

# **FINAL REPORT OF THE 1300 GENDY TASK FORCE**

June 6, 2023



**FORT WORTH**®  


# Topics

- Background information – Glenn Lewis
- Task Force findings – Dr. John Barnett
- Public engagement – Ann Zadeh
- Evaluation of development strategies – Fernando Costa
- Conclusions, recommendations, and next steps – Glenn Lewis



# Background Information

# Task Force Responsibilities

As Identified in February 14 and April 25 City Council Resolutions

- Review 2022 **building condition** assessment
- Assess **existing and potential uses** of building
- Assess **potential funding sources** for necessary repairs, renovations, and ongoing maintenance
  
- Conduct one or more public hearings and otherwise receive **public comments**
  
- Recommend **future uses** of building,
- Recommend **funding sources** for necessary repairs, renovations, and ongoing maintenance, and
- Present **final report** to the City Council no later than June 6, 2023.



# 16 Task Force Members

Councilmember Leonard Firestone (chair)

Glenn Lewis (vice chair)

Dr. John Barnett

Lillie Biggins

Johnny Campbell

Matt Carter

William Giron

Matt Homan

Mike Hyatt

Wally Jones

Estela Martinez-Stuart

Patrick Newman

Pat Riley

Dawn Taft

Scott Wilcox

Ann Zadeh



# City Staff

City Manager's Office

Communications and Public Engagement

Development Services

Economic Development

Finance

FWLab

Law

Property Management

Public Events



# Task Force Schedule

Day	Date	Time	Location	Topics
Thursday	February 16	10:00 a.m. – 12:00 noon	Program Gallery, 1300 Gendy	Introduction, building condition assessment, tour
Thursday	February 23	10:00 a.m. – 12:00 noon	Program Gallery, 1300 Gendy	Potential funding sources for repairs, renovations, and maintenance; existing models for managing City-owned cultural facilities
Thursday	March 2	10:00 a.m. – 12:00 noon	Program Gallery, 1300 Gendy	Public engagement strategy; existing and potential uses of building
Thursday	March 30	6:00 p.m.	Sanders Theater, 1300 Gendy	Public meeting
Thursday	April 13	10:00 a.m. – 12:00 noon	Program Gallery, 1300 Gendy	Discuss possible development strategies
Thursday	April 27	10:00 a.m. – 12:00 noon	Program Gallery, 1300 Gendy	Review results of weighting and scoring exercise; select preferred development strategy
Wednesday	May 24	2:00 – 4:00 p.m.	Sanders Theater, 1300 Gendy	Review draft request for proposals; approve final report
Tuesday	June 6	1:00 p.m.	City Hall, Room 2020	Present final report to City Council

# **Task Force Findings**

**Dr. John Barnett**

# Three Building Phases



## Building Phasing:

- **1954** Main Art Gallery by Herbert Bayer
- **1966** W.E. Scott Theater and Solarium by Joseph R. Pelich
- **1976** Art Museum and Porte Cochere Addition by O'Neil Ford Associates

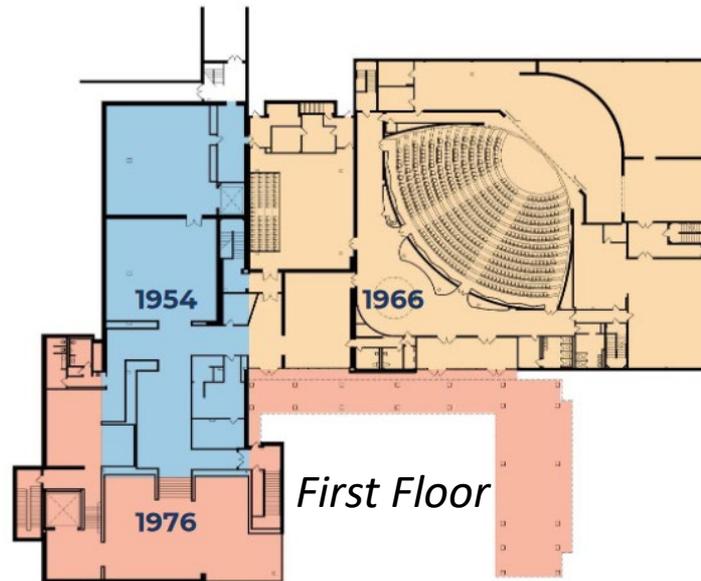
# Floor Space

## All Floors

Gross floor space = 83,064 square feet

Useable floor space = 63,473 square feet

*Source: Bennett Partners, 5/18/2023*



# Estimated Repair Costs

(x \$1 Million)

Component	Required	Recommended	Total
Mechanical, Electrical, Plumbing	4.9	3.6	8.5
Water Infiltration	6.2	< 0.1	6.2
Accessibility	1.8	--	1.8
Hazardous Waste	1.0	--	1.0
Scott and Sanders Theaters	2.5	--	2.5
Interiors and Bathrooms	--	1.9	1.9
Roof	1.4	--	1.4
Other	1.4	1.3	2.8
<b>Total</b>	<b>19.2</b>	<b>6.9</b>	<b>26.1</b>

Note: These estimates reflect **2022 dollars** and may increase substantially as a result of inflation.

