

# Redevelopment and Operations Planning for the Midtown Performing Arts Center

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Prepared for the  
City of Santa Fe

January,  
2026



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# 1. Summary of Scope



## Scope Preparation

Prior to commencing this scope of work, the Metropolitan Redevelopment Agency (MRA) and City of Santa Fe's Arts & Culture Department (represented by those listed below) coordinated a working "Core Group" to represent the community's interest in the Midtown Performing Arts Center (Midtown PAC) planning efforts. This group worked closely with the Artspace and Autotroph team at the onset of this scope, providing history and context about the site and the creative community in Santa Fe. The Core Group also played a supportive role in inviting local stakeholders, such as arts organizations and civic leaders, to the input-gathering focus groups.

## City Team

Tim Farrell	Public Works Department, Property Development Manager
Daniel Hernandez	Metropolitan Redevelopment Agency, Director (Former)
Chelsey Johnson	Arts & Culture Department, Director
Niyia Mack	Metropolitan Redevelopment Agency, Project Manager
Elisa Montoya	Community Development Department, Director
Sharla Russell	Arts & Culture Department, Deputy Director
Melissa R. Velasquez	Arts & Culture Department, Services Coordinator
Carly Venditti	Metropolitan Redevelopment Agency, Asset Development Manager

## The Core Group included the following local leadership:

Joel Aalberts	Lensic 360, Executive Director
Raashan Ahmad	Musician; Poet; Vital Spaces, Executive Director
Tom Bartos	Producer; Writer; Director; Greer Garson Performing Arts Alliance, President
Joshua Billiter	LiveArts Santa Fe, "Doer of Things"
Elias Gallegos	George R.R. Martin, Producer
Christina Gonzalez	Santa Fe Public Schools, Fine Arts Coordinator
Vaughn Irving	LiveArts Santa Fe, Executive Director
Jamie Lenfestey	Lensic 360, Director



In advance of the official kick-off with the Core Group, Artspace and Autotroph met with the City team to solidify the workplan and timeline, learn about the Midtown Master Plan undertaken to date, and understand the anticipated role of the Midtown PAC within the context of the broader site and community. At this time, a plan was engaged to enable Autotroph to begin site visits to capture building measurements and existing conditions for the Building Assessment Report. Prior to the kick-off, the team also reviewed the Midtown Community Development Plan and the 2023 Garson Theater Facility Assessment Report.

## Kick-Off Meeting

August 2025

The team met virtually with the City and Core Group to kick-off the initiative and overview the project schedule, objectives, and deliverables, as well as learn about each of the members' organizations.

# SCOPE OF WORK



## Building Assessment

August-September 2025

The Autotroph team led the building assessment component of this scope, which included reviewing the 2023 Facility Assessment Report to identify gaps and required updates. Throughout this timeframe, the team visited the building several times to document existing conditions and perform supplementary measurements. They then drafted CAD floor plans to reflect the current layout of the facility for use in future improvement modeling. The team began the updated building assessment report to outline recommended building updates related to basic code compliance and life safety, as well as energy efficiency and sustainability opportunities.

### Visit Planning Meetings

August-September 2025

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An additional planning call with the Core Group was held in August to brainstorm stakeholders to invite to two in-person focus groups – one with local arts organizations/creative businesses and the other with civic and finance representatives - to discuss creative space needs, programmatic focus areas, and operator interest/capacity, as well as complimentary initiatives and funding priorities. The Core Group assisted in inviting and communicating with prospective attendees and securing space for meetings. The group also supported the customization of the visit agenda, which included tours of several performing arts facilities in Santa Fe to gain a sense of the existing infrastructure, operators, users, rental models, and programs.

As additional preparation, Artspace drafted a survey to be taken by arts organizations in advance of the in-person focus groups. The survey sought to capture more detailed organizational information, including mission, operating budget, and program overview, as well as participants' current space situation (leasing vs. owning, size, cost, space type, etc.). Additionally, the survey collected initial feedback on interest in utilizing space at the Midtown PAC. This information-gathering activity enabled the team to gather background information to support a deeper and more nuanced discussion during the focus group. The questions were reviewed by the City team for clarity and content before being disseminated to focus group invitees.

Additional check-in calls with the City team were held in advance of the visit to facilitate coordination of the agenda. Artspace and Autotroph also met on a bi-monthly basis throughout the scope of work.

### Information-Gathering Visit

September 2025

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The Artspace team traveled to Santa Fe for a three-day visit to engage local stakeholders and tour existing creative assets, the Midtown campus, and the Greer Garson Theater. The following activities were accomplished:

- Comprehensive Greer Garson Theater complex
- Tour of the Midtown district and several campus buildings, including:
  - Aspect Media Village
  - Midtown Arts and Design Alliance
  - Santa Fe Art Institute
  - BENILUDS
- Tours of the following existing creative assets, including conversations with each organization's leadership regarding their facility, operational model, programming, rental trends, and additional space needs:
  - Jean Cocteau Cinema & Theater
  - Teatro Paraguas
  - New Mexico Actors Lab
  - Santa Fe Playhouse
  - Center for Contemporary Art
  - Lensic Performing Arts Center
- Arts Organization and Creative Businesses Focus Group – held at BENILDUS
  - See Appendix C for list of attendees
- Finance and Civic Leaders Focus Group – held at BENILUDS
  - See Appendix C for list of attendees
- Working session with the City team, Artspace, and Autotroph to share initial impressions and ideas, ask questions, and discuss next steps

## Midtown Performing Arts Center Operating Model Development

Following the information-gathering visit, Artspace defined four prospective operating models based on the stakeholder feedback, facility opportunities, and broader community context. These distinct operating concepts were presented to the City team for discussion and feedback, with the objective of identifying a singular model for further analysis. In addition to the concepts, the conversation also included a review of known priority upgrades/improvements, such as building envelope insulation, sprinkler system completion, obsolete Mechanical/Electrical/Plumbing infrastructure, and life safety and accessibility issues.



### MIDTOWN PERFORMING ARTS CENTER

**Off-Broadway Development & Production Center**

- **Objective:** Maximize use of main stage and rehearsal spaces for the development and preparation of large-scale musical theater-style productions
- **Operating Model:** Run by a local presenter/booking entity
- **Capital Improvement Focus:** Prioritize mainstage theater space and immediate support spaces
  - Address proscenium opening & wing space
  - Update flies & rigging
  - Upgrade all audio/lighting systems
  - Consider adding projection capability
  - Address loading dock issues
  - Improve scene shop
  - Add/upgrade dressing rooms
  - Minimal improvements to classrooms/rehearsal spaces
  - Possibly create office space for operator, if needed



## Midtown Performing Arts Center Operating Model Development (continued)



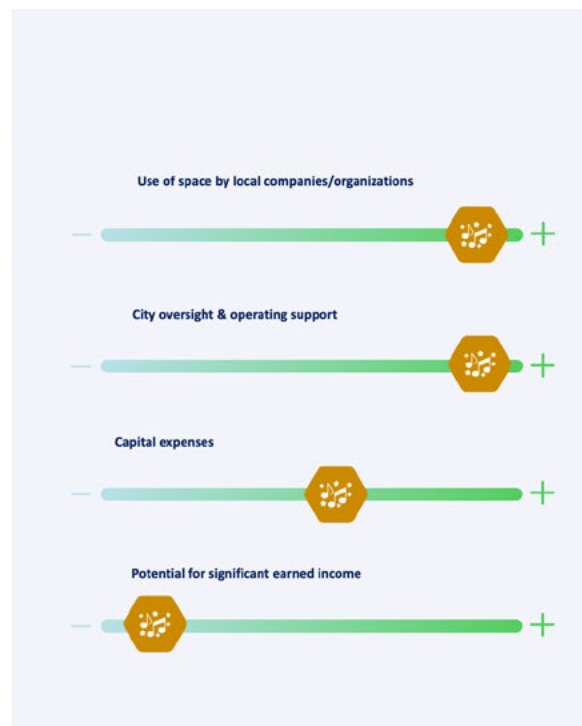
### Local Performance Venue with Resident Company (Operator)

- **Objective:** Activate the entire facility, with an emphasis on performance-type activities, by creating two viable performance venues
- **Operating Model:** Run by existing local performing arts entity with the capacity to both produce on the mainstage and present or facilitate rentals of the facility
  - Likely rental arrangements could include annualized agreements for regular use of spaces, black box or mainstage production rentals, as-needed rentals, etc.
- **Capital Improvement Focus:** Create two viable theater spaces
  - Improve main stage, including loading dock and main dressing rooms (though likely to a lesser degree than previous concept)
  - Create a well-designed black box theater in the Ensemble Room, including adding a lift for ADA accessibility and additional dressing rooms in place of rooms across the hallway
  - Improve dance studio floor, if needed
  - Possibly create office space for operator, if desired
  - Minimal improvements to remaining classrooms/rehearsal spaces



### Multidisciplinary Performing Arts Center

- **Objective:** Activate the entire facility, with an emphasis on the flexibility of spaces for multidisciplinary uses (potentially beyond performing arts). Maximize number of leasable spaces of varying sizes and rental rates
- **Operating Model:** Run by a new or existing nonprofit operator whose focus is on filling spaces with a combination of local, regional, and national performing arts companies/organizations
  - Core function of operator is processing rental requests, scheduling, building maintenance, outreach to attract space users and partnerships with institutions, and fundraising to offset operating costs
  - Likely have various arrangements with space users: office tenants, annualized agreements for regular use of spaces, as-needed rentals, etc.
- **Capital Improvement Focus:** Prioritize improvements to all leasable spaces in facility except for the main stage (minimal upgrades)
  - Consider turning Ensemble Room into black box
  - Create office space for operator and possibly additional leasable office space for local nonprofits



## Midtown Performing Arts Center Operating Model Development (continued)



### Municipally-Run Civic Center

- **Objective:** Provide rental space for various groups across the region. Bring the building back into public use, but without any set agenda on how it is primarily used
- **Operating Model:** Run by department of the City
- **Capital Improvement Focus:** In comparison to other scenarios, least amount of capital investment, emphasis is rather on marketing and outreach efforts to make space availability known. Maximize number of leasable spaces of varying sizes and rental rates
  - Prioritize rehearsal and classroom spaces
  - Consider creating leasable office space for local nonprofits
  - Minimum necessary improvements to the main stage to bring up to a rental scenario like "Scottish Rites" venue or other rentable space



Based on this review call, the City team confirmed consensus around the concept described in the subsequent section of this report, which draws from both the “Local Performance Venue with Resident Company (Operator)” and “Municipally-Run Civic Center” models, with the potential for the facility operations to evolve towards the “Multidisciplinary Performing Arts Center” model. See Midtown PAC Concept Overview (page 7) for details on the preferred concept and the subsequent sections of this report for complete modeling and analysis.

## Sustainable Facility Analysis

As the final component of this scope, Artspace created a preliminary development pro forma for the Phase 1 and Phase 2 of the concept to model capital budgets for the proposed space program improvements, income and expense projections, and 15-year cash flow. Capital and operating assumptions were derived from comparable projects in the consultant team’s portfolios, relevant facilities known and accessible to the team, and industry standards. The operating budget includes rental structures and projected income that is based on the information gathered during the stakeholder engagement activities and Artspace’s experience developing and operating performing arts facilities.

Autotroph assisted in the analysis efforts by identifying necessary Phase 1 capital improvements and developing graphics to illustrate the Phase 1 and 2 recommended facility upgrades, as well as the proposed leasable spaces. The draft pro forma, illustrated floor plans, and analysis were presented to the City team for discussion and feedback. The presentation included conversation around the advantages and drawbacks of the proposed operating scenario and key considerations for both Phase 1 and 2 capital improvements and operations. Following this meeting, Artspace and Autotroph finalized the pro forma and supporting floor plans for inclusion in this Operations and Management Strategy Report.

## 2. Midtown PAC Concept Overview



The recommended concept assumes that the City will lead the renovation of the facility to an occupiable state and establish a baseline of operations for use by the creative community of Santa Fe. "Phase 1" improvements will include all outstanding egress, life safety and ADA issues; necessary upgrades of obsolete mechanical, electrical, and plumbing infrastructure; updates and additional skylights/roof monitors; and select lighting and acoustical improvements.

At the conclusion of the Phase 1 improvements, the building will be operated by the City of Santa Fe, who will lease the facility to interested groups, individuals, organizations, and companies. It is not anticipated that the City will employ a technical crew for the theater, but rather that they could provide a list of recommended or approved technicians for renters to contract with directly.

Either during the initial improvements or some appropriate time thereafter, it is anticipated that the City of Santa Fe will release a Request for Proposals (RFP) to identify a

"Phase 2" operator for the Greer Garson mainstage. Should this procurement process be employed, the RFP would outline the opportunity for an organization to partner with the City in the future operations of the facility. It is anticipated that the RFP would communicate the desire for an organization to enter into a long-term lease of the Greer Garson theater and any other auxiliary spaces in the facility, as requested in the RFP or proposal, to operate the spaces in a community-focused manner.

At the time of this scope of work, it is anticipated that the third-party operator would be responsible for any additional improvements to the Greer Garson theater and broader facility as spelled out in their proposal. As an exercise, this scope has modeled a potential Phase 2 improvements scenario (beginning on page 18). It is also anticipated that the City will maintain ownership of the facility and operate the balance of the spaces that are not occupied by the new operator.

### Operating Assumptions

#### Phase 1

- Municipally owned and operated
- City responsible for all operating costs
- Creation of ~1 new FTE staff position within the City
  - Core Functions: Processing rental requests, managing scheduling and facility access, coordinating building maintenance and janitorial services, outreach/marketing of facility to attract space users, securing City funding for operational expenses and deferred maintenance

#### Phase 2

- Municipally owned
- Third-party operator of mainstage, supporting spaces, and new black box theater (for the sake of this model) – long-term lease holder for designated spaces
- Operator brings capacity to both produce and present on the mainstage and manage rentals of spaces
- Remaining spaces to be operated by the City, with the potential for the third-party operator to take over as sole operator if capacity to do so is clear
- Role of City with these spaces remains the same as Phase 1 to a lesser degree
- Continue to offset operating expenses on an annual basis

# 3. Space Program Summary



## Midtown Performing Arts Center Santa Fe, NM Space Program Summary

1/11/26

### PHASE 1

<b>TOTAL FACILITY</b>	30,992	
<b>Space Program Alone</b>	25,367	

Revenue Producing Spaces (Short-Term Rentals)	SF	Spaces	Total S.F.
Mainstage	10,507	1	10,507
Black Box	1,813	1	1,813
Lobbies	3,505	1	3,505
Dressing Rooms	480	1	480
Ensemble Room	2,409	1	2,409
Dance Studio	2,078	1	2,078
Practice Room 123	77	1	77
Practice Room 124	84	1	84
Practice Room 125	110	1	110
Practice Room 126	105	1	105
Practice Room 127	78	1	78
Practice Room 128	72	1	72
Classroom 121	769	1	769
Classroom 141	1,001	1	1,001
Classroom 142	1,049	1	1,049
Music Classroom	223	1	223
Revenue Producing Spaces (Leases)			
Office 203	150	1	150
Office 135	112	1	112
Office 120	146	1	146
Office 143	157	1	157
Office 144	221	1	221
Office 147	131	1	131
Facility Office 138	90	1	90

Sub Total Revenue Producing Spaces	23	25,367
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Non-Revenue Producing Spaces	SF	Spaces	Total S.F.
Utility/Mechanical/Janitorial/Lift	503	5	503
Circulation	3,404	0	3,404
Bathrooms	261	4	261
Basement	1,334	1	1,334
Tickets	123	1	123
Sub Total Non Revenue Producing Spaces	11	5,625	

<b>Total Facility SF</b>	34	30,992
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New Construction		C&S and TI
Cost/SF Low		\$440
Cost/SF Median		\$695
Cost/SF High		\$1,030
Cost/SF Average		\$722
Cost Input	Factor 0%	\$0
Renovation		.25 Core and Shell + .25 TI
Cost/SF Low		\$258
Cost/SF Median		\$258
Cost/SF High		\$258
Cost/SF Average		\$258
Cost Input	Factor 100%	\$258
Tenant Improvement		TI
Cost/SF Low		\$160
Cost/SF Median		\$305
Cost/SF High		\$500
Cost/SF Average		\$322
Cost Input	Factor 65%	\$209

	Total SF	
Cost/SF - Phase 1 (.25 Core and Shell + .25 TI)	30,992	\$258
Cost/SF - Phase 2 (TI of Operator's Spaces)	21,035	\$209
Hard Cost Phase 1		\$7,980,440
Hard Cost Phase 2		\$4,398,068
<b>Estimated Facility Construction Cost (All Phases):</b>		<b>\$12,378,508</b>

Likey range \$3-10M

### PHASE 2

<b>TOTAL FACILITY</b>	31,726	
<b>Space Program Alone</b>	26,010	

Revenue Producing Spaces (Short-Term Rentals)	SF	Spaces	Total S.F.
Dance Studio	1,928	1	1,928
Classroom 121	769	1	769
Classroom 141	1,001	1	1,001
Classroom 142	1,049	1	1,049

Revenue Producing Spaces (Leases)	SF	Spaces	Total S.F.
Office 130	150	1	150
Office 120	146	1	146
Office 143	157	1	157
Office 144	221	1	221
Office 147	131	1	131
Facility Office 138	90	1	90
Mainstage	11771	1	11771
New Black Box Room	3247	1	3247
Lobbies	4113	1	4113
Operator Offices	1237	1	1237
Sub Total Revenue Producing Spaces	14	26,010	

Non-Revenue Producing Spaces	SF	Spaces	Total S.F.
Utility/Mechanical/Janitorial/Lift	378	5	378
Circulation	3,620	0	3,620
Bathrooms	261	4	261
*Basement under Mainstage	1,334	1	1,334
*Tickets	123	1	123
Sub Total Non Revenue Producing Spaces	11	5,716	

<b>Total Facility SF</b>	25	31,726
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# 4. Phase 1



## Capital Improvements

### Electrical

- Electrical and lighting should be replaced throughout the building

### HVAC Systems

- HVAC units were installed in 2012 and are about mid-life cycle
- The gas-powered mechanical units will need to be converted to electric
- Retaining the existing HVAC systems could reduce initial capital costs by approximately \$1.2 million, allowing basic building operation with replacement deferred to a later phase
- Operating costs are expected to be slightly lower with the existing, primarily gas-fired systems compared to a fully electrified system, based on current energy prices
  - Estimated savings: \$0.25–\$0.50 per square foot annually (approximately \$7,500–\$15,000 per year)
- These savings assume all existing systems are fully operational, which is not currently the case
  - Estimated cost to restore existing equipment to working condition: \$260,000
  - Adjusted near-term capital savings from deferral: approximately \$900,000
- Deferring replacement is likely to increase future upgrade costs due to escalation, conservatively estimated at 2–5% annually, potentially raising the eventual replacement cost to approximately \$1.5 million

### Accessibility

- Address level changes throughout building with ADA ramps
- ADA seating needs to be added to the auditorium
- Creation of ADA lift in office 136 adjacent to ensemble room
- The current egress travel distance from the second level gallery exceeds 75' and will require another exit stair. Future phase 2 updates will determine if an elevator is required
- The entire building will need to comply with current auditory and visually impaired code requirements
- **Sprinkler System**
- The fire sprinkler system will need to be upgraded to provide service to the entire building

### Insulation

- Insulation will need to be added to the interior side of existing CMU walls
- The existing skylights may need to be replaced to comply with current fenestration requirements

### Add-On to Consider: Greer Garson Theater - Solar Array

- Proposed as an add-on to the Phase 1 improvements.
  - Recommended for Phase 1 because it aligns with planned roof scope, including: HVAC unit replacement. Roof drain repairs
  - Integrating solar installation during Phase 1 reduces duplication of roof work. Early installation allows the system to begin generating energy sooner in the building's overall timeline
- **Structural Implications**
  - Roof structure must be evaluated to confirm it can support additional solar loads
  - Particular attention is required for the lower roof, where: Existing wood roof members already appear to have metal reinforcement. Additional reinforcement may be necessary
  - A structural engineer should assess both roof areas before proceeding
- **Proposed Locations**
  - Refer to the roof plan for detailed solar array locations
  - **Upper Roof:** Solar panels proposed on a raised grid above HVAC equipment
    - **Benefits:** Improved access for HVAC maintenance. Increased potential panel count
    - **Drawback:** Panels may be visible from ground level
  - **Lower Roof:** Panels proposed to be mounted directly to the roof surface. Intended to minimize visibility from the ground. Some panels will need to be omitted to avoid conflicts with proposed skylights
- **Preliminary Calculations**
  - Refer to the roof plan for calculation assumptions. System sizing based on total available roof area
  - Considerations include: Required maintenance clearances. Panel spacing and shadow impacts
  - Preliminary estimate indicates approximately 978 kWh/day of energy production
  - Final system size will require further technical analysis and verification
- **Cost Estimate**
  - Assumed average cost: \$1.90 per watt
  - Estimated total system cost: \$1,858,200



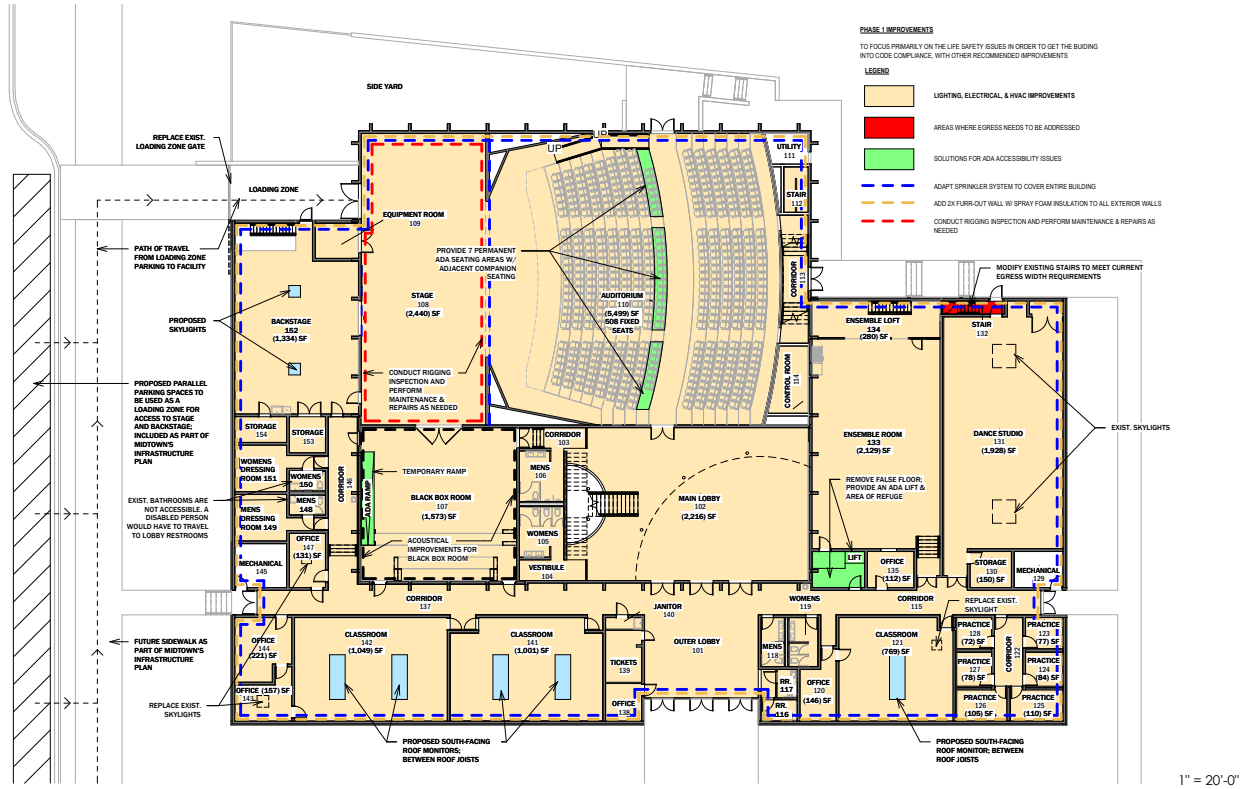
## Capital Budget Uses Summary

**Midtown Performing Arts Center** **01/09/26**  
**Santa Fe, NM**  
**Capital Budget Uses Summary - PHASE 1**

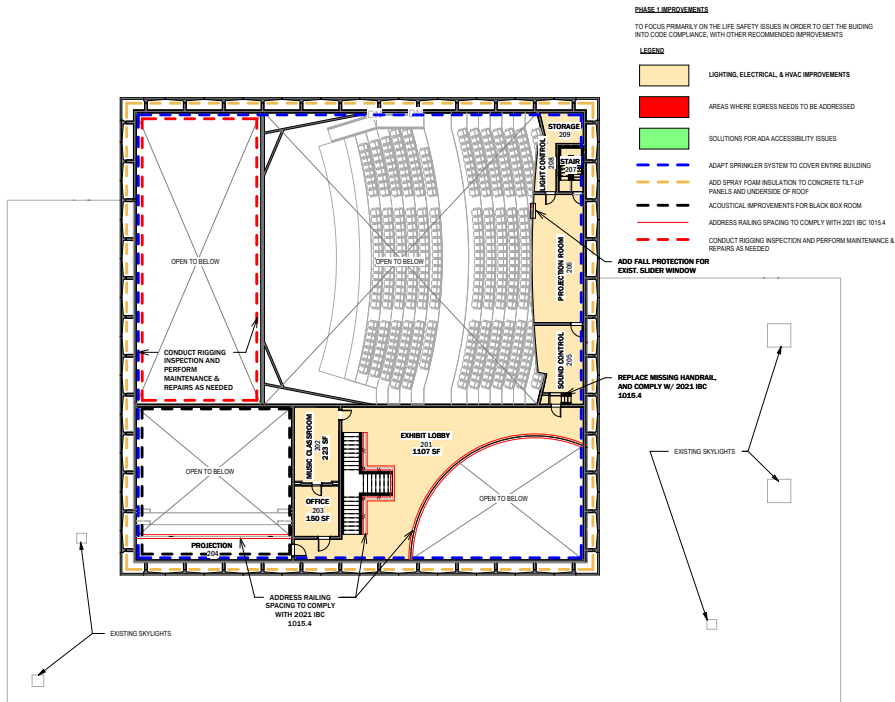
SOURCES		Total		Notes
State Resource			\$0	
Historic Tax Credits			\$1,596,088	
State Tax Rebate credit?			\$0	
<b>TOTAL PERMANENT FINANCING</b>			<u>\$1,596,088</u>	
	<b>SURPLUS/(DEFICIT)</b>		<b>-\$10,411,796</b>	If parcel is in Arts and Cultural District, could use 100k tax credit (once every 24 month period) if credit is certificated
USES				
		Total	PSF	
<b>Construction Costs</b>				
Site Improvements		\$200,000	\$6	
Construction Costs		\$7,980,440	\$258	
Building Permits	1.2%	\$95,765	\$3	
Construction Contingency	12.00%	\$957,653	\$31	
Other Permit/Utility Fees		\$65,000	\$2	
Auditorium/Performance Space Tech and Improvements		\$1,200,000	\$39	
Cost Escalation	5.00%	\$399,022	\$13	
<b>Professional Fees (Construction-Related)</b>				
Architect: Design	5.0%	\$418,973	\$14	
Architect: Supervision	1.0%	\$79,804	\$3	
Architectural Reimbursements		\$0	\$0	
FFE		\$0	\$0	
Geotech		\$0	\$0	
Special Inspections		\$0	\$0	
Environmental Monitoring		\$0	\$0	
Third Party Testing		\$30,000	\$1	
<b>Construction Interim Costs</b>				
Hazard Insurance		\$25,000	\$1	
Liability Insurance		\$30,000	\$1	
Title and Recording		\$18,000	\$1	
Construction Period Taxes		\$0	\$0	
Construction Period Utilities		\$18,000	\$1	
<b>Permanent Financing</b>				
Origination Fee	1.00%	\$0	\$0	
Underwriter Costs		\$4,500	\$0	
HTC Issuance Fee	3.00%	\$47,883	\$2	
FHA MIP	0.00%	\$0	\$0	
Cost of Issuance		\$20,000	\$1	
Title and Recording		\$20,000	\$1	
<b>Soft Costs</b>				
Environmental Study		\$8,500	\$0	
Appraisal		\$4,500	\$0	
<b>Developer Fees</b>				
Construction Consultant		\$65,000	\$2	
<b>Legal</b>				
Real Estate Legal		\$25,000	\$1	
<b>Reserves</b>				
Lease Up	Months: 3.00	\$37,950	\$1	
Operating	Months: 6.00	\$75,901	\$2	
Debt Service Reserve	Months: -	\$0	\$0	
Soft Cost Contingency		\$150,000	\$5	
Initial Replacement Reserve	\$ 1.00	<u>\$30,992</u>	\$1	
<b>TOTAL DEVELOPMENT COSTS</b>		<b>\$12,007,884</b>	<b>\$387</b>	



# Improvements



1 PHASE 1 PLAN - LEVEL 1 - IMPROVEMENTS  
1" = 20'-0"

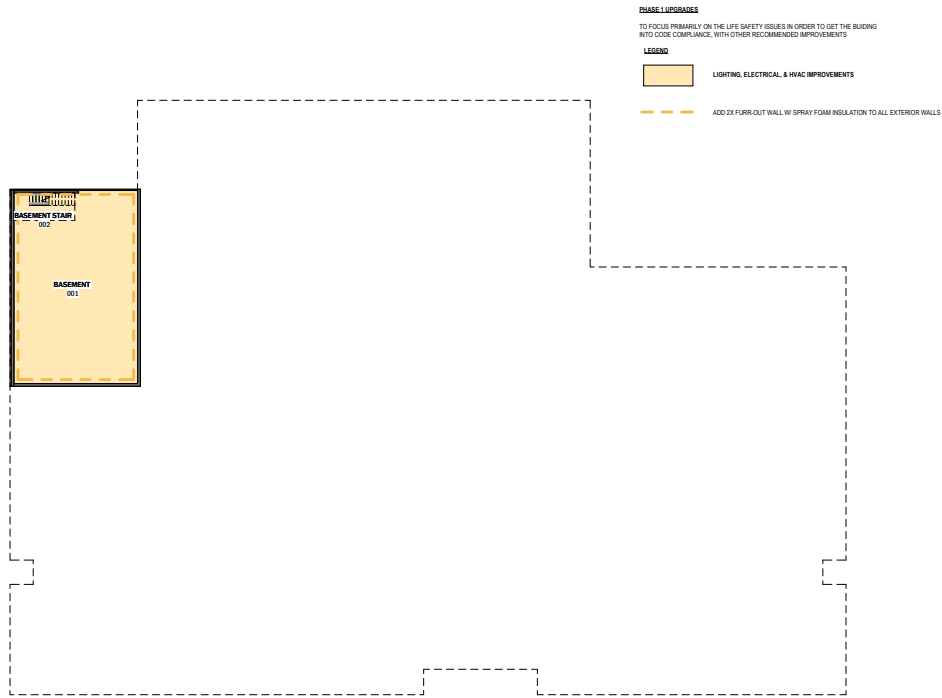


1 PHASE 1 PLAN - LEVEL 2 - IMPROVEMENTS  
1" = 20'-0"



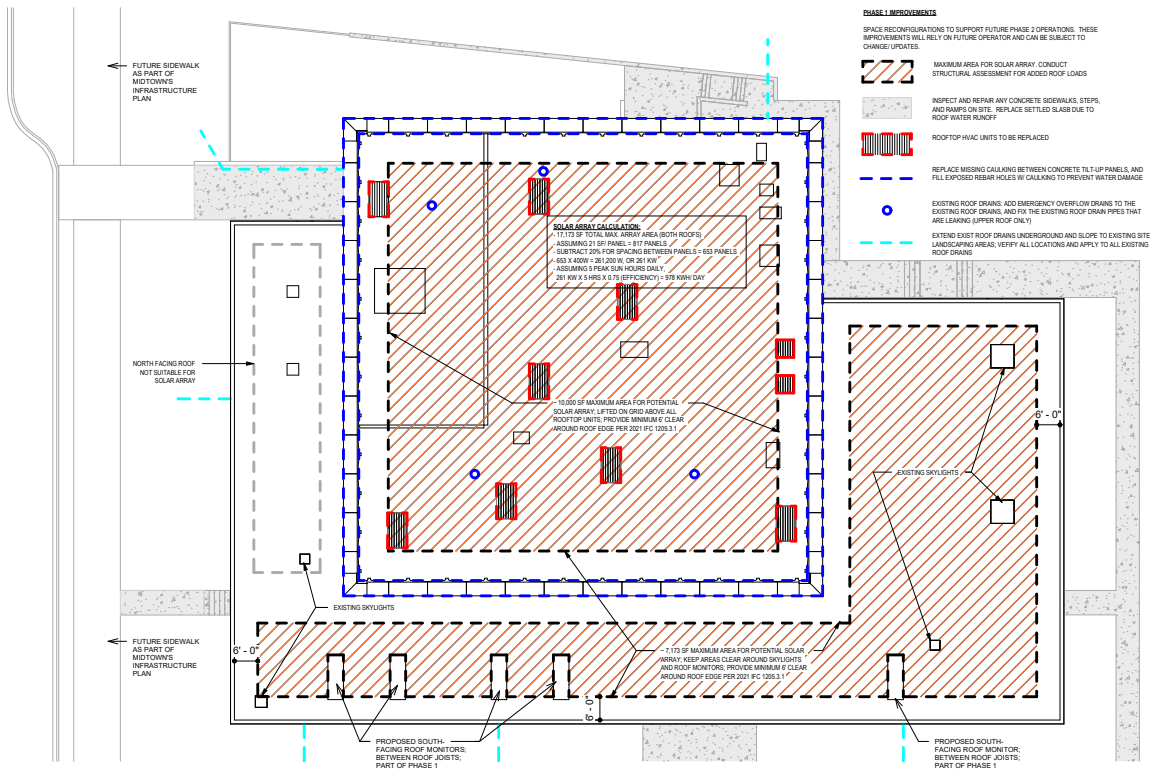


# Improvements (continued)



1 PHASE 1 PLAN - BASEMENT - IMPROVEMENTS  
1" = 20'-0"

1" = 20'-0"



1 PHASE 1 PLAN - ROOF & SITE - IMPROVEMENTS  
1" = 20'-0"

1" = 20'-0"



## Operations: Income

The model proposes a variety of space use arrangements, including annual leases, as well as short-term rental opportunities for hourly, daily, and weekly reservations. During Phase 1, the City would manage all space rentals. For modeling purposes, it is assumed that the facility would be open daily from 9am-10pm, except for 14 days per year in which the building would be closed for holiday observance.

