



MIDTOWN ARTS AND DESIGN ALLIANCE







Midtown Boundary

Project Boundary

Barracks

SFAI

Tishman

VAC

Marion

Tipton

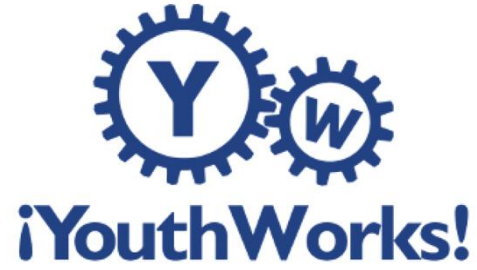
Future Extents of MADA Block

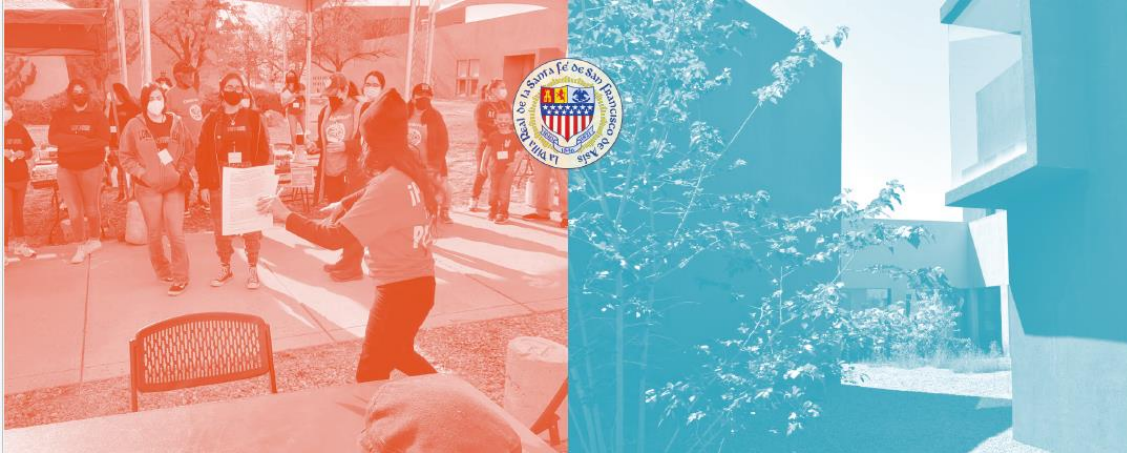
N

DEVELOPMENT PARTNER TEAM



TENANT PARTNER TEAM





INTRODUCTION & PURPOSE

The City of Santa Fe is committed to equitable engagement processes and outcomes in the redevelopment of the Midtown site, while also recognizing a need to account for its investment, which includes about \$2 million in debt service annually. The Plan for Midtown's development must balance the economic interests of the City with the public benefits it hoped to achieve by purchasing and developing the property.

GUIDANCE FROM THE COMMUNITY ... MIDTOWN IS:

- Community Driven
- A Place for Youth & Families
- A Healthy Community
- Sustainable Development
- Supports Local Economic Development
- Provides Services to the Community
- A Place for Art and Culture

REPORT PREPARED FOR THE CITY OF SANTA FE BY



DESIGN & PLANNING
ASSISTANCE CENTER

With The Midtown Engagement Partners:

Chainbreaker, Earthcare, Littlelobe, SFAI, YouthWorks



ACCESSIBLE, ALL-AGES, COMMUNITY ARTS & CULTURAL PROGRAMMING



CULTURAL HERITAGE & TRADITIONS, NEW MEDIA, & CREATIVE TECHNOLOGY



EDUCATION, TRAINING, LEADERSHIP DEVELOPMENT, & CAPACITY BUILDING

ALL ENA DELIVERABLES HAVE BEEN MET

Work Completed to Date Includes:

