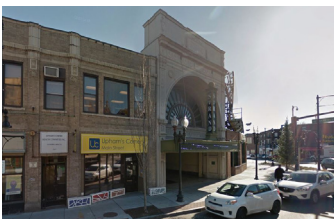


Upham's Corner Implementation - What We've Heard & What We've Learned  
 Wednesday, January 17, 2018  
 Cape Verdean Adult Day Center, 34 Hancock St, Dorchester

For more information please visit <http://bit.ly/uphamscornerimplementation>



Strand Theatre

Parcel ID  
1301742000

Lot Area  
24,533 square feet

Owned By  
City of Boston



Former Bank of America

Parcel ID  
1301743000 / 1301735000

Lot Area  
8,251 / 10,570 square feet

Owned By  
City of Boston



Former Citizen's Bank

Parcel ID  
1301340000

Lot Area  
26,157 square feet

Owned By  
Dudley Neighbors, Inc



Municipal Lot

Parcel ID  
0703894000

Lot Area  
34,270 square feet

Owned By  
City of Boston

# Cultural Planning Case Studies

## Former Strand Theatre - BRIC House

www.bricartsmedia.org

Brooklyn, New York



The BRIC House is an example of a large-scale renovation project yielding an interdisciplinary public arts hub in a downtown area. BRIC has the unique advantage of being a public access television provider, which generates a consistent funding stream for the organization. The building is much larger than The Strand in Upham's Corner and illustrates how different arts uses can co-locate. The upper floor of the building is inhabited by a separate, non-profit cooperative glass blowing studio.

### Facility Information

**Year Constructed/Redeveloped:** 2011

**Total Facility Size:** 90,000 square feet

**Facility Capacity:** Art exhibition space (cap 75); two performance spaces (cap 440 and 175); Glass TV Studio; video and audio editing facilities; Café

**Housing:** No

**Connection with Transit:** BRIC is located at the nexus of several subway lines and bus routes, making it easily accessible.

### Programming

**Designated Arts and Culture District:** Yes

**Programmatic Focus:** Audio and visual media, community education

**Program Development:** Prior to redevelopment of the Strand Theatre, the three components of BRIC - Brooklyn Access TV, the Celebrate Brooklyn event series, and a Contemporary Arts Exhibition space - operated in separate venues. Integrating those uses has allowed for the development of multi arts programming within the BRIC House.

### Area Revitalization

The former Strand Theatre was a city-owned property that had been the focus of several economic development strategies. When the City began to re-envision downtown Brooklyn as a 24/7 district, they engaged with BRIC as a partner to create a new arts hub. Arts programming in Downtown Brooklyn ensures street activity in the evenings and weekends that support a host of other economic activities.

### Operations and Financials

**Operator:** Non-profit

**Operator Structure:** Producer, Presenter

**Financing:** Public/Private/Foundation

**Most Recently Available Annual Budget:** \$14 million

**Cost of Redevelopment:** \$41 million

**Financing Program:** BRIC has been the contractor for Brooklyn Public Television for the past 30 years - equivalent to Boston Neighborhood Network. Consistent funding from cable companies (required to pay BRIC a stipend / subscriber) is recorded as program revenue, skewing 990 forms. BRIC raises about \$5.4M annually to support programs and activities. Almost all of BRIC's programs are free.

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*Sources: 12.14.17 interview with Leslie Schultz, president of BRIC Media; Beyond the White Box: Creating Innovative Art Spaces that Transform People and Places, Julia Chan (2005); www.guidestar.org; www.bricartsmedia.org.*



## Cultural Planning Case Studies

# Cleveland Public Theatre

www.cptonline.org

Cleveland, Ohio



Contextually, the Cleveland Public Theatre (CPT) is the case study most relatable to Upham's Corner. The Gordon Square area of Cleveland and Upham's Corner have both experienced historical disinvestment and recent revitalization. The Gordon Square Theatre is owned and operated by a 501c3 theatre company. Operations illustrate a more do-it-yourself development scheme as opposed to large-scale public or private projects.

## Facility Information

**Year Constructed/Redeveloped:** 1994

**Total Facility Size:** 35,000 square feet

**Facility Capacity:** 250 seat theatre at Gordon Square; 100 seat venue in small church; 80 seat multi-use space in storefront

**Housing:** No

**Connection with Transit:** CPT is on a bus route and is 1/2 mile from a metro station. However, most patrons drive to the theatre.

