

# ***Atlanta's First Cultural District:*** **The What, Where, Who, How and When** Prepared for the Office of Cultural Affairs

ULI Center For Leadership | May 2, 2014

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# Today's Conversation

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**Introductions: Our Team**

**WHY: A Review of LEAD Atlanta**

**WHAT: Defining a Cultural District**

- Definitions
- Existing Example Case Studies

**WHERE: Location of Atlanta's First Cultural District**

- Site Investigations

**WHO: The Perfect Trifecta**

**HOW: Funding Sources**

**WHEN: The Time is Now**

# Introductions: Our Team



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# WHY: A Review of LEAD Atlanta

## SPACE

- **Locate it Downtown**
- Make it easy for people to access, through both transit and parking
- Ensure it feels like a safe place

## ASSETS

- **Include subsidized housing, studios, work and performance spaces**
- Include an arts incubator / tailored professional and business development
- Include an official City Gallery
- Seed a top notch restaurant in the Cultural District, as an anchor
- Integrate other creative businesses that support the arts

## OTHER

- Make it multi-genre
- Engage Atlanta's A-list artists in the Cultural District
- **Develop a virtual interactive map of arts and culture offerings throughout Atlanta**
- Establish a rotating artist liaison to the OCA and/or an artist advisory board

## 'BIG IDEAS'

- **Integrate an arts high school into the Cultural District**
- Eliminate sales tax on original works and performances in the Cultural District or Atlanta broadly, or reinvest those funds in grassroots arts organizations
- Hold a large, visible public event (like Art Basel or The Gates) or a free event celebrating homegrown art (e.g., Outkast show)

# WHAT: Defining a Cultural District

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## What is Culture?

The arts and other manifestations of human intellectual achievement regarded collectively.

## What is a District?

An area of land designated for administrative or other purposes.

## What is Cultural District?

A defined area that houses, reflects and benefits the vitality and interests of a dedicated group of artists, craftspeople, volunteers and residents that live and/or work within its boundaries and is a catalyst for economic development.

## How are Cultural Districts defined?

- Geography
- Activities/Services/Programming
- Public perception
- Government (state and/or local) entities
- Historical precedent/existing facilities

## Case Studies

- Louisiana
  - State-based
- Minneapolis
  - City-based
- Maryland
  - State-based
- Pittsburgh
  - City-based

# Louisiana

- **Started in 2007**
- **Goal to Spark Community Revitalization Based on Cultural Activity Through Tax Incentives**
- **67 Diverse Cultural Districts**
- **Financial Incentives for Business Owners and Developers**
  - State and local sales tax exemption for the sale of qualifying works of original art
  - Expanded availability of state historic tax credits
- **Positive Results**
  - Three-fourths of districts have reported decreased vacancy between 2-20% with the remaining one-fourth remaining stable;
  - Net of 532 new businesses, including 159 cultural businesses, in cultural districts
- **The program is managed by the Office of Cultural Development in the State's Department of Culture, Recreation and Tourism, but they rely on local organizations implement and administer the program in each district**
- **All districts must go through an application process and submit detailed annual reporting**
- **Best Practices**