Site & Building Due Diligence

- Building and Site Inspections
- Mold, Lead, & Asbestos Inspections
- Conditions Assessments
- Code/ Regulatory Analysis
- Preliminary Building & Site Space Planning & Program
- LEED-ND Checklist
- Energy Analysis, Scope for Electrifying & Installing Photovoltaic Panels
- Finalized parcel lot lines
- Working with City Infrastructure Team

Operating & Governance

- Preliminary Operating Costs & 15 Yr Operating Proforma
- Sliding Scale Rents to Cover Op Costs & Debt Service Only
- National Precedent Studies
- Letter of Intent - all Tenant Partners
- Preliminary Governance Structure
- Tenant Partner Working Groups Established: Communications, Governance & Resourcing
- Community Development Plan

Development Costs & Schedule

- Preliminary Cost Estimates with Contingencies
- Phasing Plan
- Sources & Uses with Preliminary Financing Commitments
- Fundraising Feasibility Analysis & Strategy
- \$8m pledged to date (33% of total development costs)
- Timeline for Phasing & Completion

SITE & BUILDING DUE DILIGENCE: KEY FINDINGS

Visual Arts Center

- Full Replacement of HVAC & Plumbing
- Significant Re-roofing & Stucco Repairs
- No Need to Sprinkler Building
- Some Mold Remediation

Barracks

- Roof and Structure in Good Condition
- Asbestos & Lead Remediation
- Full HVAC/ Plumbing/ Electrical Upgrade
- Requires Sprinklering
- Requires ADA Improvements



Typical openings. Fixed window(s) left, hollow metal door (right).



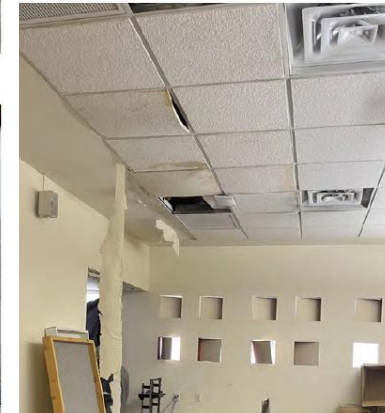
Window damage in Tishman Seminar Room 132.



Damaged concrete bench at Marion-Tipton portal walkway.



Damage to ceiling, floor, and windows, Tishman 132



Damage, Tishman 116 - Visual Resource Library



Evidence of roof leak at ceiling, Tishman 111A - Library Nook



Tipton 107 - Lecture Hall



Darkroom equipment and lighting, Marion 125 - Group Darkroom

PROPOSED SPACE USES

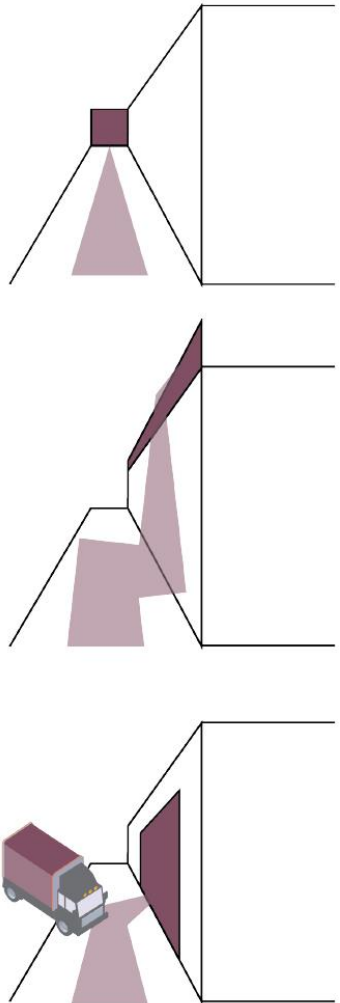
%	Sq. Ft.	Space Use
7	3,634	Gallery / Exhibitions
5	2,620	Theatre / Performance
36	18,749	Studios / Makerspace
6	3,224	Meeting / Gathering
11	5,832	Professional Offices
16	8,672	Classroom / Training
19	9,850	Circulation / Back of House