# Management and Lease Agreement with Fort Worth Community Arts Center, Inc.

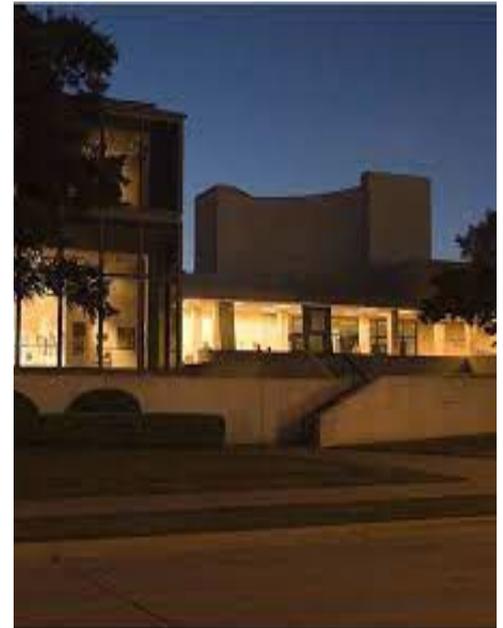
- **Initial five-year agreement** effective November 1, 2005, through October 31, 2010, with two five-year renewal terms.
- **First renewal** effective November 1, 2010, through October 31, 2015.
  - **First amendment** on March 9, 2011: City pays management fee of \$200,000 per year plus electricity costs up to \$100,000 per year.
- **Second renewal** effective November 1, 2015, through October 31, 2020.
  - **Second amendment** on November 1, 2020: Increase number of five-year renewal terms from two to four.
- **Third renewal** effective November 1, 2020, through October 31, 2025.

# Excerpts from Management and Lease Agreement

- Section 2.1 Condition. (a) Lessee covenants and agrees to **accept the Leased Premises in their present condition, finds them suitable and in good condition for the purposes intended**; and further agrees that it is thoroughly familiar with such condition by reason of a personal inspection and does not rely on any representations by Lessor as to the condition of the premises or their suitability for the purposes intended.
- Section 2.1 Condition. (c) The Lessee agrees to use its grant-writing and fundraising abilities in conjunction with the Lessor to **secure funding to enhance the condition of the building**...
- Section 4.1 Maintenance. Lessee covenants and agrees that it will, **at its sole expense perform all upkeep, maintenance and repair necessary to keep the leased premises, and its operating systems, in good condition and in compliance with all applicable codes and regulations.** Lessee will do all work and make all repairs necessary or advisable to keep the leased premises from deteriorating in value or condition and to restore and maintain the Leased Premises in as good condition as Lessee found them at the time it took possession under this lease, normal wear and tear excepted. For repairs to the roof, structural systems and foundation, exterior walls and windows, the heating, ventilation, and air conditioning systems and other major systems, the Lessee may petition the Lessor to fund the repair or replace these items. In addition, the Lessee may petition the Lessor to fund the capital improvements itemized on Exhibit B attached hereto over the initial term of this Lease as part of the Reuse Plan. If Lessor denies Lessee's petition and Lessor will not fund the improvements, Lessee has the option of either completing the improvements with its own funds or Lessee may terminate the Lease by giving Lessor thirty days notice.

# FY2019 Activity (Pre-Pandemic)

- Community Arts Center welcomed **89,238 visitors**.
- Scott and Sanders theaters hosted **54 clients** for total of **330 days**.
- Galleries served **917 visual artists** by:
  - ✓ **Showcasing** and selling their art,
  - ✓ **Hiring** them as exhibition installers and advisory panelists,
  - ✓ Presenting their **workshops** and artist talks, and
  - ✓ Providing professional training **seminars**.



# Current Residents

## Nine Nonprofit Subtenants

Art Room, Artist Collective in Residence

Camino del Inka

Fort Worth African American Museum and Cultural Center

KWC Performing Arts

Q Cinema

Stolen Shakespeare Guild

Texas Institute of Orchestral Studies

Theatre Network of Texas

Thank You Darlin' Foundation

## Five Studio Artists

Douglas Blagg

Carol Ivey

Rose Marie Mercado

Sarita Westrup

Susan Harrington

# Potential Funding Sources for Repairs and Renovations

- 2026 general obligation bond program
- Certificates of obligation (COs)
- Tax notes
- Hotel occupancy tax
- Historic preservation tax credits
- Private capital

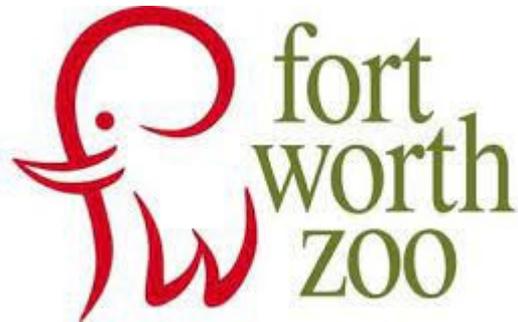


# Potential Funding Sources for Ongoing Maintenance

- Tenant as condition of lease agreement
- Pay-as-you-go (PAYGO) funds in annual operating budget
- Some combination of the above



# Other Existing Models for Managing City-Owned Cultural Facilities



FORT WORTH  
BOTANIC  
GARDEN



# Potential Uses

- Fort Worth Community Arts Center
- Kids Who Care
- Conducting Institute
- Fort Worth African American Museum and Cultural Center
- Models from other cities
  - ✓ Lubbock, Texas
  - ✓ Tulsa, Oklahoma
  - ✓ Ketchum, Idaho
  - ✓ Berlin, Germany
  - ✓ Many others



