified as historic. For commercial, residential and industrial projects.
	Community Development Block Grant	The CDBG program provides funds for the rehabilitation of both owner-occupied and investor-owned property. The City has various rehabilitation programs as well as the capacity to design special loans to specific projects with City Commission approval. All projects must benefit low and moderate income citizens or eliminate blight. Supportive public improvements and acquisition of real estate may also be funded through this program. For residential projects.
	Property tax Freeze	Covington will freeze City property taxes at the pre-rehab level for a period of five years. The program is available for the repair, rehabilitation or restoration of existing commercial and residential buildings 25 years or older. Assuming a \$50,000 improvement to a \$25,000 assessed property, the tax freeze result in \$1,075 saving over a five year period at present tax rates. For commercial and industrial projects.
	Architectural Assistance Grant	A \$2,000 grant is available to pay for the assistance of a registered architecture in mixed-use buildings located in downtown Covington. Architectural assistance should address obstacles related to converting upper floors of downtown commercial buildings for residential use. For mixed-use projects.
	Awning and Facade program	Commercial Property owners or their tenants can receive a dollar per dollar match of 50% of the cost of financing a new awning and/or eligible facade improvements, up to \$1,500.00. Money is initially awarded as a forgivable three-year loan with a fixed rate of 3% providing certain conditions are met.

Learning from the Above Arts Districts

Authentic. Good districts build on local history, local architecture, local culture, and the full blend of cultures in the city. Historic architecture is retained whenever possible.

Identity. Each district is primarily known for something, or for “everything.” Council Bluffs and its railroad history. Austin and its music venues. Pittsburgh and its many theaters. Indianapolis for its entertainment/restaurants along with theaters.

Inclusive. They don't limit their description of art, entertainment, or culture. They are multi-culturally inclusive, age inclusive, and inclusive in welcoming residents and visitors alike.

Right-sized. Good districts aren't too big to manage. Twelve to fourteen blocks seems to be the norm. Those that are bigger splinter into a series of smaller, linked, themed districts – i.e. a funky warehouse district with galleries links to a theater district as has been recommended here for Council Bluffs.

Critical Mass, 24/7. The districts we have examined, here, are amazing in the abundance they offer, truly working as hubs of constant activity. They make their communities desirable for urban living as well as visiting.

Destination Diversity. Each district offers a wide range, from restaurants and clubs to distinct retail and galleries, to major performing arts and movie venues, museums and visual arts. They develop their attractiveness through the variety of destinations. For Council Bluffs, the dynamic difference between a warehouse area and a downtown community arts area offers the needed variety.

Visible Art. Public art is a part of each district. There is enough public art to create a visible impression of the district. The emphasis is on new, vibrant media.

Programmed. Each district is regularly programmed, in some cases (Rock Island) with free concerts and gallery walks all year.

Mixed Use. Housing, office, retail, restaurants, and culture are all parts of these districts. Artists are the pioneers, followed by restaurants and specialty retail.

Box Office. Each of these cities has a one-stop shopping box office for all arts, entertainment, sports, and culture. They also have great on-line calendars and ticketing systems. This should eventually become a function of the Bluffs Arts Council.

Open Public Spaces/Green Spaces. Parks are a key part of cultural districts, actively programmed and filled with public art. For Council Bluffs, the opportunity for green space where there are coal/tar sites, is excellent – it will transform that warehouse district.

Planned. Each district has at least one plan; some have multiple plans.

Destination Marketed. From distinctive signage and distinct points of entry, to image-improving marketing, each district markets its city and region's culture. They claim to be cultural hubs, market their entertainment, and are proud of their quality. They have a marketing budget and staff, as has been proposed here through the formation of a BID.

Managed. Management is different in each case, but those that are thriving and rapidly developing have strong cultural managements. The Quad City Arts management model is excellent for Bluffs Arts to study.

Funded. Both public and private sector dollars have been invested into the cultural marketing, management, and capitalization of each district.