The bullet points below summarize these rental structures and the utilization rates incorporated into the forecasting model. A color-coded floor plan is also provided to depict the space use arrangements.

### Annual Leases

#### Offices space: \$10 per sf/yr

- Office 203 - \$125 per month
- Office 120 - \$122 per month
- Office 135 - \$93 per month
- Office 138 - \$75 per month\*
- Office 144 - \$184 per month
- Office 148 - \$109 per month

\*The model assumes that Office 138 is utilized by facility management and, as such, will not generate revenue

- Utilization Rate in Model: 7% annual vacancy (net)

### Short-Term Rentals

#### Packages – Flat daily and weekly rates / Commercial and Nonprofit rates

- **Performance Venue:** Includes stage, auditorium, backstage, lobbies, black box room, dressing rooms, and auxiliary spaces (storage closets, equipment room, control rooms, ticket office, etc.)
  - Commercial \$7,500 weekly/\$3,000 daily
  - Nonprofit \$4,000 weekly/\$1,500 daily
  - Year 1 Utilization Modeled: 11 weekly commercial rentals/13 weekly nonprofit rentals
- **Black Box Venue:** Includes black box room, dressing rooms, and ticket office
  - Commercial \$5,500 weekly/\$500 daily
  - Nonprofit \$2,500 weekly/\$300 daily
  - Year 1 Utilization Modeled: 20 daily nonprofit rentals
- **Event Rental:** Includes lobbies, dressing rooms, and ticket office
  - Commercial \$4,500 weekly/\$1,650 daily
  - Nonprofit \$3,000 weekly/\$500 daily
  - Year 1 Utilization Modeled: 10 daily commercial rentals/10 daily nonprofit rentals

### Individually Rented

#### • Ensemble Room and Dance Studio

- Hourly rates range from \$25-35 for nonprofits and \$40-50 for commercial rentals
- Weekly rates range from \$1,540-\$1,887 for nonprofits and \$2,618-\$3,273 for commercial rentals
  - Weekly rate is 7x the daily rate with a 15% discount for for-profits and a 20-30% discount for nonprofits
- Year 1 Utilization Modeled: 5-10 weekly nonprofit rentals and 35% hourly utilization

#### • Practice Rooms and Music Classroom

- Monthly sublease and weekly rental rates are calculated on a per sq ft cost of \$8/yr
- Monthly sublease rates range from \$48-149
- Weekly rates range from \$12-36
- Hourly is a flat rate of \$5 for all spaces
- Single rate for both commercial and nonprofit rentals
- Year 1 Utilization Modeled: Six-month sublease of one practice room; Three-month sublease of the music classroom; less than 5-25% weekly utilization; and 5-15% hourly utilization

#### • Classrooms

- Hourly rates range from \$15-20 for nonprofits and \$30-35 for commercial rentals
- Weekly rates range from \$924-\$1,232 for nonprofits and \$1,964-\$2,291 for commercial rentals
- Weekly rate is 7x the daily rate with a 15% discount for for-profits and a 20% discount for nonprofits
- Year 1 Utilization Modeled: 2-5 weekly nonprofit rentals and 30-45% hourly utilization

### Anticipated Effective Gross Income (Year 1) - \$400,500



# Income Model

Midtown Performing Arts Center Santa Fe, NM 01/11/26

**INCOME SUMMARY - PHASE 1**

COMMERCIAL		Unit Count	Percent Usage	Format:	Day/ Month/ Week	Expected Cash Flow	Rental Rate	Total Annual Rent	Comments
Unit Type	s.f./unit						\$ 10.00		
Sub Rental Rate / S.F.									

**LEASES (Commercial)**

Office 203	Monthly Sublease	150	1	100%	12	100%	\$125	\$1,500	
Office 135	Monthly Sublease	112	1	100%	12	100%	\$93	\$1,120	
Office 120	Monthly Sublease	146	1	100%	12	100%	\$122	\$1,460	
Office 143	Monthly Sublease	157	1	100%	12	100%	\$131	\$1,570	
Office 144	Monthly Sublease	221	1	100%	12	100%	\$184	\$2,210	
Office 147	Monthly Sublease	131	1	100%	12	100%	\$109	\$1,310	
Facility Office 138 OE1	Internal Sublease	90	1	0%	12	100%	\$75	\$0	Could be income generating if leased to a property management company

**SHORT-TERM RENTALS (Programmatic)** Daily Hours: 9am-10pm (Open 3,850 hrs per yr) / Facility Closed Two Weeks Per Year

Mainstage	Monthly Sublease	16,305	1	0%	12	200%	\$27,175	\$134,500	Performance Venue Package: Includes Black Box, Lobbies, and Dressing Rooms (See Space Vision & Allocation for more) Monthly figure if were to sublease for months of the year to production company Ex: Three companies at 3-week runs, One company at 4-week run
	Weekly Commercial Rental			Rentals per Year (wks)	11		\$7,500	\$82,500	
	Weekly Nonprofit Rental			Rentals per Year (wks)	13		\$4,000	\$52,000	
	Daily Commercial Rental			Rentals per Year (days)			\$3,000	\$0	
	Daily Nonprofit Rental			Rentals per Year (days)			\$1,500	\$0	
Black Box	Weekly Commercial Rental	2,293	1				\$5,500	\$6,000	Black Box Venue Package: Includes Dressing Rooms and Attached Restrooms More geared towards rehearsal use
	Weekly Nonprofit Rental			Rentals per Year (wks)			\$2,500	\$0	
	Daily Commercial Rental			Rentals per Year (days)			\$500	\$0	
	Daily Nonprofit Rental			Rentals per Year (days)	20		\$300	\$6,000	
Lobbies	Monthly Sublease	3,985	1	0%	12	80%	\$2,657	\$21,500	Event Venue Package: Includes Main Lobby Restrooms and Dressing Rooms/Attached Restrooms Likely not applicable unless offering monthly rental for exhibition/gallery purposes
	Weekly Commercial Rental			Rentals per Year (wks)			\$4,500	\$0	
	Weekly Nonprofit Rental			Rentals per Year (wks)			\$3,000	\$0	
	Daily Commercial Rental			Rentals per Year (days)	10		\$1,650	\$16,500	
	Daily Nonprofit Rental			Rentals per Year (days)	10		\$500	\$5,000	
Ensemble Room	Monthly Sublease	2,409	1	0%	12	125%	\$2,509	\$71,790	Rate: \$12.5/sf/yr Weekly rate = 7x daily rate with 15% discount (Daily rate = \$550) Weekly rate = 7x daily rate with 30% discount (Daily rate = \$385) 10% utilization 25% utilization
	Weekly Commercial Rental			Rentals per Year (wks)			\$3,273	\$0	
	Weekly Nonprofit Rental			Rentals per Year (wks)	10		\$1,887	\$18,870	
	Hourly Commercial Rental			Rentals per Year (hours)	385		\$50	\$19,250	
	Hourly Nonprofit Rental			Rentals per Year (hours)	962		\$35	\$33,670	
Dance Studio	Monthly Sublease	2,078	1	0%	12	125%	\$2,165	\$47,150	Rate: \$12.5/sf/yr Weekly rate = 7x daily rate with 15% discount (Daily rate = \$440) Weekly rate = 7x daily rate with 20% discount (Daily rate = \$275) 10% utilization 25% utilization
	Weekly Commercial Rental			Rentals per Year (wks)			\$2,618	\$0	
	Weekly Nonprofit Rental			Rentals per Year (wks)	5		\$1,540	\$7,700	
	Hourly Commercial Rental			Rentals per Year (hours)	385		\$40	\$15,400	
	Hourly Nonprofit Rental			Rentals per Year (hours)	962		\$25	\$24,050	

4. Phase 1 (continued)



Income Model (cotinued)

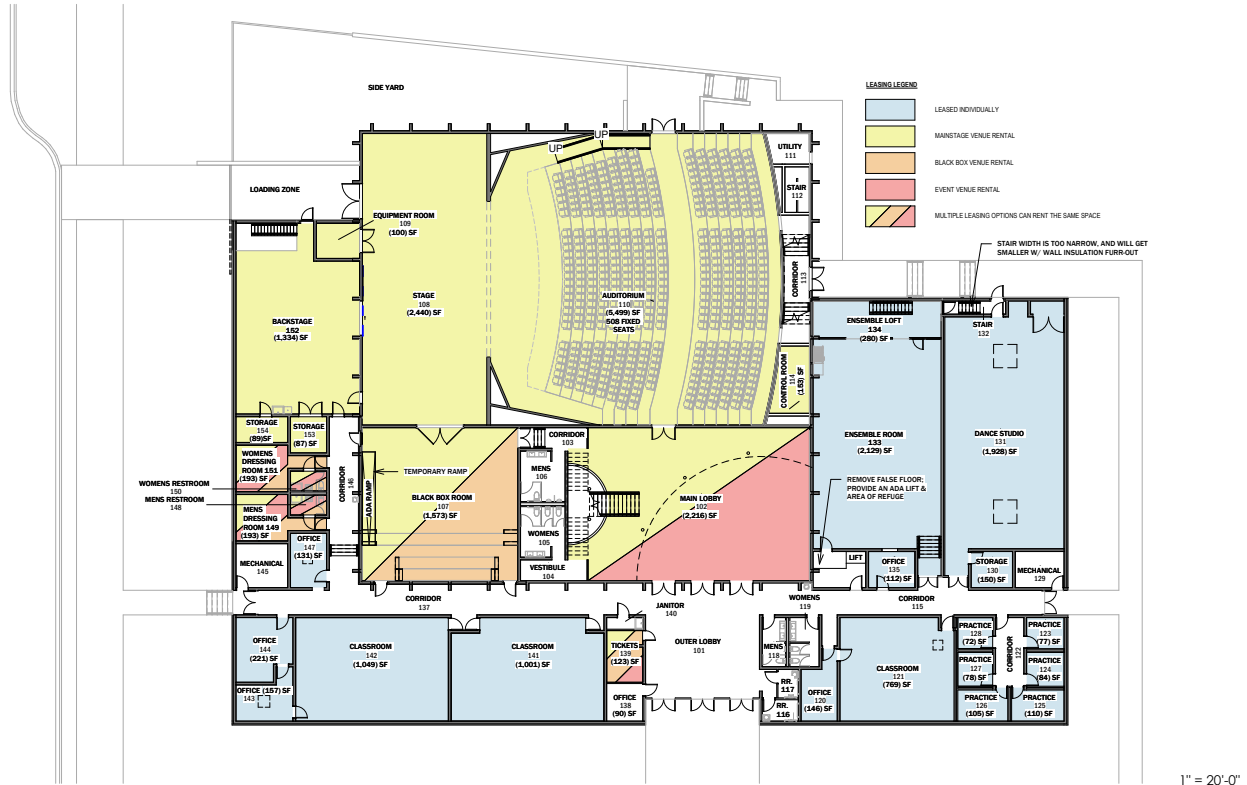
<b>Practice Room 123</b>	77	1						<b>\$1,104</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$51 monthly / \$12 weekly / \$5 hourly (flat rate)
Monthly Sublease			0%	12	80%		\$51	\$0	
Weekly Rental				12			\$12	\$144	25% utilization
Hourly Rental				192			\$5	\$960	5% utilization
Membership			0%		0%		\$0	\$0	
<b>Practice Room 124</b>	84	1						<b>\$1,116</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$56 monthly / \$13 weekly / \$5 hourly (flat rate)
Monthly Sublease			0%	12	80%		\$56	\$0	
Weekly Rental				12			\$13	\$156	25% utilization
Hourly Rental				192			\$5	\$960	5% utilization
Membership			0%		0%		\$0	\$0	
<b>Practice Room 125</b>	110	1						<b>\$3,541</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$73 monthly / \$18 weekly / \$5 hourly (flat rate) Equivalent of 6 months at 80% of base rental rate (\$73)
Monthly Sublease			50%	12	80%		\$73	\$440	
Weekly Rental				12			\$18	\$216	25% utilization
Hourly Rental				577			\$5	\$2,885	15% utilization
Membership			0%		0%		\$0	\$0	
<b>Practice Room 126</b>	105	1						<b>\$1,014</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$70 monthly / \$17 weekly / \$5 hourly (flat rate)
Monthly Sublease			0%	12	80%		\$70	\$0	
Weekly Rental				3			\$18	\$54	5% utilization
Hourly Rental				192			\$5	\$960	5% utilization
Membership			0%		0%		\$0	\$0	
<b>Practice Room 127</b>	78	1						<b>\$984</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$52 monthly / \$12 weekly / \$5 hourly (flat rate)
Monthly Sublease			0%	12	80%		\$52	\$0	
Weekly Rental				2			\$12	\$24	Less than 5% utilization
Hourly Rental				192			\$5	\$960	5% utilization
Membership			0%		0%		\$0	\$0	
<b>Practice Room 128</b>	72	1						<b>\$984</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$48 monthly / \$12 weekly / \$5 hourly (flat rate)
Monthly Sublease			0%	12	80%		\$48	\$0	
Weekly Rental				2			\$12	\$24	Less than 5% utilization
Hourly Rental				192			\$5	\$960	5% utilization
Membership			0%		0%		\$0	\$0	
<b>Classroom 121</b>	769	1						<b>\$22,038</b>	
Weekly Commercial Rental							\$1,964	\$0	Weekly rate = 7x daily rate with 15% discount (Daily rate = \$330)
Weekly Nonprofit Rental				2			\$924	\$1,848	Weekly rate = 7x daily rate with 20% discount (Daily rate = \$165)
Hourly Commercial Rental				192			\$30	\$5,760	5% utilization
Hourly Nonprofit Rental				962			\$15	\$14,430	25% utilization
<b>Classroom 141</b>	1,001	1						<b>\$28,424</b>	
Weekly Commercial Rental							\$2,291	\$0	Weekly rate = 7x daily rate with 15% discount (Daily rate = \$385)
Weekly Nonprofit Rental				2			\$1,232	\$2,464	Weekly rate = 7x daily rate with 20% discount (Daily rate = \$220)
Hourly Commercial Rental				192			\$35	\$6,720	5% utilization
Hourly Nonprofit Rental				962			\$20	\$19,240	25% utilization
<b>Classroom 142</b>	1,049	1						<b>\$46,575</b>	
Weekly Commercial Rental							\$2,291	\$0	Weekly rate = 7x daily rate with 15% discount (Daily rate = \$385)
Weekly Nonprofit Rental				5			\$1,232	\$6,160	Weekly rate = 7x daily rate with 20% discount (Daily rate = \$220)
Hourly Commercial Rental				385			\$35	\$13,475	10% utilization
Hourly Nonprofit Rental				1347			\$20	\$26,940	35% utilization
<b>Music Classroom</b>	223	1						<b>\$5,328</b>	Opex - \$5/sf/yr. Rates modeled at \$8/sf/yr - \$149 monthly / \$36 weekly / \$5 hourly (900%)
Monthly Sublease			25%	12	80%		\$149	\$446	Equivalent of 3 months at 80% of base rental rate (\$149)
Weekly Rental				2			\$36	\$72	
Hourly Rental				962			\$5	\$4,810	25% utilization
Membership			0%		100%		\$0	\$0	

Real INCOME  
SUBTOTALS  
MINUS REAL INCOME  
Grand Total Check

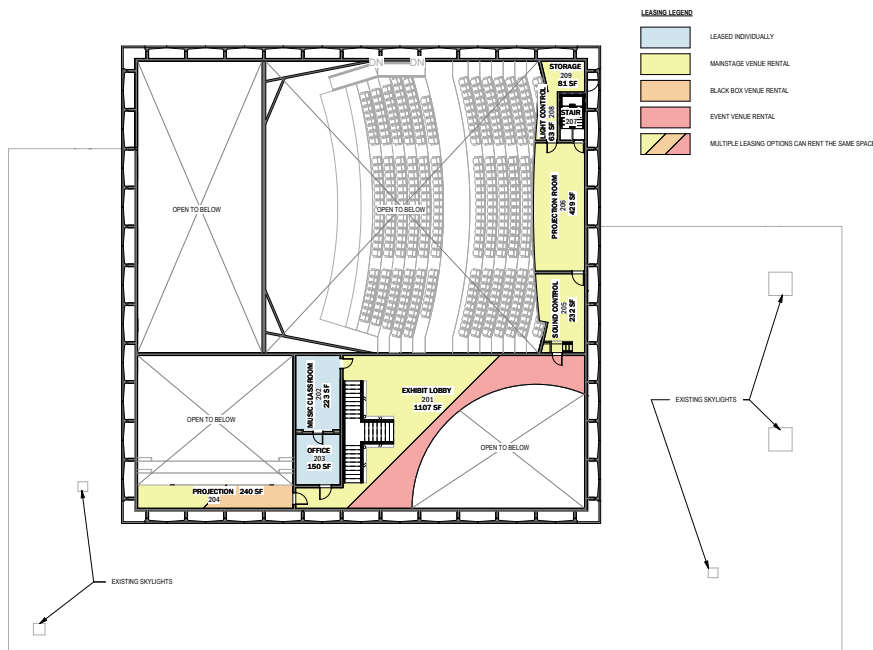
<b>Commercial Totals</b>	22								401,218
<b>MISCELLANEOUS</b>		Rate	#	QTY				Subtotal	
Earned Revenue		\$0		1				\$0	
Ticket Split		\$0		1				\$0	
Endowment		\$0		1				\$0	
Annual Subsidy		\$0		1				\$0	
		\$0		1				\$0	
		\$0		1				\$0	
<b>Subtotal</b>								\$	-
								<b>Grand Total</b>	
<b>PROJECT TOTAL / YEAR</b>								\$	401,218



# Leasing Areas



1 PHASE 1 PLAN - LEVEL 1 - LEASING AREAS  
1" = 20'-0"



1 PHASE 1 PLAN - LEVEL 2 - LEASING AREAS  
1" = 20'-0"



## Operations: Expenses

The model utilizes a variety of expense inputs from comparables, estimating expenses weighted by anticipated tenant type, size of facility, maintenance, and programmatic costs. During Phase 1, the City would be responsible for all expenses.

For modeling purposes, it is assumed that the facility would be open daily from 9am-10pm, except for 14 days per year in which the building would be closed for holiday observance. The bullet points below summarize some of the key narrative points in regard to the expenses.

The XX00 numbers included below reference expense line items on the spreadsheet.

### 7000 Staff

- Facility Management - This could be split across multiple personnel or consolidated into more of a full-time director level role
- Facility Manager – Responsible for the physical maintenance and access to facility
- City Liaison – Responsible for the oversight of facility use, programmatic directives, and communication with appropriate supervisors and city departments

### 7200 Administrative Costs

- This model anticipates about \$50,000 in administrative costs annually. This is based on scaled models of income-based activity (hourly rentals, event rentals, etc). We have modeled that these costs are reduced once a third-party operator is in place

### 7400 Program Expenses

- Based on Artspace's engagement with the community, we believe financial resources would be more effective if invested in direct partnerships (via space stipends) rather than traditional advertising. Specifically, the City Liaison could coordinate with local, nonprofit, arts organizations to proactively and strategically lease the space, supported by targeted stipends. While these stipends would reduce net rental income, this approach would help establish meaningful value and access for participants, activate the arts center more quickly, and foster sustained, mission-aligned use of the space
- In order to operate a safe, accessible, and well maintained facility, Artspace believes it is essential, especially in the first phase of operations, to plan for a paid position to be onsite during all regular open hours. This payment amount is estimated on Santa Fe's projected 2027 minimum wage of \$17.50/hour and a total annual hours worked of 3,850

### 8100 Utilities

- Utility expenses are based on available data for commercial properties in Albuquerque. Given the volatility of the energy market, accurately forecasting utility costs for even five years into the future is inherently challenging. This uncertainty underscores the importance of investing in updated mechanical HVAC systems, as higher-efficiency systems can reduce exposure to rising energy costs and help stabilize long-term operating expenses

### 8200 Maintenance and Repair

- Projected expenses for similar buildings are used as baseline, with the assumption that the janitorial work is contracted out and not City labor. This also assumes that the user of the space is resetting the room(s) after their rental use

### 8400 Real Estate Auxiliary

- The property is assumed property tax exempt
- We have included \$1 per square foot in the model as a facility reserve account

4. Phase 1 (continued)



Operations: Expenses (continued)

Midtown Performing Arts Center Santa Fe, NM		19/26	Dep't	Facility	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Year 5 2023	Year 6 2024	Year 7 2025	Year 8 2026	Year 9 2027	Year 10 2028	Year 11 2029	Year 12 2030	Year 13 2031	Year 14 2032	Year 15 2033	Year 16 2034	Year 17 2035	Year 18 2036	Year 19 2037	Year 20 2038	Year 21 2039	Year 22 2040	Year 23 2041	Year 24 2042	Year 25 2043	Year 26 2044	Year 27 2045	Year 28 2046	Year 29 2047	Year 30 2048			
<b>Operational Expenses</b>																																					
7000	Salary and Benefits	\$2,840	Dep't Inputs																																		
7000	Contracted Programmatic Staff	\$2,840	SalF%	100%	30%																																
7000	Administrative	\$2,840	% of Op	100%																																	
7400	Program Expenses	\$2,100																																			
8000	Occupancy	\$																																			
8100	Utilities	\$5,732																																			
8200	Repairs and Maintenance	\$3,888																																			
8300	Real Estate Auxiliary	\$3,092																																			
8400	Insurance	\$12,000																																			
8500	Obligatory Debt	\$																																			
<b>Total</b>		<b>\$33,232</b>																																			
<b>7000 SALARY AND BENEFITS</b>																																					
7000	Salary and Benefits	\$2,840	Hard Input																																		
7000	Contracted Programmatic Staff	\$2,840	% of Total (2/Per for Contracted Input) / 12	30%																																	
7400	Program Expenses	\$2,100																																			
8000	Occupancy	\$																																			
8100	Utilities	\$5,732																																			
8200	Repairs and Maintenance	\$3,888																																			
8300	Real Estate Auxiliary	\$3,092																																			
8400	Insurance	\$12,000																																			
8500	Obligatory Debt	\$																																			
<b>Total</b>		<b>\$33,232</b>																																			

## 5. Phase 2

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### Capital Improvements

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The Phase 2 capital improvements would be determined by the third-party operator, in alignment with the City of Santa Fe. For the sake of this model, the following improvements are assumed:

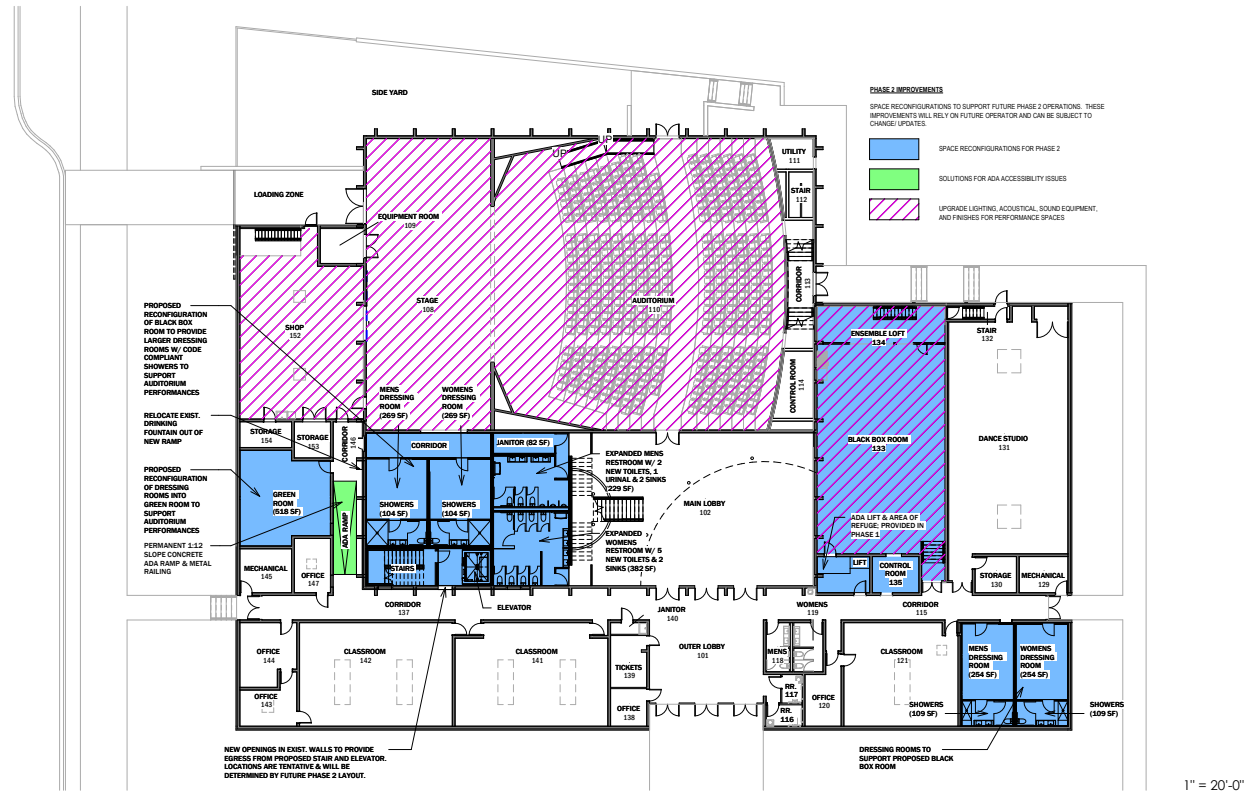
- Complete upgrade of the mainstage, auditorium, and basement
- Renovate the backstage into a fully equipped scene shop
- Redevelopment of current black box theater to create the following two floors:
  - 1st floor
    - Expanded dressing rooms with showers
    - Expanded main lobby bathrooms (Men's – 2 additional stall / Women's – 5 additional stalls)
    - New stairs and elevator
  - New 2nd floor
    - Expanded offices
- Renovation of current mainstage dressing rooms into a green room
- Redevelopment of current ensemble room, ensemble loft, and office 135 into black box theater & control room
- Redevelopment of the practice rooms into dressing rooms for new black box theater's use

**Anticipated hard costs for capital improvements could range from \$3-10M.**

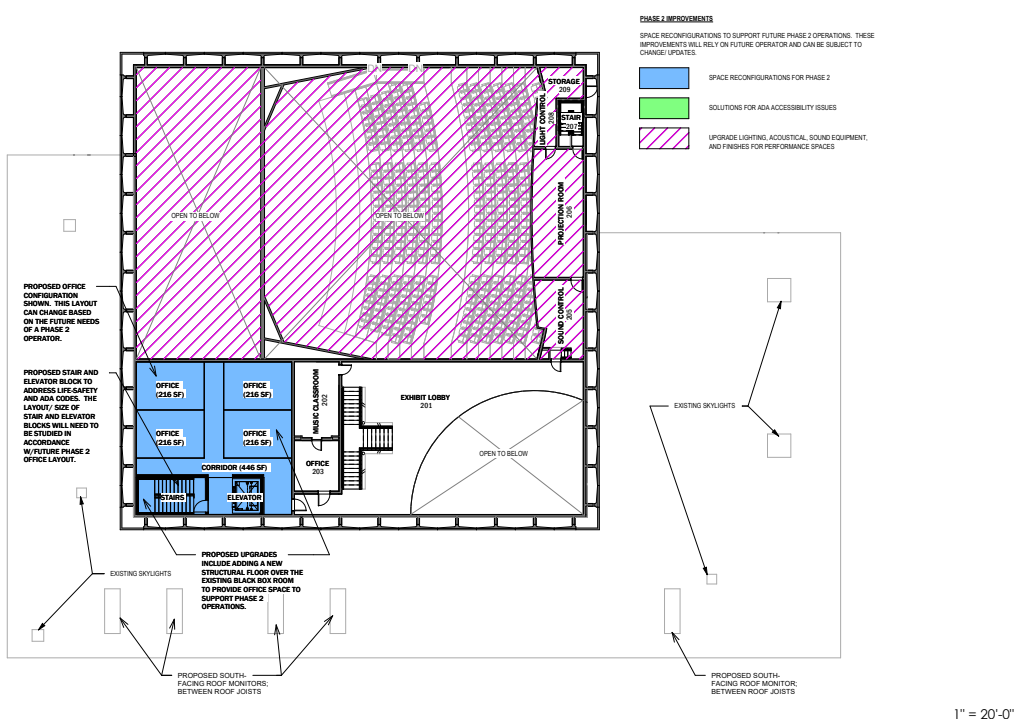
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# Improvements



1 PHASE 2 PLAN - LEVEL 1 - IMPROVEMENTS  
1" = 20'-0"



1 PHASE 2 PLAN - LEVEL 2 - IMPROVEMENTS  
1" = 20'-0"





## Operations: Income

With the exception of the operator-managed spaces, the space use arrangements employed by the City would remain in line with those of Phase 1. The changes are explained below, followed by the income model and illustrated floor plans.