**Public Engagement**  
**Opinion Survey Results**  
**Public Meeting Comments**

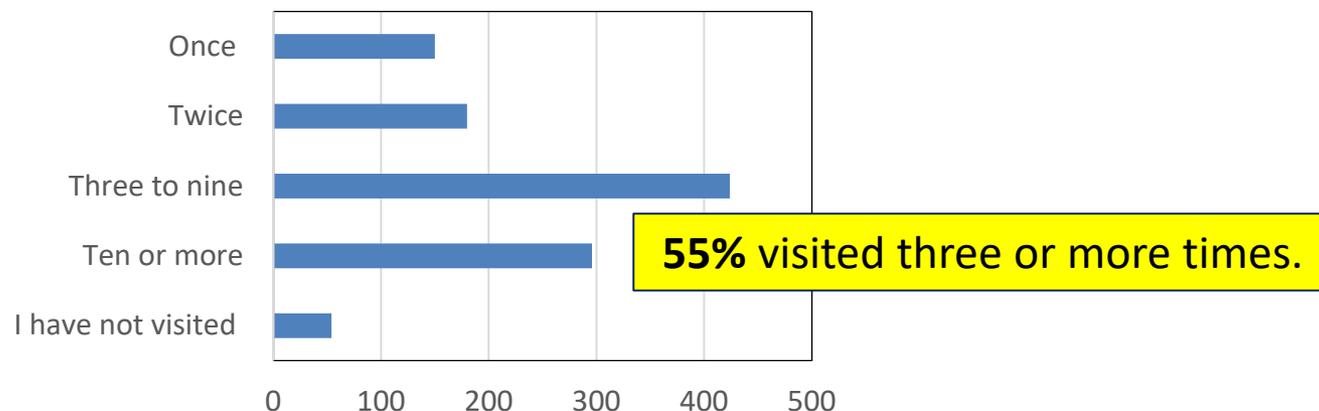
**Ann Zadeh**

# 1,311 Survey Responses, March 8 - April 17, 2023





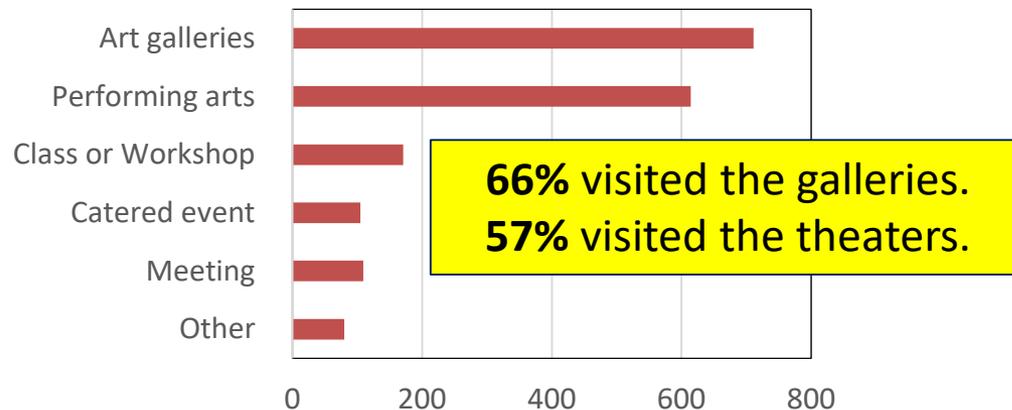
# How often have you visited the Fort Worth Community Arts Center located at 1300 Gendy St. during the past twelve months?



Once	11.5%	150
Twice	13.8%	180
Three to nine	32.6%	424
Ten or more	22.7%	296
I have not visited in the past 12 months.	19.4%	252

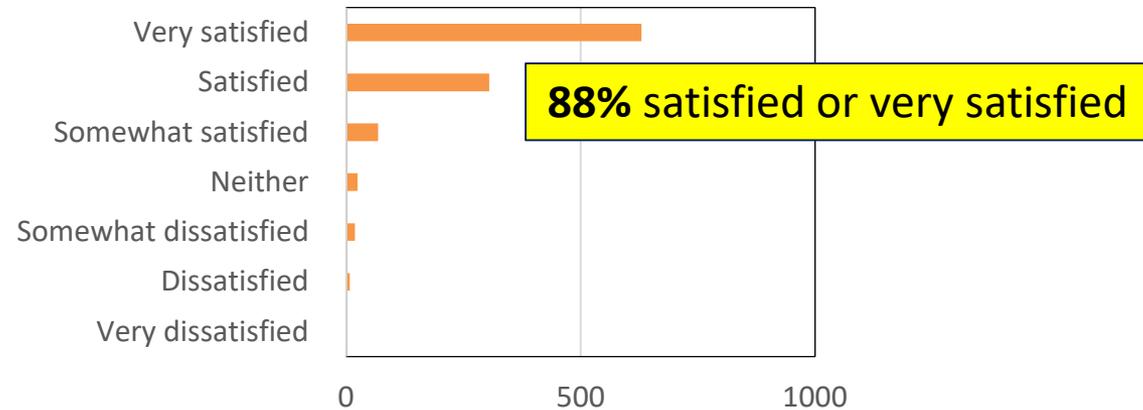


If you have visited the Community Arts Center during the past twelve months, what has been the **main purpose** of your visit(s)? Check all that apply.