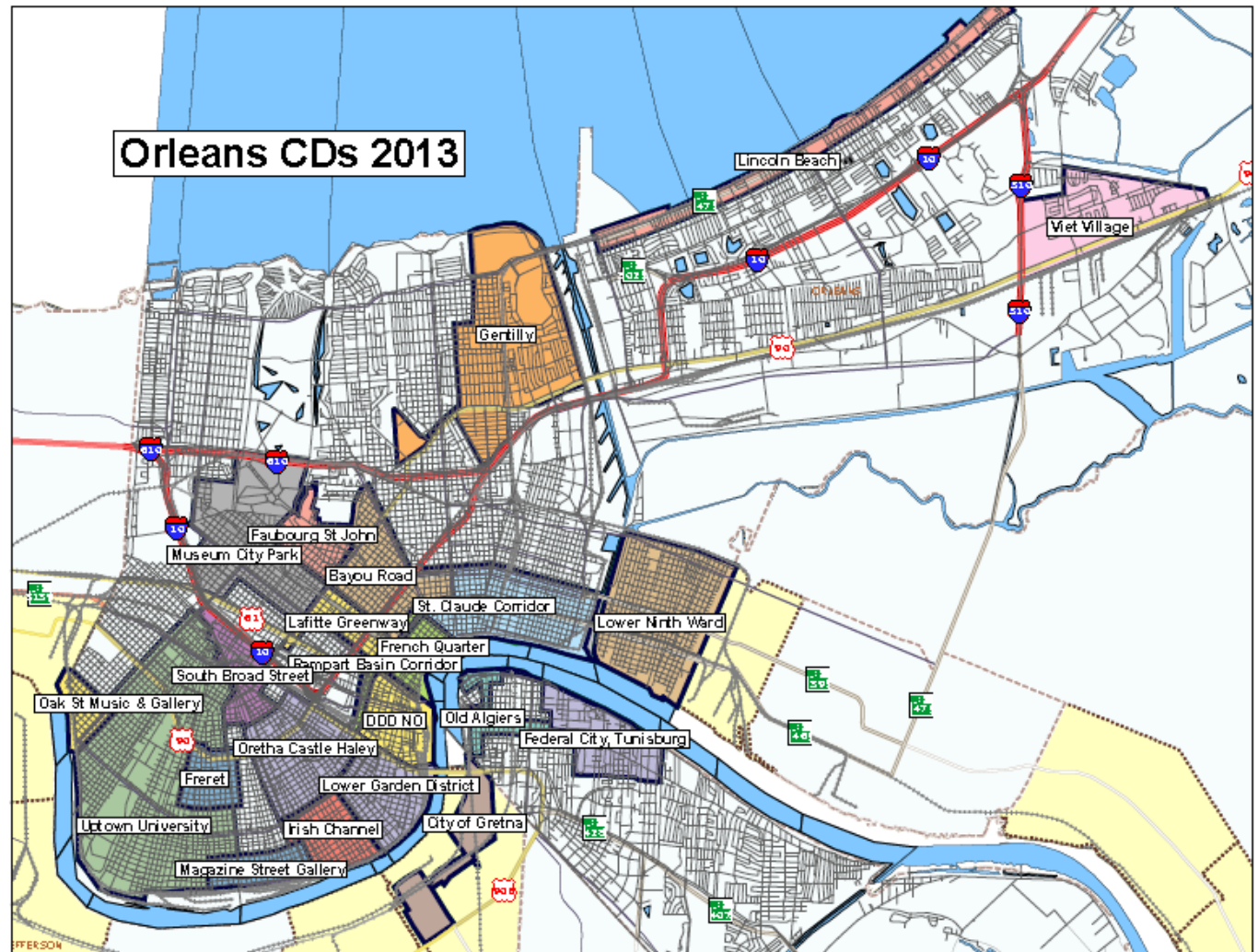
# Louisiana



[www.crt.la.gov/culturaldistricts](http://www.crt.la.gov/culturaldistricts)

