



CITY COUNCIL ACTION FORM

Department	Presented by	Date
Administration	Drew Nelson - City Administrator	November 2, 2021

ITEM

A Letter of Agreement with Artspace Projects, Inc. for Preliminary Feasibility and Creative Space Market Studies

BACKGROUND

For some time, the City of Salida has expressed interest in participating in Space to Create Colorado, a program through the State Office of Economic Development and International Trade (OEDIT). Space to Create Colorado helps communities convert buildings into affordable living and work spaces. The program is the nation's first state-led initiative for affordable housing for creative sector workers in rural areas. The program is located within the Colorado Creative Industries (CCI) division of OEDIT, and the City of Salida has hosted two CCI summits in the past few years. CCI representatives have been keenly interested in a Space to Create project in Salida due to our robust arts community and having created the state's first Creative District here.

Current workforce housing conditions have placed considerable pressure and strain on creative artists in Salida. With the City's pending acquisition of a new fire station location and facility, we have an opportunity to repurpose the existing fire station property at 124 E Street into housing along with a maker's space within the City's downtown core. Significant technical and financial assistance is necessary to move Space to Create projects from concept to design to construction, and feasibility and market studies are generally the first step in these processes.

OEDIT and CCI work directly with an organization – Artspace Projects, Inc. – to perform initial feasibility and market studies that are used to create the framework for potential Space to Create projects. Artspace is a non-



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profit arts organization specializing in creating, owning, and operating affordable spaces for artists and creative businesses. Generally, these spaces include live/work apartments for artists and their families, working artist studios, arts centers, commercial space for arts-friendly businesses, and other projects. Currently, Artspace has three projects in Colorado: Trinidad (the initial demonstration project in the state), Loveland, and Ridgway. OEDIT and CCI utilize funding provided through the Boettcher Foundation, the Department of Local Affairs, and History Colorado to offset part of the cost of these initial studies. Should the City move forward with this project, these funding pools are used to offset \$25,000 of the cost of Artspace's work (and additional funding can be provided for next steps).

Attached to this memo you will find a Letter of Agreement for Preliminary Feasibility and Creative Space Market Studies. The Agreement includes a specific scope of work for the two studies. The Agreement is currently under review by the City Attorney as to legal form.

FISCAL NOTE

The contractual cost of the preliminary feasibility analysis and the market study is a total of \$60,000. This cost will be partially offset by grant dollars provided by OEDIT, CCI, the Boettcher Foundation, and DOLA. The City's financial commitment for these studies is \$35,000, with the remaining \$25,000 provided by OEDIT.

STAFF RECOMMENDATION

Staff recommends approval of a Letter of Agreement, attached as Exhibit A, with Artspace Projects, Inc. to provide preliminary feasibility and creative space market studies for a Space to Create project within the City of Salida.



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SUGGESTED MOTION

A City Councilmember should state, "I move to approve a Letter of Agreement for Preliminary Feasibility and Creative Space Market Studies with Artspace Projects, Inc., pending City Attorney review and approval, and instruct the City Administrator to sign the Letter of Agreement", followed by a second and a roll call vote.



artspace

City of Salida, Colorado - Proposal



Clockwise from top left: Trinidad, CO // Elgin, IL // Honolulu, HI



OFFICES: Minneapolis / New York City / Washington D.C.