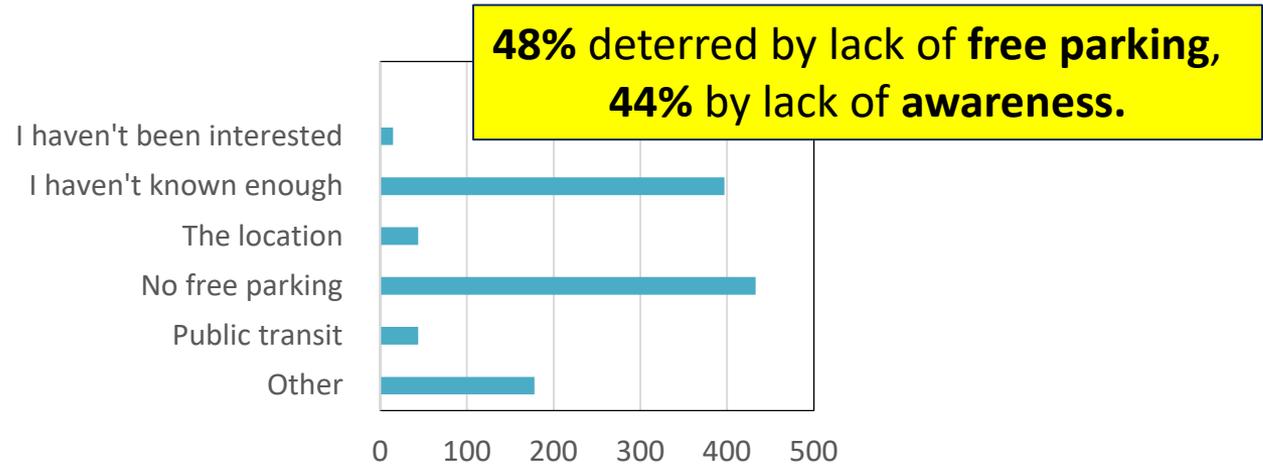
Art galleries	66.3%	711
Performing arts	57.2%	614
Class or Workshop	15.9%	171
Catered event	9.8%	105
Meeting	10.1%	109
Other: literary event, movie, Art Commission meeting, etc.	7.5%	80

If you have visited the Community Arts Center during the past twelve months, how would you assess your overall **satisfaction** with the experience?



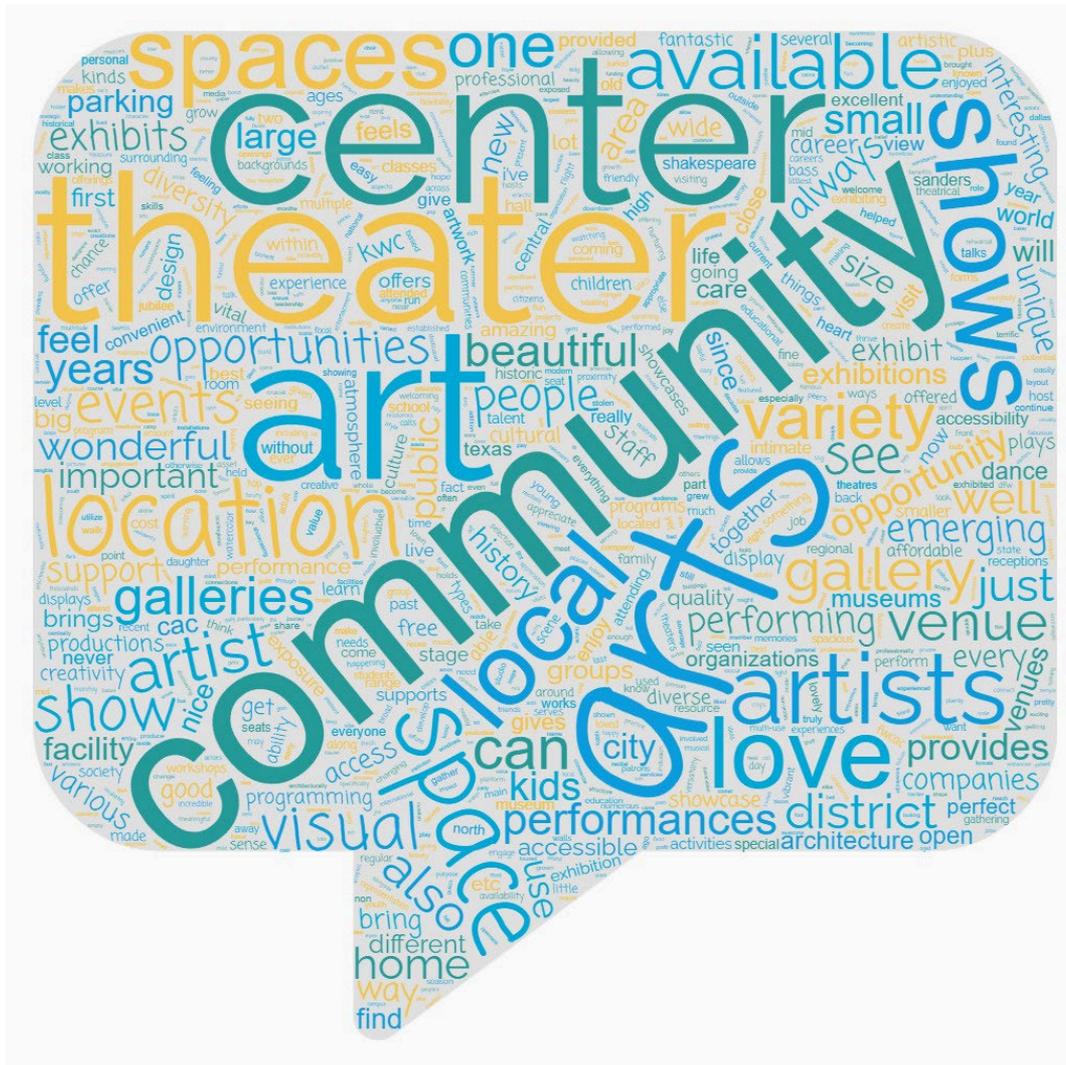
Very Satisfied	59.0%	630
Satisfied	28.6%	305
Somewhat satisfied	6.5%	68
Neither	2.2%	24
Somewhat dissatisfied	1.8%	19
Dissatisfied	<1%	8
Very dissatisfied	<1%	2