Case Studies

We have selected the following case studies because of the management and marketing models they offer to Council Bluffs. Pittsburgh is a model of how a downtown can be turned around through a philanthropists' leadership and the use of an art council that is also an economic development entity. We selected Austin because it was a city in economic downturn until it realized that independent performers and small venues could be the force of economic growth. Austin's downtown association doubles as its arts council, and programs extensively in the downtown parks as a way of building local participation.

We included Hartford because once again the Hartford Arts Council acts as a downtown development organization, literally running Downtown Hartford and the downtown beautification program. Hartford is also interesting in that it is working to make its industrial complex viable as a nominee for national park status, something that could be considered eventually in Council Bluffs with its railroad history.

1. Pittsburgh, PA

History

Once described by writer James Parton as "Hell with the lid off," the city of Pittsburgh has come a long way since its early days as an industrial giant. Urban development began in the 1960s with what the City calls its "Renaissance I and II." But by the 1980s the City had suffered a significant downturn with corporate downsizing and a decline in industry. The once thriving downtown became desolate. During this time Jack Heinz led a group of community leaders to transform a derelict area of downtown, once considered the theater district of Pittsburgh, into a thriving arts district once again. Out of this, the City's third Renaissance, came The Pittsburgh Cultural Trust.

The Trust was formed in 1984 to act as both an arts agency and a real estate and economic development catalyst. The mission of the Pittsburgh Cultural Trust is to stimulate the economic and cultural development of Pittsburgh through the development and promotion of a downtown arts and entertainment district. The Trust encourages and presents diverse performing and visual arts programs in the Cultural District. Restoring the former Stanley Theater into the Benedum Center for the Performing Arts

was the Trust's first project. From there, it turned to the creation of a downtown Cultural District Development Plan, which completely transformed Pittsburgh's Downtown.

About the District

Located in the heart of Downtown Pittsburgh, the Cultural District is a 14-square block area. With over 14 new cultural facilities, public open spaces and amenities projects, and countless commercial developments, Pittsburgh's Cultural District was created as a place that draws people to enjoy cultural offerings as well as commercial, recreational, residential, and retail offerings. It is comprised of 88 retail shops, 47 restaurants, eight public parks and art installations, and five theaters, which hold 1,400 performances per year.¹⁴ Cultural District attractions include:

- Benedum Center
- Byham Theater
- Harris Theater
- Heinz Hall
- O'Reilly Theater
- Allegheny Riverfront Park
- Three Rivers Arts Festival Gallery
- Pittsburgh Opera
- Watercolors Gallery
- American Institute of Architects Gallery
- Associated Artists of Pittsburgh
- Agnes R. Katz Plaza
- Wood Street Galleries
- 7th and Penn Parklet
- Light Panel (public art)
- Light Wall (public art)

The District's resident artist groups provide a wide variety of cultural offerings in a number of different venues. Heinz Hall is home to the Pittsburgh Symphony Orchestra, one of the oldest performing arts companies in the Cultural District. Benedum Center for the Performing Arts, an early twentieth century movie palace, is now home to a number of performing arts groups including: the Pittsburgh Opera, the country's eighth oldest opera company; the Pittsburgh CLO, one of the largest and most established regional musical theater organizations in the county; the Pittsburgh Ballet Theatre, the eighth largest ballet company in the United States; and Pittsburgh Dance Council, presenting international

¹⁴ Numbers came from the Pittsburgh Cultural Trust Website, www.pgharts.org.

performances of modern dance. The O'Reilly Theater is home to the Pittsburgh Public Theater, producing world-class theater. The Harris Theater is an early twentieth century movie house, showing contemporary and foreign films presented by the Pittsburgh Filmmakers. Theater Square is the centerpiece of the Cultural District. It is home to the City's main box office, where tickets may be purchased to any Cultural District performance; a 790-space parking garage; the Cabaret at Theater Square, home to Pittsburgh's first live Cabaret Theater; Café Zao; and the Carolyn M. Byham WQED FM 89.3 Studios.

In addition to these live performances offered in the Cultural District, there are a wide range of visual art galleries. The Wood Street Galleries, operated by the Pittsburgh Cultural Trust, is free and open to the public; Three Rivers Arts Festival Gallery, held annually since 1959, this is a 17-day free festival of music, art, and more; and the American Institute of Architects Gallery.