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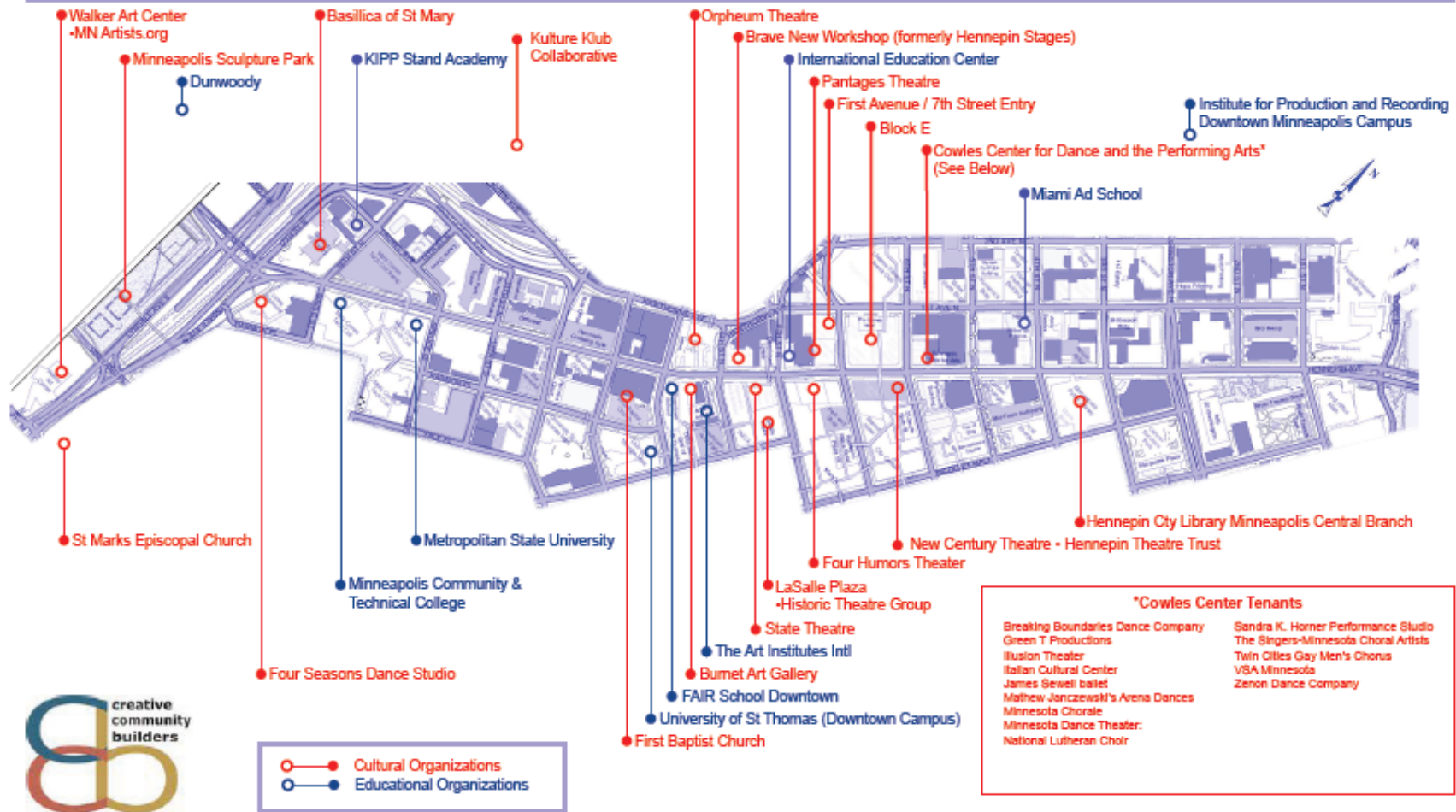
# Minneapolis

- Hennepin Cultural District: Approved by City February 2014
- **Where:** Downtown Minneapolis - a narrow stretch of 19 x 3 city blocks
- **Goals & Purpose :** closely aligned with the city council's goals of the Downtown master plan 2025. Re-energize and refresh Hennepin Avenue, make it more walkable and unified from Sculpture Garden to Mississippi River.
- **Funding for “Plan-it-Hennepin” strategic plan:** 'Our Town' grant from the National Endowment for the Arts, the City of Minneapolis, Target Corporation, Frauenshuh Companies, and AECOM Inc.
- **Stakeholders:** Hennepin Theatre Trust, City of Minneapolis, Walker Arts Center, Artspace <http://www.hennepintheatretrust.org/plan-it-hennepin>
- **New Possible zoning options:** 2/3 of property owners in a contiguous area with notable visual character would have the opportunity to request conservation district status. Design guidelines established by City & property owners before district establishment.
- **Background of the Administrative Body:**  
2002 - Hennepin Theatre Trust – non profit status. Responsible for the State, Orpheum and Pantages Theatres lining Hennepin Avenue in downtown Minneapolis.
- **Creative Initiatives:** Track-it Hennepin & Made Here