250 Third Avenue North, Suite 400, Minneapolis MN 55401
P 612.333.9012 F 612.333.9089 ARTSPACE.ORG

Letter of Agreement – Preliminary Feasibility & Creative Space Market Studies

THIS LETTER OF AGREEMENT (this "Agreement") made and entered into this ____ day of _____ 2021 (the "Effective Date") by and between ARTSPACE PROJECTS, INC., a MINNESOTA NONPROFIT CORPORATION having an address at 250 3RD AVENUE NORTH, SUITE 400, MINNEAPOLIS, MN 55401 ("Artspace") and the City of Salida, a MUNICIPALITY with a mailing address at 448 EAST 1ST STREET, SUITE 112, SALIDA, CO 81201. ("City of Salida" and Artspace are each a "party" and together the "parties")

The parties agree as follows:

1. Overview:

Subject to the terms, conditions and covenants in this Agreement, Artspace contracts with the City of Salida, and the City of Salida with Artspace, to perform the scope of work ("Scope") as more particularly described in Exhibits "A1 and A2" attached hereto. The Scope's budget, timeline, and fee disbursement schedule are more particularly described in Exhibit "B" attached hereto.

2. Term:

The term of this Agreement shall commence on the Effective Date (as defined above) and shall continue until all deliverables as outlined in Exhibits "A1 and A2" are completed (the "Scope Completion"; such period, the "Term").

3. Qualifications:

The City of Salida shall provide any and all support relevant to the successful completion of the Scope as outlined in Exhibits "A1 and A2" and further defined in "Exhibit C" including, but not limited to, providing documents relevant or appropriate for Artspace review, arranging for site/building tours and information, assigning key staff to work with Artspace, coordinating logistics for meetings and leading public outreach and promotional efforts.

4. Fee:

The total fee for this work is Sixty Thousand and 00/100 (\$60,000) to be paid in two installments. On the Effective Date, the City of Salida shall pay Artspace an initial deposit in the amount of Thirty Thousand and 00/100 Dollars (\$30,000) ("Initial Deposit"). The City of Salida shall pay Artspace the second installment in the amount of Thirty Thousand (\$30,000) upon receiving the draft of the arts market study report of findings. In the event of a cancellation requested by the City of Salida within the first thirty (30) days of the Effective Date, Artspace shall be entitled to a nonrefundable cancellation fee in the amount Two Thousand Five Hundred Dollars and 00/100 (\$2,500) ("Cancellation Fee"), which may be deducted from the Initial Deposit. In the event of a

cancellation requested by the City of Salida at any point after the first thirty (30) days of the term but before Scope Completion, Artspace shall be entitled to compensation calculated at the hourly rate described in Exhibit "B" for the actual hours worked plus any documented out-of-pocket expenses ("Balance Due"). Artspace may retain a portion of the Initial Deposit up to the amount of Balance Due. In the event that the Initial Deposit is insufficient, the City of Salida agrees to immediately remit the remaining Balance Due to Artspace.

5. Proprietary Use:

With the exception of the deliverables described in Exhibit "A", all materials, written or otherwise, provided by Artspace remain the property of Artspace and may not be reproduced, copied or disseminated to third parties for purposes of sale or other benefit beyond the intended use under this contract as particularly described in Exhibit "A" as "The Purpose", without the prior written approval of Artspace.

6. Trademark Infringement:

The City of Salida is granted the right to use the Artspace name and/or brand solely in conjunction with the Scope of the project as outlined in this Agreement and shall not use the Artspace name and/or brand in conjunction with or connection to any other projects or marketing materials for which Artspace is not a consultant including, but not limited to, identifying a future project or development as arts-focused. The City of Salida agrees to notify Artspace of any potentially unauthorized use of the trademarks internally or by others promptly as it comes to the City of Salida's attention. Artspace shall have the sole right and discretion to bring infringement proceedings involving trademarks.

Because the damages resulting from unauthorized use will render irreparable harm to Artspace that will be difficult to quantify, Artspace shall be entitled to seek any and all equitable relief, including, but not limited to, injunctive relief, and to any other remedy that may be available under any applicable law or agreement between the parties. The City of Salida acknowledges that an award of damages to Artspace does not preclude a court from ordering injunctive relief. Both damages and injunctive relief shall be proper modes of relief and are not to be considered as alternative remedies.

7. Assignment or Subcontracting:

With the exception of Subcontractors identified in Exhibit "A", Artspace may not subcontract any portion of the Scope without the prior written consent of the City of Salida.