### Leases

- Lease to Operator: Annual or Multi-year Arrangement
  - Base Rent: \$12 per sf/yr = \$261,900 annually
  - 70% of utilities (CAMS) = approx. \$55,000 annually
- Offices space: Increased from \$10 to \$12 per sf/yr
  - Leases now range from \$131-221 per month depending on the room

### Short-Term Rentals

At Phase 2, the spaces that would be managed by the City for short-term rentals are the dance studio and three classrooms. The forecasting model assumes that the hourly and weekly rates will stay the same but increases the anticipated nonprofit hourly utilization by 5-15% for each space.

### Anticipated Effective Gross Income (Year 1) - \$496,000

## Income Model

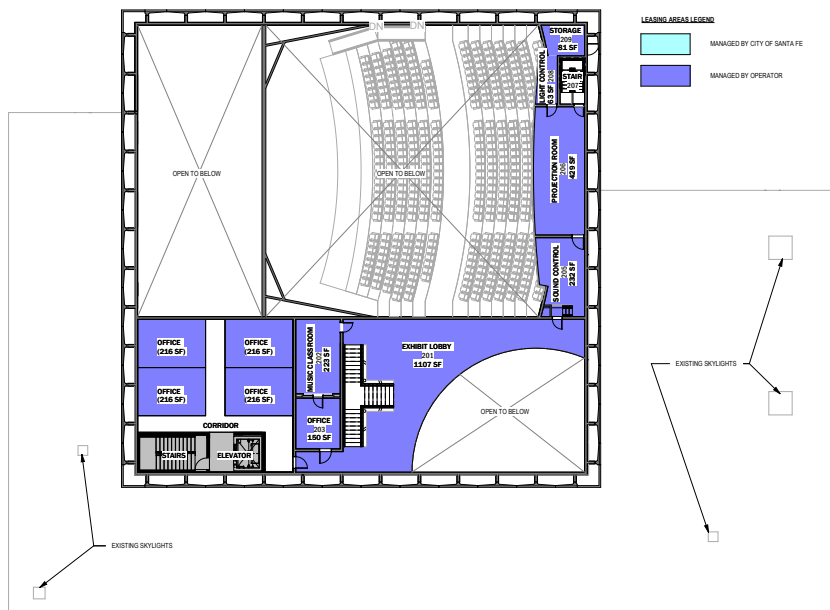
Midtown Performing Arts Center Santa Fe, NM										01/09/26
INCOME SUMMARY - PHASE 2										
COMMERCIAL										
Unit Type	s.f./unit	Unit Count	Percent Usage	Format:	Day/ Month/ Week	Expected Cash Flow	Annual Rental Rate	Total Annual Rent	Comments	
Sub Rental Rate / S.F.							\$ 12.00		Increased base rental rate from \$10 to \$12 in Phase II	
<b>LEASES</b>										
<b>Monthly Rate</b>										
Office 130	Monthly Sublease	150	100%		12	100%	\$150	\$1,800		
Office 120	Monthly Sublease	146	100%		12	100%	\$146	\$1,752		
Office 143	Monthly Sublease	157	100%		12	100%	\$157	\$1,884		
Office 144	Monthly Sublease	221	100%		12	100%	\$221	\$2,652		
Office 147	Monthly Sublease	131	100%		12	100%	\$131	\$1,572		
Facility Office 138 OE1	Internal Sublease	90	0%		12	100%	\$90	\$0	Could be income generating if leased to a property management company	
Mainstage	Monthly Sublease	13,105	100%		12	100%	\$13,105	\$157,260	Includes basement square footage	
New Black Box Room	Monthly Sublease	3,247	100%		12	100%	\$3,247	\$38,964	Includes new dressing rooms	
Lobbies	Monthly Sublease	4,113	100%		12	100%	\$4,113	\$49,356		
Operator Offices	Monthly Sublease	1,360	100%		12	100%	\$1,360	\$16,320	Includes ticket office square footage	

# Leasing Areas



1 PHASE 2 PLAN - LEVEL 1 - LEASING AREAS  
1" = 20'-0"

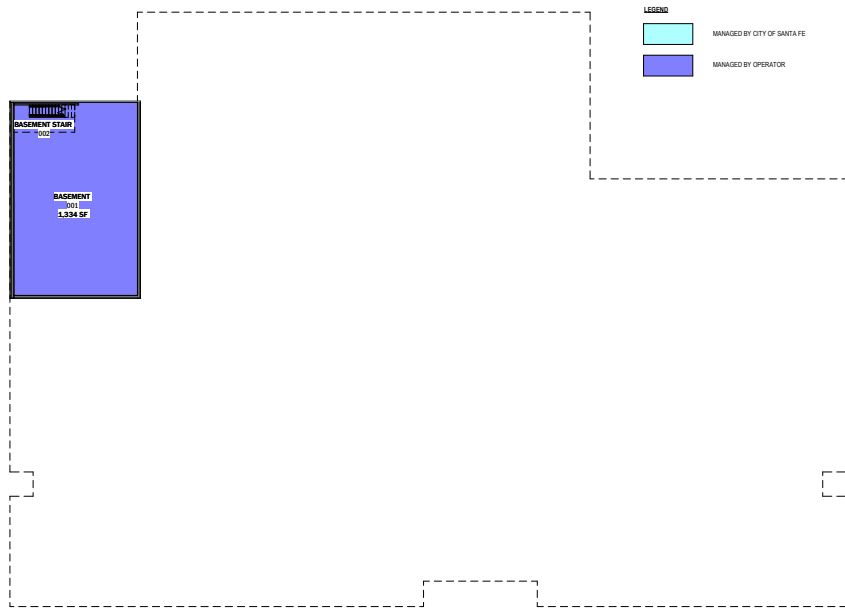
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1 PHASE 2 PLAN - LEVEL 2 - LEASING AREAS  
1" = 20'-0"

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## Leasing Areas (continued)



1 PHASE 2 PLAN - BASEMENT - LEASING AREAS  
1" = 20'-0"



## Operations: Expenses

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As the project transitions into Phase 2, operating expense assumptions will shift accordingly. We have modeled what we believe to be a prudent division of responsibilities between the City and the future operator, based on the assumption that the City will retain an active role in overall facility maintenance and direct management of approximately one-third of the total floor area. To support this shared operational approach, we strongly recommend establishing a comprehensive operating agreement and a clear governance structure between the relevant City department and the selected operator.

The XX00 numbers included below reference expense line items on the spreadsheet.

### 7000 Staff

- Facility Management - Responsibilities may be distributed across multiple personnel
- Facility Manager - Responsible for the physical maintenance of the facility and access control. In Phase 2, access management will need to transition to a more virtual or on-call model, as there will not be sufficient activity or critical mass to justify full-time on-site staffing
- City Liaison - This role evolves from being day-to-day operational reporting to the City into a more strategic function, serving as the primary liaison between the operator and the City to ensure compliance with the terms and intent of the operating agreement

### 7200 Administrative Costs

- These costs are expected to decrease proportionally as overall multi-user activity levels are reduced in Phase 2

### 7400 Program Expenses

- Any stipends or program-related expenses beyond Phase 1 should be considered separate initiatives and evaluated independently of baseline operating costs

### 8100 Utilities

- We strongly recommend submetering the portions of the facility that are leased by the operator. Regardless, any lease should be structured as a triple-net lease, requiring the operator to pay its proportionate share of operating expenses, including utilities where submetering is not feasible
- Under the current model, a portion of utility expenses are allocated to the operator and reflected as CAM (Common Area Maintenance) income. In similar arrangements, CAM charges may also include janitorial services, building staff, insurance, property taxes, security, and other shared expenses. Artspace has intentionally not modeled the full range of potential CAM recoveries, as many prospective operators may not have the capacity to absorb additional costs at this stage

### 8200 Maintenance and Repair

- We anticipate that the City will retain maintenance staff at the facility to address both routine and long-term maintenance needs. Based on our experience, maintaining a clear separation between owner and operator responsibilities in this area can be operationally advantageous and reduce risk



# 6. Projected Cash Flow



**Midtown Performing Arts Center**  
**Santa Fe, NM**  
**RE Cash Flow Projection** 1/9/26

Income		Phase 1				Phase 2										
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Commercial Leases Subtotal	3.00%	\$9,170	\$9,445	\$9,728	\$10,020	\$271,560	\$279,707	\$288,098	\$296,741	\$305,643	\$314,812	\$324,257	\$333,985	\$344,004	\$354,324	\$364,954
Programmatic Space Subtotal	3.00%	\$392,048	\$403,809	\$415,924	\$428,401	\$188,087	\$193,730	\$199,541	\$205,528	\$211,694	\$218,044	\$224,586	\$231,323	\$238,263	\$245,411	\$252,773
Earned Revenue	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ticket Split	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Endowment	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Subsidy	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAMS for Operator	2.00%	\$0	\$0	\$0	\$0	\$55,226	\$56,331	\$57,457	\$58,606	\$59,778	\$60,974	\$62,193	\$63,437	\$64,706	\$66,000	\$67,320
Commercial Vacancy	7.00%	-\$642	-\$661	-\$681	-\$701	-\$19,009	-\$19,579	-\$20,167	-\$20,772	-\$21,395	-\$22,037	-\$22,698	-\$23,379	-\$24,080	-\$24,803	-\$25,547
COGS	0.00%															
<b>Effective Gross Income</b>		\$400,576	\$412,593	\$424,971	\$437,720	\$495,864	\$510,187	\$524,930	\$540,103	\$555,720	\$571,794	\$588,338	\$605,366	\$622,893	\$640,933	\$659,501
<b>Expenses</b>																
7000 Salary and Benefits	2.00%	\$92,840	\$94,697	\$96,591	\$98,523	\$73,675	\$75,149	\$76,652	\$78,185	\$79,748	\$81,343	\$82,970	\$84,629	\$86,322	\$88,048	\$89,809
7100 Contracted Programmatic Staff	2.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7200 Administrative	2.00%	\$51,260	\$52,285	\$53,331	\$54,398	\$35,366	\$36,074	\$36,795	\$37,531	\$38,282	\$39,047	\$39,828	\$40,625	\$41,437	\$42,266	\$43,111
7400 Program Expenses	2.00%	\$22,500	\$22,950	\$23,409	\$23,877	\$24,836	\$25,333	\$25,839	\$26,356	\$26,883	\$27,421	\$27,969	\$28,529	\$29,099	\$29,681	\$30,275
8000 Occupancy	3.00%	\$0	\$0	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572	\$20,159
8100 Utilities	3.00%	\$69,732	\$71,824	\$73,979	\$76,198	\$75,657	\$77,927	\$80,264	\$82,672	\$85,153	\$87,707	\$90,338	\$93,048	\$95,840	\$98,715	\$101,677
8200 Repairs and Maintenance	3.00%	\$53,888	\$55,505	\$57,170	\$58,885	\$29,548	\$30,435	\$31,348	\$32,288	\$33,257	\$34,255	\$35,282	\$36,341	\$37,431	\$38,554	\$39,711
8400 Real Estate Auxiliary	3.00%	\$30,992	\$31,922	\$32,879	\$33,866	\$34,209	\$35,236	\$36,293	\$37,382	\$38,503	\$39,658	\$40,848	\$42,073	\$43,335	\$44,635	\$45,975
8500 Insurance	5.00%	\$12,000	\$12,360	\$12,731	\$13,113	\$6,500	\$6,695	\$6,896	\$7,103	\$7,316	\$7,535	\$7,761	\$7,994	\$8,234	\$8,481	\$8,735
8600 Other	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8700 Other	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8800 Other	3.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Expenses</b>		\$333,212	\$341,542	\$350,089	\$358,859	\$294,792	\$302,297	\$310,000	\$317,907	\$326,024	\$334,355	\$342,908	\$351,688	\$360,700	\$369,953	\$379,451
	psf	\$10.75				\$9.51										
<b>Net Operating Income</b>		\$67,364	\$71,051	\$74,882	\$78,862	\$201,072	\$207,891	\$214,930	\$222,196	\$229,696	\$237,439	\$245,430	\$253,679	\$262,192	\$270,980	\$280,049
<b>Obligatory Debt</b>																
8910 First		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8920 PRI LOAN		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8930		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Debt Service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
First	Debt Coverage Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRI LOAN	Debt Coverage Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Must Pay Debt Coverage		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Project Cash Flow After Services</b>		\$67,364	\$71,051	\$74,882	\$78,862	\$201,072	\$207,891	\$214,930	\$222,196	\$229,696	\$237,439	\$245,430	\$253,679	\$262,192	\$270,980	\$280,049

# 7. Closing Notes

Once the second phase is stabilized, Artspace emphasizes that the proposed model is reliant on strong City involvement. Any attractive potential operator will at the outset of the relationship have a strong alignment with the City's vision of the space, but even the most competent and well-meaning arts organization will need regular communication and coordination to stay aligned with the City's long-term goals for the Midtown Performing Arts Center.



**b. Existing Conditions Assessment**

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# Greer Garson Theater Center

Building 1, 1600 St Michaels Dr, Santa Fe, NM 87505

Existing Conditions Assessment

01-16-26





*Actress and Benefactor Greer Garson, 1975*



*Philippe Register designed several buildings on the Midtown Site (Formerly College of Santa Fe) including the Greer Garson Theater Center (left), Student Services Building (foreground, center) and Fogelson Library (background, right).*

## Project Overview

### Introduction

This facility assessment of the former Greer Garson Theater Center is a part of a City of Santa Fe contracted study to perform redevelopment and operations planning for the Midtown Performing Arts Center. The purpose of this assessment is to document existing conditions of the facility and to perform a code analysis to inform the scope of a future project / rfp for the redevelopment of the building into the Midtown Performing Arts Center. That project may be performed in phases to accommodate budget and schedule concerns.

### Context

The Midtown Performing Arts Center is a former theater and academic building located on the Midtown Site. The Midtown Site is a former college campus (College of Santa Fe) that the City of Santa Fe is currently redeveloping into a mixed use neighborhood. The Midtown Master Plan envisions a vibrant neighborhood that incorporates housing, employment centers, retail and other uses. A critical element of the plan is to rehabilitate and reuse several significant existing buildings to stabilize, enhance and promote community arts and culture. These buildings have been integrated into the urban design vision for the Midtown Site and serve as important cultural and community anchors while physically linking the future of the site with its history. The former Greer Garson Theater Center is one of those facilities. To support the Master Plan an infrastructure plan is currently being developed that constructs new roads and utilities to serve the future development on the site. A key component of this infrastructure plan is eliminate all natural gas supply for the midtown site. It is assumed that building utilities will be all electric in the future.

### Facility Overview

The Greer Garson Theater Center was constructed in 1965 and served as the primary performing arts facility for the College of Santa Fe (and then the Santa Fe University of Art and Design) until its closing in 2018. Funded by the patronage of the Actress Greer Garson and her husband Buddy Fogleson, the building is a beloved landmark in the Santa Fe community. Under the direction of longtime Theater Department Chair John Weckesser, this facility allowed the performing arts program to become one of the best college theater programs in the country, educating and training countless

students. The facility hosted numerous student productions as well as professional and traveling productions over the years.

The Greer Garson Theater Center was designed by Philippe Register, a prominent Regional Modernist Architect who practiced in Santa Fe in the 1960's. He designed several buildings for the College of Santa Fe Campus including Fogleson Library, which is adjacent to the Midtown PAC. The approximately 31,000 SF building was designed in the brutalist style featuring a low volume of brick exteriors containing classrooms, offices and support spaces; wrapping around a higher volume clad in precast tilt-up concrete panels, housing the main theater, black box space and main Lobby. The brutalist style emphasized minimal, yet sculptural forms. Given its primary use as a theater, there are minimal windows in the existing building. While not listed on any historic registry, the building and architect are beloved in Santa Fe and appropriate historic preservation strategies should be considered in any alterations / renovations undertaken to activate the building as the Midtown PAC.

#### Facility Timeline

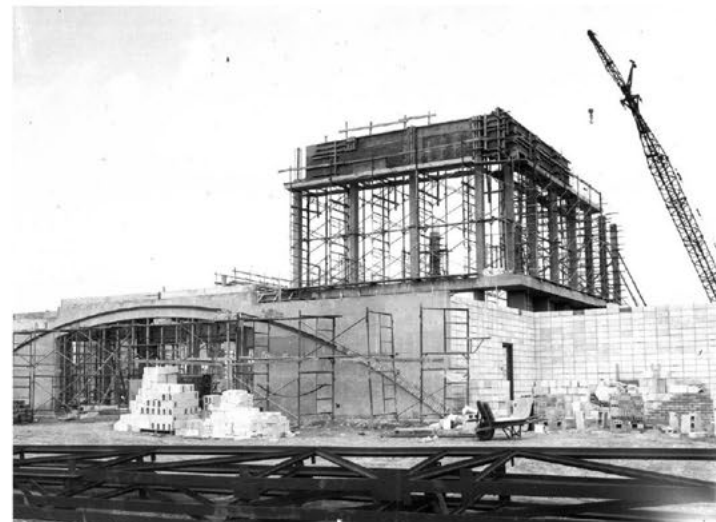
The building was constructed in 1965 but several renovations and upgrades have occurred through the years. New water heaters and associated gas piping were added in 1991. In 2012 the entry lobby was renovated, several restrooms were modernized and made compliant to ADA standards, and the black box theater was reconfigured. Mechanical equipment throughout the facility was also replaced in 2012. The building was vacated in 2018 when the Santa Fe University of Art and Design was vacated. Several roof leaks were discovered after the building was vacated and the previous built-up bitumen roof was replaced with a thermoplastic polyolefin (TPO) roof system in 2022. Miscellaneous electrical, lighting, theatrical lighting and sound system upgrades have been made over time, but the dates of these improvements are unknown.

#### Assessment Scope and Limitations

This facility assessment is performed in support of a redevelopment and operations planning study to develop a strategy to re-activate the facility to create the Midtown Performing Arts Center. This is a high level assessment to understand the facility needs and possible improvements needed to bring the building into code compliance and to support the vision articulated in the study. However, it should be noted that the scope does not include in-depth analysis of building systems that may be needed for design purposes.



*Greer Garson Performing Arts Center, shortly after opening, 1965*




*Greer Garson Performing Arts Center, under construction, ca 1965*

The Assessment was performed by an Architect, knowledgeable of City requirements and applicable codes, but no consulting engineers were engaged for this assessment. Once The City has selected an operator and/or developed detailed scope for future improvements, a more thorough analysis of building systems and existing conditions should be performed by that design team. Estimates of potential construction costs are based upon the Architect's understanding of the facility needs and current market conditions, but more detailed and refined estimates should be performed for any future projects that are undertaken on this facility.



Midtown Site Master Plan

**Legend**

- |   |                   |   |                             |
|---|-------------------|---|-----------------------------|
|  | The Midtown Site  | <b>Other</b>  |                             |
| <b>Civic Space Types:</b>   |                   |  | Paseos                      |
|  | Arroyo Park       |  | Existing Buildings to Reuse |
|  | Plaza             |  | Development Blocks          |
|  | Quad Park         |   |                             |
|  | Pocket Park/Plaza |   |                             |

## Site Location

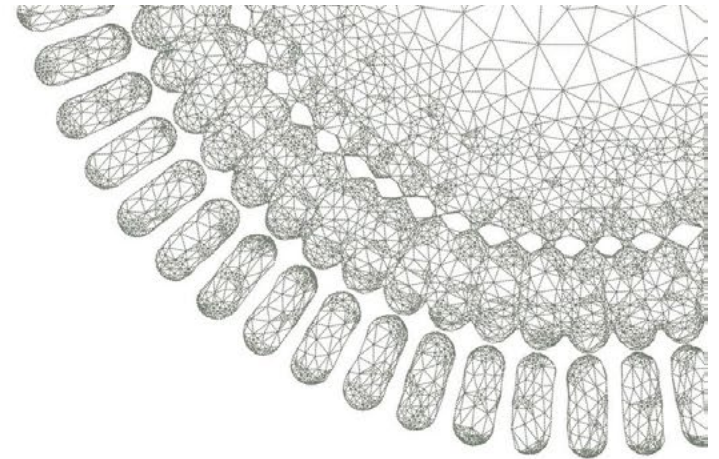


## Overall Building Condition & Observations

The Garson Theater Center is in fair condition. The building is now 60 years old and many of the original materials and building systems date from the original construction. In general, the building was constructed of durable materials and has stood the test of time. Interior and exterior finishes are worn and could use some repair / upkeep. HVAC, lighting and plumbing systems are functioning, and in general, the building could continue to be occupied in it's current state. However, there are egress, life safety and accessibility issues that would need to be addressed in order to obtain a new certificate of occupancy for the building. Of particular importance would be the installation of a full fire suppression system throughout the building.

Additionally the building was constructed well before current energy codes and the overall building envelope lacks adequate insulation. Additionally, most of the building spaces have little to no access to natural light. While this is understandable given the era and intended use of the building, current design thinking would encourage natural light in areas that have regular occupancy, other than the performance spaces.

An important element to note: the building was constructed in an era that regularly utilized lead paint and asbestos-containing materials. It is recommended that a phase 1 environmental assessment be performed, and if needed a lead and asbestos assessment be performed on the building prior to any constituent work occurring. While those materials could be encapsulated in their current state, any construction / renovation / removal activities could create exposure to these materials. Depending on the scope of these extant materials and future renovations, full remediation may be required. This would need to be factored into any future scope / budget.



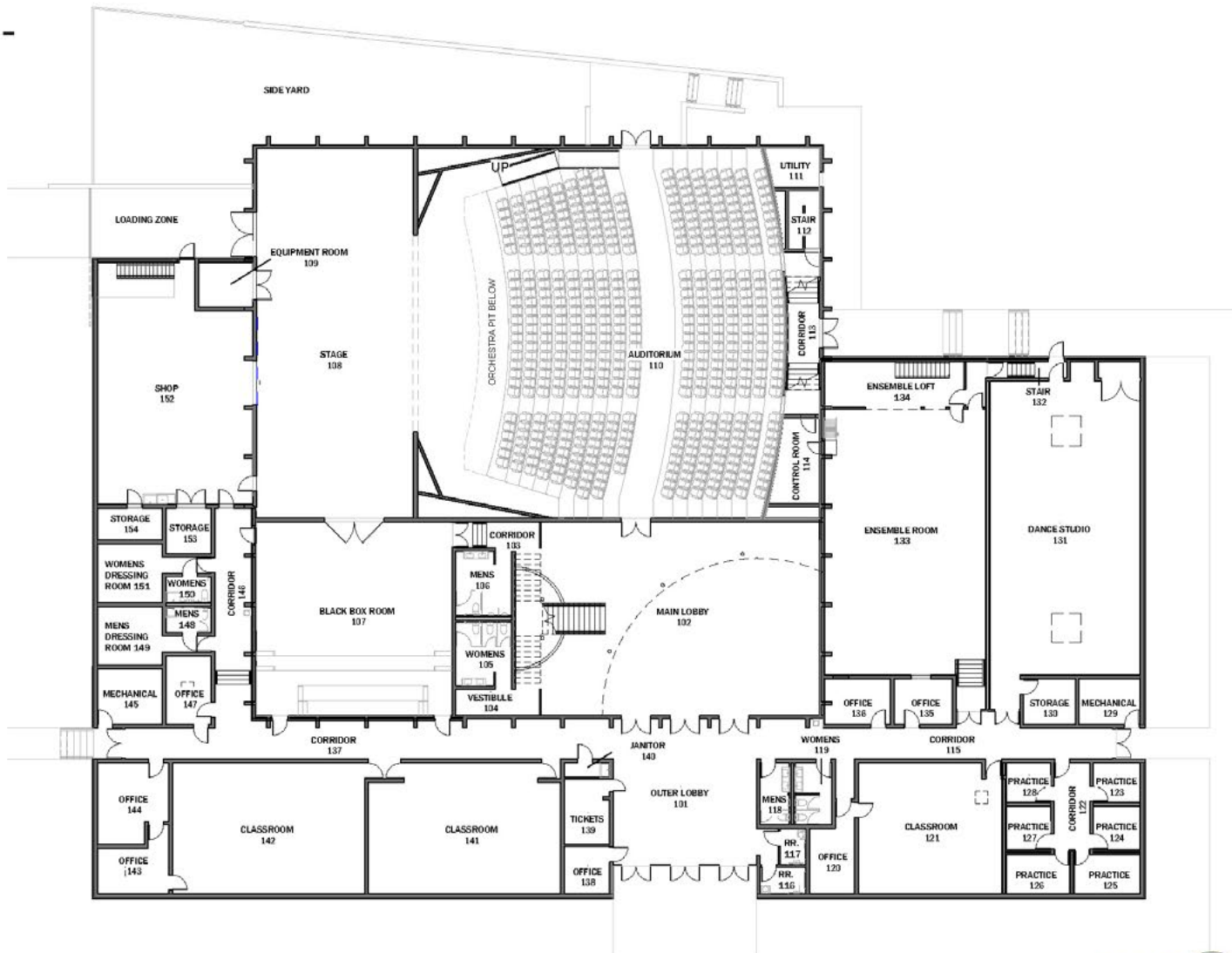
# Existing Floor Plans



# Floor Plan - Level 1

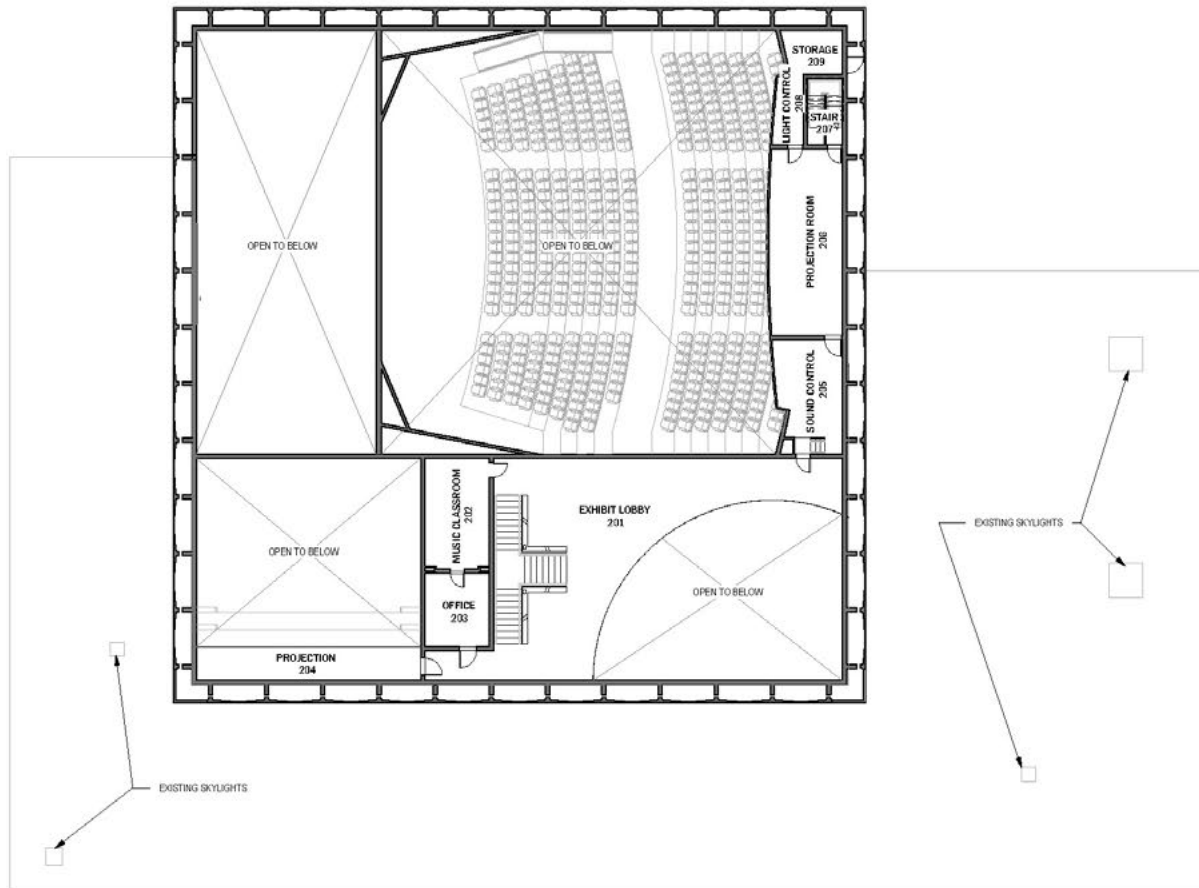
Existing Conditions  
Scale - 1"=20'

Total Building Area -  
30,992 SF



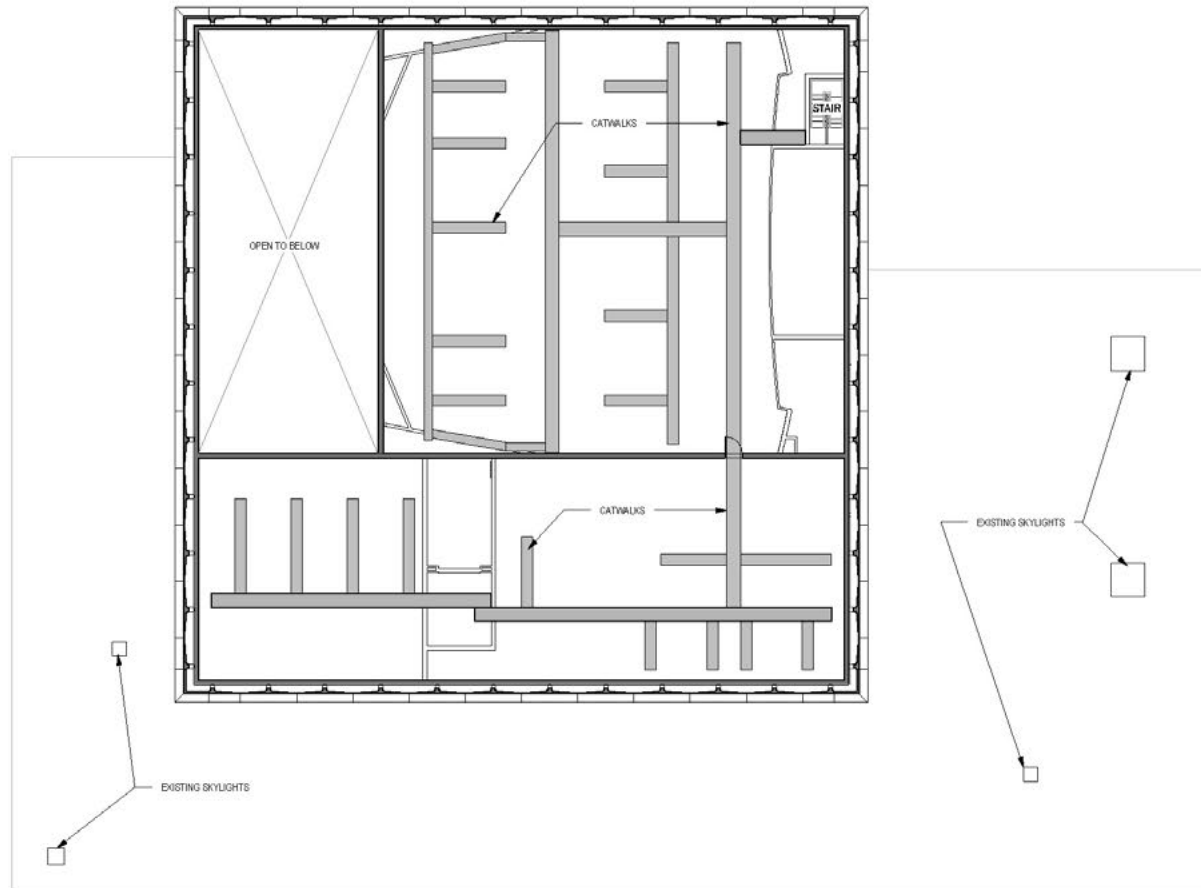
# Floor Plan - Level 2

Existing Conditions  
Scale - 1"=20'