# Minneapolis

## PLAN-IT HENNEPIN - CREATING CULTURAL CONNECTIONS A CREATIVE PLACEMAKING PROJECT 2011-2012

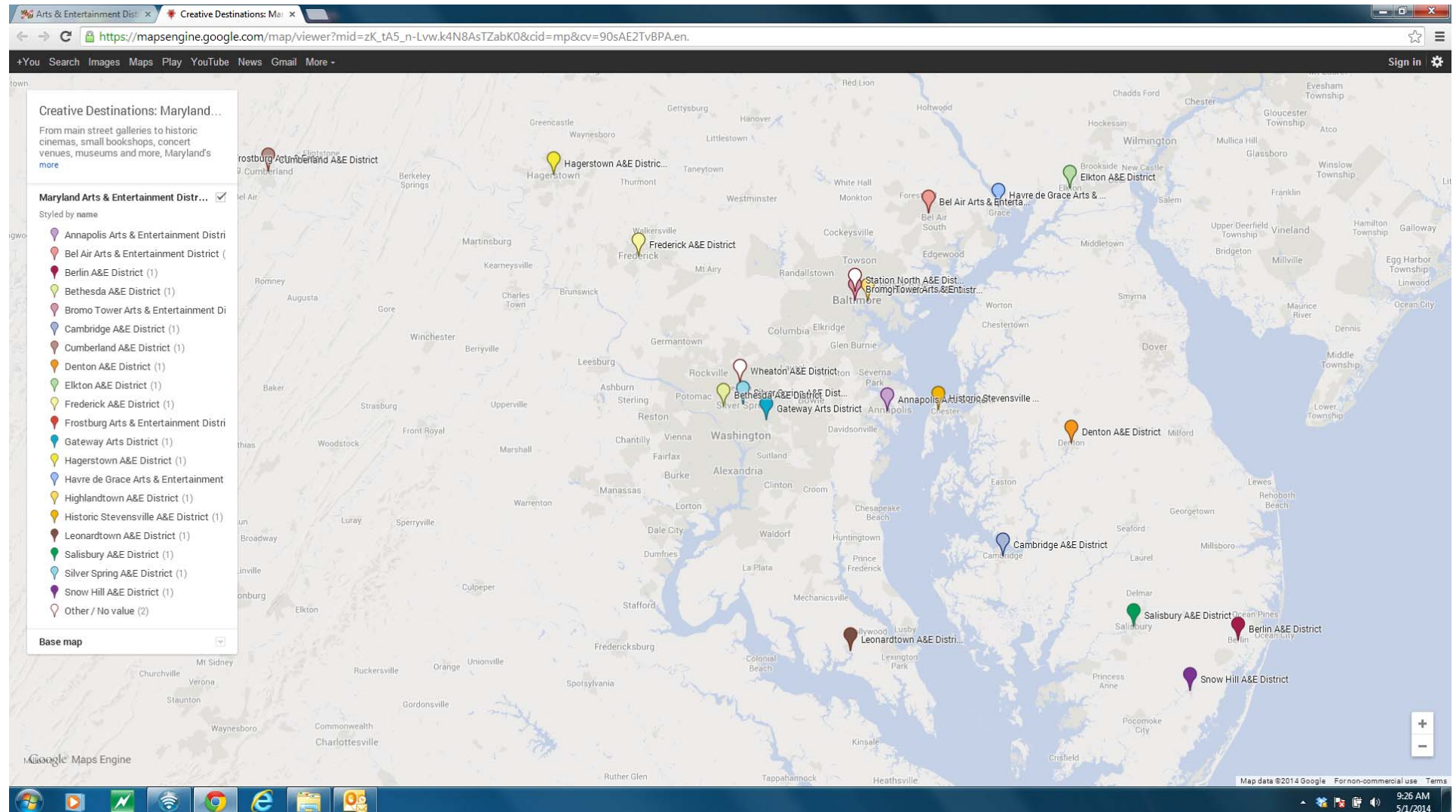


# Maryland

- **One of the first states to develop cultural districts**
- **Offer tax credits to develop districts**
- **Goals:**
  - Develop artistic/cultural centers to promote economic development and neighborhood pride
  - Supply opportunities for dynamic arts experiences
  - Give artists the opportunity to live, work and create and economically prosperous future
  - Invest in the power of place
- **Districts must all go through an application process**
  - Must meet minimum criteria
- **All districts must provide annual economic reports**



# Maryland



# Pittsburgh

- Started with a \$50 million gift from Henry J. Heinz II
- Non-Governmental Organization/separate 501c3
- Started in the 1980s purchasing several pieces of property in depressed area.
  - Started with the Stanley Theater
  - Previously employed a real estate department
  - Joint-venture 3-years ago for 60-unit building
- **Owns property: \$52 million annual operating budget:**
  - 80% from earned revenue, tickets and rents, etc.
  - 10-11 million from philanthropy
  - Endowment is 19 million, including 5% draw each year
  - Invest in the power of place
- **Programming, programming, programming**
- **Distinct 14-block area previously blighted with adult entertainment venues**



# Lessons Learned

	LOUISIANA	MINNEAPOLIS	MARYLAND	PITTSBURGH
PROGRAM ESTABLISHED BY STATE OF MUNICIPALITY	X	X	X	
COOP WITH OTHER GOV'T AGENCIES AND/OR PUBLIC/PRIVATE PARTNERSHIP	X	X	X	X
REASONABLY PRICED HOUSING AVAILABLE			X	X
REASONABLY PRICED RETAIL AND OFFICE AVAILABLE	X	X	X	X
REPORTING REQUIREMENTS	X	X	X	X