66% LEASABLE SPACE

34,812 SF	Leasable
9,850 SF	Unleasable
7,919 SF	Shared
52,581 SF	Total



SITE CIRCULATION



A. New Streets and On-Street Parking

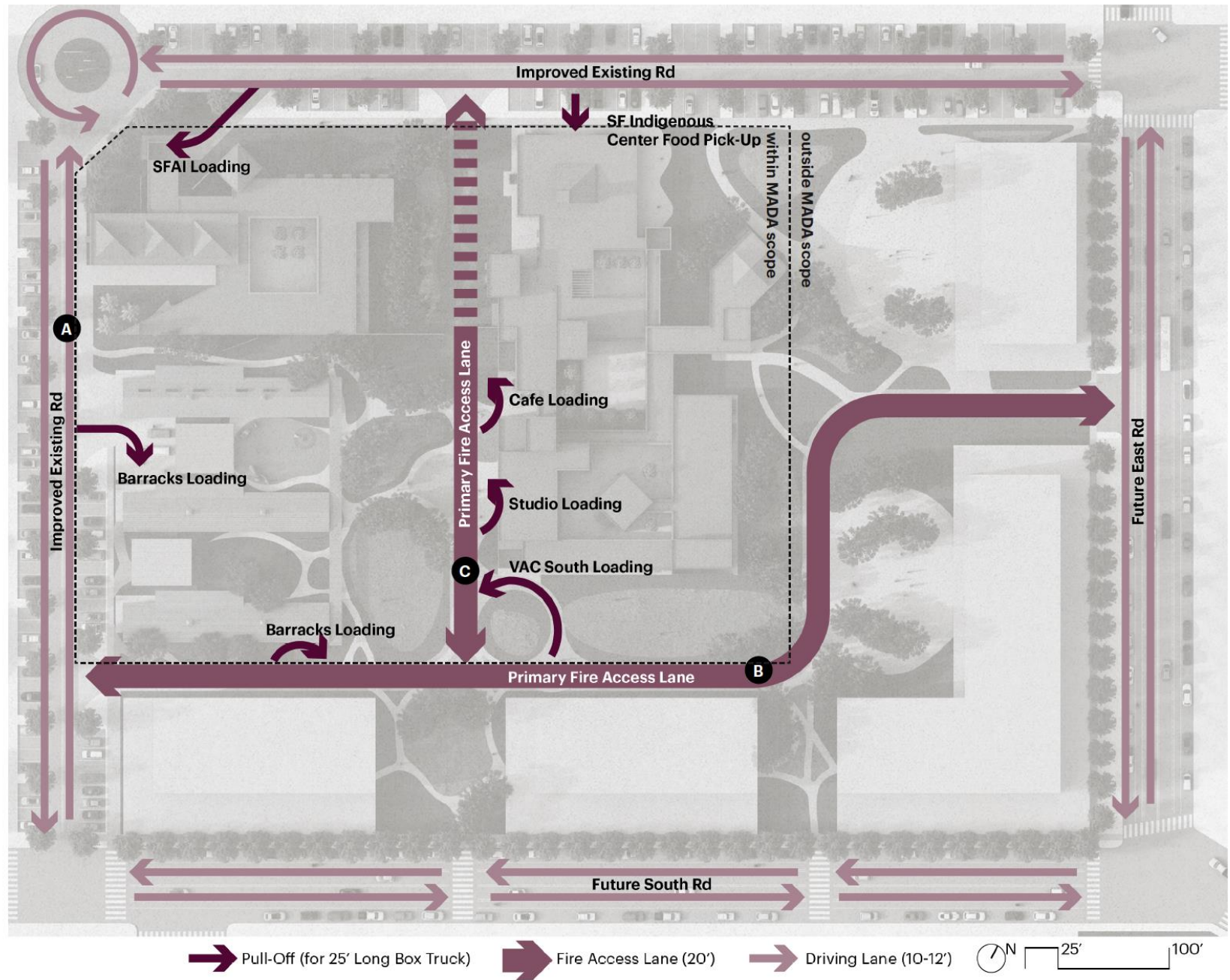
Once the City's reblocking plan is in place, the MADA block will be accessible by two new roads flanking the south and east sides. These roads will be two-way and will feature bike lanes and street parking. The design excludes surface parking within the block because the Midtown Masterplan deemphasizes surface parking and proposes a future parking structure to serve users.

