

RESOLUTION NO. 2021-06RDA

**A RESOLUTION AUTHORIZING THE EXECUTION OF THE ARTS
DEMOGRAPHICS AND MARKET STUDY FOR MIDVALE MAIN STREET
AGREEMENT WITH WEBB MANAGEMENT SERVICES**

WHEREAS, the Redevelopment Agency of Midvale City ("Agency") was created to transact the business and exercise the powers provided for in the Utah Redevelopment Agencies Act; and

WHEREAS, the Board of Directors of the Agency adopted the Main Street CDA on November 17th, 2015; and

WHEREAS, the Board of Directors of the Agency adopted the Main Street Small Area Plan on December 4th, 2018; and

WHEREAS, the goals of the Main Street CDA and Main Street Small Area Plan heavily involve placemaking as an important component of redevelopment; and

WHEREAS, the Agency believes arts and culture-based development is the best means to meet those goals; and

WHEREAS, the Agency desires to ensure the feasibility and success of an arts and culture based Main Street area; and

WHEREAS, the Agency published a Request for Proposals for Arts Based Demographic Study and Analysis; and

WHEREAS, Webb Management Services represented to the Agency that it is qualified to provide such services
and has demonstrated its desire to provide such services by submitting a response to the RFP; and

WHEREAS, in accordance with Midvale Municipal Code 3.02.130, the Agency selected Webb Management Services from the proposals submitted for the Arts Demographics and Market Study; and

WHEREAS, the Board of Directors of the Agency and Webb Management Services desire to enter into an agreement for the Arts Demographics and Market Study of Main Street.

NOW, THEREFORE, BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF MIDVALE CITY, that the Board of Directors does hereby authorize the Chief Administrative Officer to execute the Arts Demographics and Market Study for Main Street Agreement with Webb Management Services as set forth in Exhibit A.

PASSED AND ADOPTED BY THE BOARD OF DIRECTORS OF THE
REDEVELOPMENT AGENCY OF MIDVALE CITY, STATE OF UTAH, this 10th day of
April, 2021.



Robert M. Hale
Chief Administrative Officer

Matt Dahl
Acting Executive Director

ATTEST:

Rori L. Andreason, MMC
Secretary

Voting by the Board:

Bryant Brown
Paul Glover
Quinn Sperry
Heidi Robinson
Dustin Gettel

"Aye"

✓
✓
✓
✓
✓

"Nay"

EXHIBIT A

Agreement

Arts Demographics and Market Study for Midvale Main Street Agreement

This Arts Demographics and Market Study for Midvale Main Street Agreement (“Agreement”) is executed on _____, 2021, by the Redevelopment Agency of Midvale City, a political subdivision of Utah (“Agency”), and Webb Management Services, a New York corporation (“Consultant”).

Recitals

WHEREAS, the Agency desires to redevelop the area surrounding and including Midvale Main Street as described in the attached map incorporated as Exhibit “A” (“Main Street Project Area”); and

WHEREAS, as part of the planning for the redevelopment, Midvale City and the Agency have adopted the Main Street Small Area Plan, the Main Street Community Reinvestment Area Plans, and the Main Street Form-Based Code in its redevelopment of the Main Street Area; and

WHEREAS, to further assist in the development of the placemaking efforts contained within the conceptual plans, the Agency believes that a study is needed to evaluate and make recommendations based on the demographics of the Main Street Area and the Salt Lake Valley Area and market information available for arts- and culture-centered developments (“Study”); and

WHEREAS, in order to obtain the Study and in accordance with its procurement laws, the Agency released a request for proposals; and

WHEREAS, the Agency has identified the Consultant as the responsive responsible bidder based on the Consultant’s Proposal, which is incorporated as Exhibit “B;” and

THEREFORE, in consideration of the mutual promises contained in this Agreement, it is agreed:

Agreement

1. Study

The Study consists of the following:

- A. Scope of Services.** The Consultant agrees to complete the study in accordance with the Scope of Services section found on pages 15-16 of its Proposal.
- B. Final Deliverable.** The Consultant agrees to provide the Agency with a physical and digital copy of the Study that includes a readable version of all the Study data, the information gathered in the Scope of Services, and the following information:

- I. **Salt Lake Valley Arts, Culture, and Unique Dining Survey.** The Consultant will provide a study that details the number and survivability of businesses in Salt Lake Valley that are based on arts, culture, or unique dining experiences. It must analyze Midvale's location in the Valley and its potential for hosting such businesses. And it must include a suggested listing of business types and activation strategy for a successful arts, culture, and food oriented Main Street.
- II. **Demographic Statistics of Existing Rocky Mountain Arts and Culture Centers.** The Consultant must provide demographic statistics of existing successful arts and culture focused areas in the Rocky Mountain Region including, at a minimum, household income, age, gender, familial status, race, and education level. The identified arts and culture centers must have neighborhoods that host a variety of successful arts- and culture-related businesses and that have high level of customer traffic compared to the surrounding areas and should be focused on a Main Street or small area-type arts centers, as opposed to large standalone institutional arts centers.
- III. **Analysis and Comparison of Midvale Main Street Project Area.** The Consultant must analyze and compare the demographic statistics of the Midvale Main Street Project Area and the demographic statistics of the successful arts and culture centers or areas collected under Subsection 1(B). The study should highlight any unique challenges or obstacles to the development of a successful arts, culture and dinning focused hub in the Main Street project area.
- IV. **Conclusion.** The Consultant must draw a conclusion on how likely an arts and culture center and related businesses would survive in the Main Street neighborhood based on information collected under Subsections 1(A)-(C).

