



Request for Proposals to Prepare a Feasibility Study for a New Cultural Arts and Affordable Housing Project

Introduction

ShoreLake Arts seeks qualified firms or individuals to conduct a feasibility study for a Cultural Arts Center in either the City of Shoreline or Lake Forest Park. The study, conducted in two phases, would include market, operational, financial, economic and social impact analyses of a multi-use facility that may house spaces for a performance/event space, exhibition space, administrative offices, classrooms/studios/rehearsal spaces, public spaces and green spaces, as well as public housing. This type of facility promotes collaboration among cultural entities and efficient use of existing and new resources in our community.

Background

ShoreLake Arts is the trade name of the Shoreline Lake Forest Park Arts Council, a 501(c)(3) non profit organization, founded in 1989. Its focus was on enriching the life of community residents through raising awareness of the arts and delivering public programs.

Today the organization serves over 30,000 annually through major events such as the Shoreline Arts Festival, Concerts in the Parks, Battle of the Bands, the Shoreline Film Festival, and Artists in Schools program. We currently have offices as well as a gallery/retail shop that sees over 8,000 visitors yearly, with a mission to cultivate creativity and inspire our community through the arts.

In 2021, the ShoreLake Board of Directors tasked the Executive Director to solicit proposals for a feasibility study for a combined Cultural Arts Center and Affordable Housing for Artists. We believe that this is a natural marriage of uses, providing the necessary resources and support to artists in the community through housing while also creating space for community and the celebration of the arts.

Our ideal outcome is to partner with a developer who will work with ShoreLake Arts to create



such a mixed use project. Ultimately, we would expect the developer to manage the affordable housing portion independently, while ShoreLake Arts manages the Cultural Arts Center.

Scope of Work

GENERAL OVERVIEW

- **Prepare a feasibility study as** outlined below. Meet or conference weekly with point-of-contact members of ShoreLake Arts while the study is being prepared.
- **Conduct leadership interviews** with arts and culture leaders, local government leaders, and representatives of Shoreline and Lake Forest Park business and funding community and/or conduct Public Input Sessions with stakeholders to prioritize connections and gather user input.
- **Present the results** of the completed feasibility study to a combined group of stakeholders including the ShoreLake Arts Board of Directors, representatives from city, county, and state government, artists, and members of the public.

Consultant to Propose Timeline as a part of work

PHASE I - NEEDS ASSESSMENT

What demand exists for arts and cultural space in and around Shoreline and Lake Forest Park, given existing and planned cultural infrastructure? • If demand exists for new cultural facilities, what type of spaces or structures might best accommodate this demand?

1. Review existing community studies, reports and strategic plans

2. Market Analysis, Gap Analysis, and Impact Analysis

Conduct both a **Market Analysis** that is focused on the economic and social impact of a combined Arts-Housing project and a **Gap Analysis** describing key discrepancies between supply and demand for cultural activities and venues in Shoreline and Lake Forest Park.

- **Demographic and market analysis** should include The City of Shoreline and The City of Lake Forest Park, as well as north Seattle.



- Analysis should include a **comprehensive inventory of arts and cultural activity** and venues in and around Shoreline and Lake Forest Park, including their approximate functionality and their locations, including organizations and groups without a permanent facility
- **Identify ideal programming** to be provided through the new venue and in service of the user groups in these particular scenarios. This might include space for performing arts (dance/theater/music), visual arts (painting/ceramics/glass), retail and community spaces (gallery/bar/third place), or space to support the creative economy (film-making/ webcasts/culinary arts), space for adult and youth arts education, or shared office space for local arts organizations.
- Assess **current trends and future projections** in Cultural Arts Centers including industry definitions, industry growth/decline, trends and analysis.
- Review existing Performing Arts Facilities and Cultural Arts Facilities in the region including present and future bookings to **understand market absorption, maximum practical capacity** and **gaps in services** and their impact on existing cultural facilities in their communities.

3. Community Engagement

Conduct individual or group **leadership interviews** with city staff, arts and culture leaders, and representatives of Shoreline and Lake Forest Park business and funding community and at least 1 **Public Input Session** to prioritize connections and gather user input.

4. Facility and Site Assessment

Where could such a facility be located? How much might it cost to build?

Develop a decision-making framework for site selection as well as a preliminary building program and range of magnitude capital cost estimates, and provide a selection of potential sites.

- Identify technical and industry requirements for this type of mixed-use facility. Such data may include number of seats, square footage, housing units, required parking, etc
- Develop a **site evaluation and selection framework / criteria** to be used in future site selection, with specific emphasis on access to public transportation, the availability of parking, and green space.



- Consider potential site locations within Shoreline or Lake Forest Park, and provide the pros and cons associated with each of the potential locations.
- Develop a **range of magnitude capital cost estimate** for each project component using the provided, preliminary building program

PHASE II - Operational / Business Analysis

- Propose recommendations on **ownership and management structure** for a combined affordable housing and cultural arts facility.
- Identify and provide a minimum of **three case studies** of comparable facilities in like-sized communities.
- Development of **an activity profile**, quantifying the types and frequency of use in each planned space.
- Create a **pro forma operating estimate** for one stable year of future operations at the planned facility, including projection of earned income from operations; operating expenses including staffing, administration, overhead, etc.; and net result.
- Provide a scan of **possible funding sources** for the proposed Cultural ArtsCenter

PHASE III. - Description of Final Deliverables

1. Provide a project work schedule and time table for each phase and component
2. Monthly status updates to Executive Director.
3. Executive Summary
4. Comprehensive study
5. A digital copy of Executive Summary and comprehensive study
6. 25 hard copies of Executive Summary
7. 25 bound color copies of comprehensive study
8. Presentation on site of final study to the ShoreLake Arts Board of Directors and Stakeholders.

Anticipated Project Timeline

March 2021 Presentation of DRAFT RFP to ShoreLake Arts Board



March 2021 Issuance of final RFP to potential vendors
May 5th, 2021 Submittal deadline for RFP
May 15th Review of RFP by ShoreLake Arts Building Committee
May 20th Selection of RFP winner
May 28th Submittal of Grant Proposal to 4Culture for Funding

TBD Phase I report
TBD Final Report

Proposal Requirements

Proposals must include

1. Signed cover letter
2. Company profile specifying experience working on similar projects
3. Methodology of how the firm will meet the scope of work as outlined in this RFP
4. Timeline for completed tasks
5. Extent of required services, broken down for Phase I, Phase II and projected pertrip consultation beyond Phases defined in the RFP
6. Projected schedule for meeting project deadline
7. References (minimum of three, maximum of five) with full contact information and brief summary of the project conducted for the reference
8. Proof of insurance
9. Copy of similar study conducted by the company
10. Detailed list of input and information expected to be provided by ShoreLake Arts, with time tables.

Questions regarding this RFP must be submitted in writing or email to the attention of:

Lorie Hoffman
ShoreLake Arts
Director@ShorelakeArts.org

Subject line: Cultural Arts Center Feasibility Study RFP

Questions of a substantive nature will be responded to in writing as an email addendum and sent to all known potential vendors without identifying the source of the inquirer.

ShoreLake Arts reserves the right to amend, modify or terminate this RFP; reject any and all proposals in whole or part; waive any informalities, irregularities or omission in submittals, as deemed in the best interest of ShoreLake Arts

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ShoreLake Arts shall not be obligated for any cost incurred by the respondent in proposal preparation or in activities related to the review of this RFP or any interview costs.

SUBMISSION Deadline: May 5th, 11:59 PM