8. Address of Artspace and the City of Salida Notices:

All notices required hereunder between Artspace and the City of Salida shall be given in writing, by United States certified mail, return receipt requested, or by nationally recognized overnight courier service, to Artspace and the City of Salida at the address shown in the opening paragraph of the Agreement. All payments due hereunder shall be given to Artspace and the City of Salida, as the case may be, at the address shown in the opening paragraph of the Agreement.

9. COVID-19 Pandemic Protocol:

We will work together to find reasonable mutually acceptable COVID-19 protocols, including CDC, state, and local guidance regarding masking, vaccination, etc. We ask that others are respectful of others masking choices regardless of local protocols.

10. Termination:

This Agreement may be terminated by either party without cause with ten (10) business days advance written notice; provided, however, that all compensation due to Artspace through such termination date shall be paid by the City of Salida. Upon termination, Artspace shall deliver to the City of Salida all completed materials as of the date of termination.

11. Amendment and Modification:

This Agreement embodies the full agreement of the parties and supersedes any and all prior understandings or commitments concerning the subject matter of this Agreement. Any modification or amendment must be in writing and signed by both parties.

12. Governing Law:

This Agreement is governed by and shall be construed in accordance with the laws of the state in which the City of Salida is located.

13. Release and Indemnification:

Except as provided herein, neither Artspace nor any of its respective affiliates, agents, consultants, partners, officers, members, managers, directors or employees, shall be liable for any claims relating to damages arising out of or in connection with the performance of this Agreement, including any violation of the law, statute, regulation or other illegal act by Artspace or its affiliates. The City of Salida shall indemnify and hold Artspace harmless from and against any and all costs, damages, claims and liabilities arising out of or relating to the Scope responsibilities of Artspace as described in "Exhibits A1 and A2." The provisions of this paragraph shall survive the expiration and any termination of this Agreement.

The City of Salida shall fully indemnify, hold harmless and defend Artspace and its directors, officers, employees, and agents, from and against all damages resulting from claims of gross negligence, willful misconduct or fraud on the part of the City of Salida and its directors, officers, employees, and agents, from and against all damages resulting from claims of gross negligence, willful misconduct or fraud on the part of Artspace, its employees, volunteers, and agents arising out of, resulting from, or relating to the work performed under this Agreement.

14. Disclaimer:

Results depend upon a variety of factors unique to each agreement. Prior results do not guarantee or predict a similar result in any pending or future project undertaken by Artspace.

The Deliverables in addition to the written or other materials provided by Artspace are intended

as guidance for those who wish to explore or advance an arts-related project. While the deliverables and other materials provided reflect Artspace's expertise as a real estate developer for artists and arts organizations, and are provided in good faith, Artspace makes no representation or warranty about the value of any of the information in relation to the success of any specific project.

15. Return of Property:

Upon Scope Completion or termination of this Agreement, the City of Salida agrees to return to Artspace any property, documentation, records, or confidential information that is the property of Artspace.

16. Capacity/Independent Contractor:

Artspace shall be deemed to be an independent contractor and is not an employee, partner, or co-venturer of, or in any other service relationship with the City of Salida. The manner in which Artspace's services are rendered shall be within Artspace's sole control and discretion.

17. Severability of Provisions:

Each provision of this Agreement shall be considered to be severable, and if for any reason any provision that is not essential to the effectuation of the basic purposes of the Agreement is determined to be invalid and contrary to any existing or future law, such invalidity shall not impair the operation of or affect those provisions of this Agreement that are valid.

18. No Continuing Waiver:

The waiver by either party of any breach of the terms of this Agreement shall not operate or be construed to be a waiver of any subsequent breach.

19. Binding Agreement:

This Agreement shall be binding on the parties hereto, and their heirs, executors, personal representatives, successors and assigns.