Part of the transformation of Pittsburgh's Downtown, as outlined in the Cultural District Development Plan, was to beautify and animate the District. As a result, several art and architecture projects were proposed. Included in these projects is The Streetscaping Program, which has transformed the District into a more visually appealing area. Working with the City of Pittsburgh, the Cultural Trust installed new street lights, brick sidewalks, granite curbs, and lined the streets with Bradford pear trees. The Trust began a Banner Program in 1999. There are now nearly 50 teal and magenta banners used as graphic markers for the Cultural District visual and performing arts venues. Additional beautification projects have included the creation of parks including the 7th & Penn Parklet, which exhibits temporary art installations and the Allegheny Riverfront Park; the Agnes R. Katz plaza, featuring landscape architecture along with a 25-foot bronze fountain; the Façade Restoration Program to protect and elevate the visual impact of the Penn-Liberty historic district; and the Storefront Arts Initiative, to promote smaller performance and gallery spaces.

Marketing

The Pittsburgh Downtown Partnership (PDP), formed in 1994 by Downtown businesses, professionals, civic organizations, foundations and residents, markets Downtown Pittsburgh as a whole. It markets the area as a regional business and cultural center, and the premier location to live, work, shop, dine, play and visit. The PDP creates one publication twice a year, funded by the Cultural Trust, geared towards marketing the Cultural District and its audience. It is a pocket guide entitled *Downtown*

Pittsburgh Made Easy, and includes information about cultural venues as well as helpful hints for routes to downtown and parking.

The Pittsburgh Cultural Trust also markets all activities in the district, including marketing season subscriptions (subscribe on-line one stop shopping) for all its resident organizations, plus an email calendar and web calendar. It also markets theater packages including hotel and restaurant deals.

Incentives

The Cultural Trust encourages and supports both residential and commercial real estate development in the Cultural District. In 1997 the Trust collaborated with Trek Development Corporation, Dollar Bank, the Strategic Investment Fund, the Urban Redevelopment Authority, and Pittsburgh Public Theater to create 25 residential units in a historic loft style building within the Cultural District. The units house performers for the Public Theater, with additional units rented at market rates. Based on the success of this project, the Pittsburgh Regional Industrial Development Authority has undertaken a 125-unit development in the same area. Additionally, several developers are contemplating new residential construction in the near future.

To provide incentives for developers, the Cultural Trust recently created the Cultural District Elevator Loan Fund. For many turn-of-the-century loft buildings, there are no elevators, which are key to their commercial or residential reuse. Installing elevators in the narrow buildings of the cultural district is extremely expensive. The Elevator Loan Fund provides matching funds for projects that target the adaptive reuse of a building with currently unoccupied upper floors and is available to building owners within the Penn-Liberty Historic District (comprised of 51 Cultural District loft buildings). The maximum loan amount must be matched by private investment in the project by the developer on a two-to-one ratio.

In addition to the incentives created by the Cultural Trust, the Pittsburgh Downtown Partnership established a business improvement district (BID) in 1997. Through the BID, property owners pay services provided by the PDP that directly benefit Downtown. More than 45 percent of BID revenues are used to keep Downtown clean and safe, which is the core mission of the PDP. The additional revenue is used for Downtown revitalization, marketing and transportation initiatives.

Staffing

The Cultural Trust has an administrative staff consisting of a President and Executive Assistant to the President, along with a marketing and real estate development staff. It is the centralized umbrella management for all the theaters it administers; each theater in turn maintains its own management.

Funding

The Pittsburgh Cultural Trust including all the buildings it operates has an annual operating budget of approximately \$36.6 million.¹⁵

2. Austin, TX

History

Revitalization of Downtown Austin began in the early 1990s with the creation of the Regional Urban Design Assistance Team (R/UDAT). The group was assembled to assess the state of Downtown Austin and make recommendations to help revitalize the area. The main conclusion drawn by the team was that there was no clear mechanism for implementing plans the City had created. The solution was to create a centralized management organization to act as an advocate for Downtown issues and to supplement City services. In 1993 the Austin Downtown Management Organizations, Inc. was formed and a Public Improvement District (PID) was created to fund the organization and its projects. The name of the organization was later changed to Downtown Austin Alliance (DAA) with the slogan, "A Vision and a Voice for Downtown."

