

# PRELIMINARY FEASIBILITY STUDY & CREATIVE SPACE NEEDS SURVEY SUMMARY FINDINGS

Salida, CO | May 2022

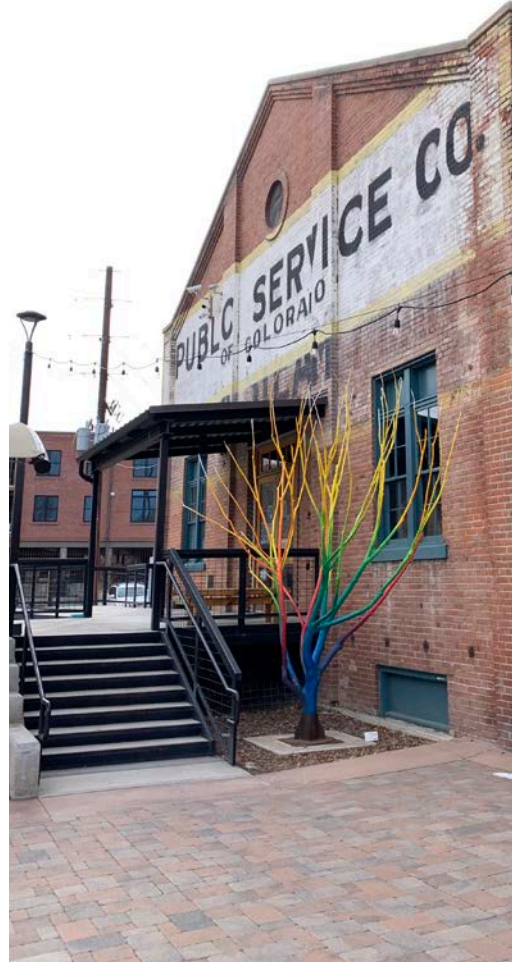


Photo Credit: Artspace



Prepared at the request of the City of Salida & Salida Creative District

# ACKNOWLEDGMENTS

These two studies were made possible by the generous funding and support from the Colorado Department of Local Affairs (DOLA) and the City of Salida. Artspace thanks the City of Salida and the Salida Creative District for their leadership, coordination, and support of these studies. Working in concert, they assembled a Core Group that offered us warm hospitality and invaluable insight throughout our visit. It is a pleasure to work with such a committed group of individuals. We also thank Margaret Hunt, Executive Director of Colorado Creative Industries, who joined us virtually in Salida. Her unwavering support and statewide perspective are instrumental to the Space to Create initiative and to Artspace's work in rural Colorado. We also thank the nearly 400 individuals who, by participating in focus groups, attending the public meeting, or taking the Creative Space Needs Survey made their voices heard over the course of this work.

## SALIDA CORE GROUP

**Michael Varnum** // City Staff - Arts & Culture Director

**Patrick O'Brien** // City Staff - Arts & Culture Supervisor

**Drew Nelson** // City Staff - City Administrator

**Miriam Gonzalez** // City Staff - Management Fellow

**Ken Brandon** // Artist - Salida Council for The Arts President - Local Business Owner

**Lindsey Scot Ernst** // Artist - Jewelry Designer and Silversmith

**Naters** // Artist- Educator- Youth Volunteer- Radio DJ-Cartoonist

**Justin Critelli** // Council Member, local business owner

**Tina Gramann** // Teaching artist- visual, theater; Artistic Director, Salida Creativity Lab, muralist

### For more information about Space to Create and its partners:

- Space to Create, Colorado [www.coloradocreativeindustries.org/communities/space-create](http://www.coloradocreativeindustries.org/communities/space-create)
- Colorado Creative Industries [www.coloradocreativeindustries.org/about](http://www.coloradocreativeindustries.org/about)
- Colorado Department of Local Affairs [www.colorado.gov/dola](http://www.colorado.gov/dola)
- Boettcher Foundation [www.boettcherfoundation.org](http://www.boettcherfoundation.org)
- History Colorado [www.historycolorado.org](http://www.historycolorado.org)
- City of Salida <https://www.cityofsalida.com/>
- Salida Creative District <https://salidacreatives.com/>

## FOCUS GROUP AND PUBLIC MEETING ATTENDEES\*

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Christopher Lambin	Johnna Baughman	Miki Hodge	Tina Gramann
Christy Doon	Julie Mordecai	Nancy Kay	Toni Tischer
Cloey Oleander	Kamber Sokulsky	Nick Ryder	
Cory Riggs (Salty)	Katie Maher	Padgett McFeeley	
Cory Sanger	Kimi Uno	Paprika	

\*Due to the virtual nature of these meetings, this list is to the best of the Core Group's ability and may not include all attendees. We apologize in advance for any omissions.



AMERICA'S LEADER IN ARTIST-LED COMMUNITY TRANSFORMATION

Artspace is a non-profit organization that uses the tools of real estate development to create affordable, appropriate places where artists can live and work. Because Artspace owns each of the projects it develops, we are able to ensure that they remain affordable and accessible to artists in perpetuity. Over the last three decades, Artspace has led an accelerating national movement of artist-led community transformation. While embracing the value the arts bring to individual lives, Artspace has championed the once-radical idea that artists living on the edge of poverty and chronically underfunded arts organizations can leverage fundamental social change. With headquarters in Minneapolis and offices in New York and Washington D.C Artspace is America's leading developer of arts facilities with 58 to date and has served as a consultant to over 300 communities and arts organizations nationwide.

[WWW.ARTSPACE.ORG](http://WWW.ARTSPACE.ORG)



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# I. SPACE TO CREATE

Colorado is a magnet for creative enterprises and creative workers. Indeed, with almost 8,000 businesses and 186,000 jobs, the creative sector is the state's fifth-largest employment cluster with a huge constituency: according to the U.S. Bureau of Economic Research, arts and the creative sector represent 4.3% of the state's Gross Domestic Product (GDP). Space to Create Colorado is a unique public-private partnership administered by Colorado Creative Industries (CCI) that seeks to capitalize on the creative sector's enormous potential to drive economic growth. Artspace has been chosen by CCI as the Space to Create developer for its specific expertise and long track record in mixed-use creative live/work and workforce housing developments. Additionally, Artspace's extensive history working in Colorado communities brings a local understanding and trusted connections to this partnership.

Established in 2015, Space to Create is America's first state initiative for the development of affordable space – housing, work space, and commercial space – for artists, artisans, creative industry workers, creative entrepreneurs, and arts organizations. Its goal is to stimulate economic and community development in small towns and rural communities by providing permanently affordable, financially sustainable space for the creative sector.

With a slight pause during the Covid-19 Pandemic, the Space to Create program is back in action. By 2028, **Space to Create, an initiative of the Governor's Office of Economic Development's Creative Industry Division**, plans to have facilitated the development of nine projects: a demonstration project in Trinidad (now complete), one in Ridgway (now under construction), one in Grand Lake (in predevelopment), plus **six others across the state and selected by Colorado Creative Industries and The Boettcher Foundation with the following criteria in mind:**

- Concentration of creative sector workforce;
- Availability of historic buildings for adaptive reuse, or
- Available property for development;
- Commitment of resources by local government; and
- Demonstrated ability to execute community-based initiatives.

To date, all Space to Create projects have been developed by Artspace, the nation's leading developer of sustainable, affordable space for the creative sector.



Image Source: Artspace





## Space to Create Timeline

Salida, located in the South Central Region, is the fourth Colorado community to participate in Space to Create. It joins Trinidad, Ridgway and Grand Lake in the program.

Each region in the Space to Create program has different community goals and needs that a project like this seeks to address. With a growing creative sector and a thriving downtown commercial district, Salida is facing increasing affordability issues for both housing and commercial spaces. The time is right to address space needs in Salida and ensure there is affordable space dedicated to the creative workforce, who have made Salida a destination in their own right.

The Trinidad Space to Create project (demonstration project in the Southeast region) was recently completed. Trinidad Space to Create transformed an entire block of downtown Trinidad into a dynamic complex of three historic buildings with linked second stories providing 13 affordable live/work apartments for creatives. Six blocks away, a new building added 28 more units of affordable workforce housing. In addition, the City of Trinidad will own, operate, and program 20,000 square feet of community space in the historic Main Street buildings which will include a space for their Creative District, Corazon de Trinidad, working studios, flexible use space and more.

Ridgway (Southwest Region) is under construction after completing the first two steps – a Preliminary Feasibility Study and an Arts Market Study. The downtown site will be a 30-unit mixed-use workforce housing project for creatives and their families with a front door community gallery/exhibition space.

Grand Lake's (Northern Mountains Region) Preliminary Feasibility Study site visit took place in March 2019. An Artspace Consulting team visited the community, toured candidate sites, met with focus groups, and collected information. The project is currently in predevelopment with a candidate site identified downtown.

Salida's (South Central Region) Preliminary Feasibility Study coincided with its Creative Space Needs Survey Launch. The in-person visit took place January 18-20 2022, and the survey was open and available online from January 19-March 9th. The Artspace Consulting team hosted virtual focus groups ahead of the visit, toured candidate sites, creative assets, and met with community members. This report includes findings from the Preliminary Feasibility Study and the highlights of the Creative Space Needs Survey.

## Artspace IN COLORADO

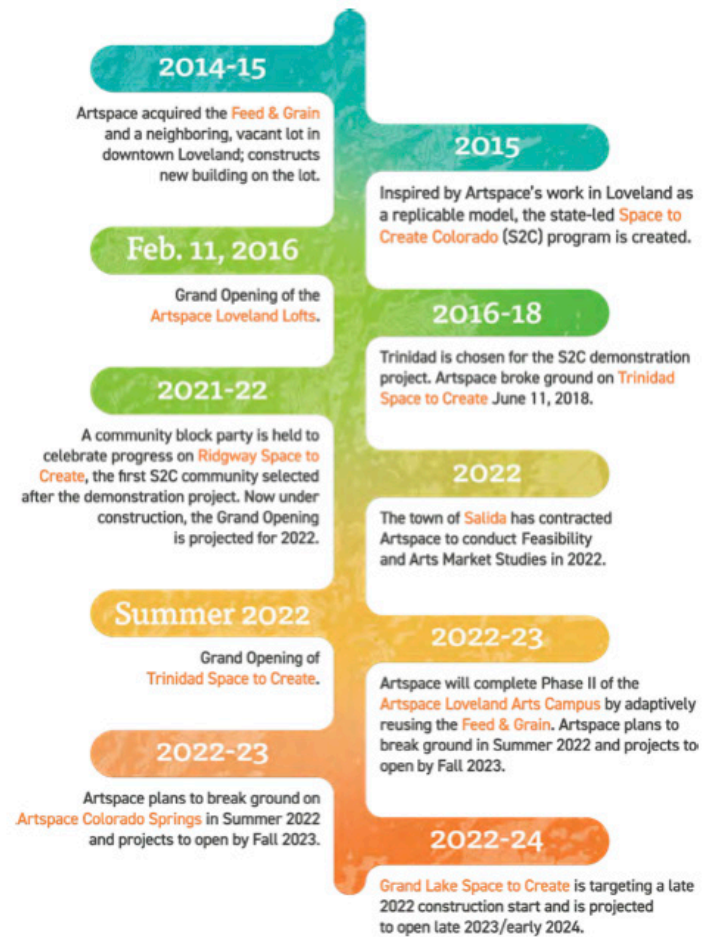


Image Source: Artspace

## II. PRELIMINARY FEASIBILITY STUDY

Successful projects are the result of good planning. For an Artspace project, planning begins with a Preliminary Feasibility Study, the first step in the process of determining how an affordable arts development project can move forward in the context of a community's unique needs, assets, and resources. Central to the study are the focus groups and Preliminary Feasibility Visit. The Artspace Consulting team learns about the creative sector and travels to the community to gather information, connect with stakeholders, and share information about the development process. Due to the continued COVID-19 pandemic, Artspace conducted its focus groups and the public meeting virtually and used the in-person time to work closely with a core group of local leaders to visit existing arts facilities and potential buildings/sites. Artspace's Salida Preliminary Feasibility Visit took place January 18-20, 2022. Artspace was represented by Wendy Holmes, Senior Vice President, Artspace Consulting; Aneasha Marwah, Director, Artspace Consulting; and Andrew Michaelson, Director, Properties. Also in attendance for our first in-person meeting in Salida was Artspace Board Member, Betty Massey. Betty is the President of the Mary Moody Northern Endowment in Galveston, Texas and has a home in nearby Buena Vista.