20. Headings:

All section headings in this Agreement are for convenience of reference only and are not intended to qualify the meaning of any section.

21. Terminology:

All personal pronouns used in this Agreement, whether used in the masculine, feminine and neuter gender, shall include all other genders, the singular shall include the plural, and vice versa as the context may require.

22. Confidentiality:

It is understood and agreed to that Artspace may provide certain information that is and must be kept confidential. The Confidential Information to be disclosed may include, but is not limited to, technical and business information relating to proprietary ideas and inventions, ideas, patentable ideas, trade secrets, drawings and/or illustrations, existing and/or contemplated products and services, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, contact lists, survey responses, marketing, and current or future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure.

To ensure the protection of such information, and to preserve any confidentiality necessary under law, the City of Salida shall not disclose any Confidential Information obtained from Artspace.

[Remainder of page intentionally left blank. Next page is the signature page.]

Draft

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date shown on the first page of this Agreement.

AGREED TO:

Artspace Projects, Inc

Wendy Holmes
Senior VP, Artspace Consulting

DATE

City of Salida

Drew Nelson
City Administrator

DATE

Contact Information

Wendy Holmes
Senior VP
Artspace Projects, Inc.
250 Third Avenue North
Suite 400
Minneapolis, MN 55401
wendy.holmes@artspace.org
(612) 747-5708

Drew Nelson
City Administrator
City of Salida, CO
448 E. 1st Street, Suite 112
Salida, CO 81201
drew.nelson@cityofsalida.com
719-539-4555

Please return executed contract:

ATTN: Naomi Marx
Artspace Projects, Inc.
250 Third Avenue North
Suite 400
Minneapolis, MN 55401
Naomi.marx@artspace.org

Exhibit A.1

Preliminary Feasibility Study

The City of Salida, a Space to Create Community, has invited Artspace to submit a proposal for a Preliminary Feasibility Study of affordable live/work housing for creatives. The purpose of this scope of work ("Purpose") is to help the City of Salida understand the potential to create a successful, affordable, self-sustaining creative space development project (the "Project") in Salida, CO. The visit and ensuing report are also intended to: help the City of Salida understand and explore key elements that determine feasibility of a project (project concept, potential sites, market need, funding and financing, local leadership, and alignment with broader community goals); engage key stakeholders to build support for the Project; and outline the next steps necessary to move the Project forward.

Preliminary Feasibility Study Scope of Work

1. Visit Preparation.
 - a. Assign two Artspace staff as project leads;
 - b. Work with City Staff or (assignee) to set dates, customize the visit agenda and identify 10-12 key individuals to help carry out the study (the "Core Group")
 - i. We plan to divide the Core Group into two sub-teams one to focus on the Preliminary Feasibility Study (Exhibit A.1) and one to help with the Creative Space Market Study (Exhibit A.2).
 - c. Conduct two conference calls with the Core Group:
 - i. Kick-off call to meet the Core Group, review visit preparation materials, and articulate goals for the visit. Artspace has a full packet of information via Dropbox and Google drive to help with planning and preparation that we review during this kick-off call.
 - ii. Pre-visit check in call, approximately one week before the visit and/or start of focus groups, to review visit details and answer any questions.
 - d. Provide Core Group with preparation materials, including a sample agenda, suggested participants, and meeting planning tips;
 - e. Review relevant materials about the community prior to the visit, including site map(s), concept write-ups, or floor plans;