B. Emergency Access

Routes for emergency vehicles will increase the safety of all within the block, but also add to the circulation of the site. The N/S fire lane access is disguised as a secondary pedestrian pathway, but sits within an emergency-grade eco-paver lane with turf. The integration of the service-based areas and routes on site prioritizes the experience of the community members and users first.

C. Loading

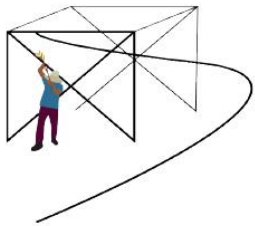
Defined areas for loading and unloading on site and next to the key buildings will ensure ease of use for those who require it, from cafe deliveries to artists loading access.



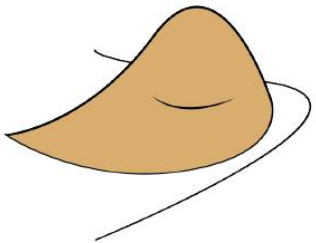
OPEN SPACE



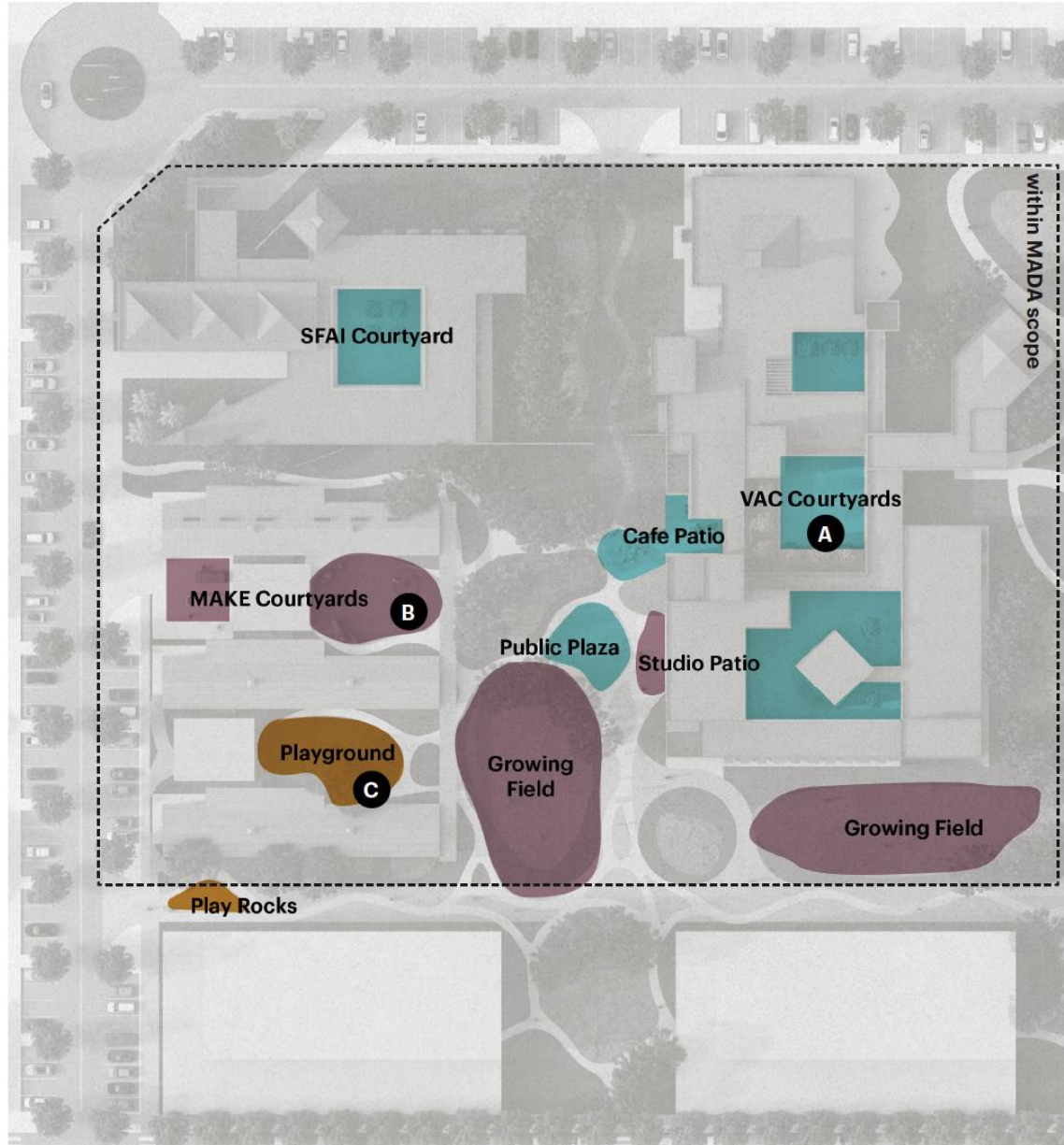
A. Gather
The openness of the block makes it clear that connection throughout the site is a priority to invite new relationships. Main pedestrian pathways organically connect the site to the main entrances of the buildings and to central plazas for events.