Photo Credit: Artspace

### Follow Your Heart to Salida

Located in South Central Colorado, Salida is perhaps best known for its mild climate and year-round recreation. Visitors flock to the "banana belt" region for whitewater rafting, fishing, hiking the 14ers, hot springs, mountain biking, and nearby snow skiing at Monarch. This Colorado crossroads city located on the Arkansas River sees upwards of 300,000 annual visitors who head there for the many outdoor offerings and then discover that creativity abounds. Although Artspace is the technical consultant for the State's Space to Create program and therefore is focused on the creative sector, it is very apparent to any outsider that Salida is strongly defined around the arts and its National Historic District with more than 300 intact historic buildings from the turn of the last century. Salida's creative sector is not hidden nor mysterious or underground. Salida shouts creativity and independent businesses as much as it shouts its other natural attributes.

According to the Salida Chamber of Commerce, *"Salida owes its vibrancy as an artsy tourist destination to a small community of artists who settled here in the 1990s following the decline of the railroad and mining industries. As the economic downturn drove away retailers, artists transformed empty storefronts into spacious art studios and galleries. Art lovers will find endless styles of painting, sculpture, pottery, wearable art, photography, jewelry, metal works and wood works in downtown Salida and beyond."*

The strength of the creative sector came through loudly and clearly during our first in-person gathering with the Salida Core Group, when it was proudly proclaimed that the creative economy is still growing and one that is understood as a huge asset and calling card by residents and local government alike. The fact that Salida's Creative District was the first district to be certified in 2012 by Colorado Creative Industries in the Office of Economic Development and International Trade demonstrates Salida's commitment to this work.

### Favorite thing(s) about Salida? One word answers

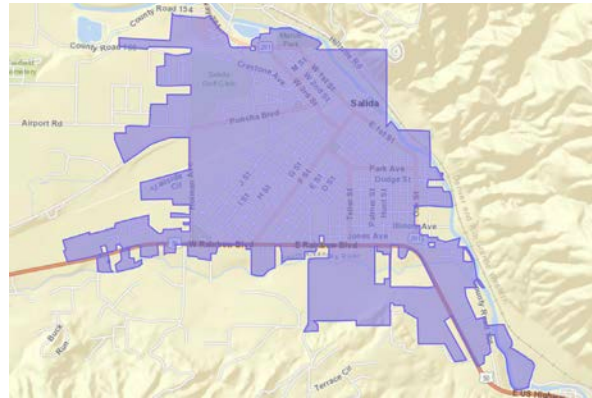


Focus Group Responses, 1.19.22



From the moment the Artspace team set foot in Salida, we could tell people care deeply about the future of Salida and are motivated to improve it. Residents we met ranged from having lived in Salida for 50 years to two years, but all had a similar commitment to their community. Part of that improvement revolves around preserving and creating more affordable space for their creative sector so the “SOHO effect” (creatives being displaced by rising costs triggered by their own community investment) does not drive away creative individuals contributing so much to the local economy. One Core Group member, Naters, likened this to Salida’s need for “*artist preservation*” akin to historic preservation.

The city has seen rapid growth in recent years, and its estimated about 2,000 new residents (+18%) moved to Salida in the past decade. This growth, as well as second homeownership and vacation rentals, have put pressure on the local housing stock. There is a demonstrated need for affordable housing especially by the creatives who’ve called the region home for decades and made it the special and unique place that it is today. It was shared that nearly 200 units of affordable workforce housing are under construction or in the planning stages in and around Salida to help address this issue, but the Space to Create project would be the first to focus on creatives, a large sector of the local economy. A steady growth of 3% year-over-year in creative occupations has occurred in Chaffee County since 2017 with photographers, writers, musicians, and fine artists leading the way.



City of Salida // Image Source: ArcGIS Community Analyst

According to Realtor.com, the median home price in Salida was \$635,000 in 2021, a 28% increase from the previous year. This is a trend across most of the mountainous regions of Colorado and one that is a pressing concern for all current and future Salida residents, particularly those in the creative sectors.

The 2016 *Chaffee County Housing Needs Assessment and Strategy* indicated that rents have risen considerably over the past 10 years. In 2005, average rents were approximately \$500 per month with a ceiling of \$1,000, while current [2016] rental listings in the county average \$1,400 per month. A household income of \$58,200 is needed to afford this, or 120 percent of AMI. Given that this report is five years old, those rents have only continued to increase.

## SALIDA, CO AT A GLANCE

- Population-Full Time (2021 est.): 6,196
- Households (2021 est.): 2,972
- Population, % change 2010-2021: +18.3%
- Est. Population Growth 2021-2026: +6.4%
- Vacant Housing Units, 2020: 15%
- Median Age (2021 est.): 49.2
- Median HH Income (2021 est.): \$59,691
- Median Gross rent, 2020: \$1,034
- Renter-occupied Households (2021 est.): 36%
- Race and Ethnicity (2021 est.) (top 4):
  - White: 91.9%
  - Hispanic/Latino (of any race): 11.5%
  - Two or more Races: 5%
  - American Indian: 1.2%
  - Asian: 1%

## PRELIMINARY FEASIBILITY ENGAGEMENT

During the Salida study, the Artspace team:

- Facilitated six meetings hearing from at least 60 participants:
  - Artists and Arts Organizations Focus Group (Virtual ahead of the visit)
  - Core Group Dinner (In-person at Scout Hut)
  - Equity in Space Leaders (Virtual from the SteamPlant)
  - Funders/Civic Leaders (Virtual from the Steamplant)
  - Public Meeting/Survey Launch (Virtual from the SteamPlant)
  - Core Group Wrap-Up (In person at the SteamPlant)
- Toured potential downtown sites for a Space to Create Project.
- Visited existing art spaces and creative businesses in Salida.

## Community Tour

As part of our orientation, the Core Group took the Artspace team on a walking tour of potential sites (See page 33) and creative spaces. We were able to learn about the local public art initiatives, and visit the robots around town, the new murals, and creative businesses A Church, Howl Mercantile, Wood’s Distillery, Biker and the Baker, the Historic Palace Gallery, The Lobby, and Little Red Hen Bakery, among others. We even met a coffee entrepreneur running a coffee shop from her hatchback sedan, Coffee by Topo. We learned the history of The Salida SteamPlant and Scout Hut and their public programming and enjoyed a visit to Box of Bubbles to hear the local lore.



Photo Credit: Artspace

## Initial Reflections From The Visit

A strong indication of the desire and need for this kind of project in Salida was the number of attendees who participated in multiple meetings facilitated by Artspace during the course of our study. The excitement was palpable in this cool mountain town. At our first in person meeting with the Core Group we asked members to first identify one thing they hope to gain from this project beyond a physical building and at our final meeting we asked them to state one new thing they learned or a new opportunity they saw for their community that came from interactions with their peers through the course of the visit. Their responses summarized were:

- This study and the Space to Create initiative could be part of a local movement to help galvanize the creative community and build bridges to make it stronger.
- Cohesion is important; this initiative gives a focal point to the town.
- Learned that there is a great deal of support from the City and civic leaders to improve and support the creative sector and identity of Salida.



- Met many new artists and learned how wide and expansive the network really is. The arts are a very disjointed community.
- Experienced willingness and positivity from the local community and overwhelming support.
- New comprehensive planning process is about to start. The old one was 14 years ago and the arts sector should be a major part of that thinking.
- Most artists sell their work outside of Salida and would like to have more opportunities at the local/regional level.
- Need for more resources, better communication, artist outreach, staffing, grant opportunities, and social media from the Salida Creative District to reach the area's many artists.
- Many people don't understand that artists are part of the workforce. Example: Teachers are having a hard time finding affordable housing and many teachers are part of the creative workforce.
- The Community Foundation has new leadership which is bringing new energy into the community.
- Salida has a strong history of charitable giving and a project like this could tap into.
- The Historic District was created by civic activism and is a very proud point of downtown. A Space to Create project must be in downtown.
- The Creative District needs a new strategic plan that focuses on strategies to retain the creative community.
- There is a need to create an updated artist directory and artist resource information.
- Local creative space initiatives can fill some of the underutilized spaces in town.

## Investing In Creative Industries

In addition to the information we gathered during our Preliminary Feasibility Visit, this report is informed by Artspace's experience working in other communities that have invested in affordable facilities for creative workers, as well as artists and arts organizations. The following thoughts provide context for evaluating the feasibility and demonstrating the importance of creative spaces in Salida. Mixed-use arts facilities with long-term affordability have been shown to:

- **Generate economic revitalization and development.** Every project provides job opportunities before, during, and after construction.
- **Preserve old buildings, stabilize neighborhoods, and revitalize vacant and underutilized properties.** They help preserve cultural heritage by providing places where cultural art forms can be passed from one generation to the next.
- **Catalyze private and public investment,** such as façade improvements and general beautification in the surrounding area.
- **Create community spaces that give the public opportunities to interact with the artist tenants** through gallery events, demonstrations, performances, and installations. They also provide opportunities for other local artists to showcase their work.

### CORE GOALS

At the heart of every Artspace development are these goals:

- Meet the creative sector's space needs
- Ensure long-term affordability
- Reflect the unique culture and character of the community
- Include diverse BIPOC voices at the table
- Exemplify sustainable and efficient design
- Operate in the black

- **Support independent artists who are, in effect, cottage industry owner-operators,** for they generate economic activity by selling products or services, purchasing equipment and supplies, and paying taxes.
- **Build community.** Artists and creatives are active neighbors and community members. Many collaborate with the educational, cultural, and business communities, such as teachers, community conveners, and volunteers.

## The Artspace Approach

Over three decades and more than fifty-seven projects, Artspace has identified six criteria that are essential to successful community-led development of an arts project. These elements provide a sturdy framework for assessing the feasibility of a proposed project and helping community leaders plan for successful, affordable, mixed-use facilities. They are:

**ALIGNMENT WITH BROADER COMMUNITY GOALS.** Successful creative space projects are more than the sum of their parts. A project can help achieve other civic goals, such as economic development, transit-oriented development, or historic preservation. In our own projects, we actively seek out strategies and partnerships that can leverage impact. During our focus groups, we asked community members to identify their top priorities.

**PROJECT CONCEPT.** How will the spaces be used? Although many communities have a well-developed project concept in mind before embarking on this study, we take nothing for granted. The first thing we ask creatives and stakeholders is: "What kinds of creative spaces does your community need and want?"

**CREATIVE SECTOR.** Is there a sufficient market to support a creative space facility? To find out, we collect qualitative data through focus group meetings and much more is covered on this in Section II. Creative Space Needs Findings. We also delve into ways to better support and bolster the creative sector in a given community.

**LOCAL LEADERSHIP.** Are there leaders on the ground who are willing and able to advocate for the project, open doors, and keep lines of communication flowing between developer and community? Leaders can come from all sectors, from elected officials to business leaders to artists to ordinary citizens who are passionate about making their community a better place to live, work, and create.

**FUNDING AND FINANCING.** Creative space facilities typically represent significant investments of civic resources. Although a variety of state and federal programs can be used to generate revenue for construction, Artspace relies on local funding and financing programs to support predevelopment expenses and gap funding. The Preliminary Feasibility Study considers the community's interest and capacity to commit resources to an arts facility and identify statewide Space to Create resources.

**SITE ANALYSIS.** During a Preliminary Feasibility Study, our goal is to identify candidate sites for further study. The factors we consider include location, size, ease of acquisition, and potential for sustained positive impact. As a project moves forward, candidate sites will be evaluated in the context of deeper understanding of local development priorities and funding sources.



Artspace Tannery Lofts, Santa Cruz, CA // Photo Credit: Artspace

## Commitment to Equity in Creative Space

At Artspace, we are committed to using our platform as consultants and nonprofit developers to elevate the voices of those who all too often are not included in real estate decisions. Every community has room to improve in addressing diversity, equity, inclusion, and access (DEIA) issues, and Salida is no exception. Creative space is not developed in a vacuum, and communities like Salida have historic imbalances of power and instances of racism that need to be further addressed for all parties to truly feel welcome in any future community driven space.

One method we used to identify DEIA challenges in Salida was by inviting creatives and cultural leaders who identify as BIPOC – Black, Indigenous, or a Person of Color – or LGBTQIA+ to share their challenges and issues around creative space in Salida and offer their perspectives. Partnership for Community Action (PfCA) was integral to this conversation, the organization advocating and building a rural queer network by bringing different ages and voices to the table for this conversation. Reflections from those conversations are included throughout the report, most notably in the section devoted to alignment with broader community goals section.

## III. FINDINGS

### Alignment with Broader Community Goals

It cannot be stated too often: good projects are more than the sum of their parts. In addition to providing permanently affordable housing for artists and their families, Space to Create live/work and mixed-use projects help communities address a variety of other civic goals, such as revitalizing historic neighborhoods, preserving important buildings, and fostering economic development.