2. Schedule.

- A. **Term.** The Agreement will become effective on the execution date at the top of Agreement and will terminate upon final payment from the Agency to the Consultant.
- B. **Schedule.** The Consultant will follow the schedule provided on the Work Plan & Budget section found on page 17 of its Proposal. The schedule will begin on the execution date of this Agreement.
- C. **Acts of God.** In the event that a Party is unable to perform any of its obligations under this Agreement due to events beyond its reasonable control, the Party must notify the other Party of its inability to meet its obligations and identify the events

beyond its reasonable control. The other Party may either modify the term of the Agreement to reasonably accommodate the unforeseen event, or it may terminate the Agreement under Subsection 5(A) of this Agreement. Events beyond a Party's reasonable control include, but are not limited to, fires, floods, accidents, strikes, riots, acts or threats of terrorism, epidemics, and natural disasters.

D. Time. Time is of the essence.

3. Fees.

A. Maximum Budget. The Agency has a maximum budget of \$30,000 allocated for the Study. The Agency will not pay any invoices submitted by the Consultant that individually or cumulatively exceed this amount.

B. Authorized Budget. The Consultant is authorized to incur costs up to \$28,050 without the Agency's prior consent. Subject to Subsection 3(A), any expenditures in excess of \$28,050 must be authorized by the Agency first. The Agency is not required to pay the Consultant for any unauthorized work.

C. Invoices. In order to receive payment, the Consultant will submit invoices to the Agency. The invoice must be itemized, describe the work performed, and provide sufficient documentation of the work performed. Within 30 days of receiving the invoice, the Agency will pay the Consultant for any uncontested charges. The Parties will resolve any disputed charges under Section 10 of this Agreement.

4. Attachments and Exhibits.

All attachments and exhibits referenced in or attached to this Agreement are incorporated herein and are made a part of this Agreement.

5. Termination.

A. Convenience. The Agency, by providing written notice, may terminate this Agreement at its convenience with 30 days written notice. Termination under this Section will not be considered a default. If the Agency terminates the Agreement, the Agency agrees to pay the Consultant for any work performed under this Agreement prior to the termination. The Consultant must provide reasonable, detailed documentation to the Agency for any work performed prior to the termination. The Consultant will deliver any data or other documents created under this Agreement to the Agency within 30 days and abandon any rights to the delivered materials.

B. Cause.

I.Consultant. In the event that the Consultant terminates this Agreement because of the Agency's default, the Agency will pay the Consultant for any completed work within 30 days of the termination of this Agreement. The Consultant will deliver any data or other documents created under this Agreement to the Agency within 30 days.

II.Agency. In the event that the Agency terminates this Agreement because of the Consultant's default, the Agency will pay the Consultant for any completed work within 30 days of the termination of this Agreement. The Consultant agrees to deliver any data and other documents created under this Agreement to the Agency within 30 days of the termination of this Agreement.

C. Non-Funding. The Parties acknowledge that funds are not presently available for the Agency's performance under this Agreement beyond June 30, 2021. The Agency's ability to pay compensation under this Section beyond June 30, 2021, is contingent upon funds being appropriated in future fiscal years. In the event that insufficient funds are appropriated, the Agreement will terminate and become null and void on the first day of the Agency's fiscal year for which funds were not sufficiently appropriated. In the event of a reduction in appropriations, the Agreement will terminate and become null and void on the last day before the reduction becomes effective. Termination of this Agreement under this Subsection will not be considered a breach of this Agreement. Such termination will be without any penalty or liability.

6. Standard of Care.

The Consultant will perform all services required under this Agreement consistent with the professional skill and care ordinarily provided by members of the same profession under the same or similar circumstances.

7. Indemnification.

A. The Consultant. The Consultant agrees to indemnify, defend, and hold harmless the Agency and its officials, officers, employees, volunteers, and agents from and against all damages, liabilities, and claims (including legal fees) arising from the Consultant's performance under this Agreement.

B. The Agency. The Agency agrees to indemnify, defend, and hold harmless the Consultant and its officers, employees, and agents from and against all damages,

liabilities, and claims (including legal fees) arising from the Agency's performance under this Agreement.

8. Insurance.

A. Coverage Amounts. The Consultant must retain, at a minimum, the following insurance coverages for the term of this Agreement:

I. Commercial General Liability: \$1,000,000 combined single limit per occurrence and \$1,000,000 in the aggregate;

II. Automobile Liability: \$1,000,000 combined single limit; and

III. Worker's Compensation Insurance at statutory limits.

B. Additional Insured. Except for its Worker's Compensation Insurance policy, the Consultant must list the Agency as an additional insured on the insurance policies required under Subsection 8(A) of this Agreement.

C. Primary Insurance. Insurance under this Section is required to be primary, non-contributory, and not in excess of any insurance or self-insurance policies available to or maintained by the Agency.

9. Default.

A. Consultant. In the event that the Agency defaults under this Agreement, the Consultant may pursue the following remedies upon written notice of the default and the remedy to the Agency:

I. Stop Performance. The Consultant may stop performance under this Agreement until the Agency has cured the default.

II. Interest. The Consultant may charge the Agency 1.5% interest, compounded monthly, on any unpaid amount owed by the Agency.

III. Termination. If the Agency has not cured the default within a reasonable amount of time, the Consultant may terminate this agreement in accordance with Subsection 5(B)(I) of this Agreement.

B. Agency. In the event that the Consultant defaults under this Agreement, the Agency may pursue the following remedies upon written notice of the default and the remedy to the Consultant:

I.Suspend Performance. The Agency may suspend the Consultant's performance under this Agreement until the Consultant has cured the default.

II.Withhold Payment. The Agency may withhold payment until the Consultant has cured the default.

III.Reimbursement. If the consultant fails to cure the default within a reasonable amount of time, the Agency may cure the default and may bill the Consultant with any costs the Agency incurs in curing the default.