# Lessons Learned

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- Most states/cities have more than one cultural district (with the exception of Pittsburgh)
- Small, manageable sizes (from 2x3 – 19x3 city blocks)
- Most are funded by tax incentives
- Located near public transportation
- Managed by civic organizations
- Goal in establishing districts was economic
- All were established by strong partnerships with gov't organizations or public/private entities
- Safety and Security

# WHERE: Location of Atlanta's First Cultural District

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## Criteria

- Location of existing arts/entertainment and tourist attractions
- Location of accessible public transportation/accessibility (parking)
- Potential location of main anchor attraction
- Potential location of affordable housing
- Potential location of affordable retail/office

# WHERE

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## Existing Cultural Areas

- Buckhead
- Midtown
- Little Five Points

## Possible Locations

- Fairlie Poplar/South Broad
- Castleberry Hill
- Atlanta Civic Center
- Murphy Triangle

## Fairlie Poplar / South Broad



- Location of accessible public transportation/accessibility (parking)
  - Phase I – close to 26 parking garages/lots
  - Phase II – close to 19 parking garages/lots
  - Follow-up on CAP's Downtown Atlanta Parking Assessment Plan
- Potential location of main anchor attraction
  - Phase I - Rialto Theatre, Balzer Theatre at Herrens & Tabernacle
  - Phase II – 90-94 S. Broad
- Potential location of affordable housing
  - Focus on conversions along Marietta Street
  - 100 unit Apartment project (41 Marietta), Apartment project (222 Mitchell)
- Potential location of affordable retail/office
  - Pop-Up Space program CAP – 17 already approved tenants for 3 months. Flatiron Building possible affordable space for start-ups.

## Fairlie Poplar

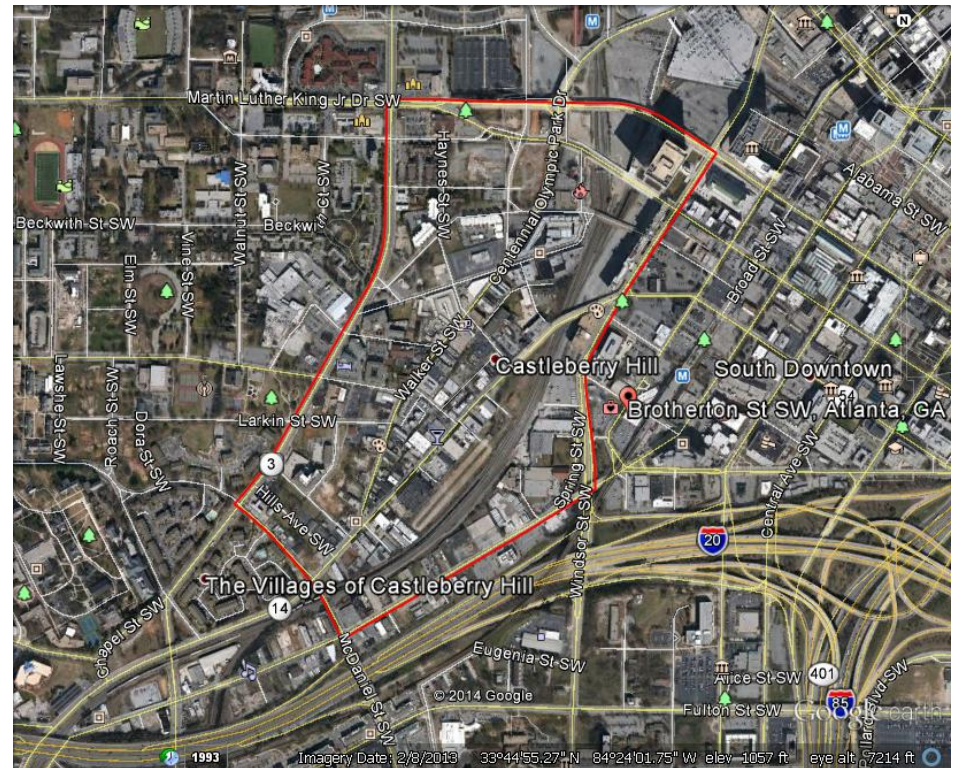
STRENGTHS	WEAKNESSES
<p>Accessibility – Marta &amp; Street Car</p> <p>Streetscape Projects Complete/walkable</p> <p>Performing Arts Presence</p>	<p>Increasing \$/SF for office space</p> <p>Better Educate About Parking Options</p> <p>Need Successful Restaurant</p>
OPPORTUNITIES	THREATS
<p>Ripe for Anchor Restaurant</p> <p>Strong Stakeholder Support</p> <p>Marietta Street – Bridge Gap to South Broad</p>	<p>Already High-density</p> <p>Confusion between Historic vs. Cultural District</p> <p>Development Regulations with zero lot line district</p>