If you have **not** visited the Community Arts Center as often as you would like, what **reasons** have kept you from doing so?



I haven't been interested in activities there.	5.8%	53
I haven't known enough about the activities there.	43.7%	397
The location of the CAC isn't convenient.	4.8%	44
Free parking isn't available.	47.6%	433
Public transit isn't convenient.	4.8%	44
Other: live far away, COVID, busy schedules, etc.	19.6%	178

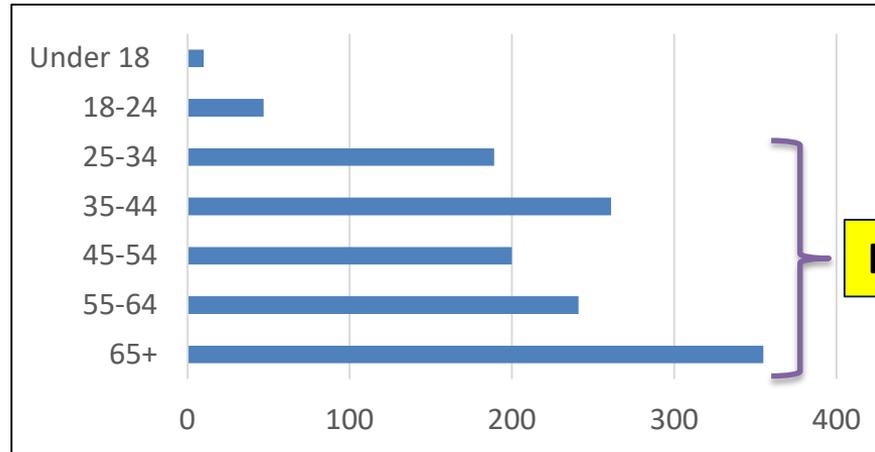
What do you **like most** about the Community Arts Center?







# Age of Respondent

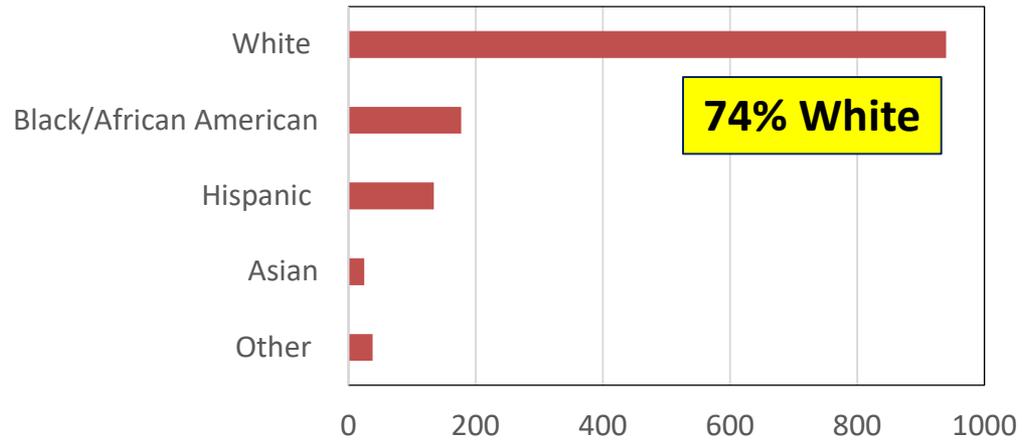


**Even distribution**

Under 18	<1%	10
18-24	3.6%	47
25-34	14.5%	189
35-44	20.3%	261
45-54	15.4%	200
55-64	18.5%	241
65+	27.2%	355