In Salida, we asked about ten overlapping goals a project like this can address and asked the participants to choose their top three of most importance.

FOCUS GROUP ALIGNMENT WITH BROADER GOALS RESULTS			
Community Goal	Arts/Org (Virtual)	Civic Leaders (Virtual)	Total
Preserving Affordability	18	12	20
Supporting Rural Creatives and Art Forms	16	6	22
Supporting a Diverse Cultural Community	9	6	15
Anchoring a Creative District	9	6	15
Sustaining Creative Businesses and Nonprofits	4	6	10
Activating Vacant Lots	4	2	6
Increasing Residential Density	2	3	5
Downtown Revitalization	2	1	3
Historic Preservation	2	0	2
Promoting Tourism	0	0	0

An interesting point came across in these conversations that no one from either group chose “Promoting Tourism” as a goal. It was mentioned that Salida already does tourism very well and a Space to Create project should first and foremost be about preserving affordability for existing residents and not about raising visitorship numbers.

The top four broader community goals were:

- **Preserving Affordability.** As mentioned earlier, the pressure is on for real estate in both the commercial and housing sectors. Anecdotally, it was mentioned that the rise in work from home capabilities and others wanting an escape from bigger cities have relocated to Salida, subsequently driving costs up. Chaffee County has a number of affordable housing developments underway that can help relieve some of this pressure, but like any great place to live with so many wonderful recreation opportunities and a great community, we don't see this need waning.
- **Supporting Rural Creatives and Art Forms.** Salida has a number of unique art forms, the Salida Circus, Ballcano, FibARK Festival, The Steamplant to name a few, that take a lot of community involvement and effort to sustain. The Salida Creative District has the opportunity to be a connector, programmer, and advocate for more funding and assistance to this sector. A dedicated space in a Space to Create Project can help provide this.
- **Supporting a Diverse Cultural Community.** While not the richest area in terms of diversity, the arts community is very open to celebrating diversity and would like to find more ways to support it. The Salida Lunar New Year and Asia Fest, put on by our Core Group member Tina Gramann, is a great example of the community accepting diversity and celebrating it through the arts.

Local business owner Kimi Uno is also working on Asian diversity initiatives to uplift diverse voices and highlight BIPOC artists in her stores. PfCA has nurtured and grown a large network of rural queer advocates, and including their voices at the table in any programming will be important to reach this goal. Partnership with organizations, nonprofits, and schools who serve the hispanic community in Chaffee County would also be another inroad for this. Specifically, the Boys and Girls Club of Salida and Buena Vista would be a prime partnership to develop and expand creative programming at the youth level of this community.

- **Anchoring a Creative District.** A new development dedicated to artists and creatives would really enhance the offerings of the Salida Creative District and demonstrate the commitment from the civic sector. The Colorado Creative Industries Guidebook, Call Yourself Creative is also a great resource to review for the Core Group and other interested artists in broadening the reach of the Creative District. A development project could be an anchor to create more of a sense of place and add significant year-round art activity offerings. Residential artist tenants are many times their own cottage industries and support other local businesses through the purchase of materials and offerings of services, classes, workshops, and arts retail, as well as coordinating art crawls and exhibitions/events/performances.

A few write-in comments that are worth noting during the goals exercise were that a Space to Create project could help develop a city identity and strengthen community ties.



Howl Mercantile and Coffee, Salida, CO // Image Source: Artspace



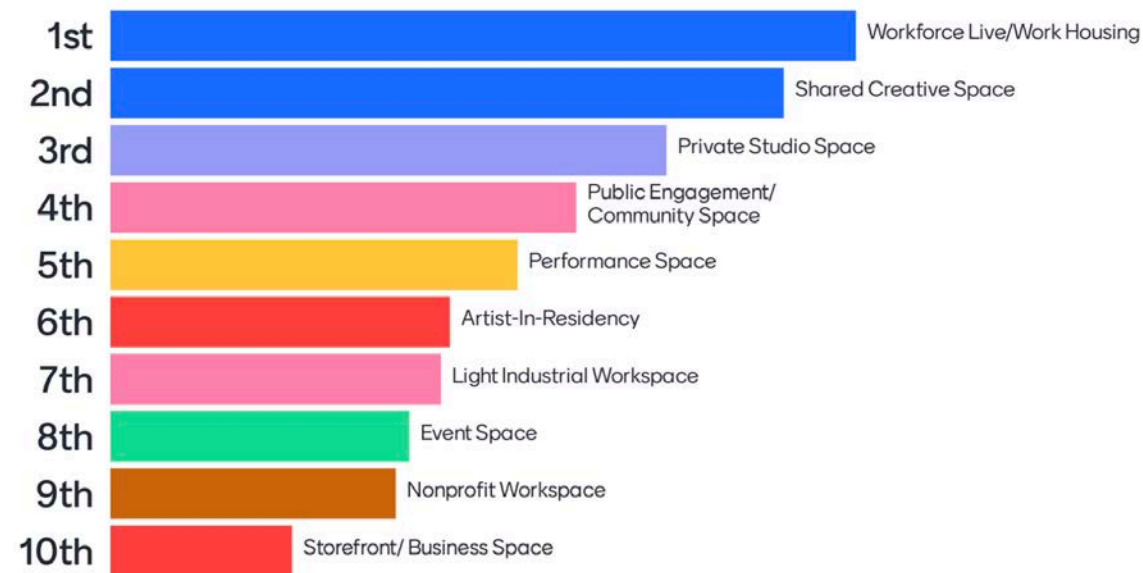
## Project Concept

Some communities are clear about what they hope to achieve; others are starting from scratch. They look to Artspace to guide them through the process of determining whether a new facility makes sense for them – and, if so, what kind of space. While the space needs of creatives in each community are different, Artspace has learned from more than 30 years of conversations with artists, arts organizations, and creative businesses and entrepreneurs that there are commonalities across the types of spaces that are needed to live, create, and present creative work. Although affordable live/work space for artists is central to most Space to Create projects, residential projects are not necessarily the right fit for every community.

Artspace looks at the needs and goals of the creative sector, the will and resources of the private and public sector, and any well-aligned opportunities that may drive the project concept(s) in a particular direction. In Salida, a Space to Create project is desired, but what spaces it exactly constitutes comes from community input.

## Priority Concepts

The first questions Artspace asked in the first focus group were, “What kind of creative spaces are in your community?” and “What additional spaces are needed and/or wanted?” Artspace also asked the Equity in Space leaders how they would like to be included in the conversation around any new creative space that is developed in Salida.



The 28 attendees prioritized the type of artist/creative space they would like to see in Salida. There was strong interest in workforce live/work housing, shared creative space, and public engagement/community space. Many of these uses can be accommodated in the ground floor of a mixed-use project.

The Creative Space Needs Survey had 319 respondents. The survey asked about interest in Live/Work Housing, Private Studio Space and Shared, Specialized Creative Space. Respondents expressed interest in all three space types, in the following order of interest:

1. Shared creative spaces: 180 respondents (56%)
2. Private studio workspace: 106 respondents (33%)
3. Live/Work housing: 72 respondents (23%)

Here's a more detailed look at the top space categories identified in the focus group and the market survey:



**WORKFORCE LIVE/WORK HOUSING** is residential space where creatives can work as well as live. Artspace live/work units meet standard residential codes and are somewhat larger (100 to 150 square feet) than typical dwelling units. They are rental units typically financed in part by federal Low Income Housing Tax Credits and subject, therefore, to certain restrictions. A common restriction limits units to households whose annual incomes are between 30% and 60% of the Area Median Income. Artspace live/work units include such artist-friendly design features as durable surfaces, large windows, high ceilings, and wide doorways.



**SHARED, SPECIALIZED CREATIVE SPACE** offers shared equipment, education, and community for working creatively and/or making things. These spaces usually are run by nonprofits or businesses and can be accessed through a membership basis. They can include co-working and makerspaces and can be designed for specific purposes such as ceramics, 3D printing, community kitchens, and woodworking. These types of spaces provide access to space and/or equipment that is expensive, impractical, or in some cases hazardous. Interest in these types of spaces has increased nationally in the last few years and there are many examples around Colorado. Shared creative space is a growing trend that is rooted in many traditional and contemporary art forms. The market survey Technical Report offers more information about the types of spaces and equipment creatives would like to access.



**PRIVATE STUDIO SPACE** is commercial space specifically designed for the creation or practice of art. Studio space can be rented under an annual lease agreement or on an occasional or short-term basis by individual artists or small businesses. Uses can include fine arts studios, industrial work space, teaching, offices, recording studios, soundproof rooms, etc. The market survey Technical Report offers more information about the types of uses interested creatives have in mind for private studio space. Keeping the sizes and price points flexible ensures greater market applicability. The basement space at The Lobby Gallery and the T-REX spaces could both serve this need.

**PUBLIC ENGAGEMENT/COMMUNITY SPACE** was identified in more than one discussion as a kind of space that Salida lacks. Space to Create residential projects invariably have community rooms that serve this function not only for residents but for the surrounding neighborhoods as well. In our projects around the country, Artspace has also welcomed many coffee shops that serve as informal meeting spaces. The Scout Hut is one such space that exists in Salida for a fairly affordable rate of \$50/hour. The Creative District can help market and make sure local groups are aware they can rent this flexible space.

**PERFORMANCE SPACE** serves organizations and individuals looking to rent space for private events, performances, rehearsals, or community gatherings, usually for a fee or hourly rate. A typical space could take the form of a proscenium theater, black box, concert hall, or flexible event space.

The SteamPlant has an active theater space and flex space as well as A Church. Any new performing space would have to be substantially different from these existing spaces. If the focus is on rehearsal space specifically, that could be one such differentiation.



## Other Spaces of Interest

We also asked what other spaces the community wanted and had a discussion. Although no project can be all things to all people, understanding how the community views these concepts is extremely valuable in understanding the breadth of space needs. Some spaces like this may already exist that other creatives do not know about. They mentioned and wrote-in the following:

- 3d printing
- Equipment resources + communal spaces
- Dedicated gallery focused on local artists living and working in the area
- Community gallery space
- Collaborative/Communal space
- Computers with large screens with digital design and editing software, scanners, printers, etc.
- Dedicated gallery
- Dance space
- Practice space
- Digital Media Spaces/ Audio Visual studio
- Functional sculpture garden
- Specialized equipment library
- Community gallery space
- Gallery for multiple artists
- Industrial kitchen
- Performance space with large audience capacity, state of the art lights/sound and a wood floor
- Gymnastics/gym space
- Kid friendly creative space
- Library of musical instruments or artist supplies
- Makerspace for visual artists
- Space similar to Lighthouse Denver for writers
- Space for Upcycled / repurposed / recycled materials supply
- Museum dedicated to local and regional artists
- Multi-story performance space for circus arts
- Non-profit gallery
- Outdoor popup venue, as in First Friday art fest
- Places to work together
- Rehearsal spaces
- Short-term rental to spread out and create / community space with materials
- Space for lending out shared equipment with storage and maintenance space
- Space where knowledge within the community is readily shared and received
- Supply storage for various arts. (Costumes, art supplies)
- Teaching space (focused on kids)
- Versatile space for multifunction, like Gallery/ Theater/ Performance/ Class
- Welding
- Workshop space for community and artists
- Woodworking

Identifying a person or organization to manage and actively program any future nonresidential space in a Space to Create project, is important to the long-term success whether it be the City, a nonprofit, or creative businesses. In the short-term the City/Creative District should carefully look over this list and matchmake where some of these concepts could work locally in existing spaces.

Many of the kinds of spaces mentioned above can also be created beyond a Space to Create development by local entrepreneurs and developers. One example would be for a local nonprofit or artist/creative coalition to lease the T-REX available spaces from the Episcopal Church of the Ascension Church at 4th and E Streets. These spaces are flexible and could be used for dedicated studios and/or teaching, or rehearsal space. The Chaffee County Community Foundation could possibly be a fiscal sponsor of a group of artists in this instance. This would be a great shorter-term project while a Space to Create Project is in the works.

## Survey Findings

The Creative Space Needs Survey delved further into these preliminary project concept findings and space needs and quantified the market demand from creatives. This data is also intended to build confidence for local developers and interested business owners to create these sorts of spaces. See Page 35 for the Summary Findings. The supplemental data for the Creative Space Needs Survey provided to the Creative District also contains a wealth of information on what specific uses and spaces the community would like to see.