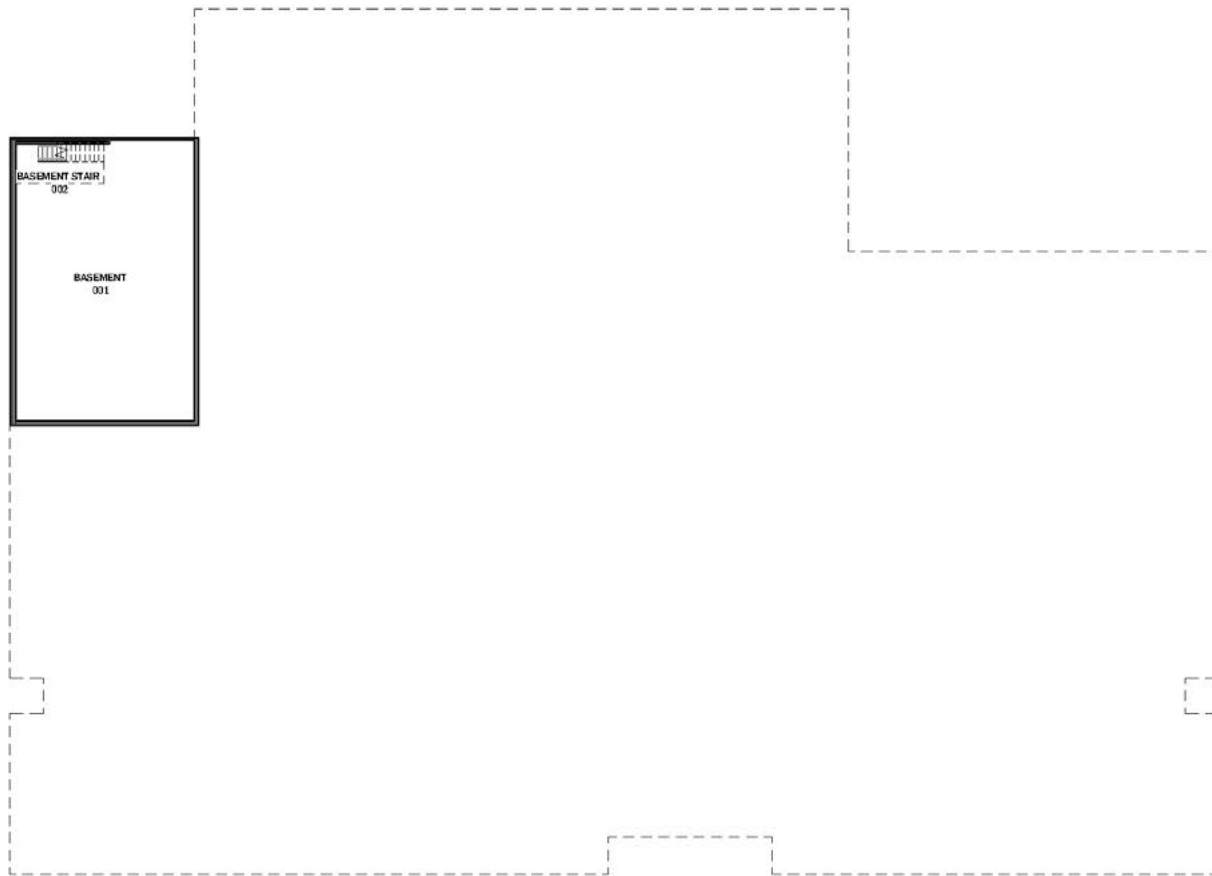
# Floor Plan - Attic

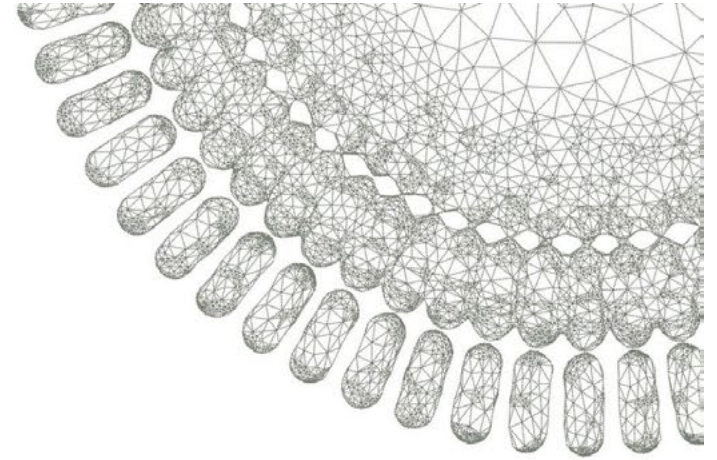
Existing Conditions  
Scale - 1"=20'



# Floor Plan - Basement

Existing Conditions  
Scale - 1"=20'





# Existing Building Systems



## Existing Exterior & Site Conditions

### Existing Conditions

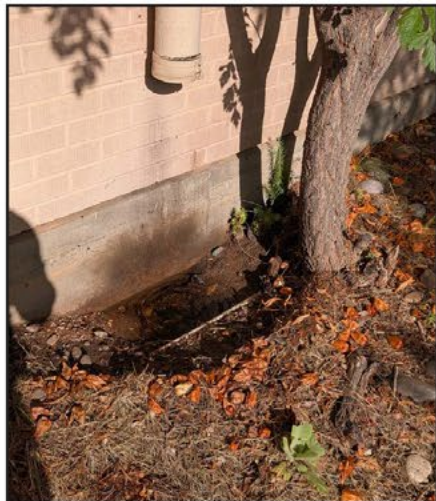
- The Garson Theater Center is located along the northern edge of the Midtown Site. Landscaping has degraded since the building became vacant in 2018. Much of what is still present is either overgrown or dying.
- The current parking area will be in poor condition but is planned to be redeveloped as part of the Midtown Site Infrastructure plan.
- Concrete Paving and sidewalks are deteriorated and generally in poor condition.

### Issues Identified

- There are missing splash blocks to direct water away from the building.
- There appears to be settling of the concrete slab under the roof drain outlet due to water infiltration against the building.
- It is recommended to direct roof drain outlets away from the building foundations to prevent damage to building foundations and exterior slabs.
- Concrete paving and sidewalks should be repaired / replaced as needed and planned in conjunction with other facility improvements.



1) Roof Water Infiltration into Building Foundation



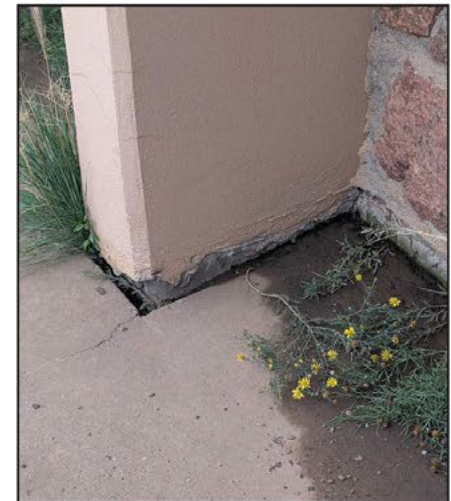
2) Roof Water Infiltration into Foundation



3) Roof Water Catchment Area



4) Exposed Building Foundation



5) Settlement of Exterior Slab

## Existing Exterior & Site Conditions

Site Photos



1) View of front entrance



2) View of side yard



3) View of side yard



4) View of loading area

## Building Systems - Structural

### Existing Conditions

- The building's structural system is comprised of various different materials.
- The lower 1-story block is made of load bearing CMU walls with brick facing over a concrete spread footings. The roof is constructed of gluelam beams with a wood tongue & groove roof deck.
- The raised central auditorium block is made of reinforced concrete frame to support the concrete tilt-up panels and a roof structure of steel trusses.
- The basement is constructed of reinforced concrete walls, and floors
- Existing concrete and steel structure appear to be in good condition.

### Issues Identified

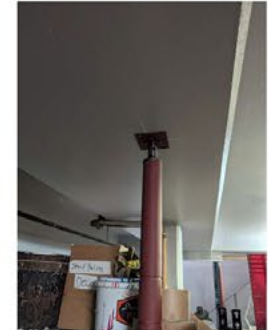
- The concrete structure over the basement has been braced to support storage shelves above in the shop.
- There is metal bracing under the wood roof beams in the shop area. Steel bracing has been added to shallow wood beams in classrooms. Deeper beams located in the dance studio and ensemble room do not have steel bracing.
- While the current structural capacity of these wood beams is unknown, the steel bracing appears to have been added during or shortly after construction. Based upon this observation it is assumed that the original beam sizing may have been insufficient. While no structural issues have been observed, it is recommended that no additional loading be placed on these roofs without an assessment from a structural engineer.



1) Auditorium Structure



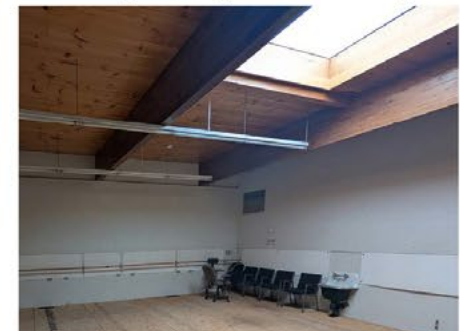
2) Basement Bracing



3) Basement Bracing



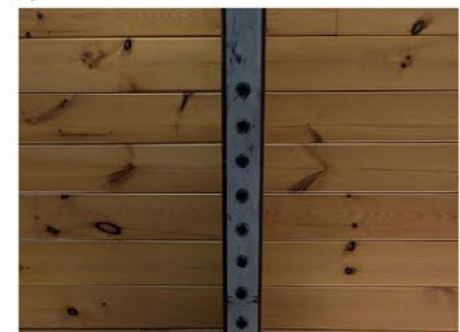
4) Metal Bracing in Classrooms



5) Dance Studio Structure



6) Metal Bracing in Shop



7) Metal Bracing in Classrooms

## Building Systems - Mechanical

### Existing Conditions

- The lower 1-story block HVAC system consists of (7) Trane gas-fired furnaces and air handlers located in mechanical rooms and seven (7) Trane condensers mounted on the roof, and five (5) roof exhaust fans.
- There are ten (10) Trane roof-top package units (RTUs) that supply the raised central auditorium block spaces including the main lobby, auditorium, black box theater and exhibit lobby
- A single samsung mini-split, has been added to condition the light control / storage room area in the auditorium due to excess heat produced by lighting equipment racks.
- Various electric wall heaters are located in the auditorium support spaces and stairs.
- The existing conditions assessment of the HVAC systems is based on a previous assessment from B&D Industries, Inc. combined with field observations. (There was no analysis to confirm the findings of B&D Industries, Inc. and is based on general observation only.)
- With the exception of the wall heaters, the mechanical systems described above were replaced in 2012 and are in good condition.

### Issues Identified

- While the systems are in good condition and functioning, the RTU's and furnaces are heated with natural gas. These gas fired units will need to be replaced / converted to electric in the future to comply with planned midtown infrastructure improvements.



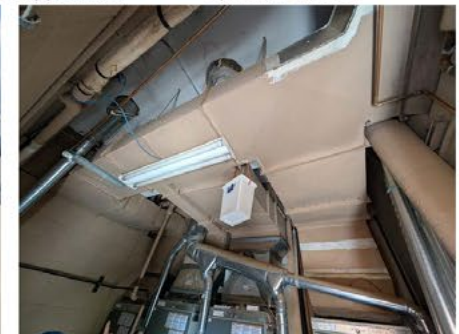
1) Fire Suppression



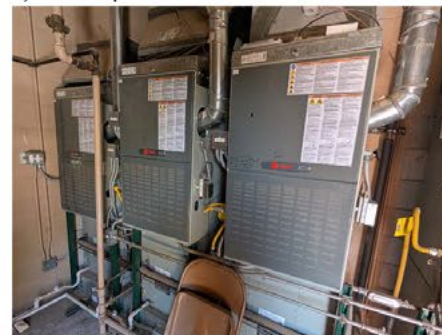
2) Water Heater



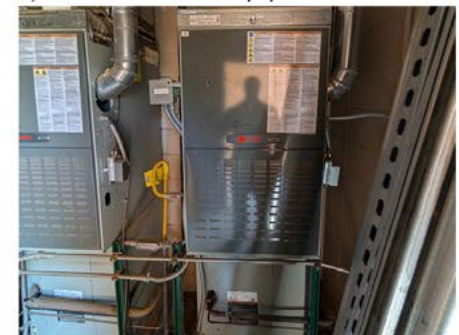
3) Roof Top Unit



4) Mechanical Room Equipment



5) Mechanical Room Equipment



6) Mechanical Room Equipment

## Building Systems - Electrical

### Existing Conditions

- The main electrical connection and transformers are located on the East corner of the building.
- The buildings electrical system has been slowly changed and added onto over time.
- It is recommended to replace the entire building electrical system to bring the building to current codes.
- Emergency egress lights are installed at exits.
- There are multiple lighting technologies, but fluorescent are the most common.

### Issues Identified

- There are dated lighting fixtures that are recommended to be replaced with code compliant LED energy efficient fixtures.
- There is some exposed telecommunication wiring in one of the offices along the corridor.
- Access control and fire alarm system devices were not seen during the site visit.
- It is unknown if the fire alarm and security systems are operational.



1) Elec. Panel, Stor. 209



2) Corridor Lighting



3) Telephone Equipment, Office 147



4) Existing Transformer



5) Stage Lighting Equipment, Storage 209



6) Main Electrical Connections

## Building Systems - Plumbing

### Existing Conditions

- The fire suppression connection is located at the NorthEast corner of the stage.
- The plumbing system is comprised of a domestic water system and sanitary sewer piping.
- The domestic hot water system is comprised of two "A.O. Smith" gasfired water heaters that are located at either end of the building in the mechanical rooms.
- The Single-occupancy restrooms in the outer lobby have sinks with two handle faucets, and wall mount, porcelain bowls. The toilets are floor mounted with manual flush valves. These restrooms were included in a building renovation in 2012 to meet accessibility codes.
- The restrooms in the main lobby have two sinks with automatic motion-activated faucets and bottom-mount bowls. Toilets are floor mounted with manual flush valves. Urinals are wall mounted with manual flush valves. These restrooms were included in a building renovation in 2012 to meet accessibility codes.
- The restrooms off the corridor by the outer lobby were part of the 2012 renovation but are not accessible.
- The single restrooms in the mens and womens changing rooms have prefabricated showers, toilets, and sinks and are not accessible.



5) Mens Restroom 118



5) Dressing Room Sinks



5) Womens Restroom 105



5) Sink in Dance Studio



5) Restroom 116



5) Drinking Fountain, Corridor 146

## Building Systems - Building Envelope & Efficiency

### Existing Conditions

- The existing CMU walls on the 1-story block do not have any insulation. The tilt-up concrete panels in the auditorium area have exposed batt insulation applied to the inside face of wall. The current R-Value is unknown. The lower roof was re-roofed with insulation applied above deck, and assumed to be adequate. The upper roof has some batt insulation under, and new insulation above roof deck due to the re-roof and assumed to be adequate.
- There are no exterior windows on the building. Natural light is handled by skylights in some of the 1-story spaces.

### Issues Identified

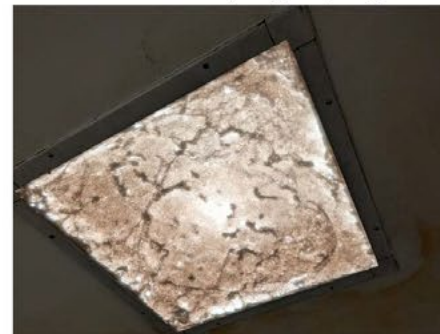
- Intrusion of dust was noticed under existing exterior door thresholds
- Some insulation in the attic level was seen to be separating from the walls and roofs.
- Existing skylights appear to be dirty and assessed to determine if current code is met.
- There are a few roof leaks seen from the roof drain pipes that are causing water damage to the interior spaces.
- The return air for the auditorium passes through the catwalk level, and the air quality is unknown.



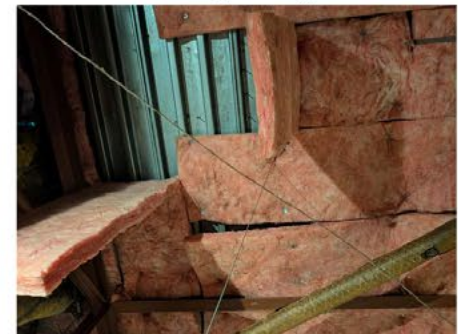
1) Stage Lighting in Attic Level



2) Leaking Roof Drain



3) Dirty Skylight in Office 143



4) Roof Insulation in Attic Level



5) Wall Insulation in Attic Level



6) Exit Doors in Corridor 115

# Accessibility

## Existing Conditions/ Issues Identified

- When the building was constructed in 1964, there were no widespread ADA accessibility regulations. There are a few areas at are of concern for ADA accessibility in the building. There are multiple level changes in the building that are only accessed by stairs and no wheelchair ramps. There is no elevator going to the second level, and therefore preventing wheelchair access. There have been temporary ramps added that do not comply with current ADA codes.
- There are temporary wheelchair spaces in the auditorium that do not meet current code requirements or quantities.
- The building fire alarms were not tested to determine if they comply with auditory impaired regulations.
- There is currently no room signage/ braille to comply with the visually impaired code regulations.
- There are currently restrooms that do not meet current accessibility codes. These include the 2 restrooms in the dressing rooms, and the 2 restrooms accessed from the corridor next to the outer lobby



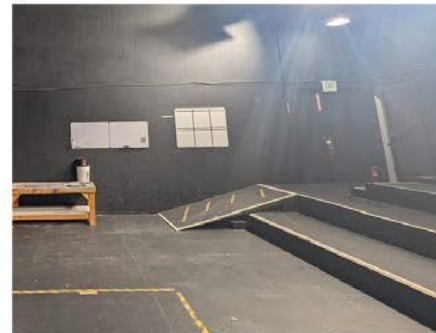
1) Sink in Dance Studio



2) Auditorium Wheelchair Area



3) Stairs in Ensemble Room 133



4) Non ADA Ramp in Black Box Room 107



5) Non ADA Ramp in Corridor 146



## Performing Arts Elements

### Existing Conditions

- There are currently 3 rooms that operate as performance spaces.
- The main auditorium consists of a stage with 508 fixed seats, with supporting spaces for lighting and sound control. The acoustics in this area are assumed to be satisfactory, but will require further acoustical analysis.
- The ensemble room has a projection room, and a stage set that can be used for rehearsal and performances.
- The black box room is a former lecture hall that has been converted to a black box performance area that has a projection loft above that contains lighting and sound controls.

### Issues Identified

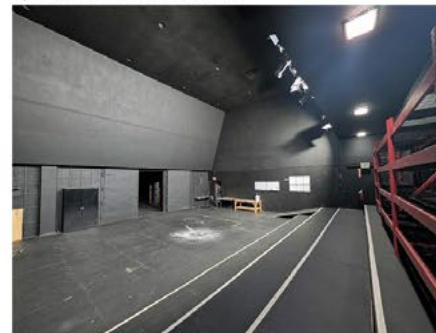
- The black box room did not have satisfactory acoustical qualities upon first visit. Further acoustical analysis will need to be done to determine potential solutions.
- The ensemble room has some ceiling acoustic tiles that have fallen off, as well as some wall acoustical panels that have been painted over, thus negating their effectiveness.



1) Black Box Room 107



2) Auditorium 110



3) Black Box Room 107



4) Auditorium 110



5) Ensemble Loft 134



6) Auditorium 110

## Performing Arts - Support Spaces

### Existing Conditions

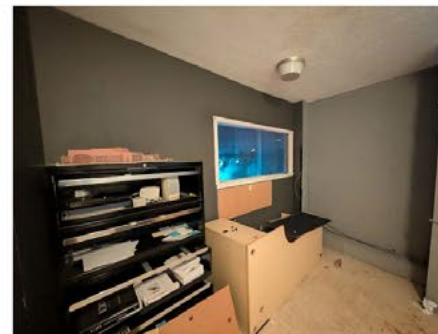
- There are support spaces for each of the performance spaces.
- The main auditorium has a sound control room, a projection room, and a stage-light control area in the attic level.
- The black box room has a projection loft for lighting.
- The ensemble room has an office that has been converted into a projection room, as well as a sound control room that is shared by the auditorium.

### Issues Identified

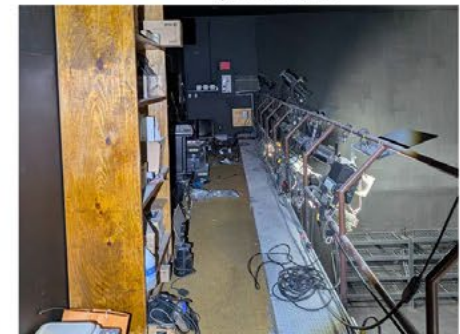
- The current office serving as a projection room for the ensemble room needs to be studied to see if all needed equipment fits and has correct sight lines to the performance area.
- The projection loft above the black box room does not have railing that complies with current fall protection codes.
- The projection room for the main auditorium has a window that does not comply with current fall protection codes.



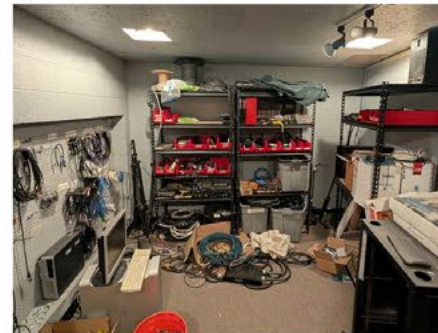
1) Office 135



2) Sound Control 205



3) Projection 204



4) Control Room 114



5) Projection Room 206

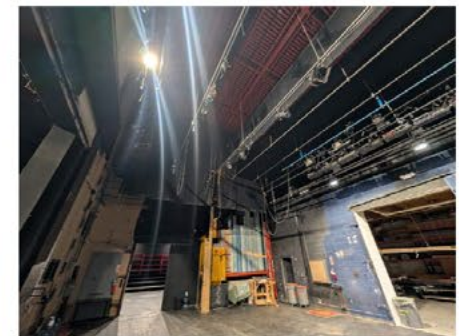
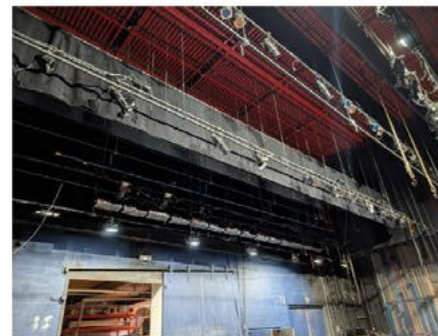
## Performing Arts - Fly System

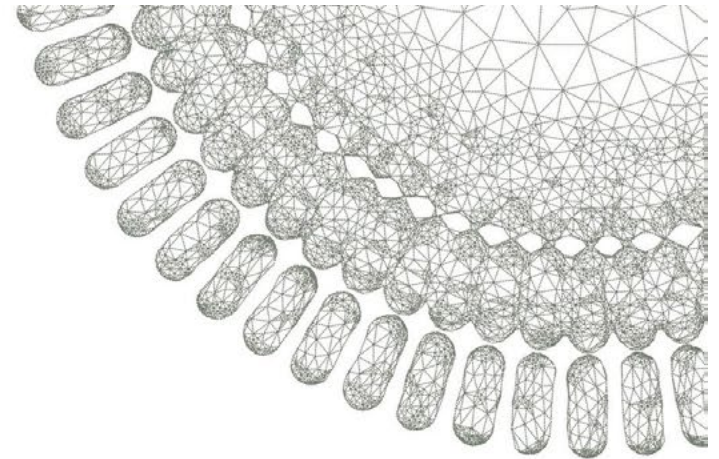
### Existing Conditions

- The rigging system consists of a straight lift fire safety curtain, lattice track guided, counterweight line set located stage right.
- There are thirty one (31) single purchase, T-track guided, counterweight line sets.
- A loading gallery and a grid.
- There was a safety inspection report provided by Sapsis Rigging Inc. in 2016 that outlined existing conditions and issues/ items to be addressed.
- The fire curtain is paint encapsulated asbestos.
- Code states that the fire curtain be tested at least once every 30 performances, or but not less than once every 3 months.

### Issues Identified

- It is unknown when the last rigging inspection was conducted for the facility.
- A professional rigging inspection should be conducted on an annual basis. These inspections should be part of a larger well-documented ongoing maintenance program for all performance areas.
- It is unknown if any of the problems in the 2016 safety inspection report were addressed.
- There is no current fully documented maintenance plan in effect.
- It is recommended that there be an updated safety inspection report to address any new issues that may have arose since the 2016 report.





# Phases 1 & 2



## Phase 1 - Capital Improvements

The purpose of Phase 1 is to bring the building into current code compliance with some other recommended improvements. This would allow the building to be opened to the public and provide a good base for the future Phase 2 updates. The Phase 1 updates will be dependant on Phase 2. This is to avoid having to replace Phase 1 updates if they are insufficient for Phase 2 requirements. (Please see following pages to see graphical representation of the Phase 1 improvements).

- **Electrical**

- Has been pieced together over the years. Electrical and lighting should be replaced throughout the building to meet current code requirements. Future phase 2 updates will determine the electrical requirements.

- **HVAC Systems**

- The existing HVAC system should be replaced to throughout the building.
  - The gas-powered mechanical units will need to be replaced with electric units to comply with future Midtown energy regulations.

- **Accessibility**

- There are several areas with level changes that do not have ADA accessible ramps. These areas need to be addresssed to comply with current code requirements.
  - ADA seating with compantion seating needs to be added to the auditorium to comply with current code requirements.
  - Future phase 2 updates will determine if an elevator is required for access to the second level, based on proposed space usage.
  - The entire building will need to comply with current auditory and visually impaired code requirements.

- **Sprinkler System**

- Fire sprinklers will need to be adapted to the entire building per 2021 IEBC 803.2.2, and 2021 IBC 903

- **Insulation**

- There is no insulation in the exterior CMU walls. Insulation will need to be added to the interior side of existing CMU walls to meet current insulation requirements.
  - The existing skylights may need to be replaced to comply with current fenestration requirements.

- **Phase 1 Environmental Site Assessment (ESA)**

- It is recommended to do a Phase 1 ESA to identify any potential environmental hazards such as asbestos. If hazardous materials are found, a Phase 2 ESA is recommended to confirm and remediate environmental hazards.



## Phase 1 - Capital Improvements

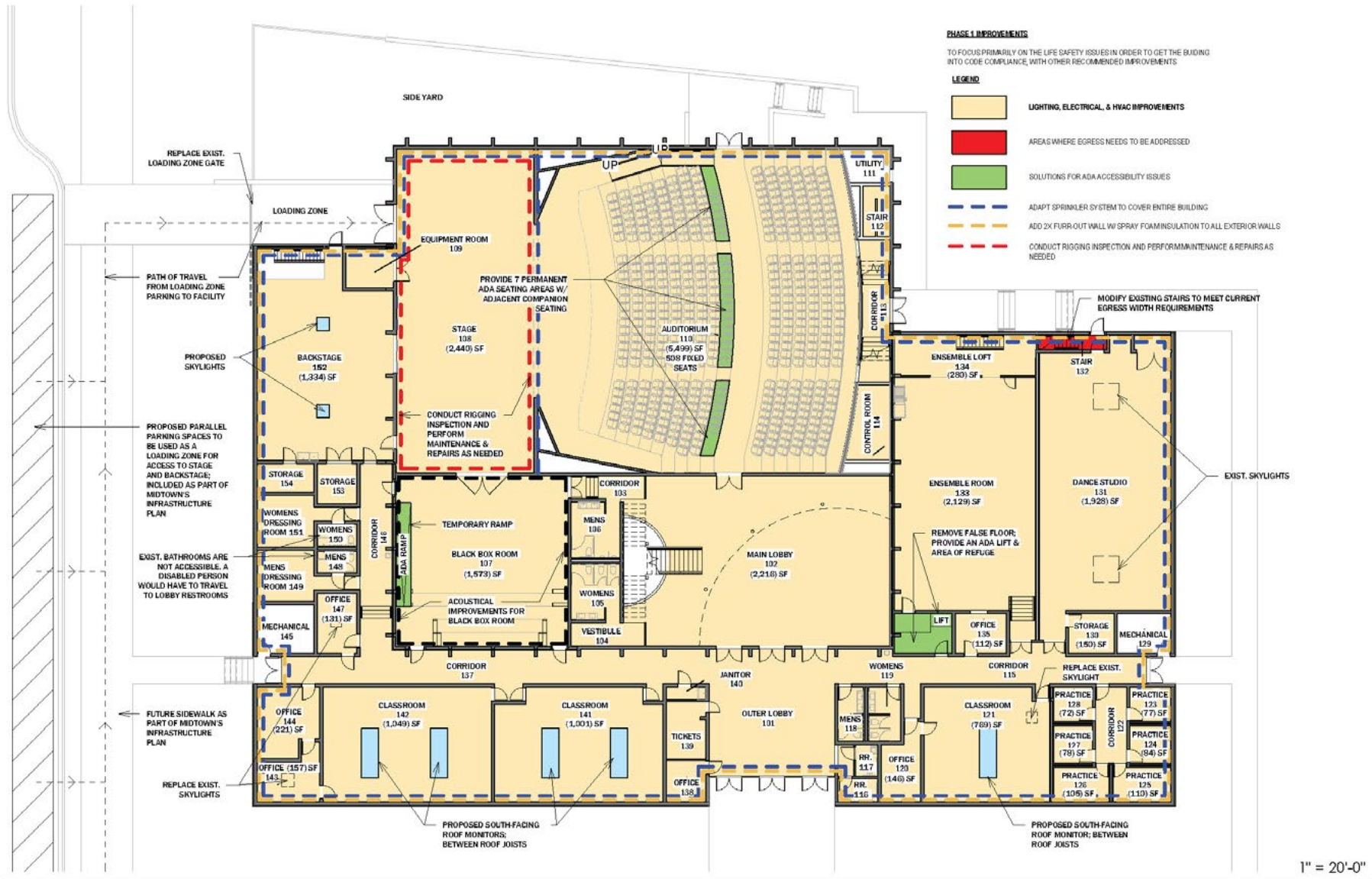
The purpose of Phase 1 is to bring the building into current code compliance with some other recommended improvements. This would allow the building to be opened to the public and provide a good base for the future Phase 2 updates. The Phase 1 updates will be dependant on Phase 2. This is to avoid having to replace Phase 1 updates if they are insufficient for Phase 2 requirements. (Please see following pages to see graphical representation of the Phase 1 improvements).

- **Roofs/ Roof Structure**

- Add emergency overflow drains to the existing roof drains, and repair the existing roof drain pipes that are leaking.
- Extend existing roof drains underground, and slope downhill to existing site landscaping areas.
- Add-on option for a maximum 978 kwh/ day solar array added to roof areas shown on phase 1 plans. This number represents a maximum based only on square footage. further analysis will need to be conducted to determine solar array size, locations, and output.
- Conduct a structural assessment of the existing roof structure and make any upgrades needed to support the weight of the optional solar array.