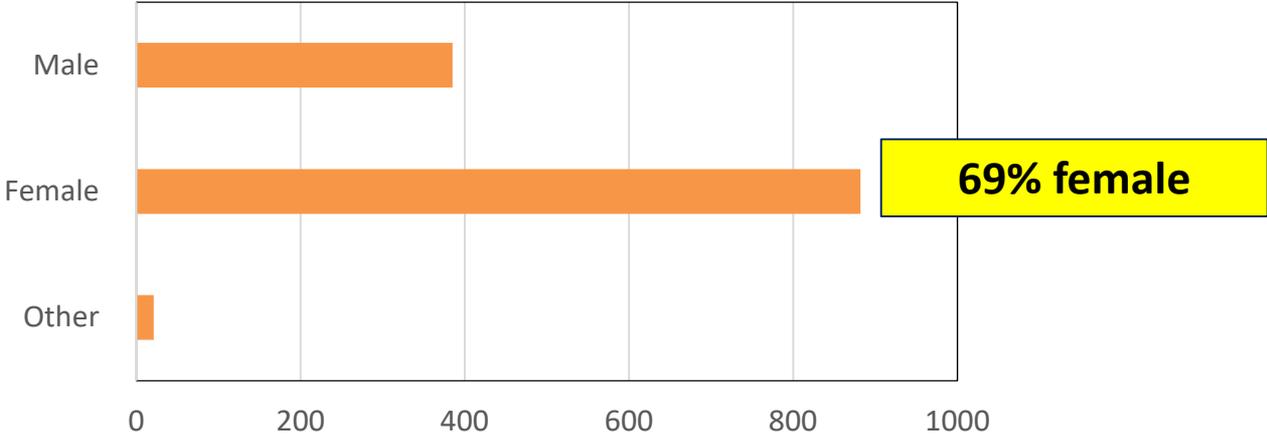
# Race of Respondent



White	73.5%	940
Black/African American	13.8%	177
Hispanic	10.5%	134
Asian	2.0%	25
Other	3.0%	38

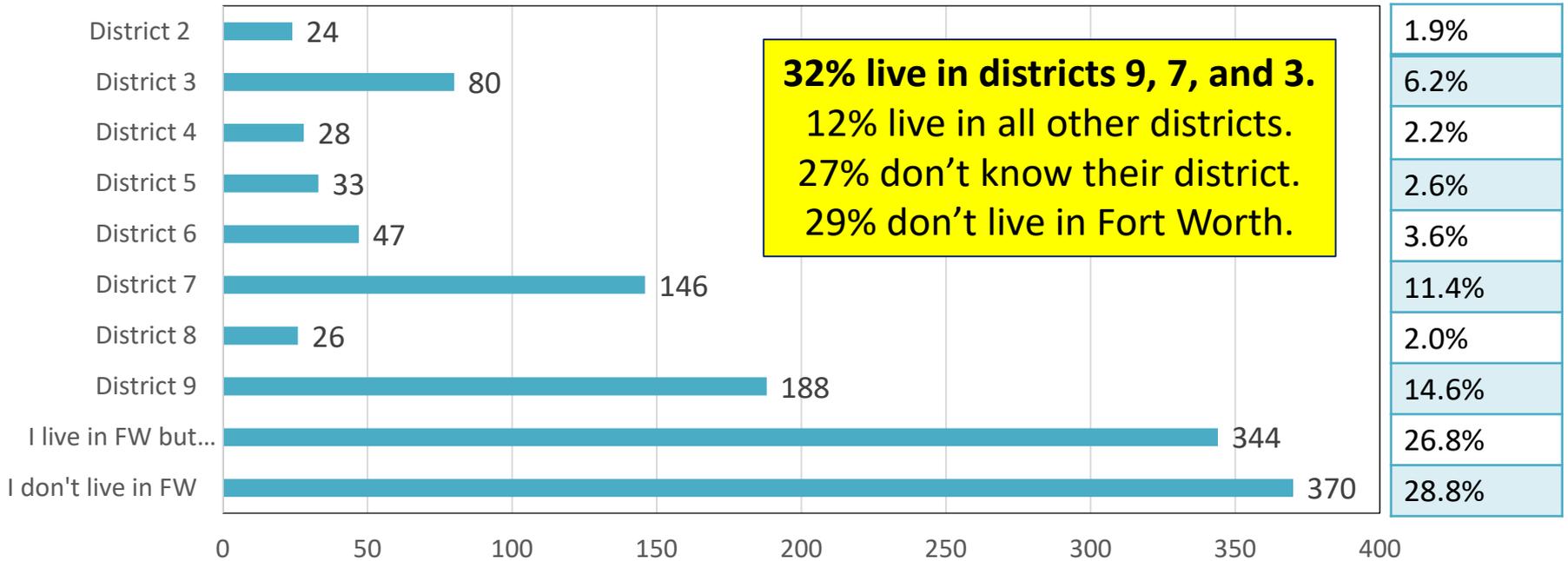


# Gender Identity of Respondent



Male	30.0%	385
Female	68.6%	882
Other	1.6%	21

# Respondent's Place of Residence



# March 30 Public Meeting

- More than 200 persons in attendance
- 52 speakers



# Representative Comments from Public Meeting

I've seen hundreds upon hundreds of artists displayed here who were given their first opportunity to properly display their art and start their art career.

-- **Wesley Kirk**, photographer and filmmaker

I've met my community here. I feel supported here, and I know hundreds of others who feel the same. -- **Amanda Reyes**, actor and filmmaker

We need to fully support this important community asset so that it can continue to serve as a center for the arts and education for another seventy years.

-- **Quentin McGown**, judge and historian

This center in the heart of the cultural district, devoted to the city's emerging artists, has a significant impact that is unlikely to be replicated anywhere.

-- **Devin Nowan**, collection manager, Amon Carter Museum of American Art

This is a field of dreams. And I would tell people that. I would say, you know what? I don't think there's another city in America where I could do this.

-- **Scott Barker**, cultural historian

# Representative Comments from Public Meeting

(Continued)

This is the place where you can come and make things and share things and show things and learn and teach things to other people. It is truly art for Fort Worth by the people of Fort Worth. -- **Laurie Isbell**, writer

This building serves an incredibly important role in the city as a public cultural facility that's free to all. -- **Mark Thistlewaite**, retired art history professor, TCU

The importance of this space is that it remains free and a third space for our community to continue to gather and experience each other. -- **Ashley Felker**, board chair, Stolen Shakespeare Guild

This is a piece of infrastructure that needs investment because it has huge cultural and economic impact. -- **Megan Henderson**, director of events and communications, Near Southside, Inc.