IV.Termination. If the Consultant has not cured the default within a reasonable amount of time, the Agency may terminate this Agreement in accordance with Subsection 5(B)(II) of this Agreement.

C. Other Legal Remedies. The list of remedies under this Section is not exhaustive. Either Party may pursue any other right or remedy available to it, either in law or equity, on account of the other Party's default.

D. Nonexclusive. The remedies available to the Parties are nonexclusive. Either Party may use any combination of remedies available.

10. Dispute Resolution.

Any dispute arising under or relating to this Agreement will be resolved in the following order:

- A. Good faith negotiations between the Parties;
- B. Good faith mediation with a mutually agreed upon mediator and with each Party paying one half of the mediation costs; and
- C. Litigation. If a Party incurs any legal or attorney's fees in litigation to resolve a dispute arising under or relating to this Agreement, the prevailing Party may recover such fees.

11. Applicable Laws.

The Consultant agrees to comply with all applicable laws, rules, and regulations. This includes, but is not limited to, not discriminating against any individual in an employment decision because of the individual's race, color, sex, age, religion, national origin, disability, pregnancy, familial status, veteran status, genetic information, sexual orientation, or gender identity.

12. Notice.

Any notice required or permitted under this Agreement will be deemed sufficiently given or served if personally delivered or sent by United States Certified Mail, return receipt requested, addressed as follows:

AGENCY:

Midvale RDA
Attn: RDA Manager
7505 S Holden Street
Midvale, Utah 84047

CONSULTANT:

Webb Management Services
Attn: Duncan Webb
800 West End Ave.
New York, New York 10025

The Parties each have the right, from time to time, to change their respective notice addresses under this Section by written notice to the other Party.

13. Relationship of Parties.

The Consultant is an independent contractor. The Parties have not created any other legal relationship with each other including, but not limited to, that of employee or agent of the other Party. Neither Party has the authority or power to bind the other Party.

14. Modification.

The Parties may not modify this Agreement without prior written consent by both Parties.

15. Assignment and Delegation.

A Party may not assign or delegate any part of this Agreement without the other Party's prior written consent. A Party may not unreasonably withhold its consent.

16. Subcontractors.

- A. Prior Consent.** If Consultant subcontracts with any entity for performance under this Agreement, it must first receive written consent from the Agency. The Agency may not withhold its consent unreasonably.
- B. Responsibility.** The Consultant is responsible for the acts or omissions of any of its subcontractors in the performance of this Agreement. Any subcontractor retained by the Consultant to perform work under this Agreement is subject to the requirements of this Agreement.
- C. Indemnification.** If the Consultant subcontracts with any entity for performance under this Agreement, the Consultant agrees to indemnify, defend, and hold

harmless the Agency and its officials, officers, employees, volunteers, and agents from and against all damages, liabilities, and claims (including legal fees) arising from the Consultant's subcontractor's performance under this Agreement.

17. Conflict of Interest.

- A. Relationship:** The Consultant represents and warrants that none of its officers, employees, or immediate family members of its officers or employees is or has been an elected official, employee, board member, commission member, or agent of the Agency or its affiliates who influences the Agency's procurement process. This includes, but is not limited to, anyone involved in the Agency's drafting of procurement and project documents or the Agency's selection of a contractor.
- B. Gift:** The Consultant represents and warrants that is has not provided any compensation or gift in any form, whether directly or indirectly, to an elected official, employee, board member, commission member, or agent of the Agency or its affiliates who influences the Agency's procurement process. This includes, but is not limited to, anyone involved in the Agency's drafting of procurement and project documents or Agency's review of proposals and selecting of a consultant.

18. Government Records Access and Management Act.

The Agency is a governmental entity that is subject to Utah's Government and Records Access and Management Act, Utah Code Ann. §§ 63G-2-101 to 901. Any documents produced or collected under this Agreement may be subject to public access. If the Consultant believes that a document should be protected under Utah Code Ann. §§ 63G-2-305(1) or (2), the Consultant must provide a written claim of business confidentiality to the Agency that complies with Utah Code Ann. § 63G-2-309(1). The Consultant agrees to cooperate with and to supply any requested records to the Agency with any public records request. This obligation will survive any suspension or termination this Agreement.

19. Waiver.

Failure by either Party to insist upon the strict performance of any condition of this Agreement or to exercise any right or remedy found under the Agreement does not constitute a waiver. Either Party may waive any of its rights or any conditions by written notice to the other Party. No waiver may affect or alter the remainder of this Agreement. Every other condition in the Agreement will remain in full force with respect to any existing or subsequently occurring default.

20. Severability.

In the event that any provision of the Agreement is held to be void, the voided provision will be considered severable from the remainder of the Agreement and will not affect any other provision in the Agreement. If the provision is invalid due to its scope or breadth, the provision will be considered valid to the extent of the scope or breadth permitted by law.

21. Governing Law and Venue.

This Agreement is governed, construed, and interpreted under the laws of the State of Utah. Any suit arising from this Agreement must be brought within the appropriate court in Salt Lake County, Utah.

22. Entire Agreement.

This Agreement constitutes the entire agreement between the Parties and supersedes all prior understandings or agreements between the Parties.

Signature Page to Follow.

The Agency and the Consultant have read and understand the terms of the Arts Demographics and Market Study for Midvale Main Street Agreement. Both Parties have demonstrated their willingness to enter into the Agreement as of the date above by having their Authorized representatives sign below.



ATTEST:

Rori L. Andreason, Secretary

AGENCY

Robert M. Hale, Chief Executive Officer

CONSULTANT

By: _____

Its: _____

The Agency and the Consultant have read and understand the terms of the Arts Demographics and Market Study for Midvale Main Street Agreement. Both Parties have demonstrated their willingness to enter into the Agreement as of the date above by having their Authorized representatives sign below.