## Programming

**Designated Arts and Culture District:** Yes

**Programmatic Focus:** Theatre

**Program Development:** In addition to in-house productions, CPT supports Director, Playwright, and Composer fellowships for emerging artists. CPT also works with 600 underprivileged youth and adults annually to enhance academic achievement and teach job skills, compassion, mindfulness, and community pride.

## Area Revitalization

CPT founded Gordon Square Arts District and - through a collaboration with local politicians and stakeholders - was able to realize neighborhood transformation. A long-term joint fundraising campaign between Detroit Shoreway Community Development Corporation and CPT was a decisive factor in transforming the area. There have been several master plans for the Detroit Shoreway neighborhood; all have involved a strong community engagement process.

## Operations and Financials

**Operator:** Non-profit

**Operator Structure:** In House Operator

**Financing:** Public/Private/Foundation

**Most Recently Available Annual Budget:** \$3 million

**Cost of Redevelopment:** \$60k initial investment, purchased property from the city. Investment culminated in a \$30m joint fundraising effort by local CDC, CPT, and other arts organizations to pay for building renovations and street scape improvements.

**Financing Program:** CPT receives most of its funding through donations and grants. It holds a contract with the Cleveland Public Housing Authority and receives some funding from the city through Community Development Block Grants for youth programming. Most charitable donations support CPT's long-term community programs such as Brick City.

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*Sources: 12.14.17 interview with Matt Segell, Business Coordinator at CPT; Beyond the White Box: Creating Innovative Art Spaces that Transform People and Places, Julia Chan (2005); www.guidestar.org; www.cptonline.org*

## Cultural Planning Case Studies

# Schermerhorn House

[www.breakingground.org/our-buildings/the-schermerhorn/](http://www.breakingground.org/our-buildings/the-schermerhorn/)

Brooklyn, New York



The Schermerhorn House is a unique example of integrating housing and arts uses. The building's apartments provide supportive housing for the performing arts community in partnership with the Actors Fund. The ground floor is deed-restricted for arts uses and is currently leased to the Brooklyn Ballet School. The building also includes a publically available performance space.

## Operations and Financials

**Operator:** Private / Non-profit

**Arts Operator:** Non-profit

**Arts Operator Structure:** In House Operator, Private Rental House

**Financing:** Public/Private/Foundation

**Cost of Redevelopment:** \$59 million

**Financing Program:** The development team was composed of a partnership between Common Ground (non-profit) and Hamlin / Time Equities (private development firm). The joint development proposal leveraged the private sector's ability to attract investment and support, debt and the non-profit sectors ability to leverage affordable housing tax credits and non traditional financing. NYC Housing Preservation and Development provided a Supportive Housing Loan in the amount of \$19.8 million and the New York City Housing Development Corporation provided \$30 million in tax-exempt bond financing over the course of the construction period. Mizuho Corporate Bank provided predevelopment financing. JP Morgan Chase provided the construction letter of credit. The NYS Homeless Housing and Assistance Program provided capital financing of \$6.7 million.

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*Sources: Beyond the White Box: Creating Innovative Art Spaces that Transform People and Places, Julia Chan (2005); [www.guidestar.org](http://www.guidestar.org); <http://www.breakingground.org/our-buildings/the-schermerhorn/#.Wfou6FtSyUk>*

## Facility Information

**Year Constructed/Redeveloped:** 2009

**Total Facility Size:** 141,000 square feet

**Facility Capacity:** 1,200 square foot dance studio; Black Box Theatre (cap 199) available to residents and community members

**Housing:** 116 units dedicated for workers in the performing arts who were formerly homeless or with special needs; 100 units dedicated for low income residents of local community boards.

**Connection with Transit:** The Schermerhorn House is located on top of several trains and is also accessible via three bus routes.

**Building Development History:** The property was released by the State of NY through an RFP that included a provision mandating the inclusion of 30% of residential units as affordable and a stated goal to knit the community together. To meet those criteria and market conditions, the development team focused on providing supportive housing for the arts community in conjunction with a deed-restricted ground floor dedicated to the arts.