Activities in Proposed Project	TOTAL RESPONSES		
	#	% of Responses	% of Responses
Workshops (art making, creating, etc.)	223	29%	70%
Masterclasses	111	14%	35%
Pop-ups (maker/art vendors, etc.)	111	14%	35%
Health/Wellness	64	8%	20%
Artist-in-Residency	63	8%	20%
Networking Events	55	7%	17%
Youth Art Classes	54	7%	17%
Business Support Workshops	50	6%	16%
Something Else	23	3%	7%
Not interested in participating in programs or activities at the project	20	3%	6%
<b>TOTAL RESPONDENTS</b>	<b>319</b>		
<b>TOTAL RESPONSES</b>	<b>774</b>	<b>100%</b>	

Considering that a Salida Space to Create project could also have public programming space we asked survey respondents what programs or activities would you (or your family) most participate in, if offered at a space in the proposed project? 70% of respondents would participate in workshops (art making, creating, etc.). Incorporating this sort of space would be ideal.



Box of Bubbles, Salida, CO // Image Source: Artspace



### CASE STUDY: SHARED CREATIVE SPACE

#### DEPOT ART CENTER // STEAMBOAT SPRINGS, CO

The Steamboat Springs Arts Council (now Steamboat Creates) was established 50 years ago. The founders launched a "Save the Depot" campaign in 1980 and saved the historic Depot building from being condemned, while rehabilitating it for use as a full time community arts center. The building was officially named Eleanor Bliss Center for the Arts in 1989 and is now referred to as the Depot Art Center. Steamboat Creates offers a vast variety of programs for their community. From the Pivot Point program that empowers individuals to the Business of Art program that provides creatives tools to take their business to the next level. The facility rental rates start at \$140 and they have a wonderful *shared calendar of all the events and classes* happening at the facility. The *opportunities section* of their website can be helpful for Arts and Culture Salida to incorporate. It includes a mention of available grants, resources, how to submit for mural/public art calls, how to become a festival vendor, host a class, have a gallery show etc.



Image Source: yellowplace.com and steamboatcreates.org

### CASE STUDY: NONPROFIT PRIVATE STUDIO SPACES

#### COTTONWOOD CENTER FOR THE ARTS // COLORADO SPRINGS, CO

This ten year old nonprofit arts complex holds 80 studio artists, gallery spaces, a theater and classrooms. It is an anchor of downtown Colorado Springs with its numerous community offerings. 75,000 visitors took a class in 2019 at the center. Artists with year-long leases range from \$250-\$1,500/month, depending on the size. There is a waiting list of over 300 for space. Given the demand in Salida, we can see a similar model working well on a smaller scale.



Image Source: cottonwoodcenterforthearts.com



### CASE STUDY: SHARED MULTIDISCIPLINARY CREATIVE SPACES

#### GUNNISON ARTS CENTER // GUNNISON, CO

The Gunnison Arts Center is a multidisciplinary space exemplifying shared creative space. While the Creative District was only recently officially recognized as a Creative District through Colorado Creative Industries in November of 2021, this space has been in operation since 2000. The 12,000-square-foot facility is a community arts center dedicated to exhibiting and developing visual, literary and performing artists in the Gunnison Valley. With three gallery exhibit spaces, a gallery shop, a dance studio, a 72-seat community theater/stage, a clay center for ceramics, meeting rooms and a visual arts classroom all under one roof.

They have also incorporated their Friday Art Walk into their programming. The building was built in 1882 as the Denver & Rio Grand Railway Express depot and European Hotel; it was purchased in 1992 by the Gunnison Council for the Arts through the generous support of Gunnison citizens, private foundations and other philanthropists and took four years to complete. While available for rentals the website emphasizes that this space is meant as a community arts center first and foremost and their programming takes precedence over rentals.

Image Source: Matt Burt and Gunnison Art Center Facebook



## Creative Sector

One goal of the Preliminary Feasibility Study is to obtain qualitative data from creatives and others familiar with the local arts scene. The conversations that develop through the tour, focus groups, and Core Group discussions all help frame Artspace's understanding of the arts scene and whether or not there is grassroots support for a Space to Create project and the proposed location(s).

Artspace intentionally keeps its definition of a creative broad to be as inclusive as possible. Residents of Artspace buildings range from veterans, formerly homeless, retirees, service workers, teachers, parents – and they also happen to be creative. They are likely to earn a portion of their income from something other than their art. In fact, a look across the forty Creative Space Needs Surveys that Artspace has completed in the past 15 years shows that only about 10% of artist respondents make 75-100% of their income through their art.

### WHO IS A CREATIVE?

Artspace's definition of a creative is very broad. An "creative" is a person who has a demonstrable commitment to the arts or a creative pursuit? While the term is broad and varies from community to community, if affordable housing is utilized in a project, all "creatives" must still qualify for that housing by income. A creative is:

- A person who works in or is skilled in any of the fine arts, including but not limited to **painting, drawing, sculpture, book art, mixed-media and print-making.**
- A person who creates imaginative works of aesthetic value, including but not limited to **film, video, digital media works, literature, costume design, photography, architecture and music composition.**
- A person who creates functional art, including but not limited to **jewelry, rugs, decorative screens and grates, furniture, pottery, toys and quilts.**
- A performer, including but not limited to **singers, musicians, dancers, actors and performance artists.**
- In all culturally significant practices, including a **designer, technician, tattoo artist, hairdresser, chef/culinary artist, craftsman, teacher or administrator** who is dedicated to using their expertise within the community to support, promote, present, and/or teach and propagate their art form through events, activities, performances and classes.

## Creative Sector Profile

During the virtual Creatives and Arts Organizations Focus Group participants discussed their creative space needs, current creative assets, and other challenges and opportunities for Salida creatives. Artspace uses this information to assess the feasibility of a Space to Create project as well as set the stage for the quantitative Creative Space Needs Market Study.

The artists we met in Salida represented a varied cross-sector of the creative fields. They included painters, a film executive, theater artists, theme park entertainers, a Burning Man artist, dancers, a docent, writers, an audio engineer, film designers, muralists, a stage combat instructor, a silversmith, a conservationist, creative business owners, a wedding designer, photographers, a beatnik poet, a GI Joe dolls photographer, a cartoonist, circus artists, an illustrator, a daydreamer, arts supporters, a distiller, jewelers, and arts administrators.

### CREATIVE ASSETS

We asked participants to identify the area's existing creative and arts assets, and we were pleasantly surprised by the number and range of assets that exist.

- A Church
- Alpine Orchestra
- Articipate
- Box of Bubbles
- Coletrain music academy
- Drama Team at High School
- F Street Businesses
- Ghost murals and murals
- Heart of the Rockies Wedding Association
- Historic Walking Tours
- Many independent galleries
- Monthly Creative Mixers
- Morning draw Tuesdays and Thursdays
- PfCA
- Public Art
- Public Arts Commission
- RockSkool
- Salida Circus
- Salida Council for the Arts
- Salida Creative District
- Salida Creativity Lab
- Salida Soup Fundraisers
- Sanctum
- School District Art Programs
- Studio tours
- Sventastik
- The SteamPlant

Many participants did not know that all of these spaces and creative assets were in their own community. Mapping them for a visual representation could be a powerful tool to demonstrate the strength of the creative community. We know this list is only a small sampling. The Salida Creative District website mentions there are over 230 locally-owned services, healing arts, nonprofits and other businesses within the downtown Salida Creative District boundaries. Many of them qualify as "creative". Appendix B also includes a list of respondents' businesses in Salida.

The Salida Creative District has an opportunity to build more awareness by creating a more visually appealing map, better signage, and Creative District markers downtown to elevate and promote the District. It was mentioned to Artspace that many local creatives do not know what the Creative District means or what it does, nor where the boundaries are of the District. Upon further research, this was the only map we found of the twenty-block Creative District from the Salida Art Walk website. The district boundary is shown in teal on the map on right and the downtown historic district is in yellow.



Existing Salida Creative District and Historic District Map // Source: Salida Art Walk





## Core Group

In Salida, having the City's Arts and Culture Department and City Administrator Drew Nelson lead this effort showed the City's commitment. Micheal Varnum and Patrick O'Brien together have years of experience in Salida and have led the Salida Creative District and Salida SteamPlant and its multifaceted programming. They assembled an impressive group (see Page 2 for full list) that had representation from City Council (Justin Critelli), and the local arts scene (Tina Gramann, Ken Brandon, Lindsey Scot Ernst, and Naters) that all added tremendous context, history, and value to the team.

This team was also responsible for the launch and marketing of the Creative Space Needs Survey. They did a tremendous job creating new and unique content and reaching creatives in Salida, resulting in **319 responses** to the survey.



Image Source: Space to Create Salida Instagram

## Civic/Finance Leaders

Beyond the Core Group, participants at the Civic/Finance Leaders Focus Group included representatives from the following:

- High Country Bank
- Chaffee Housing Authority
- Mayor, City of Salida
- Salida Chamber of Commerce
- Chaffee County Economic Development Corp
- Department of Local Affairs (DOLA)
- Ark Valley Voice
- Chaffee Housing Authority
- City of Salida

It was noted that the community's overall lack of affordable housing, both for-sale and rental, is a challenge to keep creatives in Salida. They also underscored their commitment to downtown, its walkability, and history. Our overall impression is that there is the political will, know-how and resources to move a project forward. In fact, the current leadership feels poised to take on a project at the size and scale of a typical Space to Create project.



One missing link was a strong connection to leaders of nearby communities, a project like this would also serve creatives in both Buena Vista and Poncha Springs. Since this visit and meetings also served as the launch of the Creative Space Needs Market Study, having representatives from the larger area would have been beneficial for marketing the survey.

## Potential Partnerships

Both formal and informal partnerships can help a Space to Create project address multiple community goals. We rely on local leaders to bring important opportunities for such partnerships to our attention and to make meaningful introductions. Identifying partners can mean many different things at this phase of the study. These groups/organizations/entities could be eventual users, programmers, tenants, activators, and in the short-term help with survey marketing. Any Space to Create project relies on the local creative community to activate new space, so identifying partner organizations early on to bring into the conversation around space is a first step.

Focus group participants and Core Group members were asked to identify **potential partners** that could enrich an arts facility project or be complementary. They identified the following:

- Articipate
- Bones
- Box of Bubbles
- Boys and Girls Club
- Central Mountain Small Business Development Center
- City of Salida Recreation Department
- Colorado Mountain College
- Chaffee County Community Foundation
- Creative Aging Programs
- DOLA
- Chaffee County Economic Development Corporation's entrepreneur program
- Central Mountain Entrepreneurs
- Educational institutions
- Film commission
- Film Makers
- Libraries
- METAB
- PfCA
- Pike-San Isabel National Forests
- Public schools
- Rotary clubs
- Rural Economic Development Initiative
- Salida Circus
- Salida Creative District
- Salida Council for the Arts
- Salida School District
- Salida Montessori School
- Salida Studio Tour
- Sanctum drawing school
- The Lobby Gallery
- The SteamPlan

## Community Planning Priorities

In the Civic and Finance leaders focus groups, Artspace asked about other civic planning priorities that a project like this should take into consideration. Salida's Creative District Strategic Plan update is planned for later this year and the City plans to add a new community liaison position for the Salida Creative District. Locally, the city is working on an update of the land use code and planning for projects to utilize their American Rescue Plan Act (ARPA) Funds. There are many new LIHTC affordable housing projects in the works, and the city is working to acquire a dilapidated site in downtown, which has Space to Create potential and discussed more in depth in the potential sites section.



## Funding and Financing

When considering financial feasibility and return on investment, Artspace takes into consideration the multiple points of impact of a potential project. Returns on investment can include not only affordable housing but also blight remediation, adaptive reuse of historic buildings, and infrastructure investment in the cultural economy.

In addition to these sources, mixed-use arts projects of the kind Artspace has developed over the years can tap into several federal and state funding programs. Among these are Low Income Housing Tax Credits (LIHTCs), a federal program established in 1986 to encourage the development of affordable housing. This program, and others like it, exist to encourage the development of affordable housing, rehabilitation of historic buildings, economic revitalization of neighborhoods, and other public purposes.

Artspace has experience with Colorado's funding tools for mixed-use affordable housing projects. However, each town and county is unique in its approach and in the sources available for important "gap" funding. The Civic/Finance Leaders Focus Group meeting with members of the local and regional financial sector is a first step to identifying potential local public and private resources.

In Salida, the group was quick to grasp that every Artspace project relies on a mix of national, state, and local funding. The group was very engaged and optimistic. Its members clearly understood that it will take a creative "out of the box" approach to fund a project in Salida.

Even LIHTC projects have funding gaps, which typically amount to about 40% of the total project cost. Other sources from public programs, such as Community Development Block Grants and HOME funds, can help close the gap but are not typically available in towns and counties of Salida's size. Additionally, Artspace relies on the philanthropic community for the final dollars and seeks those dollars in collaboration with the community. Philanthropy comes in the form of gifts from foundations, corporations, and individuals.