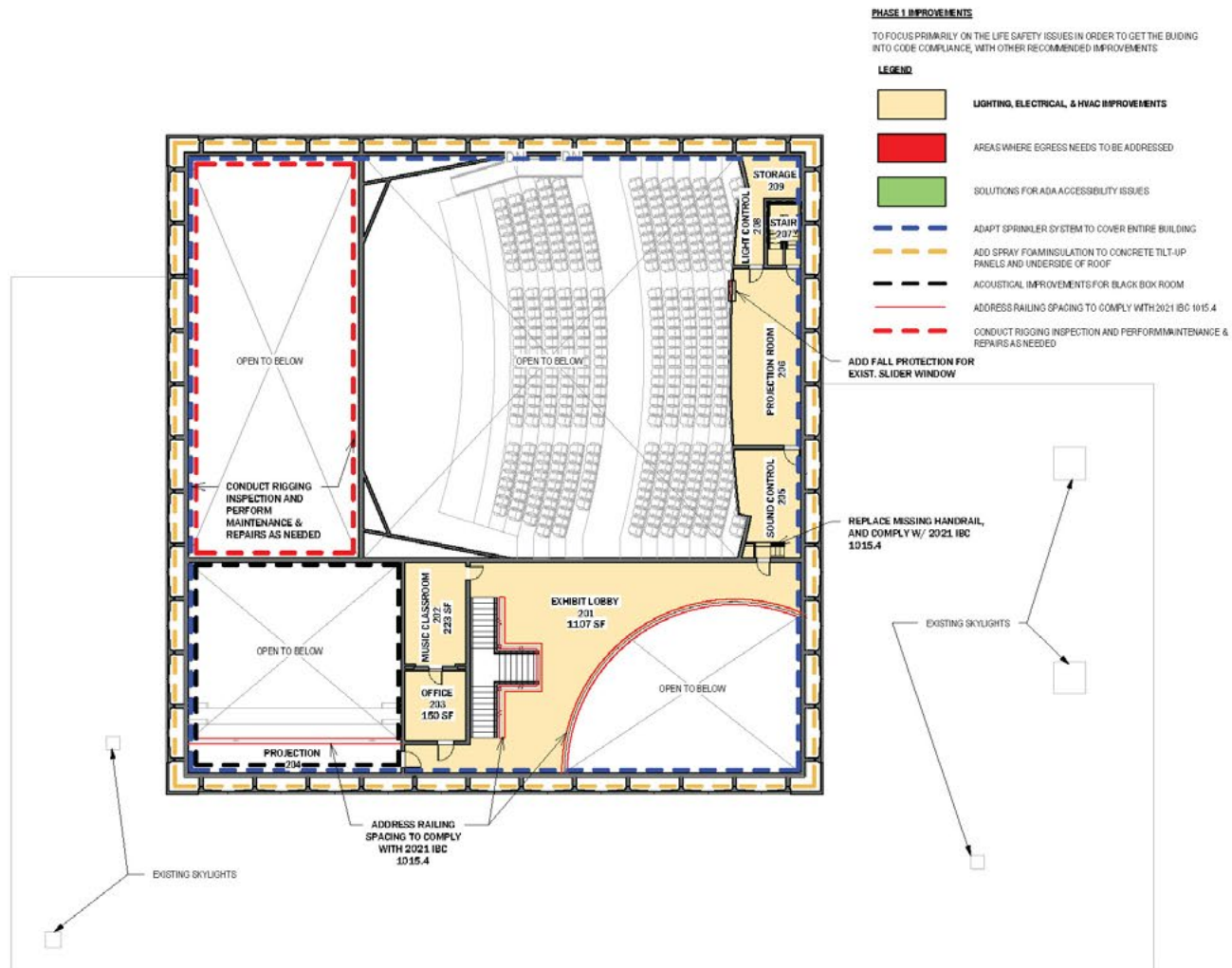
- **Site**

- Inspect and repair any concrete sidewalks, steps, and ramps on site. Replace settled slabs due to roof water runoff.
- Perform maintenance on existing site landscaping.



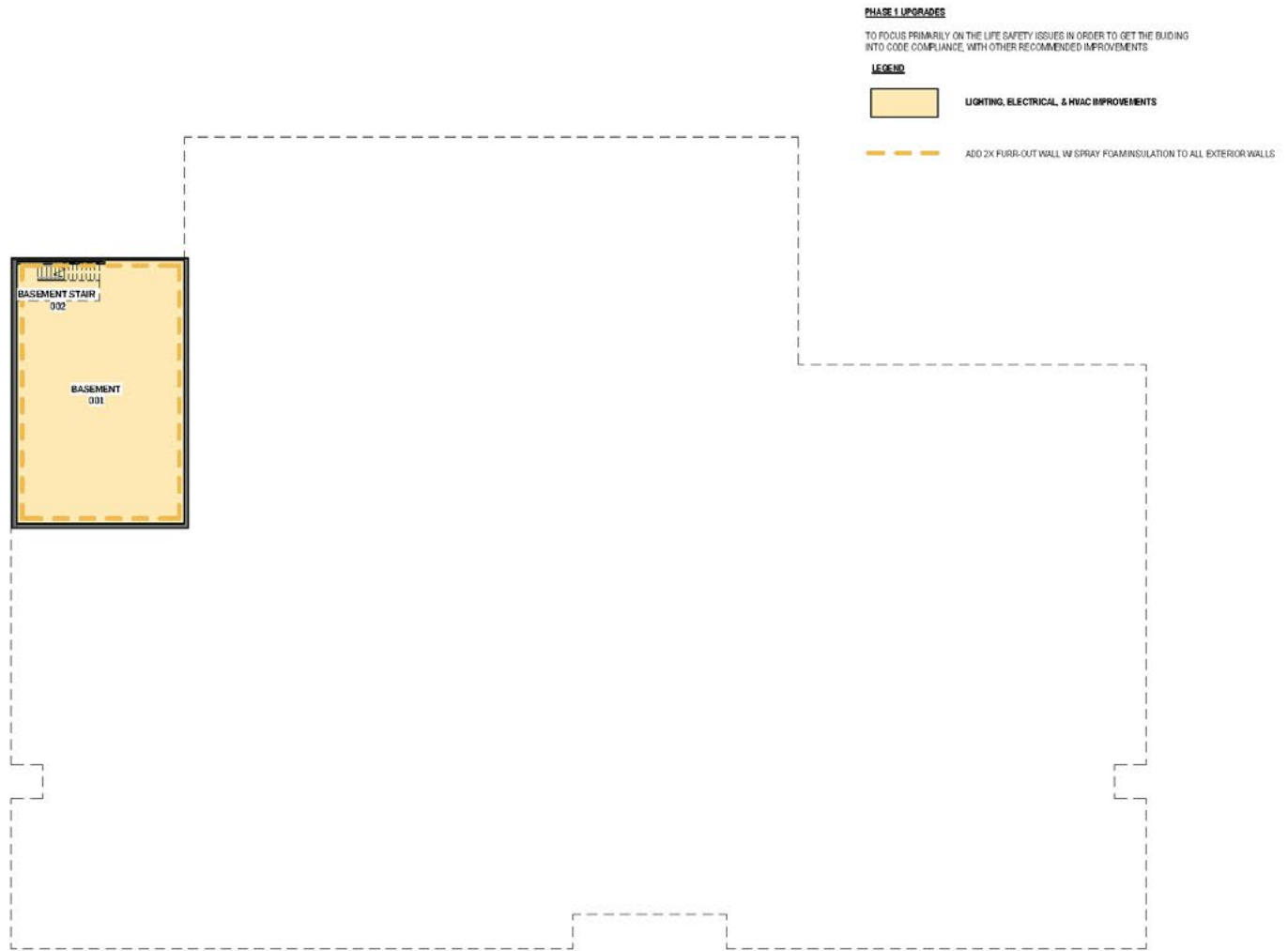
1 PHASE 1 PLAN - LEVEL 1 - IMPROVEMENTS  
1" = 20'-0"

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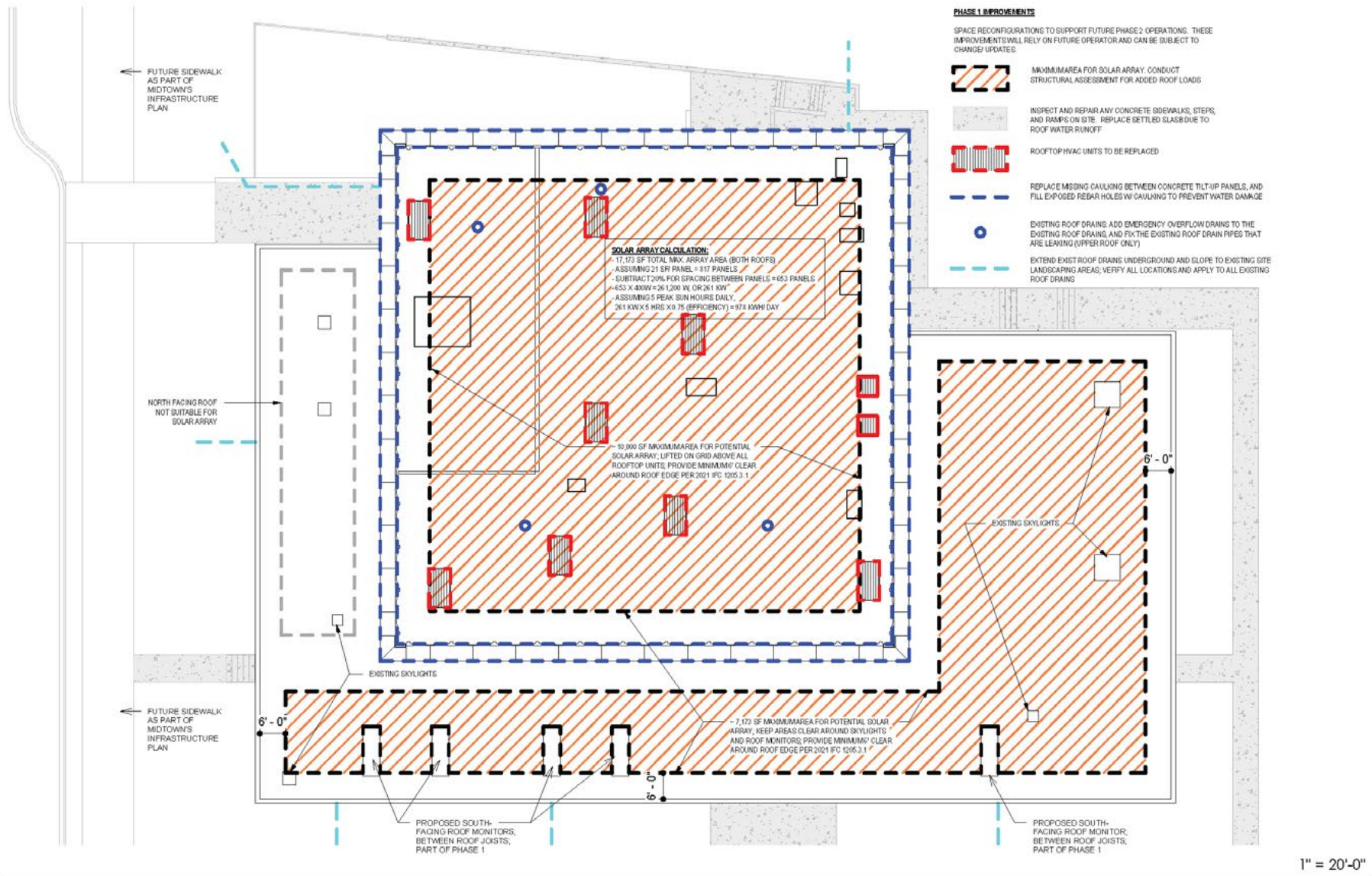
1" = 20'-0"

**1** PHASE 1 PLAN - LEVEL 2 - IMPROVEMENTS  
 1" = 20'-0"



1" = 20'-0"

**1** PHASE 1 PLAN - BASEMENT - IMPROVEMENTS  
 1" = 20'-0"

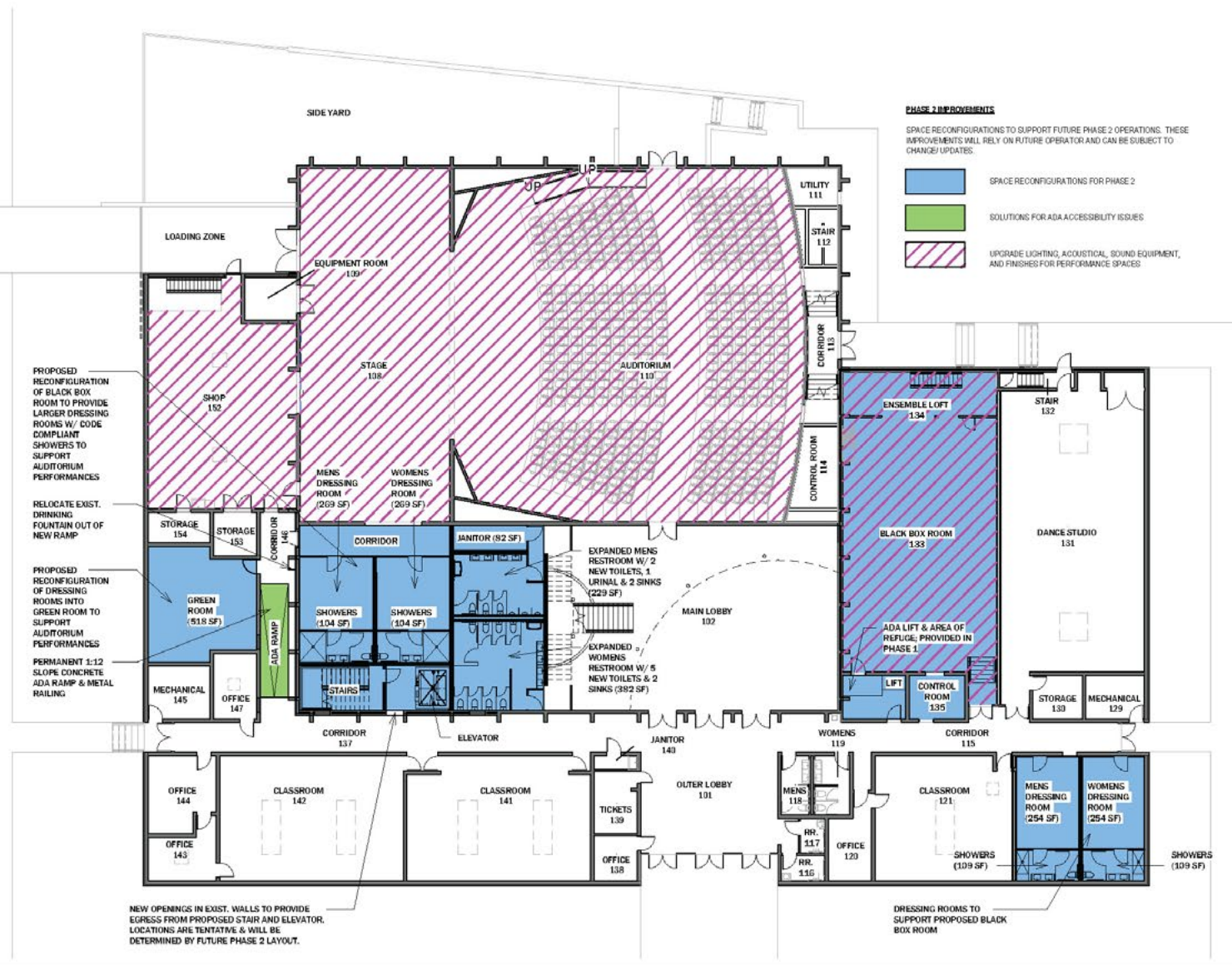


1 PHASE 1 PLAN - ROOF & SITE - IMPROVEMENTS  
1" = 20'-0"

## Phase 2 - Capital Improvements

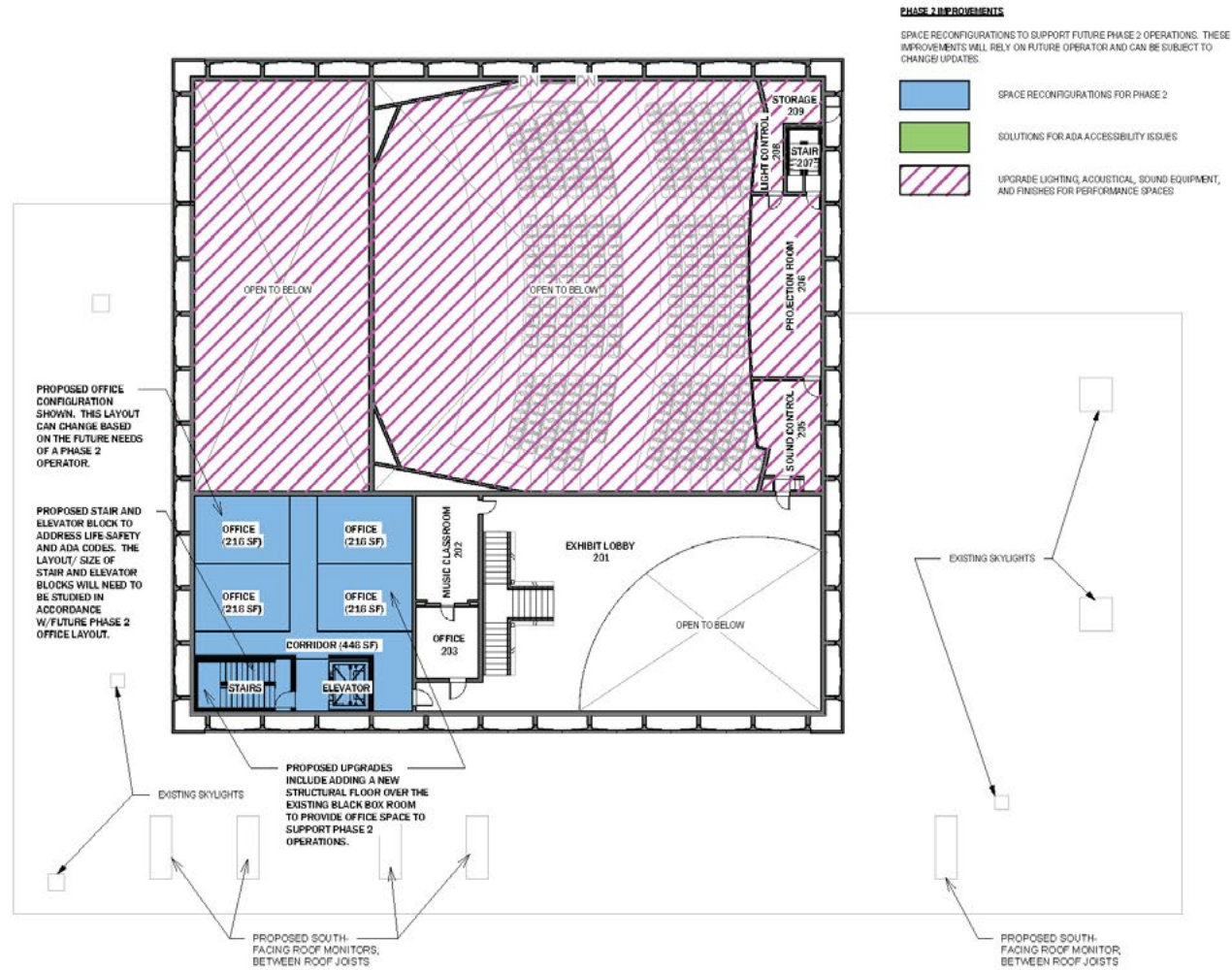
The purpose of Phase 2 is to expand on the Phase 1 capital improvements (Please see following pages to see graphical representation of the Phase 2 improvements).

- **Performance Spaces**
  - Upgrade lighting, acoustical, sound equipment, and finishes for performance spaces
- **Level 1 Space Reconfigurations**
  - Reconfiguration of black box room into expanded dressing rooms, expanded restrooms, a new corridor, and a stair and elevator to level 2.
  - Current dressing rooms to become green room.
  - Add new ADA ramp to corridor 146.
  - convert existing ensemble room and loft into new black box room.
  - turn existing practice rooms into dressing rooms for future black box room.
- **Level 2 Space Reconfigurations**
  - New second floor level with new office space.



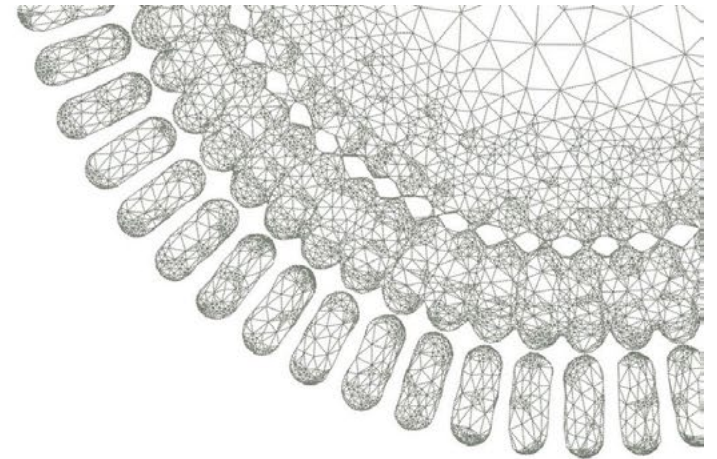
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1 PHASE 2 PLAN - LEVEL 1 - IMPROVEMENTS  
1" = 20'-0"



1" = 20'-0"

1 PHASE 2 PLAN - LEVEL 2 - IMPROVEMENTS  
1" = 20'-0"



# Code Analysis





# Code Analysis - Occupancy & Plumbing Counts

Existing Conditions

OCCUPANT LOADS						
Space Mark	Space Name	Use and Occupancy Classification	Function of Space (IBC Table 1004.1.2)	Area	Occupant Load Factor (IBC Table)	Occupants
001	Basement	S-1	Storage	1,334 GSF	300 gross	4.45
002	Basement Stair	--	--	110 GSF	--	--
101	Outer Lobby	B	Business	634 GSF	150 gross	4.23
102	Main Lobby	A-3	Exhibit Gallery	2,216 GSF	30 net	73.87
103	Corridor	--	--	91 GSF	--	--
104	Vestibule	--	--	91 GSF	--	--
105	Women's	--	--	91 GSF	--	--
106	Mens	--	--	91 GSF	--	--
107	Black Box Room	A-3	Assembly	1,573 GSF	15 net	104.87
108	Stage	A-3	Assembly	2,440 GSF	15 net	162.67
109	Equipment Room	U	Equipment Room	100 GSF	300 gross	0.33
110	Auditorium	A-1	Assembly	5,499 GSF	--	\$14.00
111	Utility	U	Equipment Room	82 GSF	300 gross	0.27
112	Stair	--	--	72 GSF	--	--
113	Corridor	--	--	224 GSF	--	--
114	Control Room	U	Equipment Room	153 GSF	300 gross	0.51
115	Corridor	--	--	637 GSF	--	--
116	Restroom	--	--	51 GSF	--	--
117	Restroom	--	--	39 GSF	--	--
118	Mens	--	--	76 GSF	--	--
119	Women's	--	--	95 GSF	--	--
120	Office	B	Business	146 GSF	150 gross	0.97
121	Classroom	E	Classroom Area	769 GSF	20 net	38.45
122	Corridor	--	--	130 GSF	--	--
123	Pradice	E	Shops & other vocational room areas	77 GSF	50 net	1.54
124	Pradice	E	Shops & other vocational room areas	84 GSF	50 net	1.68
125	Pradice	E	Shops & other vocational room areas	110 GSF	50 net	2.20
126	Pradice	E	Shops & other vocational room areas	105 GSF	50 net	2.10
127	Pradice	E	Shops & other vocational room areas	76 GSF	50 net	1.56
128	Pradice	E	Shops & other vocational room areas	72 GSF	50 gross	1.44
129	Mechanical	U	Accessory Mech. Closet	117 GSF	300 gross	0.39
130	Office	B	Business	150 GSF	300 gross	0.50
131	Dance Studio	A-3	Assembly	1,928 GSF	15 net	128.53
132	Stair	--	--	56 GSF	--	--
133	Ensemble Room	A-3	Assembly	2,129 GSF	15 net	141.30
134	Ensemble Loft	A-3	Assembly	280 GSF	15 net	18.67
135	Office	B	Business	112 GSF	150 gross	0.75
136	Office	B	Business	126 GSF	150 gross	0.83
137	Corridor	--	--	915 GSF	--	--
138	Office	B	Business	90 GSF	150 gross	0.60
139	Tickets	B	Business	123 GSF	150 gross	0.82
140	Janitor	U	Accessory Mech. Closet	28 GSF	300 gross	0.09
141	Classroom	E	Classroom Area	1,001 GSF	20 net	50.05
142	Classroom	E	Classroom Area	1,040 GSF	20 net	52.45
143	Office	B	Business	157 GSF	150 gross	1.05
144	Office	B	Business	221 GSF	150 gross	1.47
145	Mechanical	U	Accessory Mech. Closet	151 GSF	300 gross	0.50
146	Corridor	--	--	322 GSF	--	--
147	Office	B	Business	131 GSF	150 gross	0.87
148	Mens Restroom	--	--	47 GSF	--	--
149	Mens Dressing Room	B	Locker Rooms	190 GSF	50 gross	3.80
150	Women's Restroom	--	--	47 GSF	--	--
151	Women's Dressing Room	B	Locker Rooms	190 GSF	50 gross	3.80
152	Shop	S-1	Warehouses	1,334 GSF	500 gross	2.67
153	Storage	S-1	Storage	87 GSF	300 gross	0.29
154	Storage	S-1	Storage	88 GSF	300 gross	0.30
201	Exhibit Lobby	A-3	Exhibit Gallery	1,107 GSF	30 net	36.90
202	Music Classroom	E	Classroom Area	220 GSF	20 net	11.15
203	Office	B	Business	150 GSF	150 gross	1.00
204	Projection	U	Accessory Mech. Closet	240 GSF	300 gross	0.80
205	Sound Control	U	Accessory Mech. Closet	232 GSF	300 gross	0.77
206	Projection Room	U	Accessory Mech. Closet	429 GSF	300 gross	1.43
207	Stair	--	--	72 GSF	--	--
208	Light Control	U	Accessory Mech. Closet	63 GSF	300 gross	0.21
209	Storage	S-1	Storage	81 GSF	300 net	0.27
<b>Totals</b>				<b>30,930</b>	<b>GF</b>	<b>1,378.15</b>

PLUMBING FIXTURES															
Use and Occupancy Classification	IBC	Occupants	Male	Female	Male WC Ratio	Female WC Ratio	Male Lav Ratio	Female Lav Ratio	ADA Drinking Fountain Ratio	Service Sink	Required				
A-1		51,400	257	257	1 per 125	2,056	1 per 65	3,064	1 per 200	1,205	1 per 200	1,205	1 per 500	1,028	--
A-3		667.43	334	334	1 per 125	2,670	1 per 65	5,134	1 per 200	1,669	1 per 200	1,669	1 per 500	1,335	--
B		20.01	10	10	1 per 25	0,416	1 per 25	0,416	1 per 40	0,200	1 per 40	0,200	1 per 100	0,200	--
E		162.62	81	81	1 per 50	1,626	1 per 50	1,626	1 per 50	1,626	1 per 50	1,626	1 per 100	1,626	--
S-1		7.97	4	4	1 per 100	0,040	1 per 100	0,040	1 per 100	0,040	1 per 100	0,040	1 per 1000	0,008	--
U		5.32	3	3	1 per 100	0,027	1 per 100	0,027	1 per 100	0,027	1 per 100	0,027	1 per 1000	0,005	--
<b>Total</b>		<b>1,378</b>	<b>689</b>	<b>689</b>											
<b>TOTAL REQUIRED</b>						<b>6,835</b>		<b>11,197</b>		<b>4,906</b>		<b>4,906</b>		<b>4,210</b>	<b>1</b>
<b>TOTAL PROVIDED</b>						<b>7,000</b>		<b>12,000</b>		<b>5,000</b>		<b>5,000</b>		<b>5,000</b>	<b>1</b>
<b>TOTAL PROVIDED</b>						<b>5</b>		<b>7</b>		<b>6</b>		<b>6</b>		<b>3</b>	<b>2</b>

- Based on current occupant loads, the building needs 2 male water closets and 5 female water closets to meet the minimum required plumbing fixtures, per 2021 IBC.
- Based on the 2021 IEBC, it is recommended that the project (Phase 1 & 2) scope be classified as a Level 2 Alteration (Space Reconfiguration), with work areas shown at less than 50% of the total building area.
- This requires the work areas to meet current code requirements, but excludes the rest of the untouched building to be brought up to current codes.
- Construction type: IIIB
- Occupancy Types: A-1, A-3, B, E, S-1, and U
- Fire sprinklers will need to be adapted to the entire building per 2021 IEBC 803.2.2, and 2021 IBC 903
- Allowable area factor (2021 IBC, Table 506.2): Non Sprinklered – Type III B
  - A-1 – 8,500 sf. (5,499 sf actual)
  - A-3 – 9,500 sf. (11,673 sf actual) - Exceeds area limitation
  - B – 19,000 sf. (2,425 sf actual)
  - E – 14,500 sf. (3,678 sf actual)
  - S-1 – 17,500 sf. (2,925 sf actual)
  - U - 8,500 sf. (1,595 sf actual)
- Accessible wheelchair spaces (2021 IBC, Table 1109.2.2.1): 508 Fixed seats – 6, plus 1 for each 150, or fraction thereof, between 501 through 5000 = **7 wheelchair spaces required**. 7 companion seats are required to be located next to each wheelchair space, and same shoulder alignment and floor elevation.