ATTEST:

Rori L. Andreason, Secretary

AGENCY

Robert M. Hale, Chief Executive Officer

CONSULTANT

DocuSigned by:

7B5148DD931F4E0...

By: Duncan webb

Its: President

ACCEPTANCE OF AWARD

The Redevelopment Agency of Midvale City has awarded Web Management Services the Arts-Based Demographic Study and Analysis. Webb Management Services has reviewed the Agency's Notice of Award, dated March 25, 2021, and accepts the award.

ACCEPTED BY:
Webb Management Services



By: Duncan Webb
Its: President

Date: 3/26/21



building creativity

Proposal: Arts-Based Demographics Study & Analysis

Date: 03/12/2021

Prepared for: Midvale City Redevelopment Agency

CONTACT

Webb Mgmt
800 West End Ave
New York · NY 10025
212 929 5040
info@webbmgmt.org

webbmgmt.org



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QUALIFICATIONS

Project Understanding

The Redevelopment Agency of Midvale City ("RDA") wishes to develop and promote its Main Street as a center of activity through arts, culture and placemaking capabilities. To do so, it requires a study on the current and prospective arts activity in that area in order to guide development plans.

The proposed study is to cover three topics:

1. Assess the market for arts, culture and unique dining experiences in the Salt Lake Valley as and if located in Midvale.
2. Understand the characteristics of successful arts and culture focused areas in the Rocky Mountain region.
3. Compare the demographics of the Midvale Main Street Project Area to those of successful arts and culture centers in order to highlight the challenges or obstacles facing the development of a successful arts, culture and dining focused hub in the Main Street project area.

Webb Mgmt is pleased to offer a proposal to work with the RDA to collect, understand and then use information on arts and culture opportunities to inform decision-making for the community. This proposal outlines our skills, resources and relevant experience for this assignment, and then describes our approach to the work and the specific tasks to be undertaken to address these three important topics.



QUALIFICATIONS

Firm Profile

Webb Mgmt is a leading provider of advisory services for the development and operation of cultural facilities, organizations, agencies, and districts. Our clients include municipalities, colleges and universities, nonprofit arts organizations, community and private foundations, commercial developers, economic development agencies, and various friends of the arts.

**Our mission is to advance the arts,
entertainment and events sectors with
sound planning and research.**

We value:

- A passion for finding **achievable and sustainable strategies** for every assignment, organization, and community.
- The **integrity to pursue the right answer** as opposed to the easy answer.
- A commitment to **collaboration and partnerships**.
- A belief in the positive and **beneficial impacts of the arts and creative industries** on people, communities, and society.

Our studies and related assignments are based on a tried and true approach expressed by these principles:

Projects and planning efforts must be as inclusive and open as possible, encouraging all voices to be heard.

In-depth research is critical to any assignment.

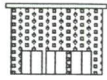
Physical, operating, and financial perspectives are critical and inter-related.

The experience of other communities and organizations provides important insight to any question or assignment.

The only certain factor in any initiative is change.

Our work is not intended to sit on a bookshelf, but rather to provide direction, a detailed roadmap, and, oftentimes, a fundraising tool for those charged with turning project concepts into reality.

QUALIFICATIONS


**CULTURAL FACILITY DEVELOPMENT
& OPERATIONS**

One side of our practice is focused on the development and operation of arts, cultural and entertainment facilities.

Services


**CULTURAL RESEARCH
& PLANNING**

The other side of our practice provides research and advisory services to the arts sector.

Needs Assessment: Studies that consider whether and what facilities should be developed, improved or expanded based on market conditions and opportunities.

Business Planning: Plans for the operation of new, improved or expanded facilities that address how they should be programmed, operated and financially sustained. This work is often completed right after the needs assessment, those two pieces combining to form a facility feasibility study. Business planning often includes qualitative and quantitative economic impact projections.

Project Development: Once a project has been defined and begins to advance, we inform clients on specific issues such as financing options, real estate and site issues, project team selection and management, operating partnerships, executive search support, operational costing, project management and bridge or start-up programming.

Facility Strategic Planning: Comprehensive strategic plans for existing arts, cultural, and entertainment facilities that inform long-range planning with internal and external analyses, the formulation of strategy and the creation of detailed implementation plans.

Research: Primary and secondary organizational and sector-wide research, including audience satisfaction, market penetration and capacity, and programming demand. Services include surveys, focus groups, geo-demographic analysis, ticket buyer analysis and other analytics, mapping and benchmarking.

Strategic Planning: Strategic planning for cultural organizations and facilities addressing capacity building, audience development, earned revenue growth, capitalization, organizational evolution, staff re-organization and board development.

Cultural Planning: Comprehensive community cultural planning addressing community cultural needs, cultural infrastructure, cross-sector collaboration, cultural asset evaluation and mapping, policy development, gap analyses and funding mechanisms.

Cultural District Planning: Studies that evaluate the need and opportunity for the development of cultural districts, addressing market conditions, the built environment, branding and identity, district management and funding strategies.

Mergers, Acquisitions & Consolidations: Studies, strategies and ongoing advice on the combination of nonprofit arts organizations.

Executive Counsel: Coaching, executive search, board management, and other short-term assignments that provide specific research and advice on an immediate basis to answer a specific questions.

RELEVANT EXPERIENCE

1

Municipality of Park City Cultural District

PARK CITY, UT | 2018-20

In 2017, Webb Mgmt was retained to develop a concept and case for a Cultural District in Park City, UT. This effort was conducted in close coordination with the Sundance Institute and Kimball Art Center. Both organizations were in need of new cultural facilities and were seen as anchor tenants for the district.