In every case, an Artspace project must be prioritized by civic leadership for the development sources to be secured. Project partners undertake a tandem effort to identify and secure the necessary predevelopment funding. Strong town and state leaders can often identify and prioritize funding for projects that align with their community goals.



SteamPlant, Salida, CO // Image Source: Artspace



The Lobby Gallery at the Palace Hotel, Salida, CO // Image Source: Artspace

## Public and Private Funding Opportunities

During our Preliminary Feasibility Visit, Artspace discussed the following potential funding sources. We know about and have used many of the sources below for our mixed-use live/work projects in Colorado, now numbering three completed projects in Loveland (Phase 1), Trinidad and Ridgway (both in the Space to Create program) with three more in development in Grand Lake (Space to Create), Loveland (Phase 2) and Colorado Springs. Artspace has also become aware of new potential funding opportunities through the American Rescue Plan Act (ARPA), additional funding programs within the Department of Local Affairs (DOLA) and through the State's Community Revitalization Fund (CRF), a \$65 million funding source for creative sector projects that may be renewed at some level during the 2022 legislative session.

**Low Income Housing Tax Credits (LIHTC)** can generate up to two-thirds of the construction revenue needed for a typical Artspace live/work project. LIHTCs come in two versions: 9% and 4%; the former are highly competitive, the latter are easier to obtain but generate less revenue. In Colorado, LIHTCs are administered by the Colorado Housing Finance Agency (CHFA), an agency we know through our projects in Loveland, Trinidad and Ridgway, all of which secured 9% LIHTC funding.

2021 FIGURES FOR CHAFFEE COUNTY, CO			
Area Median Income and Rent (Only for Live/Work Space) - 4-Person AMI: \$72,800			
HOUSEHOLD SIZE	INCOME (30-60% AMI)	# OF BEDROOMS	MAX. RENT (30-60% AMI)
1	\$15,450-\$30,900	Efficiency	\$772
2	\$17,640-\$35,270	1	\$827
3	\$19,860-\$39,720	2	\$993
4	\$22,050-\$44,100	3	\$1,146

Source: novoco.com

**Historic Tax Credits (HTC).** To qualify for the federal program, a property must be listed on the National Register of Historic Places either individually or as a contributing member of a designated historic district. In Colorado, a state HTC program provides additional funding for projects that qualify for federal credits. The Colorado Office of Economic Development and International Trade (OEDIT), of which CCI is a part, administers both the federal and state historic tax credit programs.

**The State Historical Fund** provides grants for the preservation and renovation for historic projects through History Colorado.

**Community Revitalization Grant** is a new funding program for the State of Colorado and provides \$64 million to 34 projects across the state in 2021. This one-year program is being considered for legislative renewal during the 2022 legislative session. The Colorado Community Revitalization Grant provides gap funding for projects in creative districts, historic districts, main streets or neighborhood commercial centers. This grant will support creative projects that combine creative industry workforce housing, commercial spaces, performance space, community gathering spaces, child care centers, and retail partnerships for the purpose of economic recovery and diversification by supporting creative sector entrepreneurs, artisans, and community non-profit organizations. Awards can be made in communities up to \$5 million per city/town and/or project. Both Jane's Place (\$1.3 M) and the Salida Circus Outreach Foundation (\$450K) received grant awards from this new and unique program.

**The USDA Rural Loan** program has several low-interest loan and grant programs for which mixed-use affordable housing projects may be eligible. Areas of interest include business development, housing, technical assistance for job relocation, and capacity building. For example, the program for community facilities offers 30-year loans at a 2.75% interest rate.



**American Rescue Plan Act (ARPA):** Municipalities and Counties received federal funding for a variety of broadly defined infrastructure improvements which can include affordable housing. Artspace recently received an allocation of \$5 million in ARPA funding through the State of Colorado for its 55-unit affordable housing project for creatives in Colorado Springs.

**Enterprise Zone Tax Credit Program**, managed by OEDIT, includes a 25% tax credit for individual donors making contributions to charitable projects located in an Enterprise Zone. This program is not a revenue source but an incentive for private contributions. Artspace used it for the first phase of its Loveland project and is using it again for Phase 2 of the Loveland project restoring the historic Feed & Grain building. This is a major incentive for individual contributions.

**DOLA (Department of Local Affairs)** has grant and loan programs that may be applicable from both the Division of Local Government and the Division of Housing. These programs can be used for community facilities, affordable housing, technical assistance, business development, job creation and more. These include Energy/Mineral Impact Assistance Fund (EIAF), Rural Economic Development Initiative (REDI), and Community Development Block Grants (CDBG). DOLA has been a major funding source for predevelopment for the Space to Create projects in Trinidad, Ridgway and Grand Lake. Because of the State's surplus and additional federal funding, DOLA has new and increased funding opportunities that could also apply to Space to Create projects.

**Federal Home Loan Bank** – Topeka is one of twelve government-sponsored Federal Home Loan Banks that provide equity to support housing financing and community investments.

**Colorado Office of Economic Development and International Trade (OEDIT)** provides financial and technical assistance for small business development, employee owned businesses, Enterprise Zone tax credits, Opportunity Zone technical assistance and guidance for tax credits for private investors, funding for creative districts.

**Marijuana Excise Tax Advisory Board (METAB)** grant program for which affordable housing is also a priority. Grants are made up to \$25,000.

**Colorado Creative Industries in OEDIT** provides additional funding for predevelopment for the Space to Create projects across the state.

**Chaffee County Economic Development Corporation** can assist with navigation of State and Federal loan programs and it was mentioned they have issuing authority of Private Activity Bonds.

## ARTIST PREFERENCE IN AFFORDABLE HOUSING

Artspace live/work projects are unlike most affordable housing in that we use an "artist preference" policy to fill vacancies.

For each project, we appoint a committee that includes diverse artists who are not applying to live in that project. The committee interviews income-qualified applicants to determine their commitment to their chosen art form or creative pursuit. It does not pass judgment on the quality of an applicant's work, nor is it permitted to define what is or is not art. Artists do not need to earn any of their income from their art form.

Although the IRS challenged the "artist preference" policy in 2007, it dropped the challenge after the Housing and Economic Recovery Act of 2008 became law. That law states: "A project does not fail to meet the general public use requirement solely because of occupancy restrictions or preferences that favor tenants...who are involved in artistic or literary activities." This clause was threatened again in December 2017, but through broad reaching advocacy efforts, the new Tax Cuts and Jobs Act retains the artist preference language in the final signed version of the law.

## UNDERSTANDING LOW-INCOME HOUSING TAX CREDITS (LIHTC)



Source: NPR, Illustrations by Chelsea Beck/NPR. Explainer by Meg Anderson, Alicia Cypress, Alyson Hurt, Laura Sullivan and Ariel Zambelich/NPR and Emma Schwartz/Frontline



## Private Philanthropy

Most Artspace projects rely in part on gifts from community foundations, private foundations and individual donors to close the gap between project costs and revenue from all other funding sources. Although a full-fledged capital campaign is not typically necessary, it is important for local leaders to know that private philanthropy is likely to be required and to help us identify and cultivate prospective donors. Artspace projects are financially self-sustaining and do not need annual gifts for operations. In the case of Salida, several focus group participants and Core Group members spoke highly of the potential of generous families who would be prospective donors to a Space to Create project. In addition, there are several state foundation partners, the Boettcher and Gates Foundations who are already invested in Space to Create. A few county-based community, corporate and family foundation opportunities that were mentioned during the study are below.

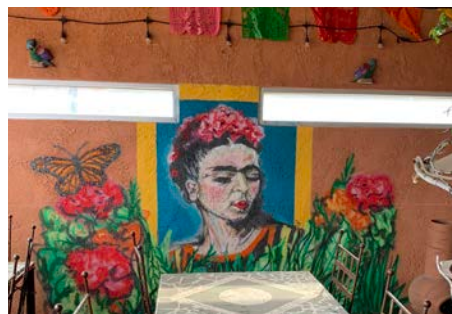
- **Chaffee County Community Foundation** has a grantmaking program of its own in addition to being an advocate for others to contribute to community projects that align with their priority focus areas. Jane's Place is a great example of a new affordable housing project that received funding from the Community Foundation and was also featured on their website as a project the Foundation advocated for others to support.
- **Climax Area Community Investment Fund** was established in 2011 to focus on programs and projects that create a sustainable community benefit after the mine closed. Grants are given to nonprofit organizations in Summit, Lake, Chaffee and Eagle counties.
- **Blue Triton** formerly known as Nestle Waters North America has a water bottling and production facility in the region. Although controversial for their use of plastics and unsustainability, they are a large multinational corporation that may be looking to fund community projects.
- It was mentioned that there is a culture of generosity and giving in Salida from both the **Rotary Clubs and private individuals**.

## Affordable Housing Developments

It is remarkable that Salida has several affordable housing projects already underway. **Jane's Place**, as it's affectionately named after the late Jane Whitmer, former owner of the site, is a collaboration between the Chaffee County Community Foundation and the Chaffee County Housing Authority. Located at the intersection of Highway 291 and West 3rd Street on a ½ acre site, this innovative project will provide 17 units of affordable housing plus 1,375 square feet of community space that will include a local coffee shop and other community-oriented businesses. Jane's Place is slated to be under construction later this year and be completed in 2023.

Jane's Place is currently estimated to cost \$4.5 million and has received major funding commitments from a host of funders from the State of Colorado Community Revitalization Grant program, City of Salida, Chaffee County as well as contributions from individuals, foundations and local businesses.

**Confluent Park Apartments** is a 48-unit affordable housing project on the east side of Salida developed by Commonwealth Development and currently under construction. This project was the first one in 23 years to receive an allocation of 9% Low Income Housing Tax Credits from the Colorado Housing Finance Agency when the credits were awarded in 2020. Capital sources for this \$13 million project include LIHTC, DOLA Division of Housing and a first mortgage. This project received the tax credit award the same year Artspace received the award for the 30-unit Space to Create Ridgway project now nearing completion.



Public Art Around Salida, Murals by Core Group Member, Tina Gramann // Photo Credit: Artspace

## Artspace Funding Example

Two funding and financing examples from Artspace's portfolio are Trinidad Space to Create and Ridgway Space to Create. The charts below show in simplified form the financial sources for each of these developments.

### TRINIDAD SPACE TO CREATE // TRINIDAD, CO

Source	Amount	Percent
<b>PUBLIC SOURCES</b>		
Low Income Housing Tax Credits (9%)	\$10,215,244	56%
CO Department of Local Affairs - Housing	\$600,000	3%
CO Department of Local Affairs	\$2,000,000	11%
City of Trinidad	\$1,800,000	10%
Federal Historic Tax Credits	\$1,307,464	7%
CO State Historic Tax Credits	\$1,149,663	6%
History Colorado	\$200,000	1%
<b>PRIVATE SOURCES</b>		
Private Sector Philanthropy	\$525,000	3%
Sponsor Loan - Philanthropy	\$372,500	2%
Deferred Developer Fee	\$215,433	1%
<b>TOTAL</b>	<b>\$18,385,304</b>	<b>100%</b>



Trinidad Space to Create // Photo Credit: Artspace

### BUILDING STATISTICS:

- Opened: 2021
- Development Cost: \$18 Million
- Location: Historic preservation on Main Street and new construction on Elm Street
- Total Area: 49,000 Square Feet
- Live/Work Units: 41
- City-Owned Creative and Community Space: 20,000 Square Feet



## RIDGWAY SPACE TO CREATE // RIDGWAY, CO

Source	Amount	Percent
<b>PUBLIC SOURCES</b>		
Low Income Housing Tax Credits (9%)	\$6,669,586	71%
DOLA Housing	\$650,000	7%
<b>PRIVATE SOURCES</b>		
Residential First Mortgage	\$1,250,000	13%
GP Capital Contribution	\$119,986	1%
Sponsor Loan (Philanthropy)	\$650,000	7%
Deferred Developer Fee	\$85,000	1%
<b>TOTAL</b>	<b>\$9,424,572</b>	<b>100%</b>

Project funders to date include: Boettcher Foundation, Enterprise community Partners, Cates Family Foundation, Ridway Creative District, State of Colorado's DOLA and CCI Agencies, Telluride Foundation, and the Town of Ridway

### BUILDING STATISTICS:

- Owner/Developer: Artspace
- Architect: HHL Architects
- General Contractor: Stryker and Company (Montrose)
- Partners: Town of Ridgewya, Colorado Creative Industries (CCI), Department of Local Affairs (DOLA)
- Type of Development: New Construction
- Number/Type of Units: 30 live/work units, including 6 2-bedroom units and 24 1-bedroom units
- Affordability: 30-80% AMI
- Commercial Space: 2,000 sq. ft.
- Estimated Project Cost: \$10M
- Estimated Timeline: Under Construction, Projected Completion July 2022



Photo Credit: Artspace

## Potential Sites

In preparing for our visit to Salida, we asked the Core Group to identify priority sites in the community that might be candidates for a mixed-use creative space project.