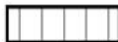





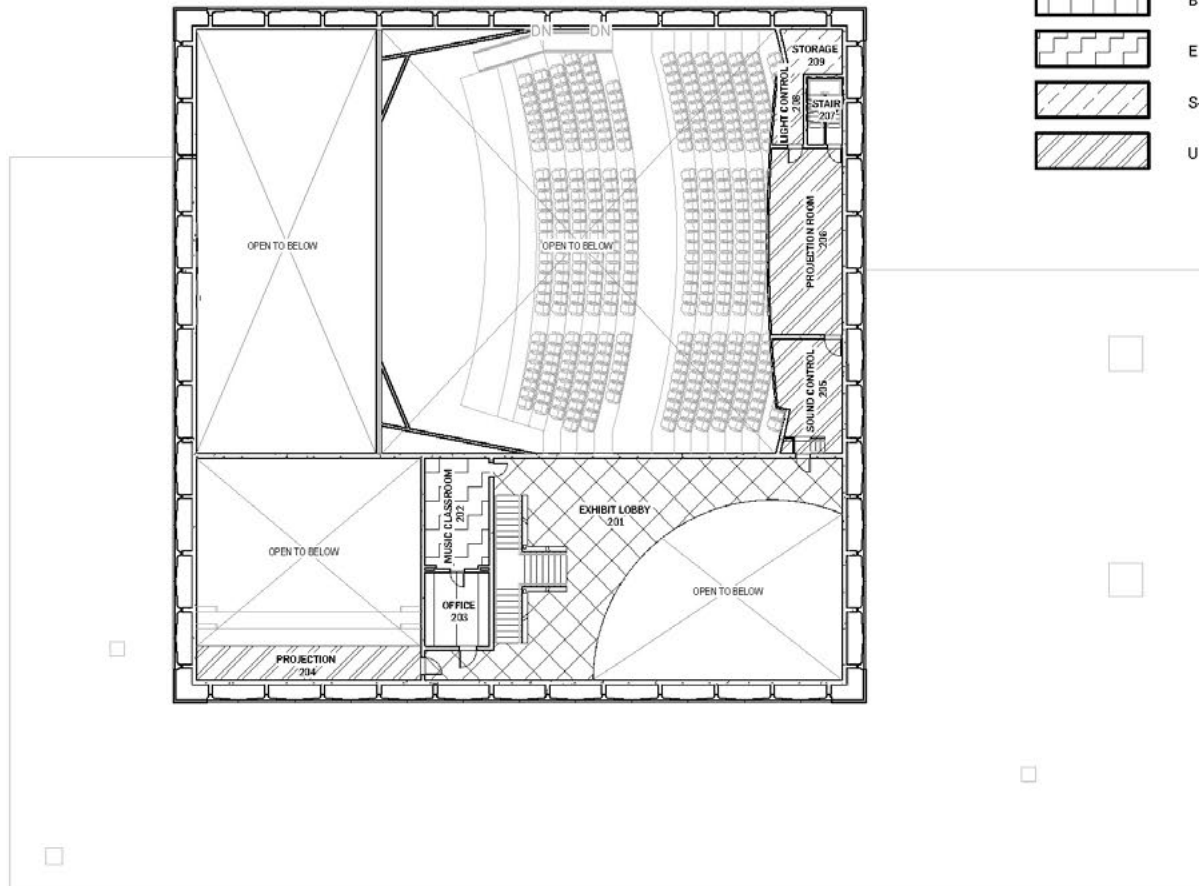




# Occupancy Groups - Level 2



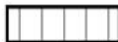



Existing Conditions  
Scale - 1"=20'

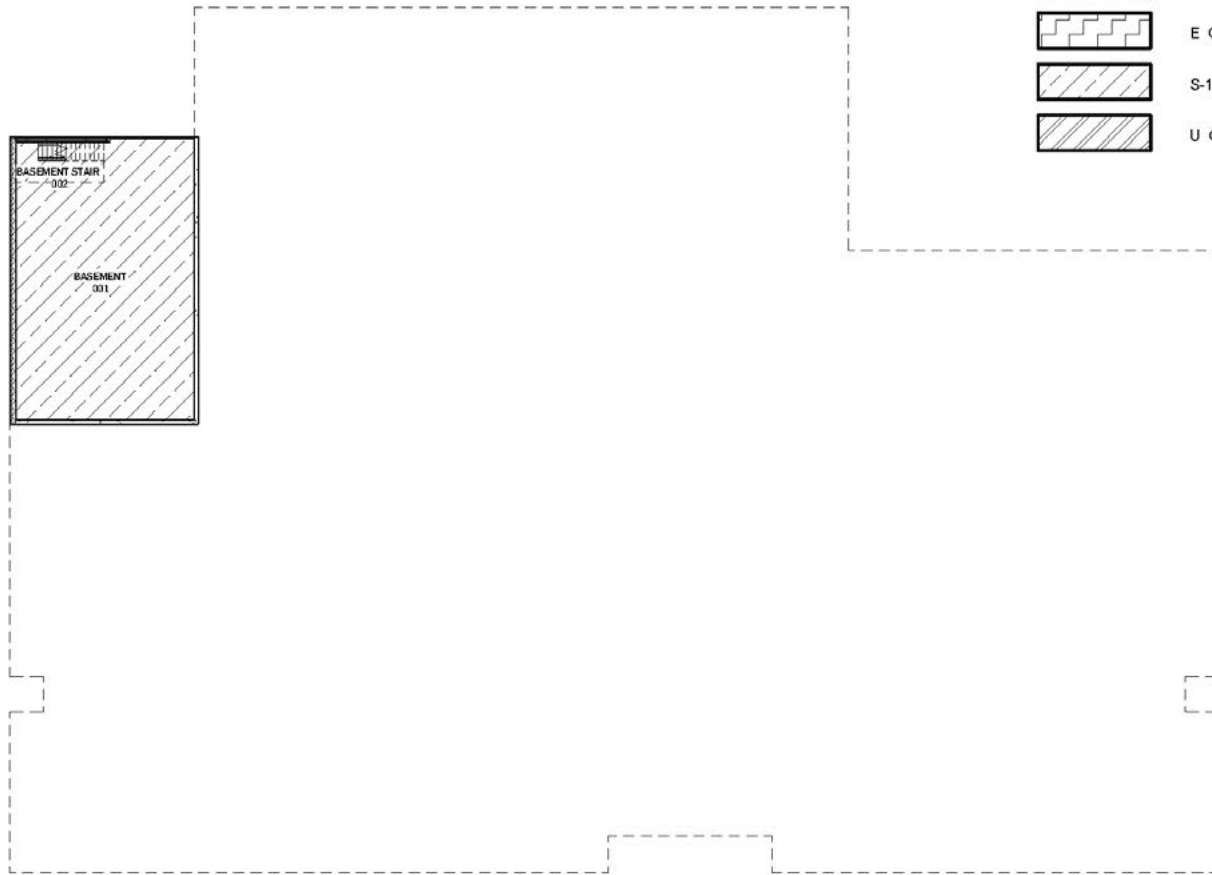
-  A-1 OCCUPANCY - ASSEMBLY
-  A-3 OCCUPANCY - ASSEMBLY
-  B OCCUPANCY - BUSINESS
-  E OCCUPANCY - EDUCATIONAL
-  S-1 OCCUPANCY - STORAGE
-  U OCCUPANCY - UTILITY

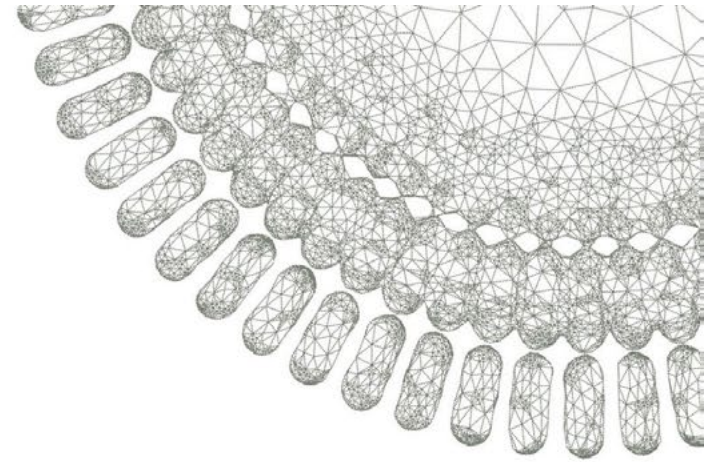


# Occupancy Groups - Basement

Existing Conditions  
Scale - 1"=20'

-  A-1 OCCUPANCY - ASSEMBLY
-  A-3 OCCUPANCY - ASSEMBLY
-  B OCCUPANCY - BUSINESS
-  E OCCUPANCY - EDUCATIONAL
-  S-1 OCCUPANCY - STORAGE
-  U OCCUPANCY - UTILITY



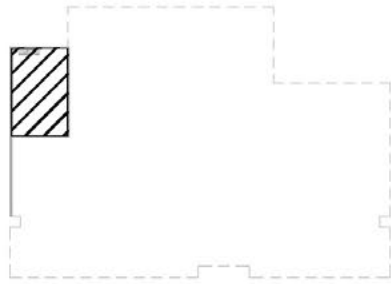


# Individual Spaces



## 001 - Basement, 002 - Basement Stair

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains concrete floors, walls, and ceilings.
- The basement is equipped with an automatic sprinkler system.
- There is temporary shoring that is used to support the storage shelves above.
- Used as storage for props and equipment.

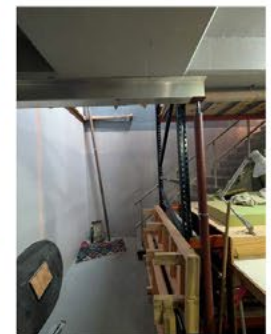
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

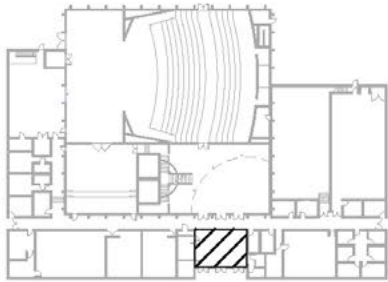
#### Phase 2 - Capital Improvements

- N/A



# 101 - Outer Lobby

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Terrazo flooring is is fair to acceptable condition.
- This area underwent a renovation in 2012.
- Used as an initial entry lobby for ticket purchasing and restroom access.
- Ceiling, and walls appear to be in good condition.

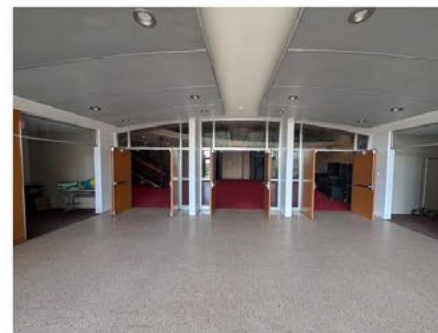
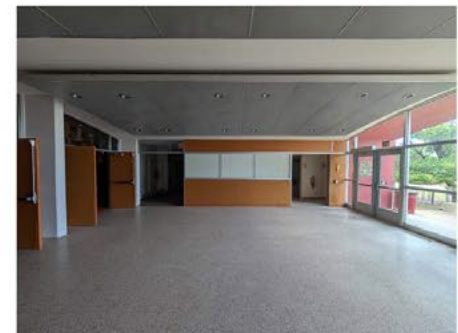
**Future Proposed Use/ Upgrades**

Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

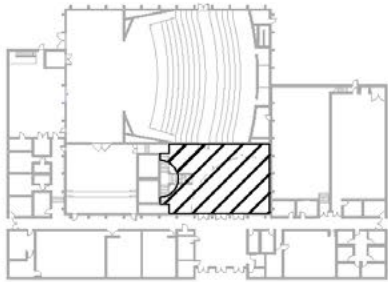
Phase 2 - Capital Improvements

- N/A



## 102 - Main Lobby

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains red carpet with a 'G' pattern, and is in acceptable condition.
- Contains a drop ceiling that is accessed from the attic level.
- Used as a flexible space for exhibits, and gathering space for pre and post events.
- Double height space with access to mezzanine above.
- Contains an open stair that leads up to the mezzanine on the second level.

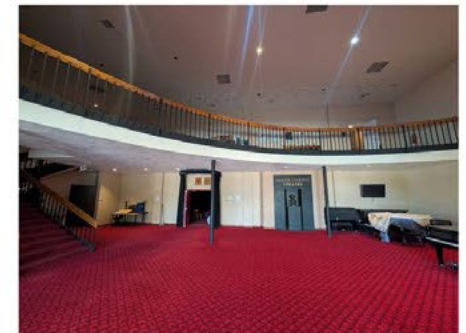
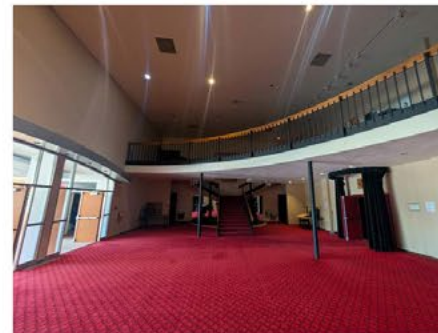
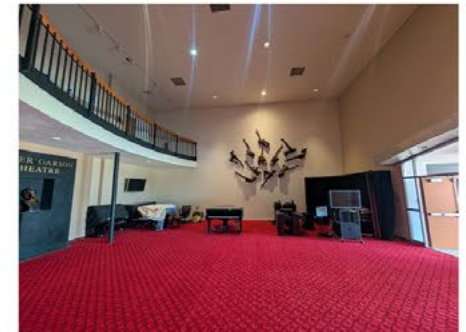
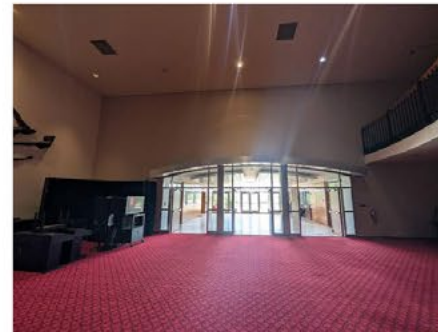
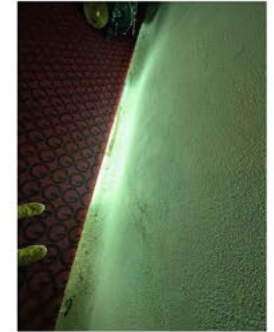
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

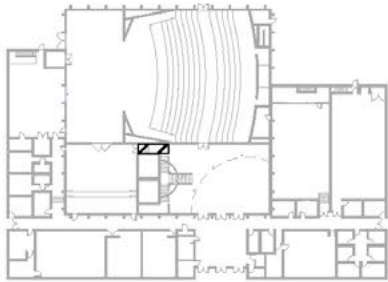
#### Phase 2 - Capital Improvements

- N/A



# 103 - Corridor

Existing Conditions



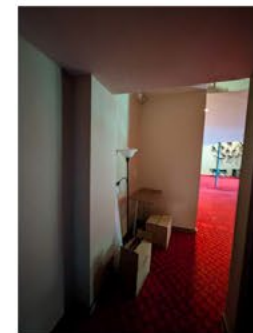
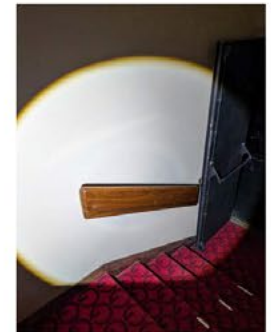
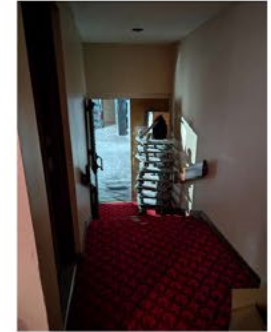
KEY PLAN

### Existing Use/ Conditions

- Contains red carpet with a 'G' pattern, and is in acceptable condition.
- Used as access from the main lobby to the Black Box Room.
- Does not meet ADA accessibility codes for a wheelchair ramp down to the lower level.
- 4 risers to get from main level down 2' to stage level.
- Existing light fixtures do not work.

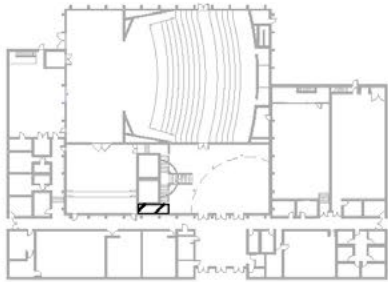
### Future Proposed Use/ Upgrades

- Phase 1 - Capital Improvements
- Lighting, Electrical, and HVAC Improvements
- Phase 2 - Capital Improvements
- Convert to janitor room.



# 104 - Vestibule

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains red carpet with a 'G' pattern, and is in acceptable condition.
- Used as a hallway to access the womens restroom.
- It was previously used to have doorway access to Black Box Room, but was closed off in a later 2012 renovation.

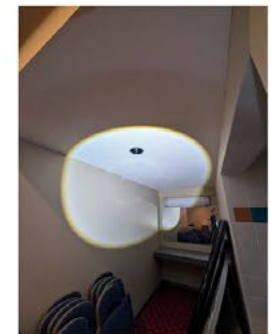
**Future Proposed Use/ Upgrades**

Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

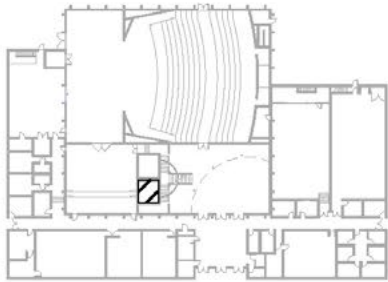
Phase 2 - Capital Improvements

- N/A



# 105 - Womens

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains 1'x1' ceramic floor tile that is in acceptable condition.
- Contains a drywall ceiling.
- This restroom was included in the 2012 renovation to provide an ADA accessible restroom.
- Contains 1 ADA stall and 2 standard size stalls.
- Contains 2 ADA compliant sinks.
- Existing wall tile in acceptable condition.

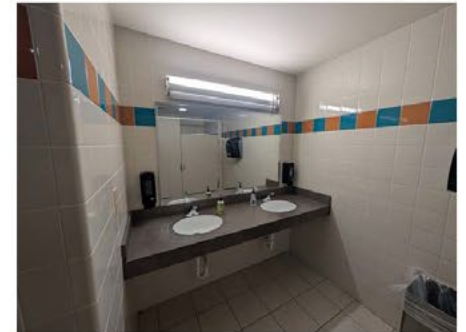
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

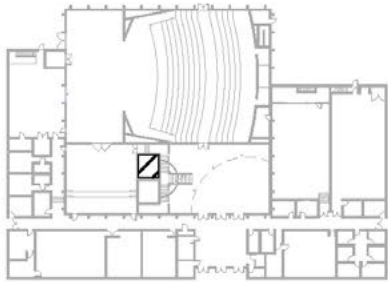
**Phase 2 - Capital Improvements**

- Expanded womens restroom w/ 5 new toilets & 2 sinks



## 106 - Mens

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains 1'x1' ceramic floor tile that is in acceptable condition.
- Contains a drywall ceiling.
- This restroom was included in the 2012 renovation to provide an ADA accessible restroom.
- Contains 2 urinals and 1 ADA toilet stall.
- Urinals are visible from direct line of sight from vestibule hallway.
- Contains 2 ADA compliant sinks.
- Existing wall tile in acceptable condition.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

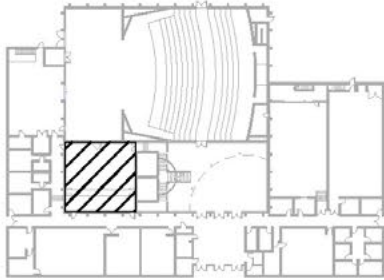
- Expanded mens restroom w/ 2 new toilets, 1 urinal & 2 sinks



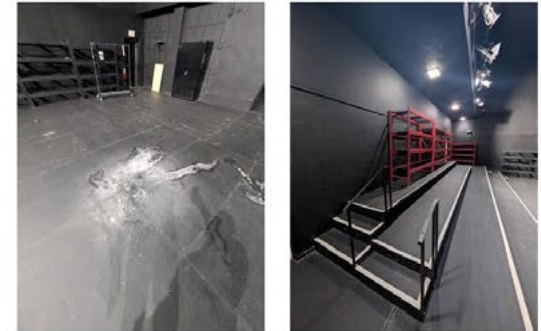
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# 107 - Black Box room

Existing Conditions



KEY PLAN



**Existing Use/ Conditions**

- Contains plywood/ OSB floors, walls and ceiling.
- Originally designed as a lecture classroom, but previously used as a black box performance space.
- Set 2' below the main level.
- Does not provide an ADA accessible ramp down to lower level.
- Existing acoustical panels have been painted over, negating their acoustical properties.
- Acoustics in space need to be studied further to determine potential remedies.

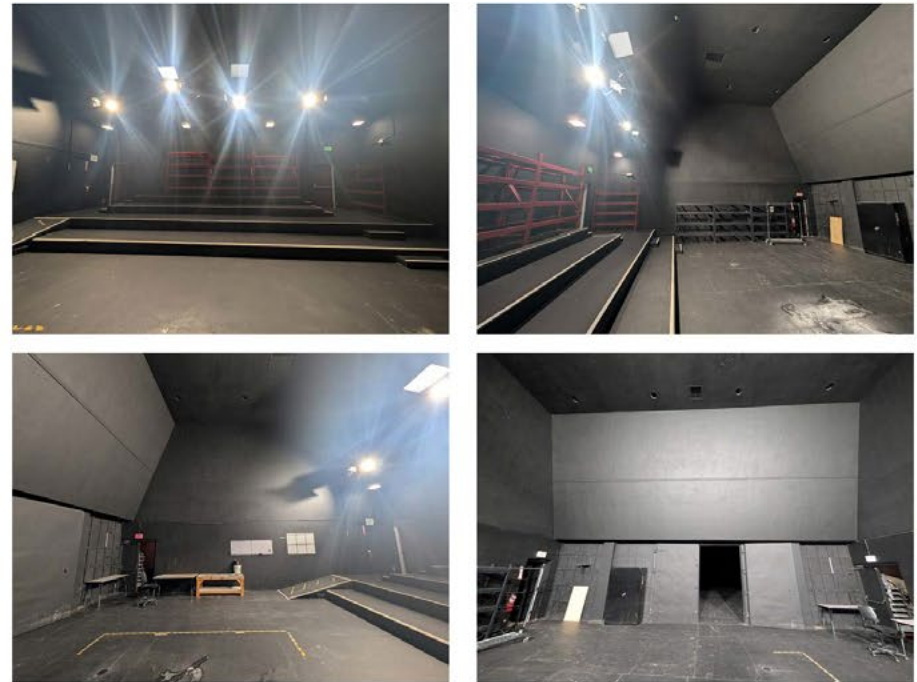
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements
- Provide temporary ADA ramp.

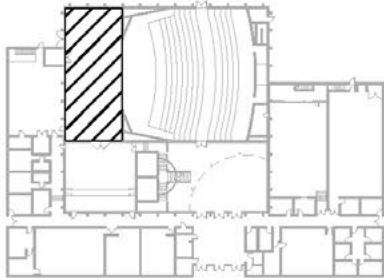
**Phase 2 - Capital Improvements**

- Convert to new men and womens dressing rooms with stairs and elevator to second level.
- Add new second level floor with office space. Reference Phase 2 floor plans.



# 108 - Stage

Existing Conditions



KEY PLAN



**Existing Use/ Conditions**

- Has a plywood/ OSB floor and used as the main stage area for performances.
- Contains fire doors that separate the stage from the black box room and the shop.
- Has a fly system that attaches to bottom of roof trusses.
- Contains equipment such as electrical and fire suppression systems.

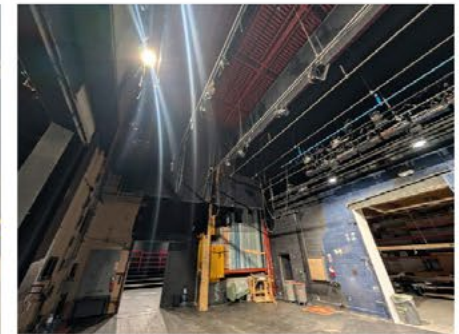
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements
- Conduct rigging inspection and perform maintenance & repairs as needed.

**Phase 2 - Capital Improvements**

- Upgrade lighting, acoustical, sound equipment, and finishes.



# 109 - Equipment room

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains plywood/ OSB flooring, painted CMU walls, and an exposed wood ceiling.
- Used as a equipment storage room for the stage.
- Contains existing electrical panel.

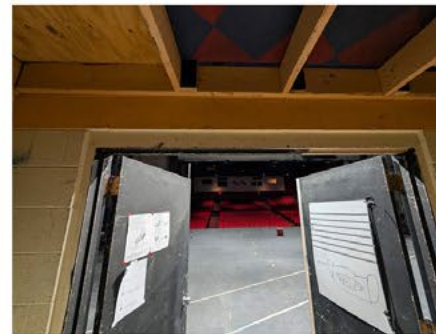
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements
- Provide 7 permanent ada seating areas w/ adjacent companion seating.

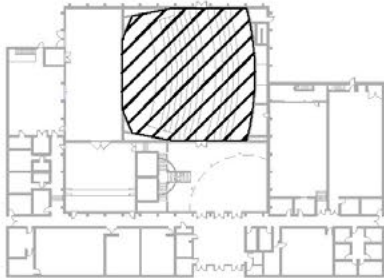
**Phase 2 - Capital Improvements**

- N/A



# 110 - Auditorium

Existing Conditions



KEY PLAN

## Existing Use/ Conditions

- Contains 508 fixed seats.
- Considered a proscenium theater.
- Contains red carpet flooring,
- Does not have a sprinkler system.
- Has some acoustical panels that have been painted over, negating their effectiveness.
- Has an existing orchestra pit that has been covered over and used for storage. Currently does not have required head clearance to enter.
- 7 permanent Wheelchair spaces required per 2021 IBC 1109.2.2.1



Orchestra Pit Entrance



Orchestra Pit



Orchestra Pit Entrance



## Future Proposed Use/ Upgrades

### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



## 111 - Utility

Existing Conditions

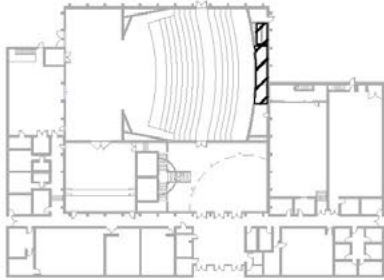


KEY PLAN

Could not gain access to this area

## 112 - Stair, 113 - Corridor

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains unpainted CMU walls, a drywall ceiling, and red carpet like in the main auditorium.
- Used as a corridor to provide access to stage support areas such as the control room and stair to projection room.
- Provides access to exit door from stage to the exterior.
- Stair is not enclosed and used as access to stage support areas. It does not need to be an enclosed stair per 2021 IBC 410.5.2

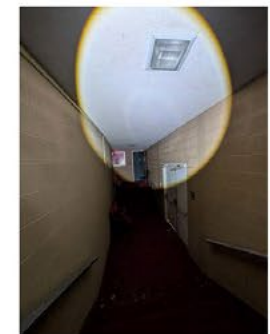
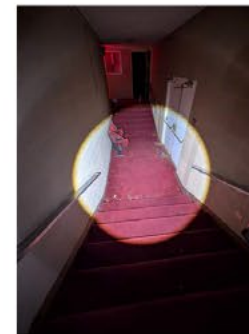
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



# 114 - Control Room

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a concrete ceiling with painted acoustical panels, and carpet flooring.
- Used as a sound control room for the auditorium and has access from corridor and the ensemble room.
- Some acoustic panels have fallen off the ceiling.
- Contains older lighting that needs to be upgraded.

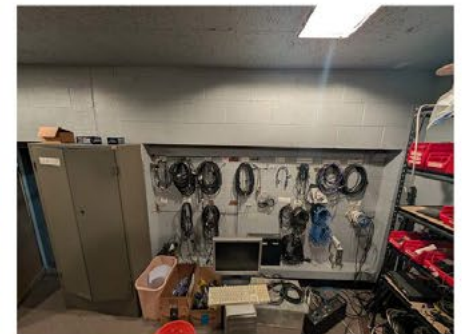
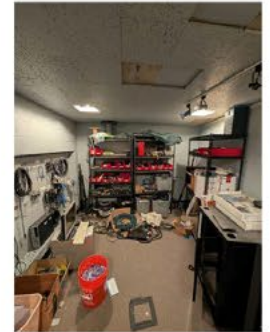
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

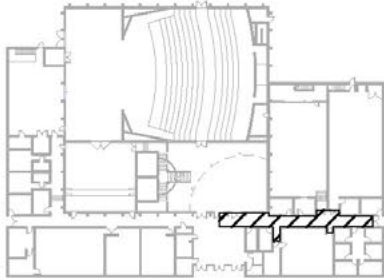
**Phase 2 - Capital Improvements**

- N/A



# 115 - Corridor

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a drywall ceiling, and carpet flooring.
- Used as an accessible route that connects the entry lobby to the classrooms and practice rooms.
- Contains older lighting fixtures that need to be upgraded.
- Walls and ceiling in fair condition.
- Existing carpet is in poor to acceptable condition.

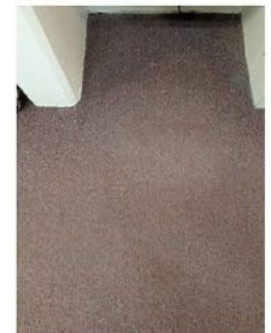
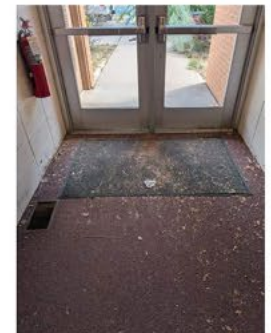
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- N/A



# 116 - Restroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains 1'x1' ceramic floor tiles, ceramic wall tiles, and a drywall ceiling.
- Used as an accessible restroom that is accessed from the entry lobby.
- Was completed during a renovation in 2012.
- Some tile grout is missing and causing dust to enter through the walls.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



# 117 - Restroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains 1'x1' ceramic floor tiles, ceramic wall tiles, and a drywall ceiling.
- Used as an accessible restroom that is accessed from the entry lobby.
- Was completed during a renovation in 2012.
- Floor, walls, and ceiling appear to be in fair condition.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



## 118 - Men's

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains 1 urinal and one standard non-ADA compliant toilet stall.
- Contains 2 ADA compliant sinks.
- Contains 1'x1' ceramic floor tiles, ceramic wall tiles, and a drywall ceiling.
- Was completed during a renovation in 2012.
- Floor, walls, and ceiling appear to be in fair condition.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

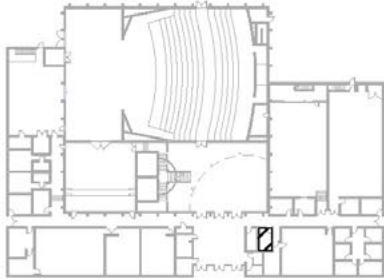
#### Phase 2 - Capital Improvements

- N/A



# 119 - Women's

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains 2 standard size non-ADA compliant stalls.
- Contains 1'x1' ceramic floor tiles, ceramic wall tiles, and a drywall ceiling.
- Was completed during a renovation in 2012.
- Floor, walls, and ceiling appear to be in fair condition.
- Has an existing floor drain.

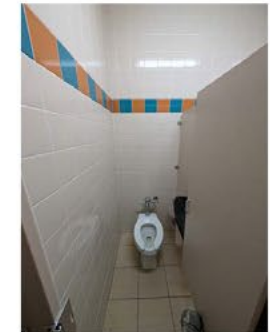
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

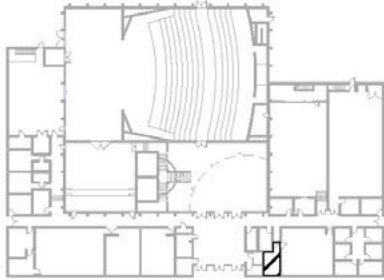
**Phase 2 - Capital Improvements**

- N/A



## 120 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and carpet flooring.
- Used as an office/ storage area.
- Has an existing skylight and older lighting fixtures that need to be upgraded.
- Has direct access to classroom.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

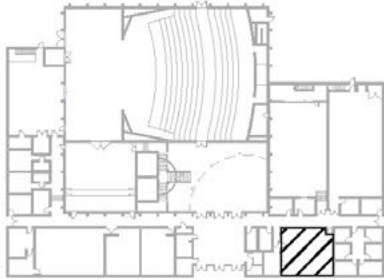
#### Phase 2 - Capital Improvements

- N/A



# 121 - Classroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as a classroom space.
- Has 1 skylight over entry door.
- Has acoustic panels that have been painted over, negating their performance.
- Has carpet that is installed over existing VCT tile flooring.
- Existing beams have metal plates, believed to be providing extra structural support.

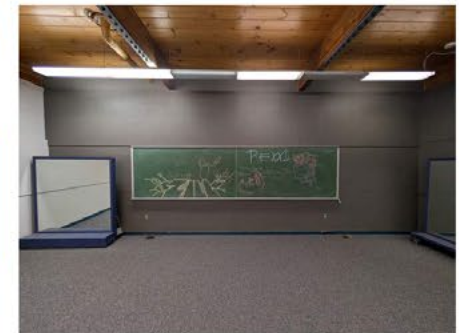
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements
- Proposed south-facing proposed roof monitor; between roof joists.