## South Broad

STRENGTHS	WEAKNESSES
<p>Current Focus of Planning Initiatives</p> <p>Grassroots Arts Movement / Re-location to South Broad (Mammal &amp; Eyedrum ex.)</p> <p>Available Parking / 5pts Marta</p>	<p>Needs More Lighting &amp; Streetscape</p> <p>Safety in SE part of district adjacent to Garnett</p> <p>Needs an Anchor Restaurant</p>
OPPORTUNITIES	THREATS
<p>Bridge Gap to Castleberry Hill</p> <p>Capitalize on Eastside TAD \$</p> <p>Artist Housing</p>	<p>Safety – Surrounding Garnett Station</p> <p>Lack of technical support for non-profits</p> <p>High Property Taxes may cause rents to increase – pushing artists out</p>

## Castleberry Hill

- Location of existing arts/entertainment and tourist attractions
  - Thirteen Art Galleries, No Mas, LionStar Films, Monthly Art Stroll, FLUX Night, Snake Nation Arts Fest, Barbershops, Forward Warrior, Atlanta Veterans Farmer's Market
- Potential location of main anchor attraction
  - Increase number of art galleries and other arts related businesses, grow annual cultural festivals and events, increase film related enterprises
- Potential location of affordable housing
  - Affordable housing currently available
- Potential location of affordable retail/office
  - Affordable retail/office space currently available
- Location of accessible public transportation/ accessibility (parking)
  - There is no direct access to MARTA in the neighborhood, but the Dome, Five Points and Garnett Stations are within walking distance
  - Some surface parking is available, GWCC parking lots available for large events