### Site Tour Observations

#### FIRE STATION SITE: 124 E STREET

The Salida Fire Department is planning for a new facility that will open in 2024 and will vacate this downtown site at that time. While its location is prime in the historic downtown district, its configuration of three small historic buildings and a small vacant lot, do not easily convert to residential uses. The historic buildings are not considered contributing, but their location in the Historic Downtown District are subject to review by the Historic Preservation Commission, depending on the development proposal. In addition, the footprint of the site at 0.17 acres (approximately 4,000 SF) is not large enough for a mixed-use project with workforce housing and space for working studios and/or shared creative spaces. In addition to these important factors, we think the timeline of 3-4 years for the fire department to vacate the building would not align with how fast we would like to move to secure a site for Salida creatives.



Photo Credit: City of Salida



Photo Credit: City of Salida

#### APARTMENT SITE: 102 D STREET

At 1/2 acre, this site at the intersection of D and 2nd Streets is occupied by a 12-unit 2-story apartment building, a vacant lot, and house. The existing buildings have been vacant for 5 years and are slated to be demolished and acquired by the city later this year. This property has been a challenge for the city's residents and given its prime downtown location is ideal for the Space to Create initiative. Downtown zoning allows for 3-story new construction which would easily accommodate a 20-30 unit mixed-use affordable housing project with some on-site parking as well as street parking.

The 1st Street side of the project would be a terrific location for some of the creative commercial spaces discussed in the focus groups and from the responses to the Creative Space Needs Market Survey.

The Apartment Site on D Street is an excellent location for the Space to Create project and would enable the project team to move fairly quickly toward city approvals and funding applications once a predevelopment contract for funding is approved.



Photo Credit: Artspace



Photo Credit: Artspace



## Comparing the Sites

Name	Fire Station	D Street Apartments
Location:	124 E Street	102 D Street
Relation to Downtown	In downtown Historic District and Creative District	In Creative District, not Historic District
Size and Development Potential	84,313 sq. ft.	0.5 acres
Projected Ease of Acquisition	Good: Owned by City of Salida, but will not be available until 2024	Excellent: Soon to be City-owned
Accessibility	Walk Score: 81. Heart of downtown; centrally located	Walk Score: 76. Heart of downtown; centrally located
Parking	No onsite parking	Enough space for onsite parking; capacity unknown at this time
Renovation or New Construction	Some historic rehabilitation and new construction	New construction
Environmental Issues	Unknown	Unknown, but likely fine since previously was residential uses
Potential for Sustained Community Impact	Great location; would add more creative uses in downtown, but too small for artist housing and not easily adapted	Good size for artist housing; 1st Street has potential for creative businesses and can anchor the southeast part of the Creative District
Zoning (For Intended Uses)	Would need to be rezoned	Zoned for mix-use/residential; up to 3 stories
Potential for Support (Public and Private)	Potential for historic tax credits	Potential for LIHTC, DOLA Housing, traditional financing, ARPA and CRF
Summary (Intangibles)	Center of downtown; excellent visibility; would bring much needed residential to the downtown core	High visibility; eyesore of the community could be redone into a community-driven project bringing in good energy into that part of downtown and more residents

Given the financial underpinning provided by Space to Create and the other state programs, as well as a strong, committed leadership group, Artspace believes that multiple arts projects can succeed in Salida.

The T-Rex spaces that are already underway as artist studios and/or collaborative spaces can begin to meet the near-term demand. The Space to Create project would work very well as creative workforce housing on the D Street Apartments site and thirdly, the Fire Station site as potentially being a community developed creative space in the longer-term once it is vacated by the Salida Fire Department in 2024. These recommendations are based on the strength of the creative sector, our observations and meetings during the Preliminary Feasibility Study, and from the Creative Space Needs Survey Summary Findings detailed in the next section. For Artspace's full recommendations and next steps please see page 41.

## IV. SALIDA CREATIVE SPACE NEEDS SURVEY:

### Summary Findings

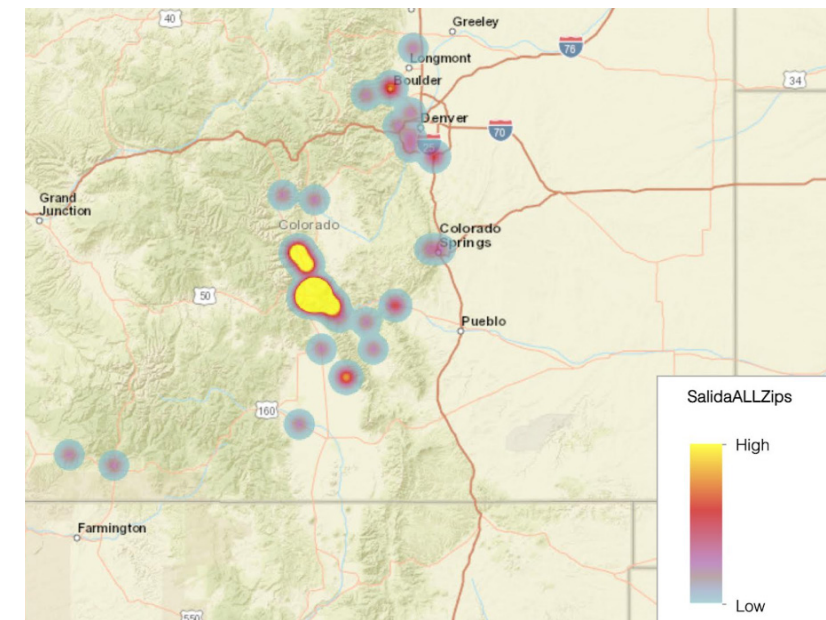
#### Background

The Creative Space Needs Survey launched in tandem with Artspace's in-person visit on January 19, 2022. The survey was available online at SpacetoCreateSalida.org and closed on March 9. It was available for seven weeks and promoted via social media and other channels to individuals and creatives in the making, creative and arts sectors. The purpose of the survey was to first and foremost quantify the demand for Live/Work Housing and Private Studio Space for creatives, in a proposed Space to Create project in Salida and to:

1. Determine the level and type of interest in Shared Creative Spaces in Salida.
2. Help with conceptualizing those spaces.
3. Encourage the city of Salida, creative community local organizations and property owners and developers to foster and create new creative spaces.
4. Start an interest list of those individuals and organizations who need space to help local stakeholders matchmake with available spaces.

#### Respondent Overview

There were **319 total survey respondents** of which 259 (**81%**) indicated an interest in at least one type of creative space in Salida. The majority (72%) of respondents are current permanent residents, 8% are seasonal residents, and 7% lived in Salida in the past. For those 66 respondents who do not currently live in Salida, about half live within 10 miles from Salida.



Heat Map of Respondents' Zip Codes // Mapping Source: Esri Community Analyst

The significant hyperlocal response suggests that investment in new spaces and initiatives would serve local residents and businesses and that the regional needs and interest in space may have been underrepresented.

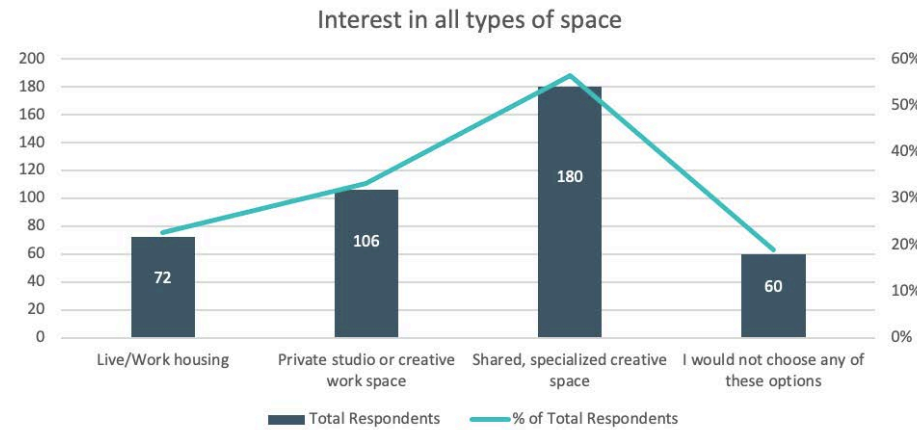


## Spaces Needed

The following are the respondents' space needs listed in order of greatest interest. (Respondents may have selected multiple options.)

1. Shared creative space: 180 (56%)
2. Private studio workspace: 106 (33%)
3. Live/Work housing: 72 (23%)

In similar surveys conducted nationally, it is common for shared, specialized space to be the top priority space need of the creative sector.



## Live/Work Housing



There is demand for **18 housing units**. We utilize a 4:1 redundancy ratio for our calculation for Space to Create communities in rural Colorado (72/4). This is a very conservative estimate based on factors that we know influence the overall demand calculation. For housing (that is targeted to those at or below 60% or 80% of AMI) demand factors include:

- **Income Qualification:** 35 (49%) of interested respondents income qualify at or below 60% of AMI. Given that the incomes provided by respondents are unverified and household compositions may change, there are still a considerable number of respondents potentially over-income. HUD's published income limits are revised annually and on page 27. If funding sources support up to 80% AMI, the market will support more live/work housing, 67% (48 respondents) qualify at 80%.
- **Homeownership:** 15 (21%) of respondents who want live/work housing currently own their residences. These interested creatives may be less likely to relocate to a rental situation from their ownership situation.
- **Duplication:** 15 (21%) indicated someone else in their household was also taking this survey and expressing interest in live/work housing, and 13 (18%) were unsure. This is a very important caveat as we think about these respondents potentially renting units as a household.
- **Student Interest:** Interested creatives who are currently full-time students are 7% and their household incomes/ location preferences/ compositions are all likely to change post-graduation.
- **Overstatement of Interest:** While not quantifiable, enthusiasm for new space and the project concept may influence an affirmative response, but not result in actual relocation.
- **Rental Affordability:** Residents would have to consider LIHTC rents affordable, which is based upon paying up to 30% of one's income in rent annually. This can be seen as a high amount to spend on housing to many.
- **Future Household Composition Changes:** Respondents' household compositions may change during the project development phase and some respondents may no longer be eligible or interested. The survey methodology assumes that respondents are solely representative of need and interest and not necessarily the specific household that would relocate in the future.

## IMPACT OF NEW AFFORDABLE LIVE/WORK HOUSING

Creating new space for the creative sector would help retain artists in Salida. 75% (33) of those who are permanent residents of Salida have considered leaving, and 100% of them would stay for the opportunity to have affordable live/work housing.

### SHARED FLEX SPACES PREFERRED USE

Top ways respondents indicated they would most use shared flex space available to residents in the project. (Respondents could choose multiple options)

1. Exhibitions/Gallery Showings: 32 (44%)
2. Teaching/Demonstrations: 32 (44%)
3. Shared Studio workspace for low impact projects: 30 (42%)
4. Shared Studio workspace for messy/light industrial: 25 (35%)
5. Small-scale performance: 22 (31%)
6. Meetings: 13 (18%)

## Private Studio Space



There is demand for at least 21 private studio spaces. Artspace utilizes a 5:1 redundancy ratio for these spaces in rural communities. Income and market fluctuations are more likely to impact studio space rentals than housing rentals, resulting in the potential of higher turnover. Typically, a private studio workspace needs to be rented at \$1.00/square foot or more to be financially self-sustaining. 74 (70%) of respondents indicated an ability to pay \$1.00/square foot or more This also factors into the demand calculation.

This conservative estimate also considered that the amenities and square footage requested by interested respondents may not be feasible to provide affordably (e.g., ventilation for industrial arts and spaces over 500 SF etc.). The most requested studio space size is between 100-500 SF and similarly between \$100-\$600/month. 68% of interested respondents also stated they would "definitely" or be "somewhat likely" to share a private studio space with at least one other artist.

The value of this recommendation relies on a diverse selection of private studio space options that reflect the sizes, amenities, and rental cost, preferences of interested artists/creatives. Respondents interested in private studio space would use it for the creative work types listed in the sidebar.

Developers interested in building private studios are encouraged to read the full Technical Report Addendum and incorporate artist friendly amenities (common area wifi, utility sinks with traps, and additional storage) when making studio space for artists.