This is the place where the heart and the soul of our artists -- visual, performing, written art -- should happen simultaneously at all times. -- **Miguel Harth-Bedoya**, music director laureate, Fort Worth Symphony Orchestra

# **Evaluation of Development Strategies**

**Fernando Costa**

# Possible Development Strategies

- **Option A. Restoration**: Make all necessary repairs and retain existing uses
- **Option B. Renovation**: Make all necessary repairs, renovate the building incrementally, and attract complementary uses
- **Option C. Redevelopment**: Reimagine 1300 Gendy as a world-class cultural hub and redevelop the property accordingly

Note: All three options would require a **new management model** to be sustainable.

# Comparison of Development Strategies

	Option		
	A. Restoration	B. Renovation	C. Redevelopment
<b>Future Uses</b>	Existing uses	Existing and/or new uses	TBD
<b>Repair Costs</b>	~\$26.1 million from 2026 bond program	~\$26.1 million from 2026 bond program	TBD
<b>Renovation Costs</b>	N/A	TBD	N/A
<b>Annual Maintenance Costs</b>	~\$1.0 million from PAYGO	~\$1.0 million: 50% from PAYGO and 50% from tenant?	TBD: 100% from tenant?
<b>Issue Request for Proposals (RFP)?</b>	No	Yes, issue RFP to use space	Yes, issue RFP to redevelop property
<b>Lease</b>	Renew lease for fourth five-year term, 2025-2030	Execute lease with selected tenant in 2024 or 2025	Execute long-term lease with selected developer in 2024 or 2025
<b>Seek Historic Designation?</b>	Yes	Yes	No

# Simplified Comparison of Development Strategies

Strategy	Preserves Existing Building	Preserves Existing Uses
Restoration	✓	✓
Renovation	✓	Subject to RFP
Redevelopment	Subject to RFP	Subject to RFP



# Evaluation Criteria

1. **Health and Safety**: Impact upon the health and safety of workers and visitors
2. **Preservation**: Impact upon the preservation of Fort Worth's history
3. **Architectural**: Impact upon the Cultural District's architectural character
4. **Cultural**: Impact upon Fort Worth's overall cultural vitality
5. **Social**: Impact upon the size and diversity of the building's visitor base
6. **Economic**: Impact upon economic activity in the Cultural District and in Fort Worth as a whole
7. **Financial**: Impact upon the City's capital and operating budgets

# Weighting System

Points

Importance of Criterion

1

**Somewhat** important

2

**Highly** important

3

**Exceptionally** important



# Weighting of Evaluation Criteria

<b>Criterion</b>	<b>Average Weight</b>	<b>Rounded Weight</b>
<b>Health and Safety</b>	1.80	2
<b>Preservation</b>	1.47	1
<b>Architectural</b>	1.27	1
<b>Cultural</b>	2.13	2
<b>Social</b>	1.93	2
<b>Economic</b>	2.13	2
<b>Financial</b>	1.87	2

# Evaluation of Development Strategies

Criterion	Weight	Weighted Scores		
		A. Restoration	B. Renovation	C. Redevelopment
Health and Safety	2			
Preservation	1			
Architectural	1			
Cultural	2			
Social	2			
Economic	2			
Financial	2			
<b>Total Score</b>				

# Scoring System

Points

Impact of Development Strategy

0

**Unfavorable** or no impact

1

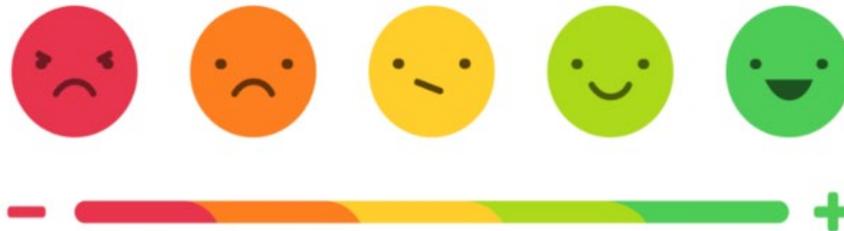
**Somewhat** favorable impact

2

**Highly** favorable impact

3

**Exceptionally** favorable impact



# Scoring of Development Strategies

Strategy	Individual Scores																Average Score	Top Ratings
Restoration	10	2	31	21		29	27	12	12	16	15	11	12	21	19	32	18.0	2
Renovation	22	34	30	20		35	22	16	27	24	19	26	12	23	19	33	24.1	5
Redevelopment	35	36	30	24		33	10	24	25	33	28	22	24	22	26	16	25.9	8

# Preferred Development Strategy: Redevelopment

<p><b>Description</b></p>	<p>Reimagine 1300 Gendy as a <b>world-class cultural hub</b> and redevelop the property accordingly</p>
<p><b>Issue Request for Proposals (RFP)?</b></p>	<p>Yes, issue RFP to <b>redevelop property</b></p>
<p><b>Lease</b></p>	<p>Execute <b>long-term ground lease</b> with selected developer in 2024 or 2025</p>
<p><b>Preservation?</b></p>	<p>Prefer that the selected developer incorporate the <b>history and architecture</b> of the existing building into the redevelopment proposal</p>
<p><b>Provide Space for Specific Purposes?</b></p>	<p>Yes, prefer that the selected developer include an <b>incubator</b> for emerging artists and arts organizations, and include a <b>theater</b>, subject to economic feasibility</p>
<p><b>Provide Space for Specific Tenants?</b></p>	<p>Yes, prefer that the selected developer include <b>existing tenants</b>, subject to economic feasibility</p>