## Castleberry Hill



MARCIA  
WOOD  
GALLERY



Nelson  
Street  
Gallery



## Castleberry Hill

### STRENGTHS

Existing Cultural Assets

Strong Neighborhood Association

Diversity of Culture and Residents

### WEAKNESSES

High Costs in Most Desirable Areas

Lack of Access to Public Transportation

Redevelopment Lost Momentum

### OPPORTUNITIES

New Stadium

Future Development of the Gulch

Existing Funding Sources

### THREATS

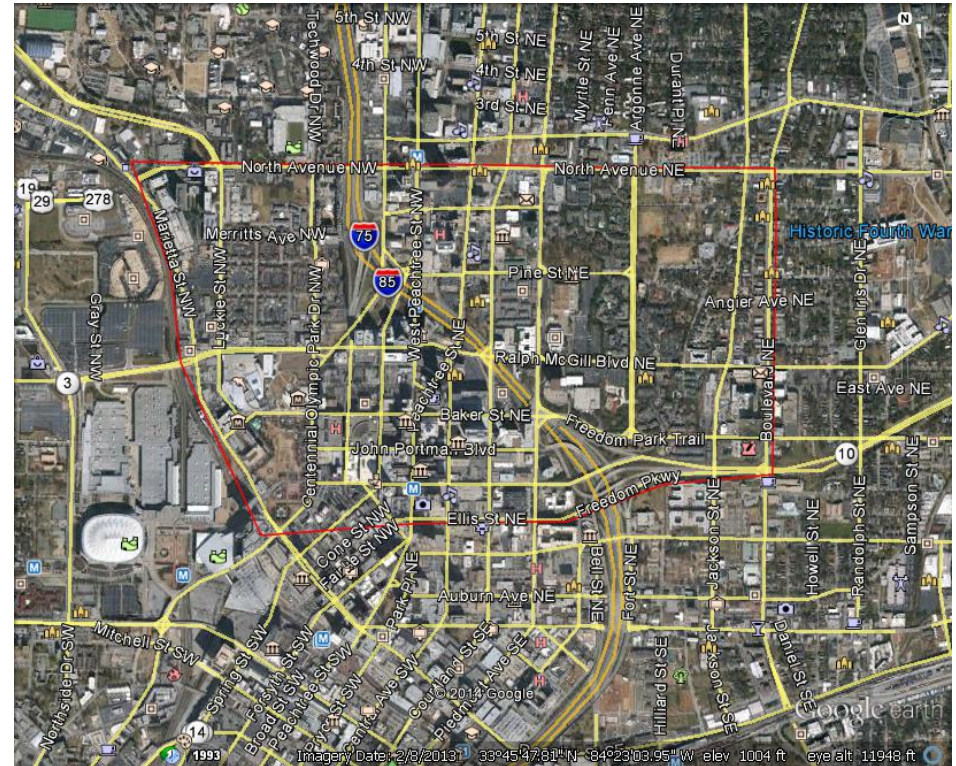
Developer Speculation

Public Perception

Crime

## Atlanta Civic Center

- Potential location of main anchor attraction
  - 4,600 seat theater
- Potential location of affordable housing
  - Yes, repurpose existing parking
- Potential location of affordable retail/office
  - Yes, repurpose existing space
- Location of accessible public transportation/accessibility (parking)
  - Yes, MARTA Civic Center stop is .5 miles away
- Location of existing arts/entertainment and tourist attractions
  - Fox Theater, Renaissance Park, Centennial Olympic Park, etc...



## Atlanta Civic Center

STRENGTHS	WEAKNESSES
Existing infrastructure	Location (not midtown, not downtown)
Tenants already interested	Negative connotations
Established Cultural identity	Cost
OPPORTUNITIES	THREATS
Room for expansion	Existing cultural attractions
Indoor/Outdoor space	Other developers offering more \$ for land
Rebranding of location	Gentrification driving costs up

## Murphy Triangle

- Potential location of main anchor attraction
  - Former State Farmers' Market
- Potential location of affordable housing
  - Surplus of abandoned / under-utilized buildings
- Potential location of affordable retail/office
  - Yes, repurpose existing space
- Location of accessible public transportation/accessibility (parking)
  - Yes, Beltline proposed street car and MARTA existing bus routes and two stations:
    - West End .8 miles to the north
    - Oakland City .8 miles to the south,
- Location of existing arts/entertainment and tourist attractions
  - Low existing equity.
  - Planned development at Fort McPherson-2.1 miles to the south.



## Murphy Triangle

STRENGTHS	WEAKNESSES
Atlanta BeltLine development activity	Connection to downtown
Proximity to downtown and airport	Existing arts infrastructure
Lower than average property values	Limited development activity
OPPORTUNITIES	THREATS
Potential connection to mass transit	Safety and security
Existing vacant / under-utilized buildings	Large geographical area-not easily defined
Low single-family housing costs	Change of momentum

## Murphy Triangle

This concept plan shows one possible option for the long-term development of the Murphy Triangle area.



The Atlanta BeltLine, Subarea 2 Masterplan, March 16, 2009

## Lessons Learned

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- Atlanta has a cornucopia of cultural attractions and destinations that may be undervalued and/or under marketed
- Lacking supported technical assistance and programs for arts industry
- Strong art movement is underground
- There is not one centralized cultural attraction
- There is a demand for support and recognition of cultural assets in the city that is not being met
- There are many culturally-based initiatives in the City of Atlanta that are not connected
- Opportunity to use arts and culture to facilitate revitalization and economic development

## Recommended Steps of Cultural District Establishment:

1. Designate Boundaries for the District
2. Educate & Re-brand
3. Create Board of Directors from current stakeholders within the district  
Possible Board Members : CAP, ADID, ADNA, Landlord – Richard Miller (Miller’s Rexall), Mammal Gallery , Gallerist (Paige Harvey?), C4 Representative
4. Obtain 501c3 status to serve as the admin body for the Cultural District

### PHASE I – Fairlie Poplar

**Geographical Boundary:** Andrew Young (N), Centennial Olympic Park Drive (W), Marietta Street (SW), Peachtree Street (SE)

#### **Possible Plan Objectives:**

Embrace the current Historic District and existing performing arts, and art galleries. Promote Walkability of this area.