### PRIVATE STUDIO PREFERRED USE

1. Studio Arts, Non-industrial: 46 (43%)
2. Classes or workshops: 36 (34%)
3. Light Industrial: 31 (29%)
4. Exhibiting or Presenting: 27 (25%)
5. Desktop Arts: 21 (20%)



## Shared Creative Space



With 180 total respondents expressing interest, Shared, Specialized Creative Space ranks by far as the most preferred space type in Salida. 116 (64%) indicated an interest in ONLY shared creative space. The desire for this space is very high.

Artspace recommends including, to the extent feasible, shared creative space in any new multi-use facility and ensuring that it is suitable for teaching, workshops, and general-use. It will be important to identify an organization/business or individual who could lease commercial space in a new facility and offer the specialty spaces and programs preferred by respondents. There could be an opportunity for space like this in all three projects discussed, the T-REX building concept, a Space to Create project and the Fire Station. These needs could also be met by incorporating them into existing creative businesses and spaces in the Salida Creative District.

### MOST PREFERRED TYPES OF SHARED SPACES

1. Teaching or Workshops: 67 (37%)
2. General Use Studio: 57 (32%)
3. Exhibition or Presentation: 54 (30%)
4. Retail or Marketspace: 44 (24%)
5. Light Industrial: 38 (21%)
6. Rehearsal: 37 (21%)
7. Co-working: 29 (16%)

## Designing Artist Spaces

Planning for new space requires more than just quantifying interest in live/work housing, private studio, and shared creative spaces. Location, rental costs, shared amenities, size, and design features all impact marketability of new spaces. Regional market conditions, funding strategy, available operators of shared spaces, and project budget also influence what spaces are created and the amenities and features that are included.

If buildings are designed to incorporate features and amenities that artists prefer, then the artists are better served and spaces are more leasable. In the design phase, developers should be mindful of the environment preferences of specific types of art (e.g. lighting, flooring, heating/cooling, ventilation noise, ceiling height, etc.) All artist spaces need safe and secure storage, and the ability to easily load and unload projects, materials, and equipment. This means wide hallways (6-foot width minimum), oversized doorways and elevators with 3,500 pounds capacity. It can also include loading zones and space for package pick-ups. Certain art materials can be toxic, which adds a level of consideration for trash disposal and utility sink drains. The surfaces should be highly durable and low maintenance (e.g., stained/polished concrete, sealed/epoxy coated concrete, ceramic or porcelain tile, or linoleum or wood products, and no carpet.)



Photo Credit: Artspace

## Respondent Profile

### Creative Industry Involvement

The arts, creative, artisan, and maker fields were diversely represented by survey respondents. The top five creative industries represented by the 319 respondents are painting/drawing/illustration/mixed media, photography, writing/literary arts, art gallery/exhibition/curatorial, and music.

We also asked respondents if they had another occupation in a non-creative/maker field. 65% indicated that they did with the highest percentage in education, professional/business services, leisure/hospitality, and retail.

### Respondent Inclusivity

Diversity, Equity, Inclusion, and Accessibility are core to the mission of Artspace and the utmost effort was given to include diverse voices as part of this study. Despite best efforts, the outreach and resulting data is not representative of the diversity of Salida.

There are local organizations working on diversity initiatives that we met, PfCA specifically with their LGBTQIA advocacy and 38 (12%) survey respondents identified as a member of the LBGTQIA community.

We know that creatives come from all walks of life and 17 (5%) respondents are veterans of the United States Armed Forces.

In terms of race and ethnic diversity, an overwhelming 90% of respondents identified as white/caucasian which aligns closely with Salida's population. 70% of respondents identified as female. A majority female response is common in similar surveys conducted nationally. Reaching diverse communities and engaging them in a survey project of this nature requires using non-traditional promotional channels and strategies and even then the response may not be as diverse as hoped. However, there was great age diversity among the respondents to this survey. Even though the median age in Salida is 49.2, 50% of respondents are 50 years of age or younger. For those interested in live/work housing, that increases to 61%.

	RESPONDENT RACE AND ETHNICITY		CITY OF SALIDA
White/Caucasian	287	90%	92%
Hispanic/Latinx/Latino/a	14	4%	12%
Multiracial/Multiethnic	7	2%	3%
Asian American/Asian	4	1%	1%
American Indian/Native Alaskan/Hawaiian	4	1%	1%
<b>TOTAL RESPONSES/POPULATION</b>	<b>319</b>	<b>100%</b>	<b>6,200</b>

Source: Artspace Creative Space Needs Market Survey Data and Esri Community Analyst



## Organizations/Creative Businesses/Individuals Seeking Space

Appendix B contains many of the organizations/creative businesses/individual creatives who indicated a need for at least one kind of space and offered their websites/social media for inclusion in this report.

The breadth and diversity of the art forms and the artists is very commendable. A huge variety of creatives and organizations responded to the survey. It is clear many use home studios and festivals/markets, Etsy, and Instagram to get to the word out, and don't have physical spaces. We recommend the Salida Creative District and the Core Group review the supplemental data provided confidentially as part of this work. There are many great ideas and comments about the spaces needed locally and types of classes, programs, workshops the community would like to attend and host.

## Survey Methodology

Our Salida Space to Create Core Group leaders led the local survey promotion efforts that included social media posts, traditional media coverage, direct emails, sharing flyers, and putting up posters in the Creative District. In addition, the group went beyond and attended in-person film screenings to make announcements, did radio interviews on KHEN, a print piece in Mountain Mail, and visited galleries in person to meet creatives. The Salida SteamPlant, Salida Council for the Arts, City of Salida Arts & Culture all shared the survey link reaching nearly 3,000 through their mailing lists.

The Salida Space to Create Instagram account made 27 posts and acquired 292 followers and the SteamPlant also shared on Facebook. The top three ways respondents learned about the survey were through social media 29%, email 26%, and through a friend/colleague 23%. COVID-19 limited the opportunities for formal and informal in-person gatherings that usually helps with survey outreach.

The survey respondents are a "sample of convenience," a non-probability sampling method. While believed to be grossly representative of the target population, generalization of the findings to broader populations cannot be conducted.

The respondents are representative of a need in a healthy, stable, creative/maker market and data is considered relevant for up to five years. The total responses included in the Technical Report are all completed survey entries, barring any apparent erroneous or duplicate responses which were removed. Due to the nature of data collection, and the bounds of confidentiality, the analysts at Artspace are not able to eliminate the entire possibility of duplicate responses. Data that is not statistically relevant due to low response numbers are omitted from this report. Small group differences or percentages should be interpreted carefully. Statistical analysis of the Alchemer (formerly SurveyGizmo) collected data was conducted via SPSS Statistics software and Microsoft Excel.



The Amigo Moto Lodge, Salida, CO // Image Source: Artspace



The Salida Core Group // Image Source: Artspace

## V. RECOMMENDATIONS AND NEXT STEPS

Salida is at a crossroads and how it advances and supports its arts and creative sector is crucial for generations of Salidans to come. Its spectacular setting, ever popular tourism and recreation is booming, but for its residents there is a fear that Salida could become a "manila folder" if its citizens don't take action now for "artist preservation." On the last day of the Artspace visit, Core Group members shared their impressions and of note:

- This process brought together more creative people than the street closure for the Art Walk and the first of this sort of conversation and momentum to be seen.
- This process gave more artists a voice and let them know the City, County, funders, supporters all care and are listening to what they need.
- It's crucial to expand the Creative District beyond the SteamPlant and help make it a focal point.

Given the financial underpinning provided by Space to Create, the committed leadership group, the amount of positive creative sector feedback, the potential sites, and the number of creatives we met, **Artspace believes that a creative space project can succeed in Salida.** Accordingly, Artspace recommends proceeding to a Predevelopment Contract to secure site control of the preferred site and begin solidifying the project concept and financial resources for the Salida Space to Create project. Artspace sees a market for **30 units of creative workforce housing in addition to shared creative space, community space, and a mix of studio workspace.**

While our survey metric unveiled a market for 18 units, we believe that the demand will be higher given the affordability concerns and rapid population growth Salida is facing and the amount of creative activity that is happening in the region. Proper marketing of any future space and continued outreach will be a big component to drive creatives to the area.

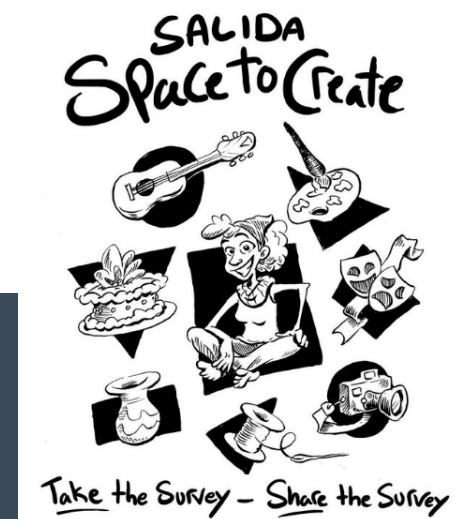
Given the demand and significant interest, Artspace can see a three phase approach to making space for the creative sector:

- **Phase I:** Short-term Studios/Practice/Teaching space at the T-REX building (Locally led by Community Arts and [already in the works](#))
- **Phase II:** The Space to Create mixed-use development (Artspace involved),
- **Phase III:** Long-term creative community space in the Fire Station building. (Creative District Potentially)

The funding sources listed on page 26 should be reviewed as many could apply to all three, except for the housing specific funds.



T. Rex Hall, Salida, CO // Image Source: arkvalleyvoice.com



Artwork by Naters // Image Source: Space to Create Salida Instagram



## Next Steps Toward a Space to Create Project

- **Identify the leadership group for the Space to Create Initiative.** The next phase of local work will involve periodic updates to the interested survey respondents and focus group attendees around this initiative. Continuing to think through ways the identified space needs could be incorporated into a future project, and eventually help with branding, brainstorming, and marketing. Having a cross-sector team similar to the one who led these studies will be ideal.
- **Check in with DOLA, CHFA, and other agencies** to discuss the types and likely timing of predevelopment and development support that might come from various state programs. Collaboration among the agencies and new ideas about funding will be critical. Artspace is happy to participate in these conversations.
- **Continue to explore private sector funding opportunities** and how they might be pursued for a Space to Create project in Salida. The Boettcher Foundation has already made a broader commitment to each of the Space to Create projects and the Gates Foundation (also based in Denver) has been a funder of all of Artspace's rural projects in Colorado to date. Other private support will be needed to complete the funding picture. Typically, \$500,000 to \$1.5 million is needed from philanthropic sources and leverages the public funding sources manifold.
- **Begin drafting a Predevelopment Agreement.** See Appendix A, "The Path of an Artspace Project," which provides an overview of the steps involved in advancing a successful project. Artspace has a draft agreement from past work in Colorado that can be discussed as a starting point.
- A pre-development scope of work should include **facilitated conversations with potential "commercial" tenants** interested in new space and that can bring creative vitality to the ground floor of a Space to Create project.

## Next Steps For the Creative District

The Core Group with the Creative District should review the Colorado Creative Industries Guidebook. [Step 3: Activate](#) in the [Call Yourself Creative](#) is a great resource and planning tool if a local organization or group of artists wants to help activate and program the T-REX Building spaces and eventually the Space to Create commercial spaces and Fire Station.

### T-REX Space (Short-Term Activation - Currently Underway)

Next steps for activating the T-REX spaces:

1. Determine the leadership group/entity for advancing these spaces.
2. Determine the legal structure of the operating entity. Does it need to be a nonprofit, part of the Creative District or for-profit entity? What are the pros and cons of each legal structure?.
3. Look for applicable funding resources for a simple build out with flexible spaces and connect with Salida Arts and Culture Department about funding. How much of the retrofit of the space could be DIY? Determine the funding needed.
4. Identify creatives or small businesses that want to use the space (the supplemental data, Project Concept section, and Appendix B is a great place to start). Teaching space, gallery space, a resource library for sharing materials, classes for all ages, makerspaces and co-working spaces were all mentioned.
5. Financially model the spaces for \$1/SF/month rentals to keep it affordable for creatives.
6. Market the spaces and find users to fill and activate the space.
7. Have fun with it!

## Matchmaking

Community members had many ideas of spaces that they would like to see for creative purposes and ways they can be activated. The Project Concept section as well as the supplemental data describes many of these uses. (See the Case Studies on Page 18 for inspiration). The Creative District/Core Group should identify other spaces that may be underutilized or be made available for creative uses.

Sometimes space sharing can also be an affordable way to enable more activation. For example, a gallery shop that becomes a meeting space/class space after hours or on days closed, underutilized church spaces for classes, events, performance, or rehearsal space (aka A Church), kitchen spaces that also accommodate community cooking classes. Look to the other 28 Creative Districts in Colorado to see how shared models and activities are taking place.