#### Phase 2 - Capital Improvements

- N/A



## 122 - Corridor

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as a corridor that provides access to the individual practice rooms.
- Contains existing VCT tile flooring, painted CMU walls and painted acoustic tiles on the roof.
- Acoustic panels have been painted over, negating their performance.

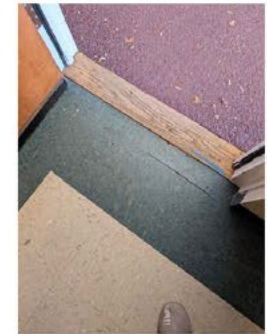
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Convert to dressing rooms to support proposed black box room.



# 123 - Practice Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Convert to dressing rooms to support proposed black box room.



# 124 - Practice Room

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.

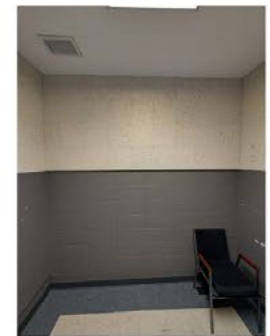
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- Convert to dressing rooms to support proposed black box room.



## 125 - Practice Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.

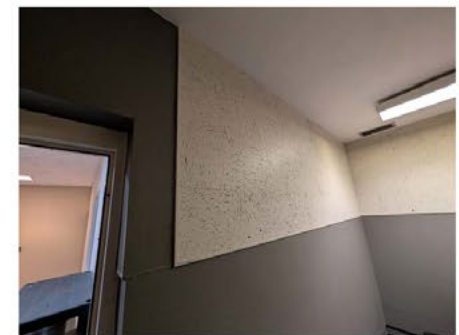
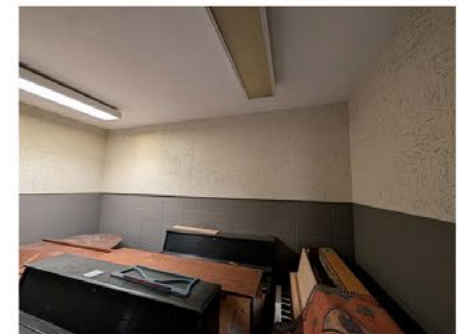
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Convert to dressing rooms to support proposed black box room.



# 126 - Practice Room

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.
- 

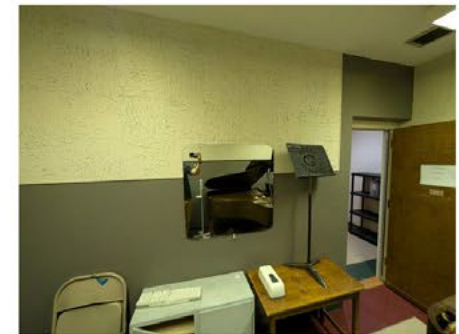
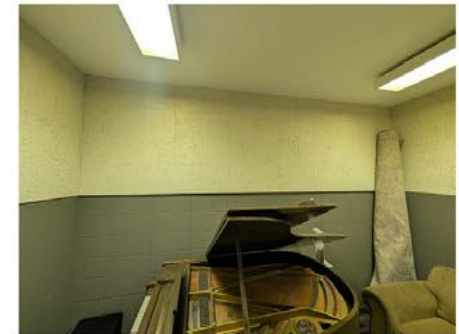
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- Convert to dressing rooms to support proposed black box room.



## 127 - Practice Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.

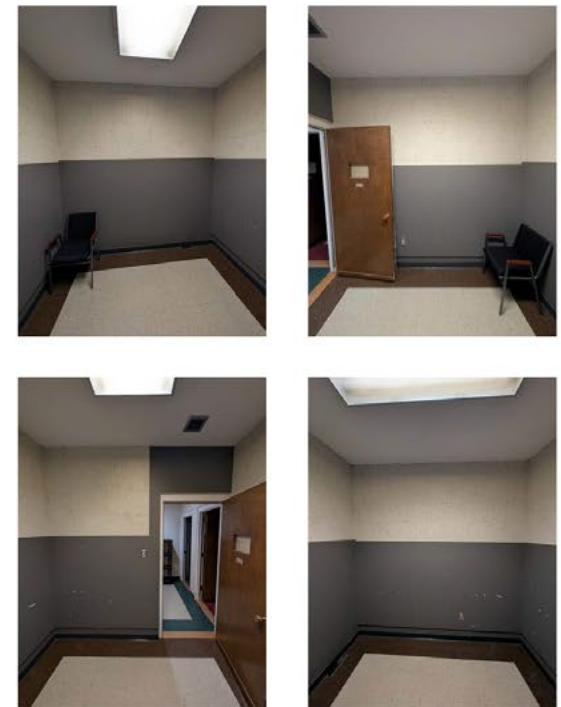
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Convert to dressing rooms to support proposed black box room.



# 128 - Practice Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as an individual practice room.
- Contains original VCT tile flooring, painted CMU walls and a drywall ceiling.
- Has acoustic panels that have been painted over, negating their performance.

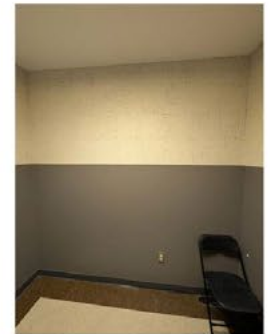
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Convert to dressing rooms to support proposed black box room.



## 129 - Mechanical

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as a mechanical room for the southern half of the building.
- Contains gas power units.
- Has access from exterior of building.

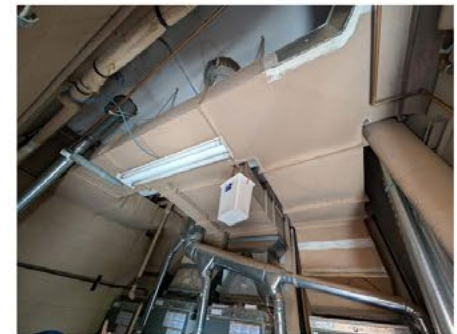
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



## 130 - Office

Existing Conditions

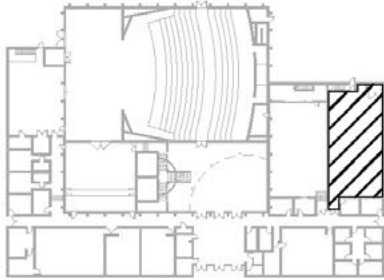


KEY PLAN

Could not gain access to this area

# 131 - Dance Studio

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as dance studio/ practice space.
- Has a temporary OSB floor over the existing wood tongue and groove flooring.
- Contains painted CMU walls, and a Glulam and wood ceiling.
- Has 2 large existing skylights that are in fair condition.

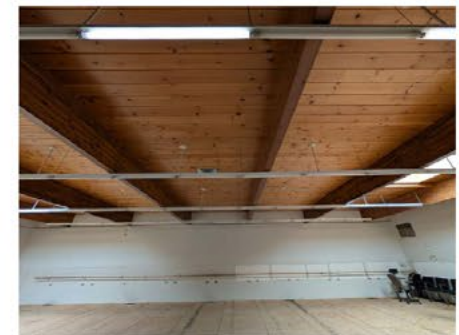
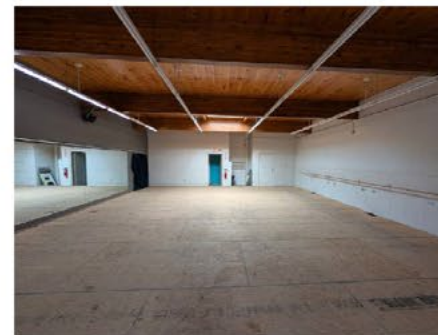
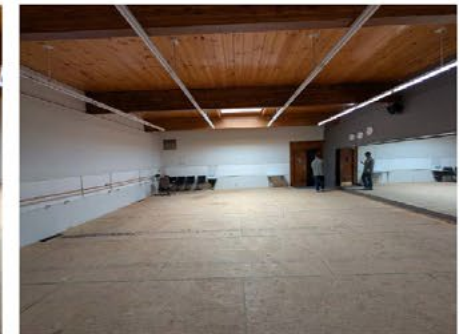
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



# 132 - Stair

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains concrete floor and stairs, painted CMU walls, and a wood ceiling.
- Used as an access stair corridor between the dance studio and the ensemble room.
- Serves as an exit route from the ensemble room to the exterior.
- There is a 4' difference between the dance studio and the ensemble room floor levels.

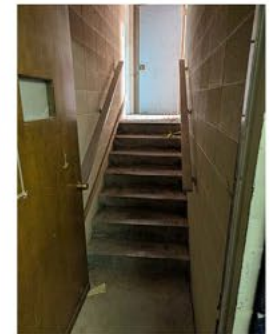
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements
- Modify existing stairs to meet current egress width requirements.

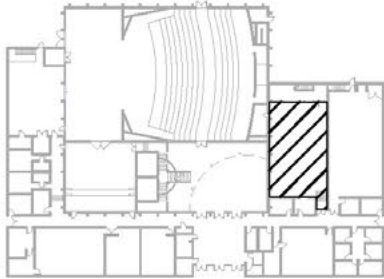
**Phase 2 - Capital Improvements**

- N/A



# 133 - Ensemble Room

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains wood flooring, a Glu-lam and wood ceiling, and concrete and CMU walls with painted acoustical panels.
- Used as a black box performance room with a projection room and ensemble loft.
- Does not have an ADA accessible ramp from main level down to ensemble floor level.
- Has acoustic panels that have been painted over, negating their performance.
- Has access to control room via a ships

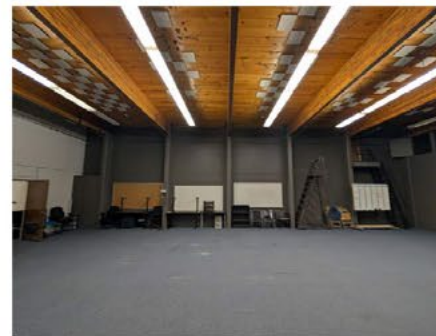
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

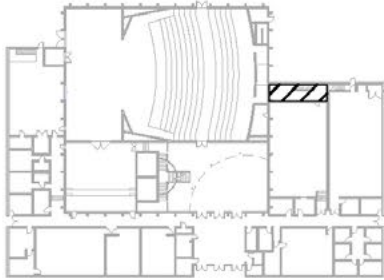
**Phase 2 - Capital Improvements**

- Upgrade lighting, acoustical, sound equipment, and finishes.



# 134 - Ensemble Loft

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Constructed of wood framing, it contains a carpet floor, painted CMU walls, and a Glu-lam and wood ceiling.
- Used as a performance loft to serve the ensemble room.
- Was not part of the original plans.
- Stairs and railings do not meet current code requirements.

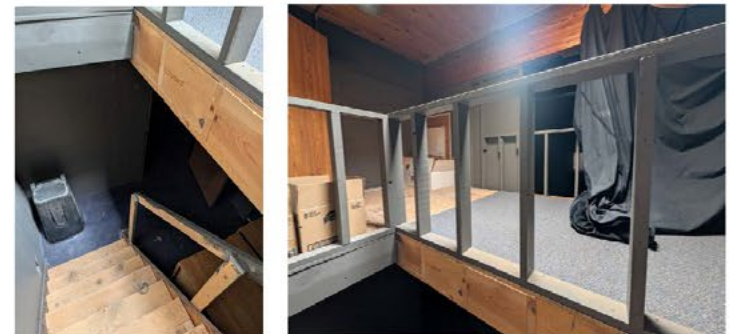
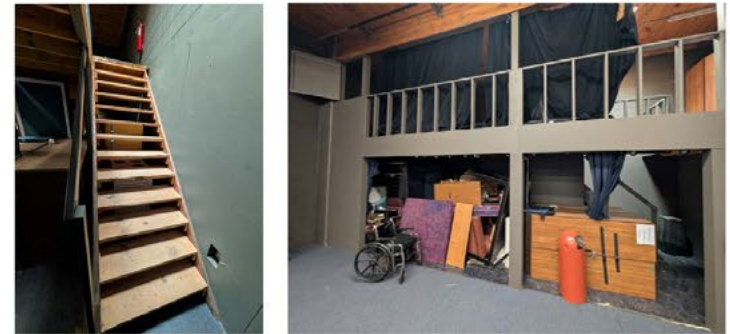
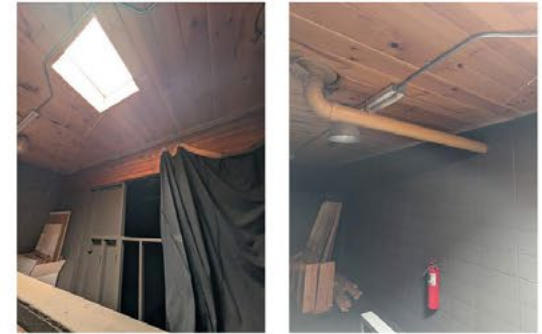
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

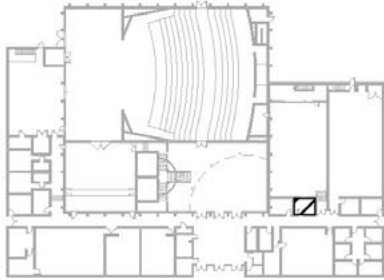
#### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



## 135 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as an office/ projection room for the ensemble loft.
- Has older light fixtures that need to be upgraded.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

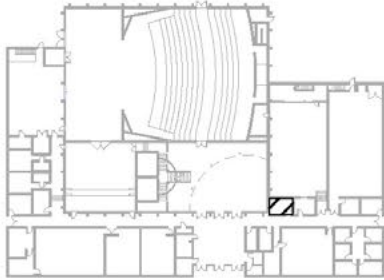
#### Phase 2 - Capital Improvements

- N/A



## 136 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a wood ceiling, and carpet flooring.
- Used as an office space.
- Originally accessed from ensemble room, but is now accessed from corridor.
- Has new wood framed floor with storage underneath that is accessed from ensemble room.
- Storage room underneath does not meet head height clearances.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements
- Remove false floor; provide an ada lift & area of refuge.

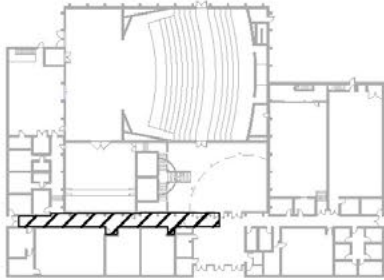
#### Phase 2 - Capital Improvements

- N/A



# 137 - Corridor

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a drywall ceiling, and carpeted and VCT flooring.
- Used as an accessible route that connects the main lobby to classrooms and black box room.
- Has older lighting that needs to be upgraded.
- Floors and ceiling in good condition.
- Carpeted installed over existing tile flooring.

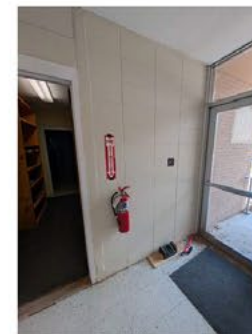
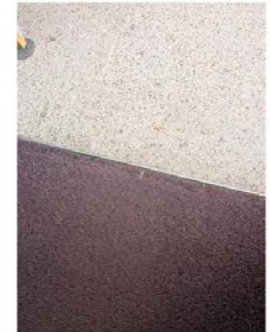
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- N/A



## 138 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and vct flooring.
- Used as an office with direct access to the entry lobby.
- Has older lighting that needs to be upgraded.

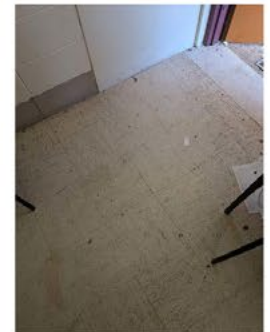
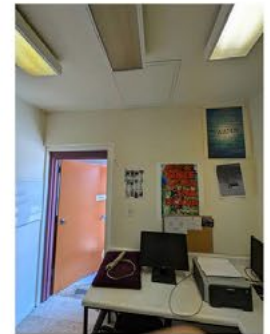
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



# 139 - Tickets

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as a ticket booth for performances.
- Was included as part of a 2012 renovation.

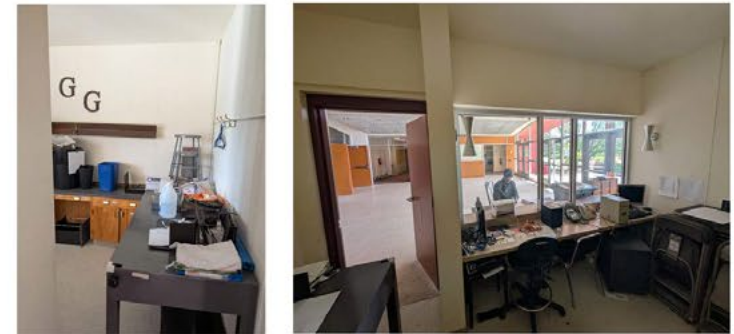
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- N/A



## 140 - Janitor

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and damaged VCT flooring.
- Used as the primary janitor/ maintenance room for the building.
- Contains a mop sink.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

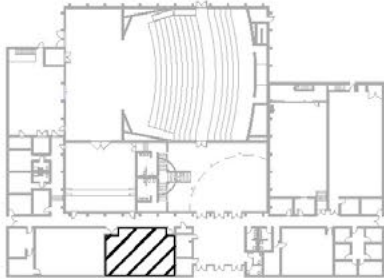
#### Phase 2 - Capital Improvements

- N/A



## 141 - Classroom

Existing Conditions

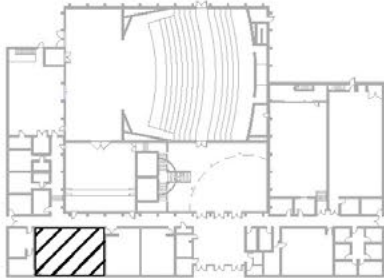


KEY PLAN

Could not gain access to this area

# 142 - Classroom

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a wood ceiling, and VCT tile flooring.
- Used as a classroom/ storage room.
- Acoustic panels have been painted over.
- Existing beams have metal plates, believed to be providing extra structural support.

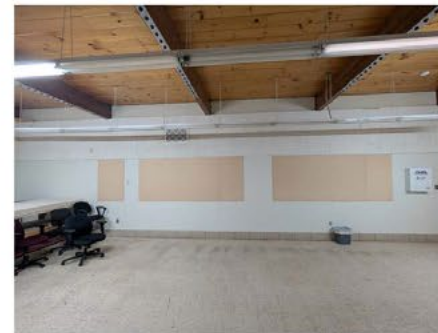
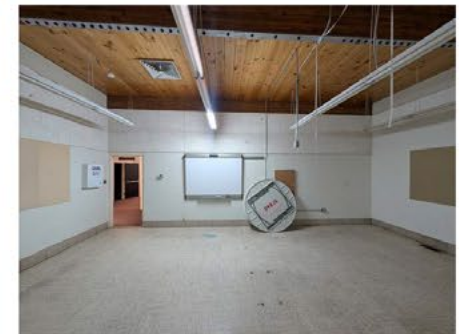
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements
- Proposed south-facing roof monitors; between roof joists.

**Phase 2 - Capital Improvements**

- N/A



## 143 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as an office/ storage room.
- Has direct access to the costumes room.
- Has an existing skylight that needs to be replaced to meet current codes.
- Has lighting that needs to be upgraded.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



# 144 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains CMU walls, a drywall ceiling, and carpet flooring.
- Used as an office/ storage room.
- Has lighting that needs to be upgraded.
- Has direct access to corridor.

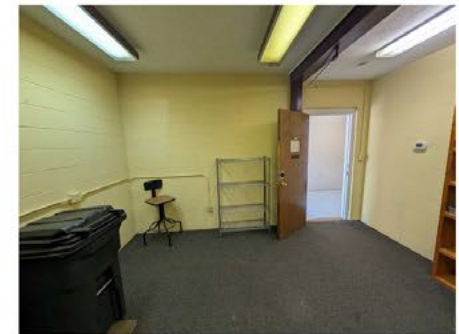
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- N/A



## 145 - Mechanical

Existing Conditions

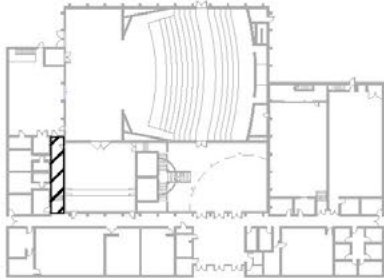


KEY PLAN

Could not gain access to this area

# 146 - Corridor

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as an access corridor to the back of stage spaces such as the changing rooms and shop.
- Does not provide an ADA accessible ramp from the main level, down 2' to the stage level.
- Contains a water fountain to serve the dressing rooms.

**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- Permanent 1:12 slope concrete ada ramp & metal railing



# 147 - Office

Existing Conditions



KEY PLAN

**Existing Use/ Conditions**

- Contains painted CMU walls, a drywall ceiling, and carpet flooring.
- Used as an office/ storage space.
- Has an existing skylight that provides ample daylight.
- Accessed from main level corridor.

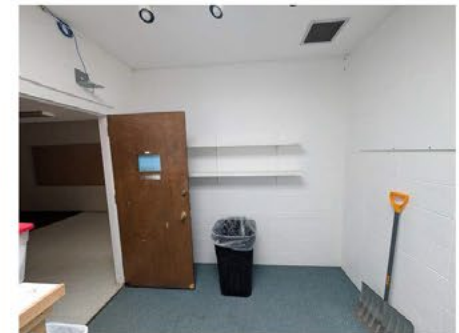
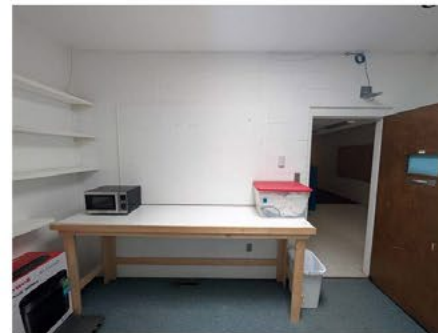
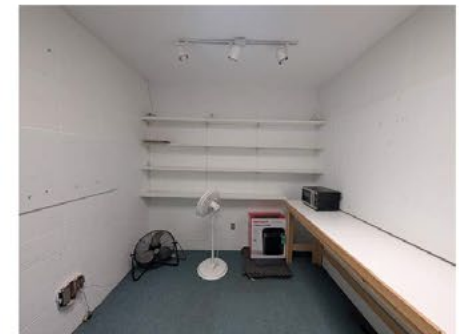
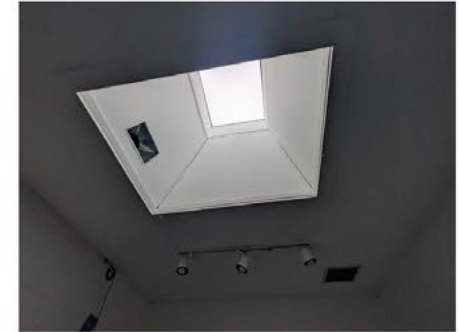
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- N/A



## 148 - Men's Restroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and ceramic tile flooring.
- Used as a restroom serving the mens changing room.
- Contains a toilet, sink, and prefab shower.
- It does not have an accessible toilet or shower compartment.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

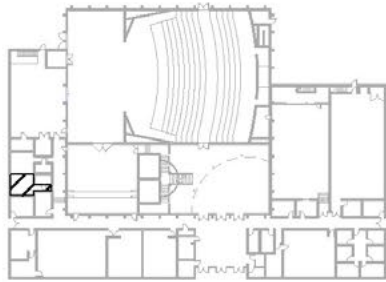
#### Phase 2 - Capital Improvements

- Reconfiguration of dressing rooms into green room to support auditorium performances.

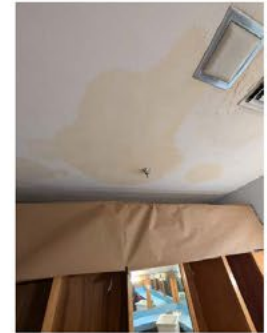


# 149 - Men's Dressing Room

Existing Conditions



KEY PLAN



**Existing Use/ Conditions**

- Has painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as a dressing/ changing room.
- Has a larger service sink added onto the existing hand wash sink.
- Has lighting that needs to be upgraded.
- There is evidence of roof leaks in the ceiling.

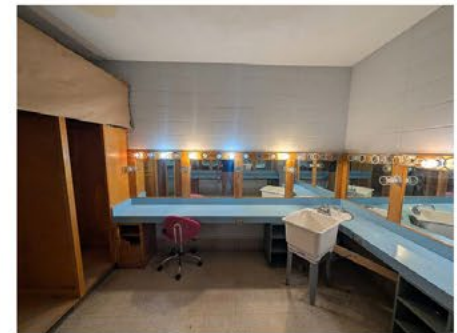
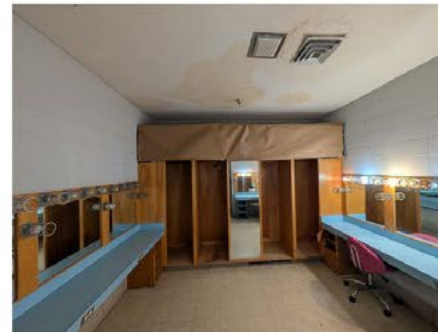
**Future Proposed Use/ Upgrades**

**Phase 1 - Capital Improvements**

- Lighting, Electrical, and HVAC Improvements

**Phase 2 - Capital Improvements**

- Reconfiguration of dressing rooms into green room to support auditorium performances.



## 150 - Women's Restroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains painted CMU walls, a drywall ceiling, and ceramic tile flooring.
- Used as a restroom serving the womens changing room.
- Contains a toilet, sink, and prefab shower.
- It does not have an accessible toilet or shower compartment.

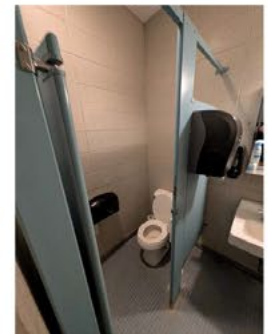
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Reconfiguration of dressing rooms into green room to support auditorium performances.



## 151 - Women's Dressing Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Has painted CMU walls, a drywall ceiling, and VCT tile flooring.
- Used as a dressing/ changing room.
- Has a larger service sink added onto the existing hand wash sink.
- Has lighting that needs to be upgraded.
- There is evidence of roof leaks in the ceiling.

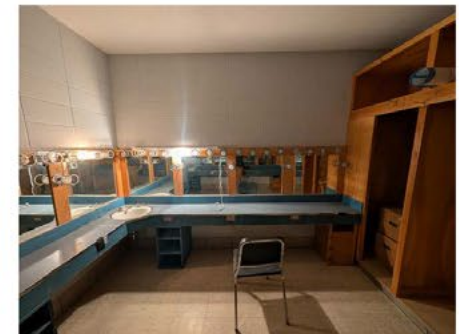
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

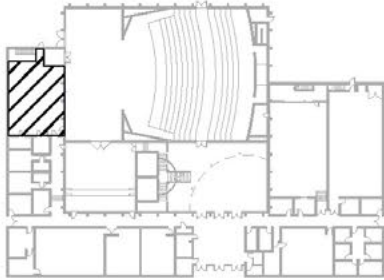
#### Phase 2 - Capital Improvements

- Reconfiguration of dressing rooms into green room to support auditorium performances.



## 152 - Shop

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Has painted CMU walls, a wood ceiling, and exposed concrete floors.
- Used as a shop serving the production needs of the auditorium.
- Has direct access to the loading area and stage.
- Storage shelving was added along the back wall that is supported with extra shoring in the basement.
- Contains a hand wash sink and a mop sink.

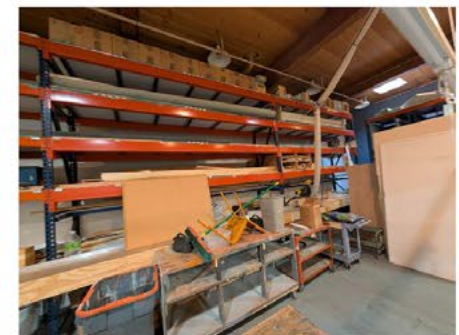
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements
- Proposed skylights per floor plan.

#### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



## 153 - Storage

Existing Conditions



KEY PLAN

Could not gain access to this area

# 154 - Storage

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Has painted CMU walls, a drywall ceiling, and concrete floors.
- Used as a laundry/ maintenance storage room.
- Has direct access to the shop and is close to the dressing rooms.

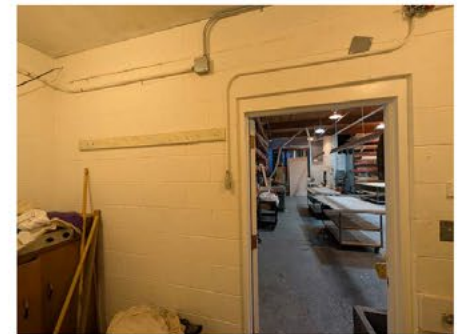
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

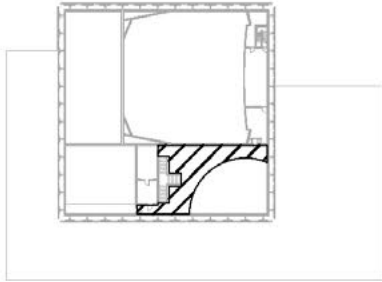
#### Phase 2 - Capital Improvements

- N/A



## 201 - Exhibit Lobby

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- The carpet flooring is in good condition.
- Used as a gathering/ exhibit space that is similar to and an extension of the main lobby.
- The existing railing spacing do not comply with 2021 IBC 1015.4.
- There is no elevator providing access to the Mezzanine/ Level 2 floor.

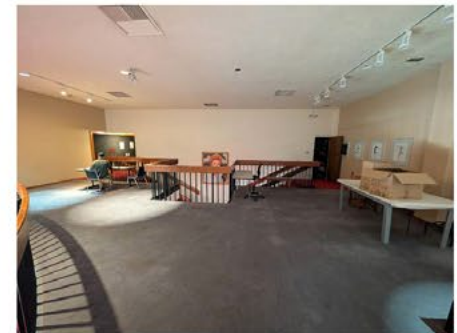
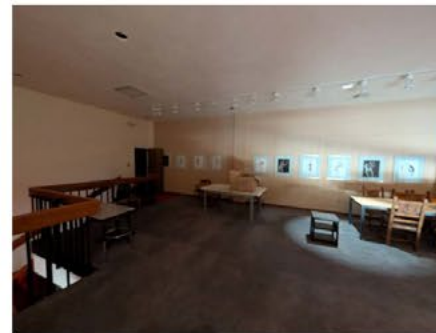
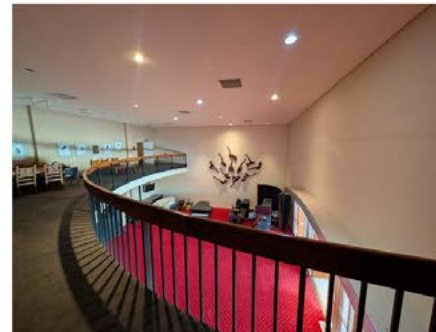
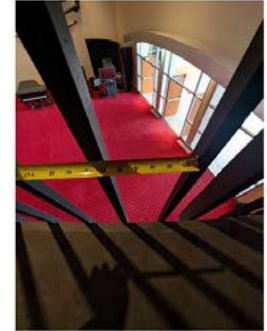
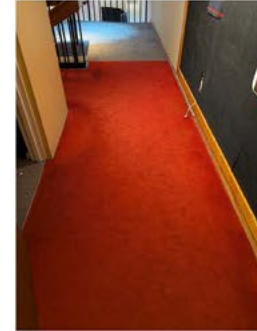
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements
- Address railing spacing to comply with 2021 ibc 1015.4.