- f. Review existing market, redevelopment, cultural planning, city planning or other appropriate available studies;
 - g. Prepare a slideshow presentation that provides background on Artspace and prompts discussion during the focus groups and public meeting.
 - h. For virtual focus groups Artspace uses Zoom and the Menti.com platform for interactive (typed) feedback. The use of Menti.com will require participants have web access through a handheld device or preferably a computer for full participation. Participant may join Zoom by phone (voice) only, but the experience will be limited.
 - i. Confirm travel dates and provide arrival/departure times;
 - j. Communicate via email or phone to assist Core Group with visit and virtual meeting preparation, as needed.
 - k. Provide phone or email interviews with local press, as requested.
2. Preliminary Feasibility Visit.
- a. Virtual Focus group with Individual Creatives and Creative Businesses/Organizations held prior to the in-person visit.
 - i. Creatives and Creative businesses/organizations. e.g. A diverse cross section of people working in the maker, arts, creative and cultural industries, and compatible community organizations. Participants should represent a diversity of perspectives, in terms of discipline/craft, career stage, age, ethnic and cultural background, as well as a balance between individuals and organizations. This meeting focuses on articulating the project concept, understanding the market for a new creative-space facility, and collecting feedback about the creative sector's current assets, challenges and opportunities.
 - b. Travel to Salida for one, two and a half-day visit, by two or three Artspace staff (the "Visit"). The total fee is inclusive of all travel expenses including hotel accommodations, meals, car rental, and staff travel time.
 - c. In person tour of 2-3 potential project sites for new construction or building reuse. This tour should also include a tour of the Salida Creative District, and other community and creative assets, and facilities as well as a general tour of the priority area(s) under consideration for this Project.
 - d. In person or virtual *Equity in Space* focus group conversation (if in-person may be held as a luncheon) with diverse leaders and creatives identifying

as Black, Indigenous or as a Person of Color (BIPOC). The conversation and breakout sessions focus on issues relating to access and equity in creative spaces.

- e. Facilitate up to two additional focus group meetings (one in person and one virtual) to understand the priorities, interests, community goals, and space needs of each stakeholder group. Each meeting includes a short presentation to introduce the Artspace model and a facilitated discussion. Focus group meetings educate about creative space facility development, elicit feedback on the Project, and provide a platform for questions, concerns and support. The two additional focus group meetings typically include the following stakeholder groups:
 - i. Civic Leadership. e.g. Key City, County and/or State staff and elected officials, as well as leaders from other community groups such as a chamber of commerce, tourism board, Creative District, main street organization, and Rotary Club, etc. This meeting focuses on civic involvement, a shared vision for development, current initiatives, and complementary community goals;
 - ii. Funding and Financing Leadership e.g. Local public and private funders, economic development officials, nonprofit developers, and representatives from local banks, CDFI's and businesses. This meeting focuses on how affordable mixed-use creative space facilities are developed and sustained as well as available funding sources and tools for predevelopment and development; and potential partners/tenants/programs that will bolster the project's sustainable community impact;
- f. Present and host one of the following types of public meetings: a virtual public meeting, in-person open house, or artist engagement happy hour. The format for this meeting is up to the community and should follow mutually agreed upon COVID-19 safety protocols. Formats examples include: a presentation slideshow about the Artspace model and the proposed project with a facilitated Q&A session to receive community input and answer questions; a community open house with tables and exercises to receive input from the broader community; a happy hour meet and greet format with creatives in a creative space in the community for deeper conversation with a selected group.
 - i. In Salida, CO, this meeting will also serve as the Creative Space Market Survey launch event in whichever manner the community decides. This is detailed in Exhibit A.2.
- g. Meet with the Core Group to discuss the project concept, answer questions and discuss initial impressions from the Visit and discuss the Creative Space Market Survey outreach strategy.

3. Post-Visit

- a. Compile notes and perform any necessary additional research;
- b. Write a Preliminary Feasibility Report based on the six criteria of an Artspace project and deliver first draft 6-8 weeks after the final focus group.
- c. Facilitate a conference call with Core Group to discuss draft report, next steps, and suggested revisions. If Core Group is unavailable by phone, it may choose to compile edits from the group into one document and share via email;
- d. Finalize and deliver final report 2-3 weeks after receiving one round of Core Group edits. If edits are not received within 4 weeks of delivery of draft report, Artspace will independently finalize and deliver the final report. Up to five (5) physical copies of the report can be delivered, upon request.