B. Work
Working courtyards adjacent to MAKE Santa Fe are paved and rated to allow for heavy vehicular and equipment loads. Fields for agricultural production rooted in permaculture principles are located in areas of high public visibility, access to sunlight, and adjacency to compatible programs.



C. Play
A playground is nestled safely between the southernmost Barracks, facing the inner portion of the MADA block to protect children from vehicular traffic.



ESTIMATED OPERATING COSTS BY PHASE AND TOTAL PROJECT

- Operating costs covered by below-market rate rental income
- Project renovations provide shell, move-in ready with “turnkey” leases
- Rents will be at a sliding scale determined by organization’s size and annual operating budget; demographics of constituent base, leadership and staff; and access to finance/ capital.
- Based on proposed 50-year Ground Lease with City at \$1/ year

PHASE 1	
TOTAL OPERATING COSTS	
	TOTAL
Advertising & Promotion & Design	\$ 15,000
Building Repair & Maintenance	\$ 16,000
Operating Supplies and Expenses	\$ 5,300
Insurance	\$ 15,000
Professional Fees	\$ 7,200
Printing & Reproduction	\$ 2,000
Personnel	\$ 65,000
Software	\$ 3,600
Utilities	\$ 12,200
SUBTOTAL	\$ 141,300
Contingency	\$ 21,195
TOTAL	\$ 162,495

PHASE 2	
TOTAL OPERATING COSTS, INCLUDES PHASE 1	
	TOTAL
Advertising & Promotion	\$ 15,000
Building Repair & Maintenance	\$ 39,000
Operating Supplies and Expenses	\$ 13,000
Insurance	\$ 20,000
Professional Fees	\$ 9,700
Printing & Reproduction	\$ 2,000
Personnel	\$ 97,500
Software	\$ 5,400
Utilities	\$ 24,400
SUBTOTAL	\$226,000
Contingency	\$ 33,900
TOTAL	\$259,900