Downtown Austin Alliance

The Downtown Austin Alliance put arts and entertainment into its mission. Its multi-faceted mission is to:

- *Protect and strengthen the business, cultural, arts, and entertainment environments of Downtown Austin*
- *Provide services to increase the quality of life for people who live, work, and play in Downtown Austin*
- *Communicate the concerns of the Downtown community to local and state entities*

¹⁵ The Pittsburgh Trust for Cultural Resources Form 990, Fiscal Year 2003.

- *Support the constructive initiatives on issues of public policy that affect the community*

Downtown Austin

Downtown Austin is the heart of Austin's cultural heritage and the center for both visual and performing arts. Three National Register Historic Districts are located within Downtown as well as numerous restaurants (344), bars/clubs (136), art galleries (46), museums (20), and theaters (5).

Theaters include the Alamo Drafthouse Cinema, an independently owned and operated movie house that serves dinner and drinks to patrons while they watch a movie; the Dobie Theater, featuring first-run independent and foreign films; the Hideout, a comedy, film, music and live theater venue; the Paramount Theatre, a classic vaudeville house turned performing arts theater that features professional touring shows, comedians, speakers, classic films and more; and an IMAX theater. These popular, entertainment-oriented theaters combine with Austin's incredible number of live music venues to give the city a hip entertainment image.

Unique to Austin are its many recreational activities in Downtown. It is an urban oasis with six parks in Downtown alone. Republic Square Park hosts the Austin Farmer's Market and is filled with activities year round. During the spring and fall its "Movies in the Park" series hosts free outdoor movies and in the spring there is free noontime Yoga in the Park. Wooldridge Square Park is host to Giant Chess, a summer concert series by the Austin Symphony. Finally, Brush Square Park is home to the 1886 O. Henry Museum, the 1870s Susanna Dickinson House and the 1939 fire Station #1 featuring Art Deco architecture.

Events occur every week in Downtown Austin. Street Scenes is a themed event occurring one Friday each month over lunchtime. The program offers music, dance and performers in the public plazas on Congress Avenue. Poetry on the Plaza is a monthly event at the Ransom Center where midday poetry readings, usually featuring the work of authors whose papers are housed in the Center, are held for the public. First Saturday Tours AMOA (Austin Museum of Art) are gallery tours held on the first Saturday of each month. Congress Avenue Holiday Stroll and Tree Lighting at the Capitol are annual holiday events. Numerous festivals occur throughout the year in Downtown. Art in the Park is an annual hands-on arts festival for Austin's school children. The Annual Old Pecan Street Spring Arts Festival is an arts and crafts festival with over 300 vendors and an annual attendance of 300,000. Additional festivals include the

Austin Fine Arts Festival, the Annual Texas Hill Country Wine and Food Festival and the Austin Poetry Festival.

While the City has had an Art in Public Places (AIPP) Program since the mid-eighties, it recently established a Downtown Arts Master Plan. The stated purpose of the plan is to "bring forth ways the arts can support the identity, livability, and economics of Austin and to identify locations for public art as urban design components as well as for creating places for dynamic cultural activities."¹⁶ New public art installations will be made throughout the downtown cultural district.

Marketing

Marketing for downtown Austin is handled by the DAA Arts & Entertainment Marketing Committee. The Committee promotes downtown as the destination for arts, culture and entertainment through collateral material, public communications and event sponsorships. During the past two years the Committee has been working to refocus DAA marketing toward promoting Downtown as a whole. Recent achievements toward this goal have included creating the new Downtown brand/image and tagline, "Downtown, As Austin As It Gets." The idea behind this tagline is that so much of what Austin is, is Downtown. The reasons people come to Austin are to see and do what is in Downtown.