## Broaden the Offerings of the Creative District

The Creative District (Salida Creates) runs and manages the SteamPlant, outdoor event programming on the river, and the Scout Hut incredibly well. Broadening the scope and reach to also include more service type features for creatives will help in building the stronger creative network that many desire. Suggestions for the District from Artspace's conversations and survey feedback include:

- Providing information on **grants/funding opportunities**.
- Updating **Social Media** and the webpage for the Creative District members and highlighting local creatives and businesses.
- **Additional staff** dedicated to marketing and artist outreach. This is also very important for a future Space To Create housing development.
- Greater **visibility of the district boundaries** and who is included and what it means. The First Friday Art Walk is a great opportunity to introduce a new map and branding.
- Provide more forums for **networking opportunities and community conversations**.

## Ongoing Engagement

Respondents overwhelmingly (79%) requested to be kept informed of Space to Create updates on the project. This suggests a great degree of enthusiasm among the local maker/creative/artist sector. The Creative District, a designee, or someone from the Space to Create team should be the point person for staying in touch with this motivated group through occasional emails (some provided contact information for this purpose), social media, representative organizations and other channels is highly recommended.

## With Gratitude

Artspace greatly appreciates the opportunity to work with the City of Salida and Salida Creates and learn from its residents and leaders. Artspace came away with a strong sense of the potential for a creative live/work mixed-use facility.

Insights and recommendations in this report are solely intended to guide a project to the next phase of development and set Salida on the path to further support its creative sector through stable and affordable creative spaces.



# APPENDIX A

## PATH TO A SPACE TO CREATE/ARTSPACE PROJECT



Rome wasn't built in a day, and neither is an Artspace project. In fact, a typical Artspace live/work project takes from four to seven years to complete. Although no two projects are precisely alike, they all travel a similar path through the development process.

Here is a brief look at a typical Artspace live/work project as it proceeds from first inquiries through preliminary feasibility studies, an arts market survey, predevelopment, and development to completion and occupancy. Please note that this is not an exhaustive list of every activity that goes into an Artspace project, and that some actions may occur in a different order.

STEP 1: PRELIMINARY FEASIBILITY VISIT	
<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>Information Gathering and Outreach</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Meet with artists, local funders, businesses, civic leaders, and other stakeholders</li> <li>Conduct a public meeting to introduce Artspace and solicit community feedback</li> <li>Tour candidate buildings and/or sites</li> <li>Extend outreach as needed to ensure that people from underrepresented communities are included in the process</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Written report with recommendations for next steps</li> </ul>
<b>PREREQUISITES FOR MOVING FORWARD</b>	<ul style="list-style-type: none"> <li>Demonstrated support from local leadership</li> <li>Critical mass of artists and arts organizations with space needs</li> <li>Established base of financial support</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>3-5 months, kicked off by a 2-day visit</li> </ul>
<b>STATUS</b>	<ul style="list-style-type: none"> <li>Completed</li> </ul>

STEP 2: ARTS MARKET STUDY	
<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>Assessing the Market</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Three phases to the study: survey preparation, data collection, and analysis/reporting</li> <li>Quantify the overall demand for arts and creative spaces</li> <li>Identify the types of spaces, amenities and features that artists want/need</li> <li>Inform site selection, design, and programmatic decisions</li> <li>Maintain community involvement throughout the project</li> <li>Help build support and secure funding</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>Written recommendations and technical report of survey findings</li> </ul>
<b>PREREQUISITES FOR MOVING FORWARD</b>	<ul style="list-style-type: none"> <li>Sufficient number of responses from eligible, interested artists to support an Artspace live/work project</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>6 months</li> </ul>
<b>STATUS</b>	<ul style="list-style-type: none"> <li>Completed</li> </ul>



STEP 3: PREDEVELOPMENT I	
<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>• Determining Project Location and Size</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Work with City and other stakeholders to establish (a) preliminary project scope and (b) space development program for evaluating building and site capacity</li> <li>• Analyze candidate buildings/sites with respect to cost, availability, and other factors impacting their ability to address development program goals</li> <li>• Review existing information about potential site(s) to identify key legal, environmental, physical, and financial issues affecting their suitability</li> <li>• Negotiate with property owners with goal of obtaining site control agreement</li> <li>• Continue outreach to artists and arts organizations</li> <li>• Connect with potential creative community partners and commercial tenants</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Confirmation of development space program and goals</li> <li>• Assessment of site suitability and identification of any contingent conditions to be resolved through continued due diligence</li> <li>• Site control agreement or update regarding status of site control negotiations</li> <li>• Summary of project status</li> </ul>
<b>PREREQUISITES FOR MOVING FORWARD</b>	<ul style="list-style-type: none"> <li>• Site control agreement with property owner</li> <li>• Growing stakeholder/leadership group</li> <li>• Both parties' agreement on project scope and feasibility</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>• 3-6 months</li> </ul>
<b>FEE</b>	<ul style="list-style-type: none"> <li>• \$150,000</li> </ul>

STEP 4: PREDEVELOPMENT II	
<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>• Project Design and Financial Modeling</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Establish process for selecting architectural team</li> <li>• Confirm development goals and space program with architectural team</li> <li>• Engage architect to create conceptual plans and schematic designs</li> <li>• Engage contractor or cost consultant to provide pre-construction services</li> <li>• Resolve any contingent conditions relating to site control</li> <li>• Create capital and operating budgets</li> <li>• Obtain proposals and/or letters of interest from lender and equity investor financing partners</li> <li>• Prepare and submit Low Income Housing Tax Credit application</li> <li>• Submit other financing applications as applicable</li> <li>• Maintain excitement for the project within the creative community</li> <li>• Encourage and guide local artists to activate the site with arts activities</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Schematic designs</li> <li>• Financial pro-forma detailing capital and operating budgets</li> <li>• Preliminary proposals and letters of interest for project mortgage and equity financing</li> <li>• Summary of project status</li> </ul>
<b>PREREQUISITES FOR MOVING FORWARD</b>	<ul style="list-style-type: none"> <li>• Award of Low Income Housing Tax Credits (first or second application) or commitment of alternative funding</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>• 12 months+</li> </ul>
<b>FEE</b>	<ul style="list-style-type: none"> <li>• \$300,000</li> </ul>



## STEP 5: PREDEVELOPMENT III

<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>• From Tax Credits to Financial Closing</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Secure final gap funding commitments</li> <li>• Raise funds for equity, including private sector philanthropic dollars</li> <li>• Complete construction documents and submit permit applications</li> <li>• Negotiate construction and permanent loan commitments</li> <li>• Negotiate limited partner equity investment commitments</li> <li>• Advance project to construction closing</li> <li>• Communicate the progress of the project to the creative community to keep up the involvement and excitement</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Successful closing and commencement of construction</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>• 4-6 months</li> </ul>
<b>FEE</b>	<ul style="list-style-type: none"> <li>• \$300,000+</li> </ul>

## STEP 6: CONSTRUCTION

<b>OVERVIEW</b>	<ul style="list-style-type: none"> <li>• Construction and Lease-up</li> </ul>
<b>PRIMARY ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Oversee project construction</li> <li>• Engage property management company</li> <li>• Identify commercial tenants and sign lease agreements</li> <li>• Reach out to potential artist tenants, providing education on the application process</li> <li>• Conduct residential tenant selection process</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Completed project ready for occupancy</li> </ul>
<b>TIME FRAME</b>	<ul style="list-style-type: none"> <li>• 6-10 months</li> </ul>

# APPENDIX B

## ORGANIZATIONS/CREATIVE BUSINESS/INDIVIDUALS SEEKING SPACE

The following list contains many of the organizations/creative businesses/individual creatives who indicated a need for at least one kind of space and offered their websites/social media for inclusion in this report. One of Artspace's recommendations and next steps is for the Core Group to look over this list and the supplemental data and see where there could be some matchmaking done around available spaces in the Creative District.

### Instagram Handles

- @addstrawberreeees
- @Aelock12
- @alexmaes
- @alpandisla
- @ambercramber
- @barnhouse\_arts
- @beth\_johnston\_
- @blushandblue.bakingco
- @boshekboho
- @brinkleymessickart
- @cecilydrawdesigncreate
- @chrislucibella
- @cocentralmagazine
- @coffeebytopo
- @compact.coffee
- @csuppy
- @cwhyte
- @dangerous\_donavan
- @david\_w\_shaw
- @dawnjamaria
- @Ekard\_pastelworld
- @embellishedorganics
- @foodshedalliance
- @graciesfarmstead
- @graphittirainbow
- @harperpowellmusic
- @inkuirtyarts
- @jennwellsstudio
- @Joe Stone
- @joshuabeen
- @kat\_mast\_mosaics
- @kay\_explores\_
- @kerstinStockArt
- @lesliejorgens
- @lindsey.Scot.Ernst
- @Lizzybfrank
- @loa\_loveoverall
- @lonewolfcollective
- @marahfelicce
- @MeganELombardo
- @metalyssa13
- @Naters.Art
- @ovierreindustries
- @padgettmcfeely
- @painted\_medicine
- @pattvincentstudio
- @playdough\_the\_philosopher
- @pranabeing
- @preservefilm
- @ranchoverdeflowers
- @rediscoveryourcloset
- @rivetingexperience
- @rosysdonuts
- @salidadreamer
- @savourthesenses
- @Silo\_Studio\_
- @smashingjewelry
- @Sterlingandsteel
- @SventastikProductions
- @thepicklewriter
- @therealmicahling
- @TinaPaintsATX
- @weaverwalkerco



Shelby Cox Robot Sculpture, Salida Fire Station, Box of Bubbles //Photo Credit: Artspace

## Websites

- Achurchsalida.org
- akamystery
- alexmaes.com
- alpandisle.com
- amystery.substack.com
- blackhandforge.com
- boxofbubbles.com
- briceturnbull.com
- C.Shark Lambdin
- Canopyartscollaborative.org
- central colorado sound (facebook)
- coloradocentralmagazine.com
- commconnects.com
- Corvusescape.com
- dangerouscollective.com
- embellishedorganics.com
- embodysoul
- Explore.David-w-Shaw.com
- FourWindsGallery.Salida (Facebook)
- Facebook.com/rosysdonuts
- fb/Colorado Wildflower Honey
- Galleryk-kaylitz.com
- Hikofilm.com
- Merrycox.com
- Cma0065.wixsite.com/portfolio
- Distrokid.com/hyperfollow/loa2/the-island-in-the-eye-2
- Behance.net/BernadetteMarconi
- LauraBartonArtist (Facebook)
- Yufenchoumusic (Facebook)
- Micahelizabethling.com
- Movetoprotect.com
- Nicholascoyle.com
- Rampsandalleys.com/ramps-and-alleys-clubhouse
- iembodysoul.com
- IvyBencheckPortraits
- JoshuaBeen.com
- khen.org
- Lindseyscot.com
- Mandalamoonjewelry.com
- marystaby.com
- mountainriverhome.com
- padgettmceely.com
- Paprikas Adventures
- PatriciaAguilarfineart.com
- PranaBeing.com
- Riveting experience.com
- Rochelle House
- Rochellehouse@gmail.com
- rust\_in\_666
- Salidaukulele.wixsite.com/salidaukes
- sally@smgm.org
- Sarah-JaneArt.com
- sarahhamiltonfilm.com
- Smashingjewelry.com
- Sterlingandsteel.com
- StrawnSculptue
- SueAnnHum.com
- MyArtTrip.com
- SventastikProductions.com
- thelobbysalida.com
- WellRooted
- wildartcolorado
- Wildgypsyheart.com
- BelievingTheBird.com
- Beth-johnston.com
- Boshekboho.com
- Braveworldproductions.com
- Brinkleymessickart.com
- Chrislucibella.com
- Coffeeytopo.com
- Compactcoffee.co
- Curtiskillorncreations.com
- Dawnjaburris.com
- Douglaslight.com
- Fellicce.com
- Foodshedalliance.com
- Graciesfarmstead.com
- Ivybencheckportraits.com
- Jennwellsstudio.com
- Joaniebarbier.com
- Joestone.net
- KerstinStockArt.com
- Laurabarton.com
- Laurenthomsondesign.com
- Laurenthomsonstudio.com
- Leeross.net
- Llesliejorgensen.com
- Lonewolfcollective.com
- Meganlombardo.com
- Metalysa.com
- Ovierre.com
- Paintedmedicine.com
- Pattivincent.com
- Ranchoverdeflowers
- Rediscoveryyourcloset.co
- Sandraskrabanek.com
- Thepicklewriter.com
- Tinagramannpaints.com
- Wildsidestudio.net
- Yufen Chou Music Studio



Image Source: Artspace