Working on behalf of the Municipality of Park City, we began by considering the type of programs and facilities that should be included in a new Kimball Art Center, how the Sundance Institute should approach community engagement, what other tenants and programs should be included and what outdoor and public space opportunities exist. With the partners, we advanced the Municipality's goal for the project, which was to understand how each of these components fit together and how the district should be governed and sustained.

Since our initial engagement, Webb Mgmt has been retained in an advisory role, assisting the Municipality, the Kimball Arts Center and Sundance Institute to advance the district plan. In this capacity, our familiarity with programming and vision for the district has been useful during architect and design team selection and subsequent planning meetings.

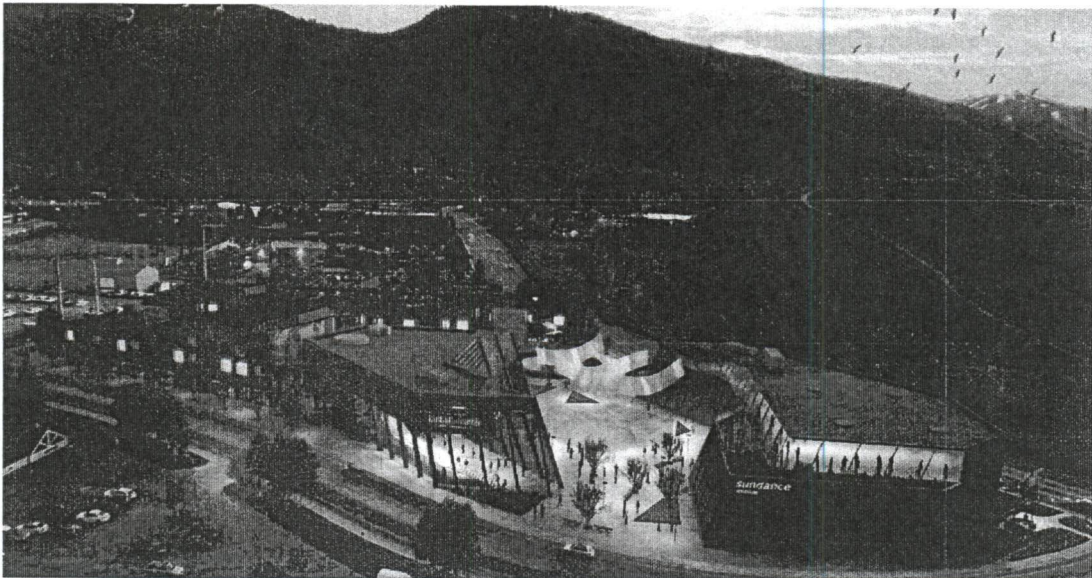


Image courtesy of Park City
Magazine

RELEVANT EXPERIENCE

2

City of St. George Downtown Arts Facilities

ST. GEORGE, UT | 2012 & 2019-2020

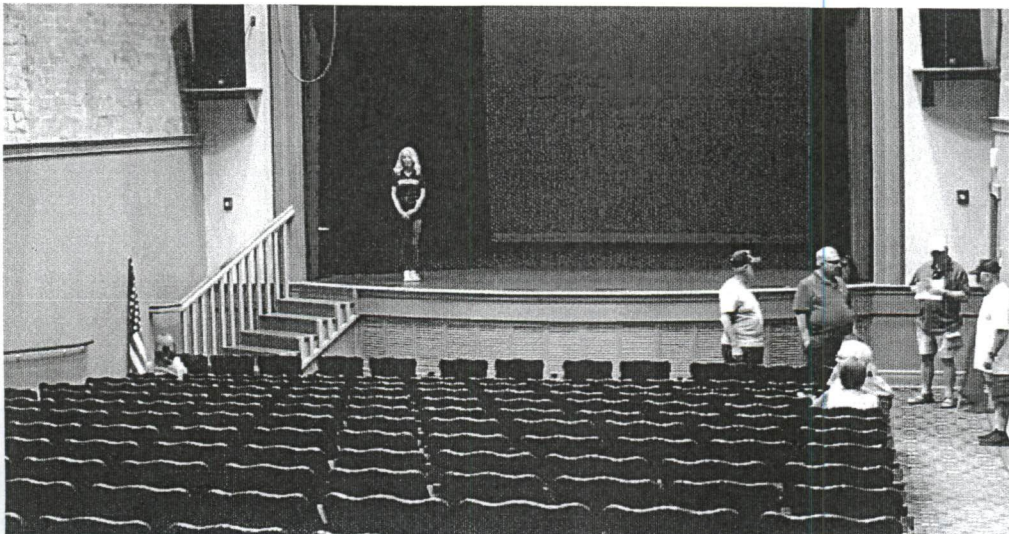
The City of St. George retained Webb Mgmt to consider the feasibility of a new performing arts center in 2019. This was the second time Webb Mgmt had been hired to assess the feasibility of these facilities for the community. Previously, in 2012, we led a study that concluded a large performing arts facility was not feasible. We recommended investing in redeveloping a historic theater in their downtown. That work led to the redevelopment of the Electric Theatre which has since become a thriving hub of community arts activity.

Seven years later, community leadership was interested in reassessing the viability of larger performing arts facilities. Our review of St. George's rapidly growing population, changing demographics and a university with prominent performing arts programs, informed recommendations on how new arts facilities could engage local residents, provide unique programs and spaces, serve Dixie State University students and faculty, local arts

organizations and align with community goals. After completing a thorough demographics assessment of the market with long-range population projections, we confirmed that the City should pursue a larger performing arts center.