Deliverables:

- Preliminary Feasibility Report

Exhibit A.2

Creative Space Market Study

City of Salida has invited Artspace to conduct a Creative Space Market Study of Individual Creatives to inform a potential development project. The “Project” will be defined as an affordable, creative industry-focused live/work mixed use project. The purpose of this scope of work (“Purpose”) is to provide the City of Salida and creative space advocates the data to inform the Project’s development. This work will commence in tandem with the Preliminary Feasibility Study.

The survey(s) will collect data from creatives living, working, and/or doing business within a 50-mile radius of Salida, Colorado. The survey instrument is designed to assess the market demand for different types of creative space, space needs, and the demographics and households interested in space.

Creative Space Market Study Scope of Work

1. Survey Preparation

- a. Provide the City of Salida the survey template.
- b. Provide City of Salida with online access to the Artspace Preparation Packet via dropbox.com. The packet includes original documents to guide outreach strategy, templates to organize the outreach effort, and examples from other communities. This content can be used in websites, social media, printed materials, and for coordinating events. While the outreach may be conducted at no cost, using volunteer assistance and in-kind-donation, Artspace highly recommends additional funding for a modest budget to cover costs that may include: stipends for volunteers, graphic designer and printing fees, food/beverages for any in-person events, social media boosts and influencer stipends. See Section 1.g. for more information.
- c. Create a timeline for the scope, outlining tasks and target dates for both Artspace and City of Salida, (“Timeline”).
- d. Facilitate one kick-off phone call with [MAIN CONTACT] to walk through the Timeline and the Artspace Survey Outreach Packet, review the template and

goals of the study, and discuss the formation and roles of the Core Group (defined in Exhibit C), and answer any questions.

- e. Create a customized survey instrument(s) based on the survey template with up to three modifications.
 - i. Send AMS Core Group subcommittee customized survey instrument(s) for review and input. The City of Salida will have one week from delivery of the draft survey to review and test online functionality and provide feedback or suggested edits (as defined per Timeline). Main contact should compile all feedback and edits from the Core Group into one document and submit via email for Artspace's review;
 - ii. If [MAIN CONTACT] requests changes to the survey instrument(s), one conference call may be held on or prior to the Feedback Due Date (as defined by Timeline) to discuss the proposed changes. If the [MAIN CONTACT] does not provide feedback by the Feedback Due Date, Artspace will independently finalize the survey instrument(s); and
 - iii. Present a final draft to City of Salida.
- f. Create a web page to host the survey link, if requested with a vanity URL.
- g. Support outreach efforts by providing guidance and reviewing promotional materials developed by City of Salida. All materials that include Artspace's name, logo and/or images must be sent to Artspace for review prior to release.
 - i. Artspace recommends working with a local graphic designer/ city staff to create social media posts, postcards, flyers, etc. This fee is **not** covered by Artspace.
 - ii. Artspace recommends setting aside a modest marketing budget for the survey open period (\$200-\$500) for targeted ads and boosts and for help from local artists with survey promotion. This fee is **not** covered by Artspace.

2. Survey Launch and Ongoing Support

- a. Presentation at the public meeting detailed in the Preliminary Feasibility Scope Exhibit A.1. Including information about the survey and a call-to-action to take the survey. Following the presentation, Artspace will facilitate a question-and-answer period; and

- i. As part of the final meeting during the Feasibility Study visit, Artspace will meet with the Core Group to review Survey Launch and discuss outreach strategy moving forward.
 - b. Provide weekly detailed survey updates to support outreach strategy.
- 3. Survey Analysis and Reporting
 - a. Coordinate customization of the analysis, as requested by the [MAIN CONTACT]. Customization included in this Scope may involve:
 - i. Cross-tabulation via SPSS of up to two additional survey questions. This analysis will be provided in an electronic Excel spreadsheet or in the report as appropriate.