#### **Needs:**

Funds for branding signage, more street lighting, establish tax incentives for art work sold within the district, coordinate with CAP on their pop-up retail tenant initiatives, seek out restaurant to anchor SE corridor of

**Already Established Initiatives :** #We Love ATL, Phase III of Fairlie Poplar Landscaping project, Reference CAP Downtown-wide master plan Update (2025), City of Atlanta Strategic Plan

#### **Existing Stakeholders:**

Rialto, Balzer Theatre, Tabernacle, Hotel Investors /Operators (Ellis, Westin Peachtree Plaza, Hampton Inn, Courtyard by Marriot, Holiday Inn Express, Residence Inn, Quality Hotel, Doubletree Atlanta Downtown, Library, Sidebar Restaurant, Gallery 72, Paige Harvey, Scoutmob)

## Recommended Steps of Cultural District Establishment:

### PHASE II – South Broad

**Geographical Boundary:** Marietta(N), Spring (W), Peachtree(E), Garnett (S) + Brotherton (S)

**Plan Objectives:** help create affordable artist housing , address distressed areas surrounding Garnett Station like the Atlanta Detention Center, & Gateway Center, enhance security presence and increase street lighting & Streetscaping

**Already Established Arts/Culture Initiatives:** AICP Community Assistance Workshop, AtlantaPlanit.com created in 2004 by Public Broadcasting Atlanta & (MAACC) , Southbroadatl.com, Elevate, Living Walls, FLUX

**Parking:** 80 acres of surface parking, follow CAP's Downtown Atlanta Parking Assessment (proposals due June 7<sup>th</sup>)

**Housing:** 100 unit Apartment project (41 Marietta), Apartment project (222 Mitchell) – Look into the following locations for artist housing: SoMar Lofts(95 Forsyth), Gordon Lofts (215 Mitchell), Sylvan Factory Lofts (227 Mitchell Street), 75 Marietta Street, Norfolk Southern Building – possible multi-family development

**Existing Stakeholders:** Mammal Gallery (91 Broad Street), Eyedrum Art & Music Gallery (80 Forsyth), Richard Miller (Miller's Rexall – 87 Broad Street), Lunacy Black Market, Creative Loafing.

**Possible opportunities:** American Wing & Deli (anchor restaurant with surface parking next to it), parking regulations in zero lot line districts. Norfolk Southern Building (speculation multi-family development?), Small scale grocery on Broad Street



## Fairlie Poplar / South Broad

Support & Advertise Current Initiatives :

1. First Thursday Arts Walks : Paige Harvey  
Luckie Street Studios, Central Art Gallery, Rialto
1. AtlantaPlanit.com, SouthBroadATL.com
2. C4 / Fuse
3. Mammal Gallery
4. Eyedrum Art & Music Gallery
5. Gallery 72
6. Tabernacle
7. Balzer Theatre at Herren's

\* <http://www.downtownartwalk.org/about>



# Recommendations

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- Designate multiple cultural districts
- Provide permanent funding sources
- Provide affordable artist housing/studio space
- Provide affordable office/retail space
- Embrace/partner with existing initiatives

# WHO: The Perfect Trifecta

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- Non-Profit
  - Administration
  - Management/Cheerleader
- Public Entity
  - Office of Cultural Affairs
  - Facilitation
- Private Partner
  - Funding
  - Implementation

# HOW: Funding Sources

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## General Funding Sources

- Earmarked tax
- Stronger connection to business community
- Historical tax credit
- Small business loans
- Grants

## Arts/Culture-Based Funding Sources

- Original art piece tax abatement within cultural district
- Percentage of construction/permit fees
- Property tax abatement
- Private partnership / new patron for the arts

## Culture Pods

- Interactive app to locate cultural assets
  - Location
  - Age
  - Artistic focus
  - Incorporate parking locations/transit
  - Amenities
  - Will differentiate Atlanta from other cultural districts

# ATL Culture Pod



**Welcome** to your one-stop resource for all there is to know about the City of Atlanta's Arts and Cultural Districts! We invite you to explore, eat, dance and play in one of the South's fastest growing cities. Atlanta is as diverse as the people who live here and offers visitors the excitement of a bustling metropolis as well as the quiet charm of its trendy neighborhoods. Follow us on [Twitter](#) and like us on [Facebook](#) to get the latest information about upcoming events!

## CASTLEBERRY HILL



## EDGEWOOD/AUBURN



## DOWNTOWN



## MIDTOWN



## BUCKHEAD



# Questions

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Thank you.