Next, we worked with City leadership and architectural partners to create multiple capital, operating and financial scenarios that helped the City understand the opportunities, challenges and costs associated with various physical choices.

More recently, the City asked us to evaluate and assess a local arts organization's plan to invest in their own new performance facilities for musical theatre productions. This work included an update on the market potential for musical theatre audiences in St. George and a review of activity, attendance and financial assumptions.

*Image courtesy of St George News*

RELEVANT EXPERIENCE

3

Downtown Arlington Management Corp. | Arts Master Plan

ARLINGTON, TX | 2020

Webb Mgmt recently completed a major study for the City of Arlington, funded by the Texas Commission on the Arts, on needs and opportunities for the arts to advance cultural development, economic development and community development goals for their downtown.

The study included several components:

1. Strategies to help artists and arts organizations survive the COVID-19 pandemic;
2. Plans to extend the useful life of arts and event facilities in downtown Arlington; and,
3. Recommendations for additional (and viable) arts and event facilities in downtown Arlington.

The study led to extensive recommendations on how to assist and strengthen the cultural sector, also proposing the development of a new public art plan

for the downtown. One larger scale recommendation was to develop a new arts and media village that could be anchored by existing arts facilities, expanded presence in downtown on the part of the University of Texas at Arlington and a recruitment strategy to bring new commercial media producers to downtown Arlington.

The study suggested that the village could include a new event hall for a range of large events, from major performances and exhibitions to media production and other community gatherings.

The Downtown Arlington Management Corporation is now incorporating these recommendations into future planning and identifying the necessary funds to begin implementing components of the arts and media village.



Image courtesy of
Downtown Arlington

RELEVANT EXPERIENCE

Webb Mgmt, in partnership with Theater Projects Consultants and Panella Consulting, conducted a study for the City of Sandy on the feasibility of developing new indoor and outdoor arts facilities.

A needs assessment analyzed supply and demand issues related to audiences, users, competition and community goals, ultimately recommending a new amphitheater for community events and gatherings, and a new mid-size indoor hall for a range of local, regional and national arts programs, as well as other supporting facilities such as a community facility, rehearsal rooms, classrooms and support.

A second phase of the study included the development of space programs and budgets for recommended facilities, analysis of possible sites, conceptual designs, a governance plan, pro-forma operating budgets, an economic impact analysis and a funding plan. In addition, the consultants organized and led tours of comparable facilities in Denver and Seattle for delegations from the City.

In 1999, the city opened a new amphitheater, which is a vibrant facility that hosts community-based music and theater programs.

4

City of Sandy

SANDY, UT | 1998



Image courtesy of Sandy Amp

RELEVANT EXPERIENCE

Webb Mgmt has worked several times with the Soraya Center for the Performing Arts (The Soraya), formerly known as Valley Performing Arts Center. The initial study addressed The Soraya's programming opportunities, considering how the four-year-old Center might adjust and develop programming in order to serve its mission as a University-based performing arts center, respond to market opportunities, and improve its financial sustainability.

The effort included an analysis of programming and performances to date, a robust demographic analysis, review of the Center's competitive situation in terms of both programming and physical attributes, and a benchmarking exercise that compared The Soraya's programming strategies and performance to similar performing arts centers.

A detailed demographic analysis included analysis and visualization of demographic data, as well as mapping exercises of drive-times, market penetration and geo-demographics of existing audiences. All of this work led to conclusions and recommendations on programming and audience development opportunities for The Soraya, identifying specific genres, levels of artist, pricing, packaging, promotion, and positioning strategies that would help deepen, diversify and expand the audience base.

In 2017 and 2020, Soraya leadership retained Webb Mgmt to update and expand the analysis adding additional season results. Resulting insights continue to inform decision-making around programming and marketing strategy.

5

Soraya Center for the Performing Arts & Cal State-Northridge

NORTHRIDGE, CA | 2014, 2017 & 2020



Image courtesy of Nazarian Family Foundation

QUALIFICATIONS

Select Client List

Following is a more expansive list of clients for which we have conducted demographic studies to address the viability of arts and culture facilities or assets in support main street or downtown redevelopment. We would be pleased to provide additional information on any project or client that may be of interest.

City of Metuchen | Metuchen, NJ (2020-21)

Howard County & Howard Hughes Corporation | Columbia, MD (2015 & 2020)

George Mason University & Ox Hill Realty | Fairfax, VA (2019-20)

Steamboat Creates | Steamboat, CO (2019-20)

New Bedford Economic Development Council | New Bedford, MA (2018)

City of Mississauga & Creative Industries Partners | Mississauga, ON (2015)

Friends of the Oneonta Theatre | Oneonta, NY (2018)

City of Johns Creek Office of Economic Development | Johns Creek, GA (2018)

Fitchburg State University | Fitchburg, MA (2018)

City of Burlington | Burlington, VT (2018)

Mayo Performing Arts Center | Morristown, NJ (2017-18)

Beyond Walls Mural Festival | Lynn, MA (2017-18)

Roswell Arts Fund | Roswell, GA (2017-18)

Toronto Innovation Hub Task Force & City of Toronto | Toronto, ON (2016)

City of Edmond & University of Central Oklahoma | Edmond, OK (2016)

York County Arts Council & Comporium | Rock Hill, SC (2016)

The City & County of Denver | Denver, CO (2015-2016)

The Township of The Woodlands | The Woodlands, TX (2015-2016)

City of Frisco | Frisco, TX (2015)

City of Nashua | Nashua, NH (2015)

The Foundation for Jones Hall | Houston, TX (2014)

City of Virginia Beach | Virginia Beach, VA (2014-15)

City of Gladstone | Gladstone, MO (2014)

QUALIFICATIONS

Our Team

Duncan Webb

PRESIDENT



Duncan M. Webb founded Webb Management Services, Inc. to provide management consulting services to the arts and cultural industries and has led the firm since 1997, completing more than 400 assignments for the advancement of cultural communities, organizations and facilities.