## Area Revitalization

In 1998, the Borough President convened a task force that was composed of seven community groups, including business associations, neighborhood coalitions, community boards, and street associations, to develop a vision for Schermerhorn Street and the several vacant lots and parking lots that were then being considered for development. The groups came up with site requirements including streetscape improvements, height restrictions, and a general need for development to accommodate adjacent neighborhood character and knit the communities together.

*My hope is for a thriving arts center that is well staffed & keeps the community involved. My hope is that the strand becomes a historic landmark.*

*My hope is that the big space can be made to work, with sufficient funds (subsidy) to protect programs & fill the house (marketing)*

*My fear is we lose a 1400 seat community space that is in Boston that is more affordable than Boch, Shubert, Colonial when it reopens (multicultural producers can't afford those spaces)*

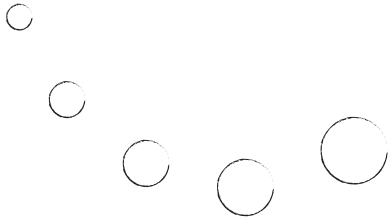
*My hope is to see the Strand completely restored / preserved in its original form.*

*Is there a market to keep the 1400 seat facilities? Are there other spaces for 400-600?*

**WHAT WE THINK THAT MEANS**

*The Strand is preserved in its current configuration at 1400 seats.*

*The library will include a special space for creative programming.*



**WHAT THAT REMINDS US OF**

*The Cleveland Public Theater is located in a neighborhood of Cleveland and runs community-oriented programs, theater, and educational programs. Over the course of a ten year fundraising campaign, a local non-profit grew its capacity to run the space and renovate the existing 250 seat theater.*

**LET'S DISCUSS!**

	<b>PROS</b>	<b>CONS</b>	<b>QUESTIONS</b>
<b>PROGRAMMING</b>			
<b>SPACE</b>			
<b>RELATIONSHIP TO THE LIBRARY</b>			

**PARKING LOT**

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*My hope is that the improvements to the Strand & Upham's Corner will happen forthright & that affordable housing for young professionals & workers is included in the plan.*

*My hope is the Strand can provide flexible space to accommodate a variety of activities simultaneously.*

*How can you preserve the beauty of the Strand while making physical changes?*

*How do we balance a variety of uses for the Strand to make it accessible to everyone?*

*My hope is alternative uses of space, different configurations, broadcasting/studio component in collaboration with Library.*

**WHAT WE THINK THAT MEANS**

*The Strand is reconfigured to include additional spaces for creative and cultural programming. The library will include a special space for creative programming.*

**WHAT THAT REMINDS US OF**

*In 2005, the Paramount Theater in downtown Boston was in disrepair. Emerson College bought the building and renovated the theater as part of a larger plan to develop dorms and performing arts spaces for their students. The balcony of the theater was separated into its own space, turning the 1700 seats into a 550 seat theater and a flexible black box theater.*

**LET'S DISCUSS!**

	<b>PROS</b>	<b>CONS</b>	<b>QUESTIONS</b>
<b>PROGRAMMING</b>			
<b>SPACE</b>			
<b>RELATIONSHIP TO THE LIBRARY</b>			

**PARKING LOT**

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*My hope is to see the Strand as a vibrant place that is a neighborhood, city, and regional asset*

*My hope is that there is a way of a re-imagining of the Strand as a multi venue complex that can play a number of roles and solve problems in the daily lives of artists*

*My fear is the Strand will stay as it is contained and its development become conservative. My fear is community opposes its transformation to a theatre of the future.*

*My hope is that the Strand can integrate deeply with the new library development and that it provide much broader set of spaces and programs so that it is always busy*

*My hope is develop the Strand as a multi disciplinary facility (i.e. beyond performance arts)*

**WHAT WE THINK THAT MEANS**

*The Strand is substantially restructured to include space for creative and cultural programming and is physically connected to the library to create a cluster of many activated spaces.*

**WHAT THAT REMINDS US OF**

*BRIC Media Arts offers multiple performing arts spaces, a public media center for educational programs and AV resources, a cafe, and artist workspaces. BRIC is located in a former theater that was just a shell - four walls with no seats or stage - that the organization could build into multiple active spaces.*

**LET'S DISCUSS!**

	<b>PROS</b>	<b>CONS</b>	<b>QUESTIONS</b>
<b>PROGRAMMING</b>			
<b>SPACE</b>			
<b>RELATIONSHIP TO THE LIBRARY</b>			

**PARKING LOT**

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