Note: Cross-tabulation is only available on certain question types. City of Salida should provide requests during or before instrument development to ensure that the survey design will permit the request. Artspace does not guarantee that all requests for cross-tabulation can be fulfilled.
 - b. Deliver the Report of Findings and Technical Report that articulates methodology and summarizes statistical information on the individual creatives interested in space in the Project. The report also includes recommendations and design guidelines in the context of the Project.
 - c. Compile and deliver supplementary materials, including:
 - i. Contact information of respondents to the survey(s) who wish to receive follow up notices.
 - ii. Verbatim responses provided from open-ended text fields.
 - iii. Summary of total respondent data.
 - iv. Zip code data; and
 - v. Data summary from any customized survey questions.

Note: Artspace will not provide raw survey data under this contract.

Deliverables:

- Report of Findings
- Technical Report Addendum
- Supplementary Materials

All deliverables will be provided digitally. Up to five (5) hard copies of the Report of Findings and Technical Report Addendum can be provided upon request.

Exhibit B

Timeline and Fee Disbursement

Budget

The fee for the proposed Preliminary Feasibility Study and Creative Space Market Study is \$60,000. This flat fee includes staff time, deliverables, and travel expenses and travel time.

This contract is set up not to exceed the total fee of \$60,000 as noted above unless another agreement is put into place with a specific work scope. For additional services, Artspace charges \$250 per hour for its consulting work.

Timeline and Fee Disbursement

Scope of Work will commence upon receipt of deposit.

This timeline assumes that a contract is signed and an initial payment of \$30,000 (1/2 of the work fee) is received by December 2021. The second \$30,000 would be due within 30 days of the delivery of the draft Arts Market Study Report of Findings and final deliverables of this contract.

Exhibit C

Additional notes on roles and responsibilities

The City of Salida agrees to:

- Assign a main point of contact/proxy for the City of Salida's communication with Artspace.
- Provide any relevant documents for Artspace's review prior to the initial visit;
- Create an agenda for the joint PFS/AMS visit, based upon the sample provided, and share with Artspace no less than two (2) weeks before the visit;
- Coordinate the Core Group members which will likely be subdivided into a Preliminary Feasibility "Exhibit A.1" an Arts Market Study "Exhibit A.2" teams.
- Coordinate logistics for the execution of the agenda. Which includes:
 - a. Identifying and inviting the appropriate individuals or groups.
 - b. Promoting the public meeting, encouraging creatives, community members, stakeholders and all to attend.
 - c. Securing space (and/or time) and setting up for all focus groups and meetings. If a community Open House is conducted, multiple tables and/or boards may be required as part of the set-up, in addition to seating.
 - d. Providing technology for in-person presentations, which includes projector, screen/blank wall, power source, microphone and extension cord (if needed). Artspace will bring a mac laptop and adaptor to plug into provided projector.
 - e. Ensure reasonable and mutually acceptable COVID-19 protocols, including CDC, state, and local guidance regarding masking, vaccination, etc. are followed. We ask that others are respectful of others masking choices regardless of local protocols.
 - f. Arranging for site and area tour.
 - g. Pay for any on-site meeting arrangement fees (e.g., space rentals, food/beverage etc.) and any stipends that will be offered to Core Group members or focus group attendees. Stipends are not included in the Artspace fee but are a best practice to help remove financial barriers to equitable community participation.

- Coordinate logistics for the Creative Space Market Survey launch and assume responsibility for all community outreach and survey promotion.
 - a. Pay for artists, graphic designer, or any outreach and marketing fees that occur.
- Maintain the confidentiality of Creative Space Market Survey respondents and only use contact information obtained from the survey to provide information specifically requested by the respondent; and
- Pay additionally to Artspace any reasonable and/or necessary costs incurred by Artspace to rearrange or cancel travel itineraries as requested by the City of Salida or necessitated by changes initiated by same.

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