The DAA has also developed a new downtown website (downtownaustin.com), which lists all that is happening downtown. In addition, it produces *This Week in Downtown*, a weekly e-newsletter that highlights all the arts and cultural events occurring for the week. Since the creation of this newsletter the DAA reports seeing a weekly increase in on-line subscribers. Additionally, the Committee has created a new 30-minute television program that focuses on the unique stories of downtown Austin. It is aired on the local PBS station and scheduled to run for 13 weeks.

Revitalization Results

Since 1993, the value of the Public Improvement District has more than tripled from \$520 million to \$1.76 billion.¹⁷

¹⁶ City of Austin Downtown Report, *Downtown Arts Master Plan*. April 2005.

http://www.ci.austin.tx.us/downtown/0405/downloads/16-18_dntn_arts.pdf Accessed 2005 May 12.

¹⁷ <http://www.downtownaustin.com/daa/whoweare/mission/>

3. Hartford

Downtown Hartford has had a negative image for decades. Countering this is the Mayor's Hartford Image Project, which works closely with the Hartford Arts Council to build the downtown into a vibrant arts community. There are fifteen cultural attractions (nonprofit institutions) in downtown Hartford, ranging from the Wadsworth Atheneum, the first art museum in America, and the Bushnell, one of the premiere performing arts venues in the country, to Real Art Ways, an edgy, multi-disciplinary facility that shows first run independent films, hosts exhibitions, workshops, and undertakes public art projects in downtown Hartford.

A \$2 billion investment into a new mixed-use development called Adrian's Landing has been transforming downtown Hartford since 2001. When completed in 2008 it will include a new Connecticut Convention Center, an entertainment and retail complex of 150,000 square feet, and the creation of a new \$150,000 million museum, the Connecticut Center for Science and Exploration. The new Entertainment District will include major historic buildings and will retail several historic facades.

The Museum was founded in 2001 and charged with creating a science-learning destination in the Adrian's Landing development. Construction on the Science Center Museum began in the fall, 2005, with opening scheduled for 2008. The facility will be a six-floor gallery and distance-learning site, with 160,000 of space.

Emphasis has also been placed on winning new hotels and upgrading existing hotels in the district, with street level access restaurants. Greenspace has been incorporated through the Riverfront Recapture Project, restoring public access to the Connecticut River. The Riverwalk will feature a sculpture park with over 25 pieces. The Riverwalk began programming in 2004 with an annual Hip Hop Festival, and a classical Guitar Under the Stars festival.

The Adrian's Landing project will connect to the Wadsworth Atheneum of Art, which has raised \$36 million toward its own expansion. It will link directly to the Landing, and its restaurant, museum store, and offices will be located in one of the Landing's historic buildings.

Adjacent to the cultural district is a project launched in 2003, utilizing the historic Colt complex of buildings. In the 1800s, Samuel Colt created a self-contained community surrounding the Colt factories. The 700,000 square foot property is in the process of being redeveloped into a 17-acre

live-work community. The buildings are being restored to the National Park Service Standards, with a goal of being designated as a national historic park. There will be 300 residential units and 300,000 square feet of commercial and retail space, plus a visitor center, park, museum, and ice rink. Other major residential ventures, largely using historic buildings, are also underway, offering a wide range of condominium and rental properties.

Restaurants are a major part of the downtown revitalization. Downtown Hartford is home to more than 30 independently owned four-star restaurants, and 16 new restaurants have opened since January 2004 as a part of the redevelopment effort.

4. Baltimore Station North Arts and Entertainment District

This district follows the same pattern as the others studied, though is larger, spanning potentially as many as twenty five square blocks. (However, a secondary studio district called the Creation District may soon spin off.) Like the others, it contains many clubs, a major film festival and film venues, an art school - Schuler School of Art and Design. Its feel is multicultural – Asian, Caribbean, Latino, African.

It offers an excellent tax benefit program for artists who decide to live and work in the district for property owners who renovate buildings for arts or entertainment purposes, including property tax credits for renovations, a waiver of admissions and amusement taxes, and an income tax credit for artistic work generating revenue in the district.