PHASE 3	
TOTAL OPERATING COSTS- ALL PHASES COMPLETE	
	TOTAL
Advertising & Promotion	\$ 10,000
Building Repair & Maintenance	\$ 60,000
Operating Supplies and Expenses	\$ 20,000
Insurance	\$ 30,000
Professional Fees	\$ 12,000
Printing & Reproduction	\$ 2,000
Personnel	\$ 130,000
Software	\$ 7,200
Utilities	\$ 36,000
SUBTOTAL	\$ 307,200
Contingency	\$ 46,080
TOTAL	\$ 353,280

COMMUNITY DEVELOPMENT PLAN SUMMARY

ECONOMIC BENEFITS

- Expanded access to entrepreneurship & professional development, internships
- Local UNM connection to higher ed, continuing education and certificate programs
- Skills training and education will focus on youth and adult development programs
- Create destination at Midtown, attract additional investment
- 50+ on-site jobs, 200+ temporary jobs annually

ENVIRONMENTAL BENEFITS

- Meet/ Exceed LEED-ND Requirements
- Fully electric, high-performance renovations
- Rooftop PV panels to provide 70-80% of energy
- Stormwater retention, habitat restoration, create outdoor gathering, making, and play zones
- Connected pathways and gathering spaces
- Retaining/ stewarding significant, iconic buildings
- Food production & distribution on site

EQUITY BENEFITS

- Based on 2021 Midtown Engagement Partnership efforts
- Affordable arts & culture programming for local community
- Affordable/ sliding scale rental structure below market rate
- Capacity-building, resource sharing and collaborative programming builds non-profit sector and provides greater community impact
- 100% of jobs to local residents
- 450+ youth served, 50+ new internships
- 1800+ adults served through low-cost classes, trainings, certification programs

CULTURAL BENEFITS

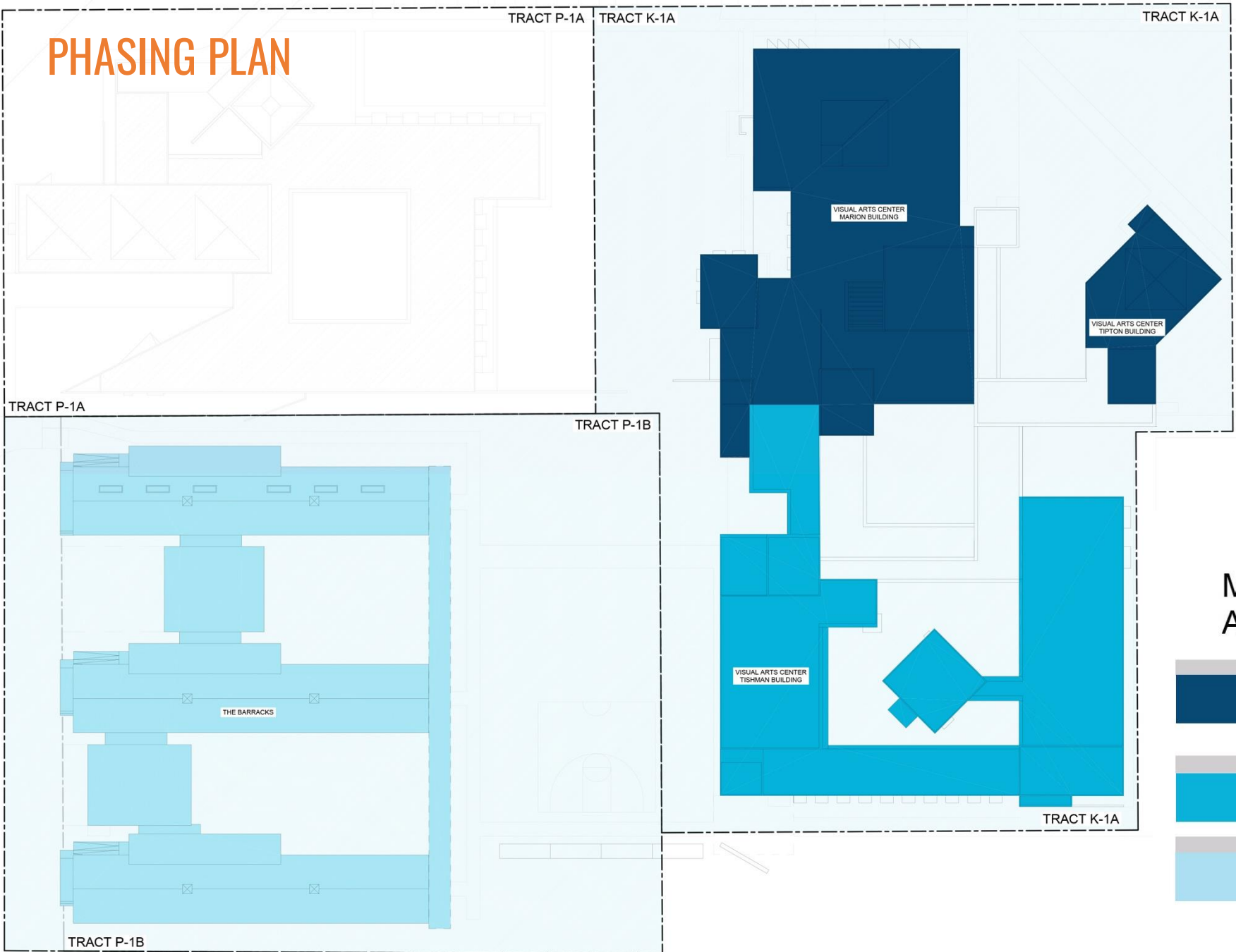
- Creates a vibrant multi-cultural center unlike anything in Santa Fe, with 10k+ participants annually
- Elevates the work of local award-winning organizations
- Multi-generational programming
- Does not silo the arts but includes with culinary, ecological, health, and social services
- Supports makers, emerging artists, art in new genres, emerging creative entrepreneurs, and the curious layperson of all ages