Duncan's career in the arts began onstage as a lovesick maiden in a 1969 production of Gilbert and Sullivan's *Patience*. After college, he became a banker, spending seven years in commercial lending and international finance. In 1986, after many years of volunteer work in the arts, he came into the field as a producer of experimental, industrial and commercial theatre, with such credits as the Canadian premieres of *Changing Bodies*, *Children of a Lesser God*, *Blood Brothers*, *Orphans*, *Marshall Bravestarr* and *Barbie and the Rockers*. He also developed marketing and sponsorship programs for the Canadian premiere of *Les Miserables*.

A Certified Management Consultant (CMC), Duncan has been an active speaker and published writer on arts management and the development, operation and financing of arts facilities. Webb's book *"Running Theaters: Best Practices for Managers and Leaders"* was the first book ever written on the management of performing arts facilities. It was recently translated into Mandarin and is being used to inform cultural development throughout China. A second edition is now in development. Duncan recently taught a course entitled *"Managing in an Arts Environment"* in the Arts Administration graduate program at Baruch College (CUNY).

Number of Cultural Facility Projects

450+

Years of Experience | Arts Administration

20

Years of Experience | Cultural Facility Planning

30

Years of Experience | Arts Administration Teaching

25

Education

Bachelor's Degree in Economics,
University of Western Ontario

Master's Degree in Business
Administration, University of Toronto

Key Project Experience

Cultural Facilities Master Plan &
Covid-19 Arts Stabilization Plan for
the City of Arlington, Arlington, TX

Expansion & Strategic Planning
for Mayo Performing Arts Center,
Morristown, NJ

Feasibility Study for Arts Facilities &
a Park City Arts District, Park City,
UT

Operating Scenarios for White
Eagle Hall, Jersey City, NJ

Feasibility Study for Performing
& Visual Arts Facilities, The
Woodlands, TX

NextStage: The Future of Denver's
Performing Arts Complex, Denver,
CO

Feasibility Study for an African
American Cultural Center, Virginia
Beach, VA

Feasibility Study for Expansion at
Tulsa Performing Arts Center, Tulsa,
OK

Houston Symphony Jones Hall
Renovation & Expansion Study,
Houston, TX

Feasibility Study for Expanded
Performing + Visual Arts Facilities at
the Goddard Center, Ardmore, OK

QUALIFICATIONS

Our Team

Carrie Blake

SENIOR CONSULTANT



Carrie is a management consultant, researcher, project manager and administrator dedicated to the cultural sector. Since 2006, she has been a senior member of the Webb Mgmt team. In that role, she has directed research and analysis on more than 250 studies and plans.

Before joining the firm, Carrie was the Associate Producer for the Office of Arts & Cultural Programming at Montclair State University (NJ) where she played a pivotal role in the establishment of Peak Performances, an ambitious new presenting, producing and commissioning program. Collaborating with innovative experimental artists from across the nation and around the world, Carrie coordinated regional, national and world premieres while establishing identity, presence, structure and policy for MSU's new venture.

Prior to MSU, Carrie developed and managed fundraising events and campaigns for both The Drama League, a New York City-based nonprofit committed to developing artists and audiences for the American theatre, and the Madison Museum of Contemporary Art (Madison, WI). She also worked in marketing for the Madison Civic Center as management prepared for expansion to what is now the Overture Center.

Carrie is a proud alumna of the Bolz Center for Arts Administration at the University of Wisconsin-Madison School of Business where she completed several consulting projects, including business planning and market research for arts organizations. Her graduate research focused on the university arts presenters' multifarious existence within university and community contexts.

Number of Cultural Facility Projects

250+

Years of Experience | Arts Administration

10

Years of Experience | Cultural Facility Planning

15

Education

Bachelor's Degree in Music,
University of Kentucky

Bachelor's Degree in Arts
Administration, University of
Kentucky

Master's Degree in Business, Bolz
Center for Arts Administration,
University of Wisconsin-Madison

Key Project Experience

Small-Budget Dancemakers in a
Changing Dance Ecology, Dance/
NYC, New York, NY

Cultural Facilities Master Plan &
Covid-19 Arts Stabilization Plan for
the City of Arlington, Arlington, TX

Governance & Operating Plan
for Carolina Theatre of Durham,
Durham, NC

Operating Scenarios for White
Eagle Hall, Jersey City, NJ

Needs Assessment for Performing
+ Visual Arts Facilities, Howard
County, MD

NextStage: The Future of Denver's
Performing Arts Complex, Denver,
CO

Feasibility Study for an African
American Cultural Center, Virginia
Beach, VA

Feasibility Study for New Arts
Facilities, Westminster, CO

Utilization Study for the Arts at
BGSU, Bowling Green, OH

School Assessment, Dance Theatre
of Harlem, New York, NY

QUALIFICATIONS

Our Team

**Sean Benolken**

CONSULTANT

Sean joined Webb Management Services, Inc. in 2017 with a passion for how the arts can create a sense of place in communities across the country. Through his academic studies and experience in the field, he witnessed the transformational impact an arts facility can have on a community when it is strategically implemented.

Prior to consulting, Sean worked with the Lotus Education and Arts Foundation as a Program Coordinator. In this role, he worked with numerous community and school district partners to coordinate residencies with international artists. These collaborations enabled students and adults across South-Central Indiana to experience the music, arts and culture of critically acclaimed artists. Sean also spent time with Ingenuity, Inc. in Chicago, where he focused on arts education and collective impact initiatives.