# Proposal Evaluation Criteria

## **Development Concept: 45 Percent of Total Rating**

1. Cultural: Impact upon Fort Worth's overall cultural vitality (10 points)
2. Social: Impact upon the size and diversity of the building's visitor base (5 points)
3. Economic: Impact upon economic activity in the Cultural District and in Fort Worth as a whole (10 points)
4. Financial: Impact upon the City's capital and operating budgets (5 points)
5. Health, Safety, and Environmental: Impact upon the health and safety of workers and visitors, and upon the environment (5 points)
6. Preservation: Impact upon the preservation of Fort Worth's history (5 points)
7. Architectural: Impact upon the Cultural District's architectural character (5 points)



# Proposal Evaluation Criteria

(Continued)

## **Development Team: 45 Percent of Total Rating**

1. Professional Qualifications (15 points)
2. Relevant Experience (15 points)
3. Ability to Deliver Project on Time and within Budget (15 points)



## **Public Engagement: 10 Percent of Total Rating**

### **Business Equity: Proposal meets or does not meet 15 percent goal**

(No points assigned, but proposals failing to meet goal are disqualified)



# Proposal Evaluation Committee

## City Staff (3)

- **Robert Sturns**, Economic Development Director
- **Mike Crum**, Public Events Director
- **Steve Cooke**, Property Management Director

## Task Force Members (2)

- **Leonard Firestone**
- **Lillie Biggins**



# **Conclusions, Recommendations, and Next Steps**

**Glenn Lewis**

# Major Conclusions

- The City-owned property at 1300 Gendy Street is a valuable **cultural and economic resource**, located strategically in the heart of the Cultural District.
- The building at this site has **historic and architectural significance**.
- The building's longstanding use as the Fort Worth Community Arts Center has effectively served the **public purpose** of supporting emerging artists and arts organizations.



# Major Conclusions

(Continued)

- For a variety of reasons, however, the building's **visitor base** has been limited in size and diversity, and its existing **management model** is not financially sustainable.
- Arts Fort Worth has generally been a good steward of this resource but, in retrospect, expectations about the organization's **financial capacity** may have been unrealistic.



# Major Conclusions

(Continued)

- The City can draw valuable insights from **other existing models** for managing City-owned cultural facilities, and from the experiences of **other cities** with successful arts venues.
- In view of all relevant criteria, the City's long-term interests would be best served by reimagining 1300 Gendy as a **world-class cultural hub** and redeveloping the property accordingly.



# Major Conclusions

(Continued)

- Any **new development** at 1300 Gendy should, to the extent feasible:
  - ✓ Incorporate the **history and architecture** of the existing building;
  - ✓ Include an **incubator** for emerging artists and arts organizations;
  - ✓ Include a **theater**; and
  - ✓ Provide suitable space for **existing tenants** of the Fort Worth Community Arts Center.



- Consistent with legal requirements, the **process** for selecting a preferred developer should:
  - ✓ Be open, transparent, and **objective**; and
  - ✓ Include full and meaningful **public participation**.

# Recommendations

- Issue a **request for proposals** (RFP) to redevelop 1300 Gendy as a world-class cultural hub that expands and diversifies the visitor base while producing positive economic and fiscal impacts.
- Select a **preferred developer**, negotiate an agreement about the future use of 1300 Gendy, and execute a long-term lease.
- If retention of **existing tenants** is economically infeasible, then determine how the City might assist these organizations in their relocation.



# Next Steps: Phase 1

- June 13, 2023: City Council adopts a **resolution** accepting the final report of the 1300 Gendy Task Force and authorizing the City Manager to proceed in implementing the Task Force recommendations.
- June 21: Staff issues an **RFP** to redevelop 1300 Gendy.
- July 19: Staff conducts a **pre-proposal conference**, including a briefing on existing uses and a tour of the building.
- September 14: Deadline to receive **initial proposals** from prospective developers.
- October 4: Proposal evaluation committee evaluates initial proposals and selects two to four **finalist teams**.



# Next Steps: Phase 2

- October 11: Finalist teams present their proposals at a **public forum**.
- October 16: Deadline to receive **written comments** from the public about how well the proposals meet the evaluation criteria.
- October 18: Staff edits the written comments for relevance and forwards a **summary** of these comments to the finalist teams.
- October 25: Deadline to receive **final proposals** from the finalist teams, including responses to public comments.
- November 1: Proposal evaluation committee **interviews** the finalist teams.
- No later than November 8: Committee completes its evaluation of final proposals and selects a **preferred developer**.



## Next Steps: Phase 3

- No later than December 15: Staff and preferred developer complete contract **negotiations**.
- January 9, 2024: Staff briefs City Council in **executive session** about the proposed contract.
- January 23: Staff briefs City Council in **work session**.
- January 30: City Council adopts a Mayor and Council communication (M&C) authorizing a **contract** to redevelop the property at 1300 Gendy.



# Questions?



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