PRELIMINARY ESTIMATE OF CONSTRUCTION COSTS: TOTAL & BY PHASE

PROJECTED HARD COSTS	Year	Rate	Phase 1	Phase 2	Phase 3	TOTAL PROJECT COSTS	PER SF HARD COSTS
Current Year Construction Costs	2024		\$3,886,765	\$3,997,270	\$6,628,628	\$14,512,663	
Owner's Construction Contingency		10%	\$388,676	\$399,727	\$662,863	\$1,451,266	
Total Estimated Construction Cost			\$4,275,441	\$4,396,997	\$7,291,491	\$15,963,929	
Escalation Projections							
Year 1	2025	8%	\$4,617,476	\$4,748,757	\$7,874,810		
Year 2	2026	6%	\$4,894,525	\$5,033,682	\$8,347,299	\$4,894,525	\$241
Year 3	2027	5%	\$5,139,251	\$5,285,366	\$8,764,664	\$5,285,366	\$272
Year 4	2028	4%	\$5,344,821	\$5,496,781	\$9,115,250	\$9,115,250	\$465
Year 5	2029	3%	\$5,505,166	\$5,661,684	\$9,388,708		
TOTAL HARD COSTS						\$19,295,142	

- Costs are based on preliminary scope of work only
- Renovation costs range between \$240-\$460/ square foot, still below new construction
- Estimates are conservative, with multiple contingencies

PHASING PLAN



MIDTOWN ARTS & DESIGN ALLIANCE PHASING DIAGRAM

2026 Phase 1	15509 SF
<ul style="list-style-type: none"> HVAC Marion, Tipton Marion Renovation Tipton Renovation 	
2027 Phase 2	19419 SF
<ul style="list-style-type: none"> HVAC Tishman Tishman Renovation PV all of Visual Arts Center 	
2028 Phase 3	17063 SF
<ul style="list-style-type: none"> Barracks Demo, Renovation & New Construction PV Barracks Site Work 	