Sean has a bachelor's degree in Music Performance from the University of Michigan and master's degrees in Music, Non-Profit Management and Arts Administration from Indiana University.

Number of Cultural Facility Projects

50+

Years of Experience | Cultural Facility Planning

5

Education

Bachelor's Degree in Music Performance, University of Michigan

Master's Degree in Music Performance, Indiana University

Master's Degree in Public Administration, Non-Profit Management & Arts Administration, Indiana University

Key Project Experience

Cultural Facilities Master Plan & Covid-19 Arts Stabilization Plan for the City of Arlington, Arlington, TX

Feasibility Study for Performing Arts Facilities, Steamboat Springs, CO

Cultural Arts Center Feasibility Study, Flower Mound, TX

Feasibility Study for Visual & Performing Arts Facilities, Carlsbad, CA

Planning for Arts Facilities, Private Developer, Boston, MA

Feasibility Study for Expansion at Tulsa Performing Arts Center, Tulsa, OK

Feasibility Study for Arts Facilities & a Park City Arts District, Park City, UT

Feasibility Study for Performing Arts Center, Roswell, GA

Feasibility Study for Performing Arts Center, Johns Creek, GA

Feasibility Study for Expanded Performing & Visual Arts Facilities at the Goddard Center, Ardmore, OK

Market Study for Live Event Venues, Burlington, VT

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Scope of Services

Following is a description of the specific services we would provide for the Midvale RDA, presented in a chronological fashion.

Before beginning the study, we will request RDA staff to assemble any information to us on the history of arts and cultural activity in the community, as well as contact information for individuals and groups that should take part in the study.

Workshop 1 | Kick-off: We will begin the process with a two-hour workshop with RDA staff. In that meeting we will describe and agree on the planning process. We will also ask RDA staff to make a presentation that describes the background of the project, and their plans and objectives for the study.

Data Review & Analysis: After that first workshop, we will review all background material related to the Midvale community and local arts activity.

Forces & Trends: We will update our own previous research on forces and trends in the cultural sector, focusing on the role of creative place-making in the development of communities.

Internal & External Interviews: We will conduct a set of confidential one-on-one interviews with artists and arts organizations currently active in the area to assess the potential for place-based arts and cultural activity in Midvale.

Environmental Scan & Market Review: Using any and all existing local and regional data, current data from ESRI (a market research company) and other inputs wherever available, we will complete a market assessment with the following components:

- **DEMOGRAPHIC ANALYSIS:** Conduct a demographic analysis of the defined market area, using demographic information from ESRI and focusing on characteristics associated with cultural participation. Discuss the area in terms of its size and quality, including education level, age, race, socio-economic status and other key demographic indicators.
- **GEO-DEMOGRAPHIC ANALYSIS:** Use ESRI's Tapestry Segmentation Tool to conduct a detailed market analysis of socioeconomic and demographic characteristics. Compare Tapestry's lifestyle and behavior profiles of residents living in the Salt Lake Valley, and then assess the likelihood of audiences coming to new facilities in the Main Street project area.
- **MARKET POTENTIAL INDEX:** Using ESRI's Business Analyst tool, describe the market area's potential to engage in particular types of arts and culture events and programs as an index relative to national averages. This will allow us to identify

PROCESS

Scope of Services continued

programs and activities with the highest potential participation levels.

- **NON-RESIDENT MARKET ANALYSIS:** Consider the size and characteristics of the non-resident segments of the market, essentially tourists. Test the attractiveness of this market segment in terms of plans for traditional and cultural tourism in the area, and how the Midvale project might capture some share of the tourist market with this project.

Current Facility Inventory: We will build an inventory of spaces currently used for arts and cultural programs and events in the market area, assessing the condition and use of facilities that serve artists, arts organizations, arts education, special events and other relevant activity.

Workshop 2 | Visioning: In this second workshop, we will present research on demand and supply issues in the market area relative to audiences, the needs and artists and arts organizations, and the current supply of facilities. This will lead to the identification of gaps and opportunities for new or improved spaces in the designated development area.

Comparable Projects: We will then turn our attention to identifying and understanding successful art and culture centers in the Rocky Mountain region. This would include information on how the centers came to be, how they are programmed, operated and sustained and what impacts they have on their communities.

Workshop 3 | Programming: In this third workshop we will present research and ideas on comparable projects and best practices, comparing these models to the Midvale market and situation as a means to identify development opportunities and strategy.

Implementation Plan: After that workshop, we will develop an implementation plan to guide RDA staff with the implementation of project ideas and opportunities coming out of our research. This will include information on how to proceed with physical planning, fundraising and operational planning.

Report & Presentation: As a final step, we will present our work to RDA and City leadership and then deliver a report on the process and outcomes of the study.

Timeline

We are ready and willing to begin as soon as notice to proceed is received. We anticipate completing the study over a 9-week period, depending on our ability to access the resources and people needed in a timely manner.



building creativity

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Work Plan & Budget

TASK	WEEK									HOURS	FEE
	1	2	3	4	5	6	7	8	9		
Workshops & Presentations	●				●		●		●	24	\$4,200
Schedule Interviews		●								4	\$700
Data Review & Analysis	●	○								8	\$1,400
Forces & Trends	●	○								8	\$1,400
Interviews		●	—	○						20	\$3,500
Environmental Scan & Market Review		●	—	○						30	\$5,250
Facility Inventory			●	○						12	\$2,100
Comparable Projects					●	—	○			16	\$2,800
Implementation Plan							●	—	○	8	\$1,400
Final Presentation & Report									●	16	\$2,800
											\$25,500
											ESTIMATED EXPENSES FOR ONE TRIP TO MIDVALE \$2,500
											TOTAL COST \$28,050