SOURCES & USES OF FUNDS

MIDTOWN ARTS AND DESIGN ALLIANCE SOURCES & USES		PHASE 1		PHASE 2		PHASE 3		TOTAL ALL PHASES
USES OF FUNDS		\$	%	\$	%	\$	%	\$
Construction Costs		4,894,525	68.1%	5,082,888	76.3%	9,058,690	81.3%	\$19,036,102
Solar Panel Install		0	0.0%	202,479	3.0%	56,561	0.5%	\$259,040
FF&E		40,000	0.6%	40,000	0.6%	40,000	0.4%	\$120,000
Soft Costs		1,990,925	27.7%	1,051,700	15.8%	1,653,300	14.8%	\$4,695,925
Financing, Fees & Reserves								
Operating & Debt Service Reserves		124,620	1.7%	92,075	1.4%	75,605	0.7%	\$292,300
Debt Service Payment Reserves		105,000	1.5%	165,000	2.5%	130,000	1.2%	\$400,000
Bridge Loan Origination and Interest		35,000	0.5%	25,000	0.4%	125,000	1.1%	\$185,000
TOTAL		\$7,190,070	100%	\$6,659,142	100%	\$11,139,155	100%	\$24,988,367
SOURCES OF FUNDS		\$	%	\$	%	\$	%	\$
Greenhouse Gas Reduction Fund		\$1,500,000	21%	\$1,500,000	22.5%	\$1,000,000	9.0%	\$4,000,000
City of Santa Fe (Section 108/CDBG)		\$0	0%	\$0	0.0%	\$1,000,000	9.0%	\$1,000,000
Federal Renewable Energy Solar Panel Credit		\$0	0%	\$60,744	0.9%	\$16,968	0.2%	\$77,712
State Mitigation Funds (EMNRD)		\$0		\$0		\$375,000	3.4%	\$375,000
State Capital Outlay Appropriation		\$500,000		\$1,500,000	22.5%	\$1,500,000	13.5%	\$3,500,000
Private Foundation(s)		\$0		\$500,000	7.5%	\$500,000	4.5%	\$1,000,000
Philanthropy/ Fundraising		\$5,190,070	72%	\$3,098,398	47%	\$6,747,187	60.6%	\$15,035,655
TOTAL		\$7,190,070	100%	\$6,659,142	100%	\$11,139,155	100%	\$24,988,367

- Additional unanticipated costs for HVAC in Visual Arts Center of over \$3.8m and new ineligibility of entire Midtown site for Federal New Market Tax Credits created a delta of over \$8m from original anticipated fundraising needs.
- High performance, all-electric HVAC and PV panels help project to access \$4m in Greenhouse Gas Reduction Funds.
- Seeking to leverage all possible sources, with needed philanthropy capital estimated at \$15-16m, low interest loan at \$4m, and remaining \$4-5m from government and foundation programs/ sources.
- Costs are conservative and include multiple contingencies: soft costs, design & estimating, owner's construction, & construction escalation contingencies.
- Max. bridge loan estimated at \$3.5m based on construction cash needs.

FUNDRAISING FEASIBILITY ANALYSIS

Fundraising consultant Serafina Company, led by Emilie de Angelis, conducted philanthropic market study seeking direct input on the project and interest in philanthropic support. Top reasons people want to financially support MADA include:

- **MADA Strengthens Innovation.**
- **MADA Invests in Young Talent.**
- **MADA Provides Direct Community.**
- **MADA Invests in Sustainable Development.**
- **MADA Saves and Repurposes Iconic, Significant Buildings.**

FUNDING COMMITMENTS TO DATE

\$4m in preliminary loan commitments (100% of goal)

\$3.5m in preliminary bridge loan commitments (100% of goal)

\$4m in philanthropic commitments (+25% of goal)

Total to Date:

Capital commitments for over 33% of total project costs



THANK YOU!