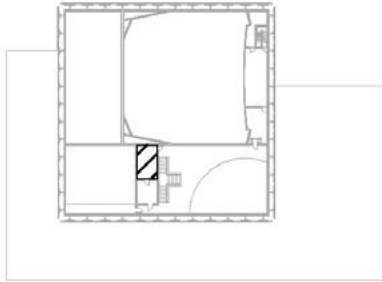
#### Phase 2 - Capital Improvements

- N/A



## 202 - Music Classroom

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains carpet flooring, painted CMU walls and a drywall ceiling.
- Used as a storage room.
- Lighting needs to be upgraded.
- Has acoustic panels that have been painted over, negating their performance.

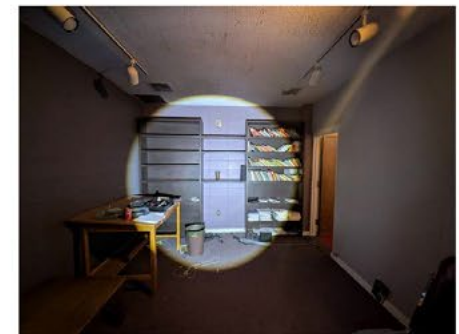
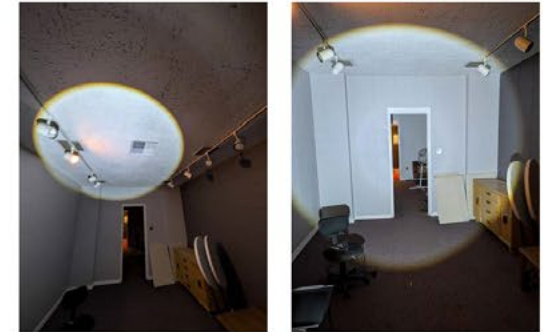
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

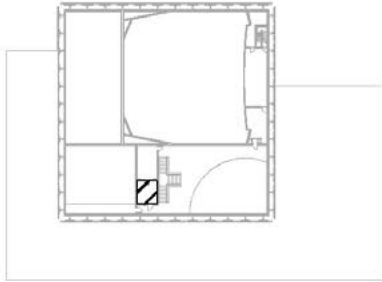
- N/A



autotroph

## 203 - Office

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains carpet flooring, painted CMU walls, and a drywall ceiling.
- Used as an office/ storage room.
- Lighting fixtures need to be upgraded.

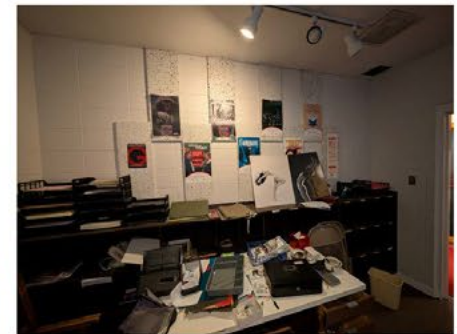
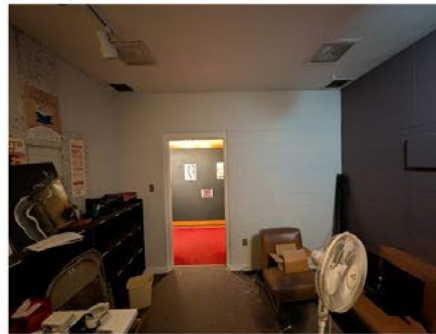
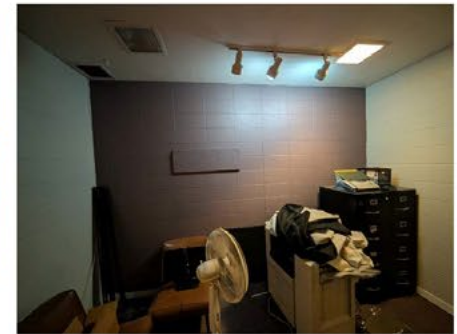
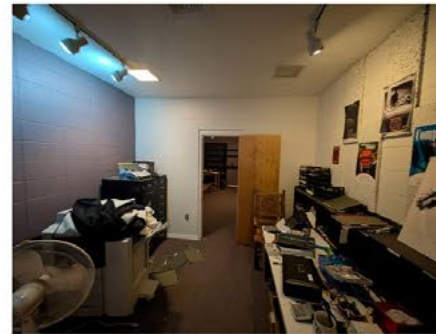
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

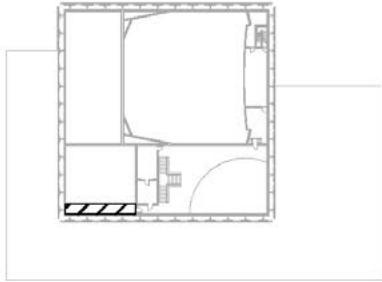
#### Phase 2 - Capital Improvements

- N/A



## 204 - Projection

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains a metal deck with carpet on top.
- Used as a projection area serving the black box room.
- Railing spacing does not comply with 2021 IBC 1015.4.

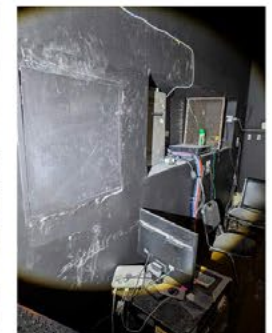
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements
- Address railing spacing to comply with 2021 IBC 1015.4.

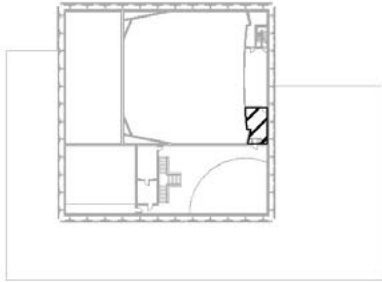
#### Phase 2 - Capital Improvements

- N/A



## 205 - Sound Control

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains VCT tile flooring, painted CMU walls, and a drywall ceiling.
- Used as a sound control room for the main auditorium.
- Lighting fixtures need to be upgraded.
- Railing is missing on stairs from mezzanine.

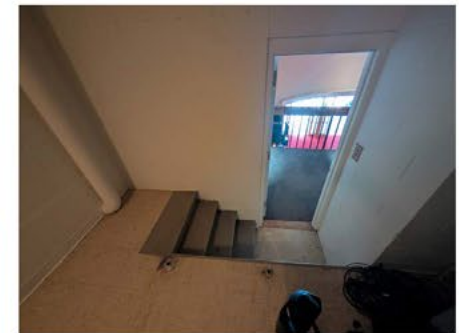
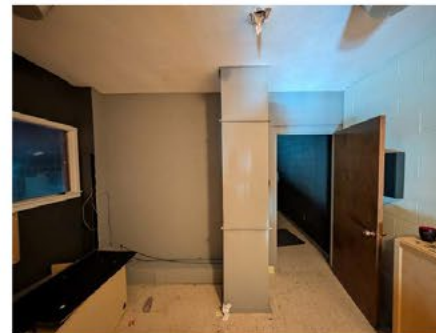
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

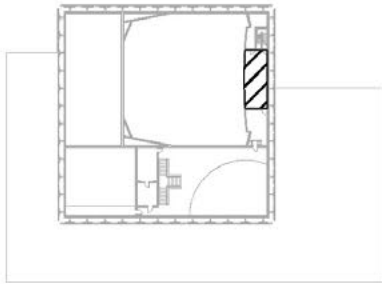
#### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



## 206 - Projection Room

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains VCT tile flooring, painted CMU walls, and a drywall ceiling.
- Used as the main projection room serving the main auditorium.
- Lighting fixtures need to be upgraded.
- Missing fall protection on operable window into auditorium.

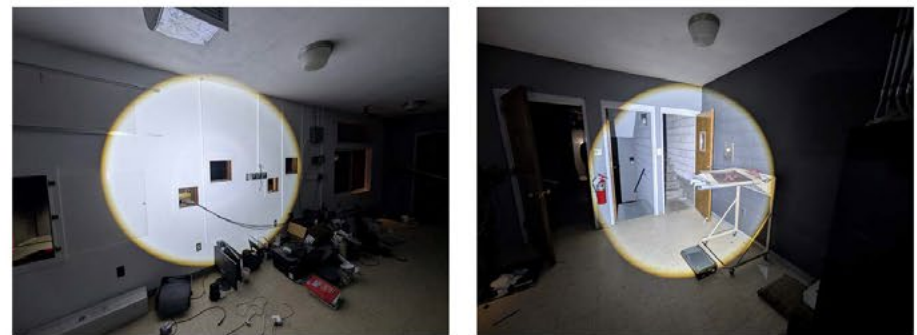
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

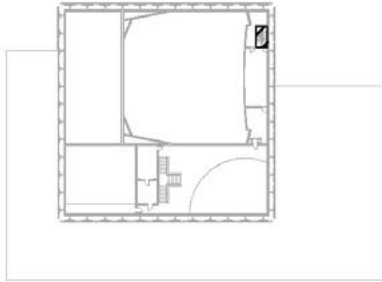
#### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



## 207 - Stair

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains concrete floors and stairs, CMU walls, and concrete ceilings.
- Used as an exit access stairway serving the technical production spaces for the stage.
- This stair is not required to be enclosed per 2021 IBC, section 410.5.2.
- Stair terminates at the top level at the attic level and is not enclosed.
- The stair contains baseboard heaters.

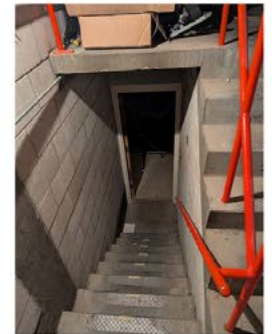
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

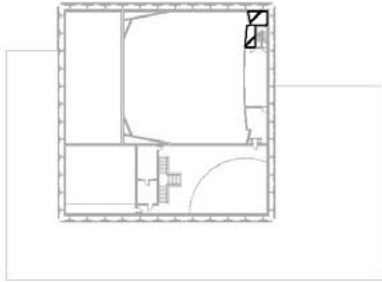
#### Phase 2 - Capital Improvements

- N/A



## 208 - Light Control, 209 Storage

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Contains VCT tile flooring, CMU walls, and a drywall ceiling.
- Used as a storage/ light equipment control room.
- A minisplit was added to provide cooling for the stage lighting equipment.
- There is a pinch point between spaces that is less than 30"
- There is an existing wall baseboard heater.
- There is an existing electrical panel.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

#### Phase 2 - Capital Improvements

- Upgrade lighting, acoustical, sound equipment, and finishes.



# Attic

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- Used as a maintenance level to access drop ceilings and lighting via catwalks.
- Some existing roof drain pipes are damaged and leaking inside the building.
- Some insulation is falling off the inside of the exterior walls.

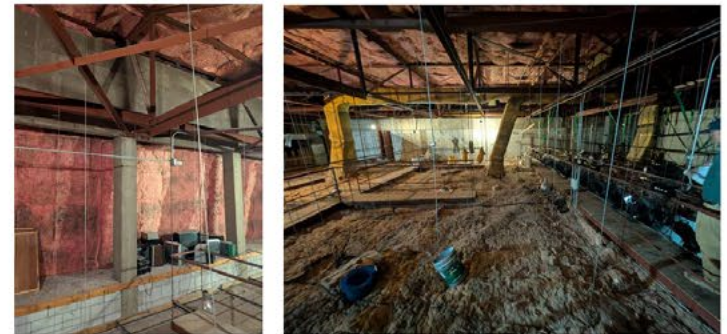
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Lighting, Electrical, and HVAC Improvements

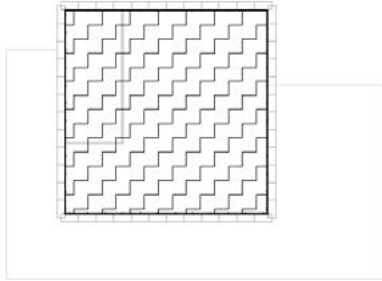
#### Phase 2 - Capital Improvements

- N/A



## Upper Roof

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- The previous Built-up Bitumen roof was replaced with a thermoplastic polyolefin (TPO) roof system in 2022.
- There are no overflow drains on the upper roof.
- Some caulking is missing between the concrete tilt-up panels.
- Existing rebar holes in the tilt-up panels allow water to enter and should be filled to prevent damage to the panels.
- Rainwater is directed to roof drains that continue into the building interior and daylight to the exterior.

### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Replace existing rooftop units
- Replace missing caulking between concrete tilt-up panels, and fill exposed rebar holes w/ caulking to prevent water damage.
- Add emergency overflow drains to the existing roof drains, and fix the existing roof drain pipes that are leaking.
- Add-alternate option of adding solar array. see phase 1 roof plan.

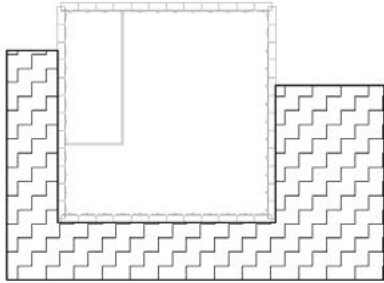
#### Phase 2 - Capital Improvements

- N/A



## Lower Roof

Existing Conditions



KEY PLAN

### Existing Use/ Conditions

- The previous Built-up Bitumen roof was replaced with a thermoplastic polyolefin (TPO) roof system in 2022.
- There are no overflow drains on the lower roof.
- Rainwater is directed to roof drains that continue into the building interior and daylight to the exterior.

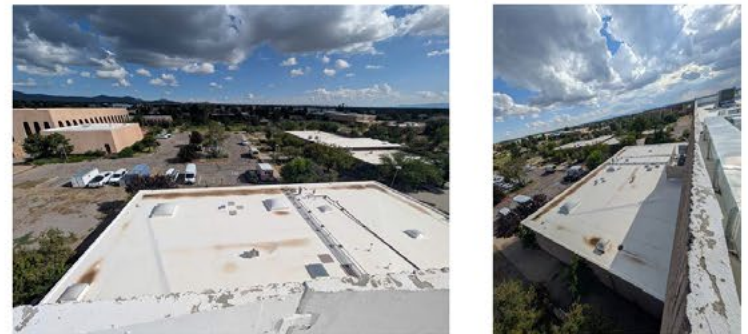
### Future Proposed Use/ Upgrades

#### Phase 1 - Capital Improvements

- Add-alternate option of adding solar array, see phase 1 roof plan.

#### Phase 2 - Capital Improvements

- N/A





222 E Marcy St #19, Santa Fe, NM 87501

## c. Focus Group Attendees

### Arts Organizations and Creative Businesses

Cris Barnes

Suzanne Burstall Cross

Marisol Encinias

Joaquin Eucinias

Chadney Everett

Philip Gesue

April Goltz

Justin Gordan

Alex Hanna

Anna Hogan

Callie Kent

Alexis "Lex" Kubicki

Argos MacCallum

Niyia Mack

Emma Marzen

Kita Mehaffy

Ron Mier

Tara Debenec Mier

Rogger Montoya

Sorakamol Prapasiri

Frank Ragano

Emily Rankin

Sharla Russell

Tracy Sprinkle

Dylan Tenorio

Melissa R. Velasquez

Eric Weiss

### Civic and Finance Leaders

Tom Barrtos

Kara Clem

Tim Ferrell

Maggie Fine

Philip Gesue

Warren Langford

Niyia Mack

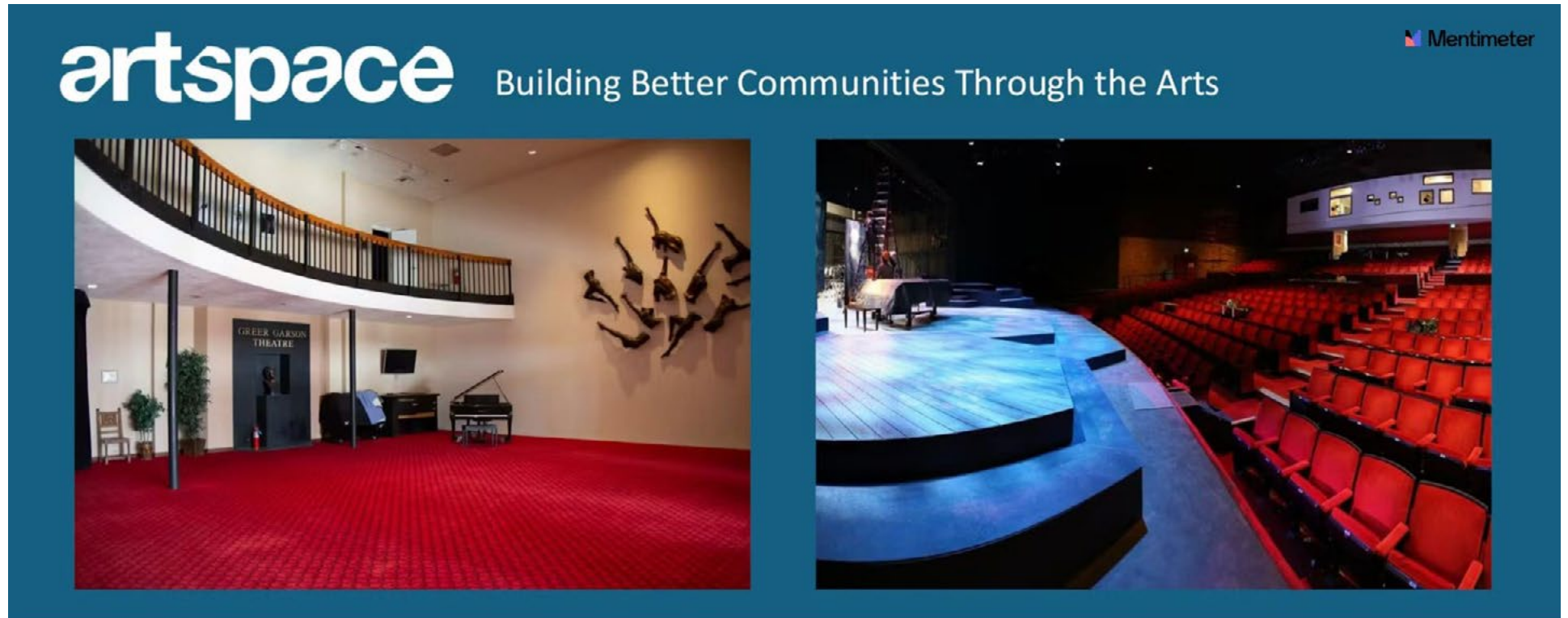
Johanna Nelson

Randy Randall

Sharla Russell

Melissa R. Velasquez

d. Arts Organizations and Creative Businesses Focus Group Slide Deck with Mentimeter Responses



# Midtown Performing Arts Center

Santa Fe, NM // September 2025





How would you describe the creative sector in Santa Fe? (one to two-word answers)





# Study Core Group

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**LENSIC360**



**LIVEARTS**  
SANTA FE



Established in 1979, **Artspace** is a national nonprofit real estate developer and consultant for the arts. A leader in the creative placemaking field. Based in **Minneapolis** with offices in New York and Washington D.C.

57 projects in operation in 35 cities and 1 tribal reservation in 23 states + DC



Artspace Mt. Baker Lofts // Seattle, WA



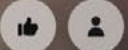
El Barrio's Artspace PS109 // New York, NY



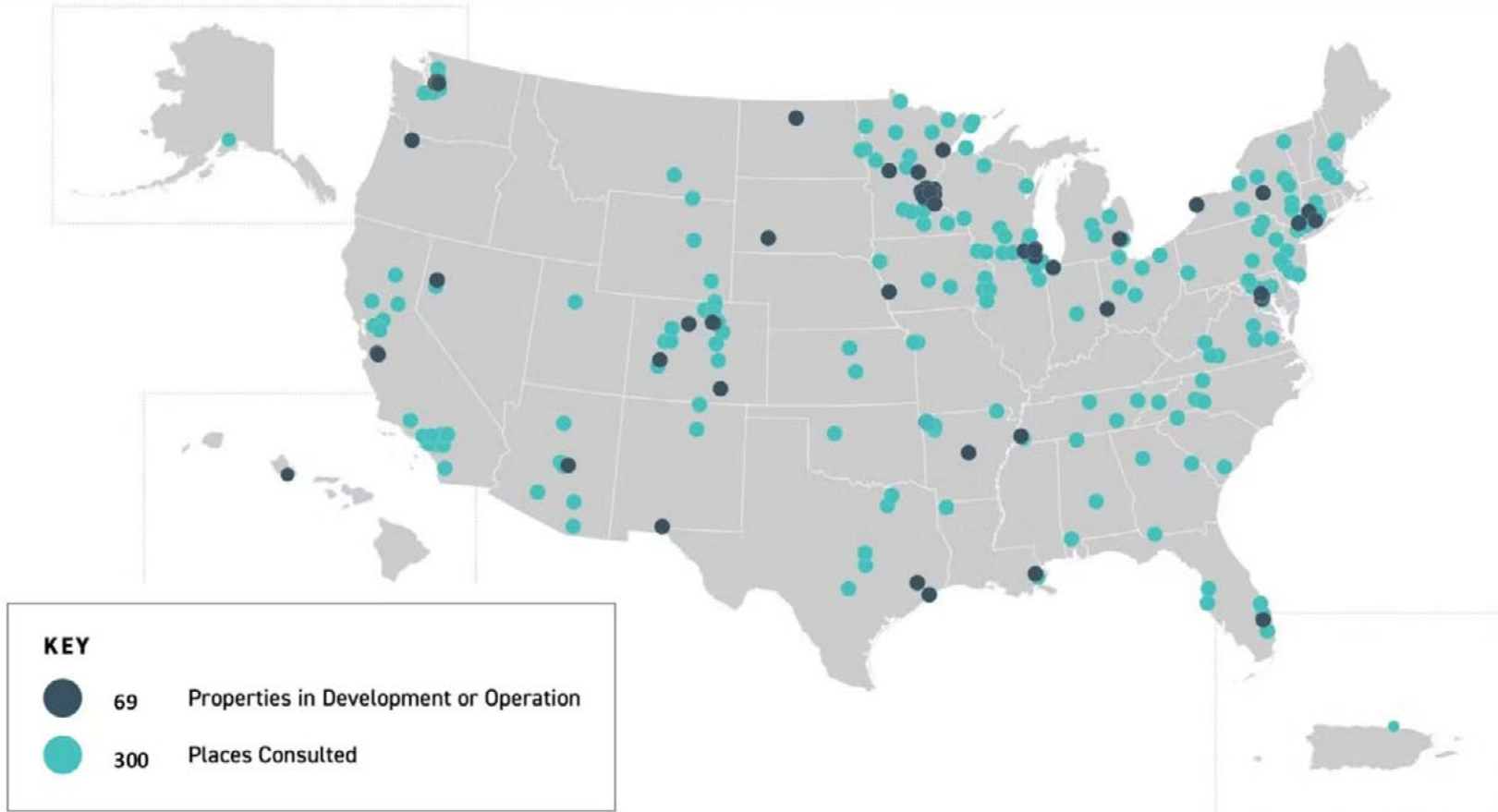
City Hall Artspace Lofts // Dearborn, MI



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## ARTSPACE'S NATIONAL INFLUENCE



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Autotroph is an architecture, planning and consulting firm which specializes in the design of sustainable, high performance buildings. Founded in Santa Fe, NM in 2007; we have built our award winning practice by focusing on community development projects. Our staff has extensive experience in Community, Educational, Arts & Cultural facilities, Mixed Use Developments, Urban Design, and Corporate Offices. We have worked with a variety of clients ranging from non-profit arts organizations to small schools to affordable housing developers to municipalities. In each case we worked closely with the client to understand their needs, develop a unique vision and follow through with quality construction documents and construction phase services.



## Autotroph's Midtown Experience

- **Re:Mike:** A real scale urban prototyping event for the community to envision the future of the St. Michael's Dr. corridor.
- **Midtown Fusion:** Autotroph was one of 5 teams invited by the City to present visions for the Midtown campus. Our submission, **Midtown Fusion**, envisioned redeveloping the former SFUAD Campus and adjacent properties as an innovation district.
- **Pixelated Pueblo:** **Pixelated Pueblo** is a response to a call for ideas, by SF Friends of Architecture, for concepts to address Santa Fe's housing crisis. It is a continuation of our work on **Midtown Fusion** and looked at how existing big box shopping centers in the area can be developed into mixed use, LINC qualifying projects.





# Metropolitan Redevelopment Agency

The Metropolitan Redevelopment Agency (MRA) is a City of Santa Fe agency charged with guiding the revitalization and transformation of the Midtown District into a vibrant, equitable, and sustainable mixed-use hub.

## Our Key Priorities

- **Housing & Neighborhood Stabilization** – expand housing options, protect affordability, and minimize displacement in surrounding neighborhoods.
- **Economic Growth & Jobs** – attract investment, support local businesses, and create pathways to quality employment.
- **Arts, Culture & Education** – build on Midtown’s legacy as a creative and educational center with cultural venues, film and media, and community arts.
- **Sustainability & Connectivity** – promote environmentally responsible design, green infrastructure, and walkable, multimodal connections across Midtown.





## MRA Mission

The Metropolitan Redevelopment Agency was created to ensure that the Midtown District evolves into a thriving center of culture, creativity, and community. Our mission is to lead reinvestment in Midtown by aligning public resources with private investment so that redevelopment brings lasting social, economic, and cultural benefits to Santa Fe.



# OUR WORK IN SANTA FE

## Midtown PAC Redevelopment and Operations Planning

- Foundational step towards creating a dynamic, community-driven, and sustainable performing arts hub for the new Midtown District
- Scope focuses on examining future use models to ensure the Midtown PAC is positioned to meet the needs of local performance groups, attract regional/national/international acts, and align with the broader Midtown Redevelopment Plans
- Efforts will inform the City's subsequent steps towards procuring a developer, operator, and manager for the rehabilitation and activation of the Midtown PAC



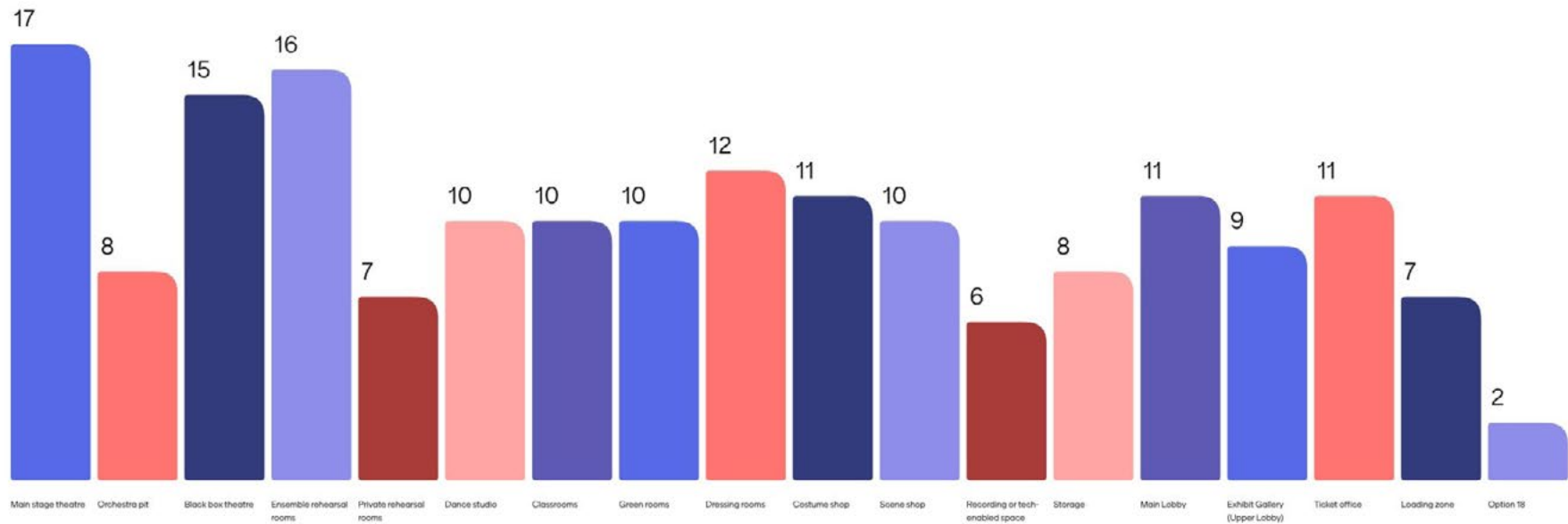


# Our Approach



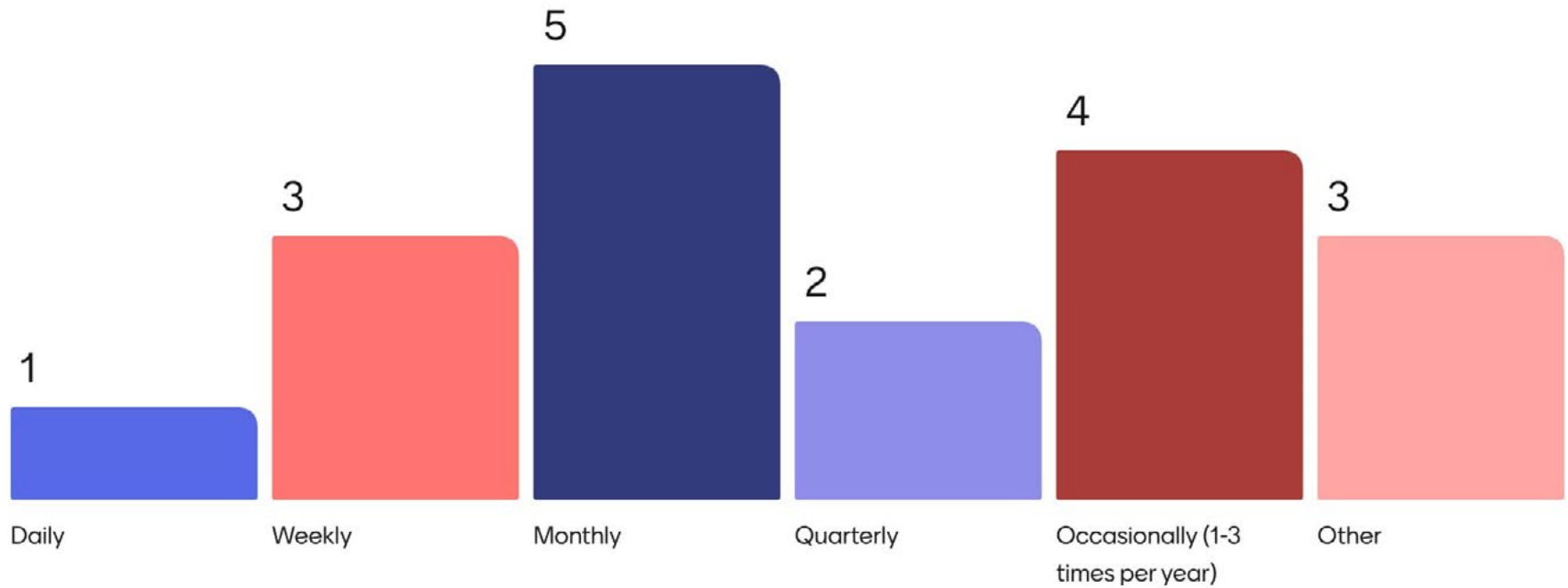


If made available at the Midtown PAC, what types of spaces would your organization be interested in utilizing? Select all that apply.



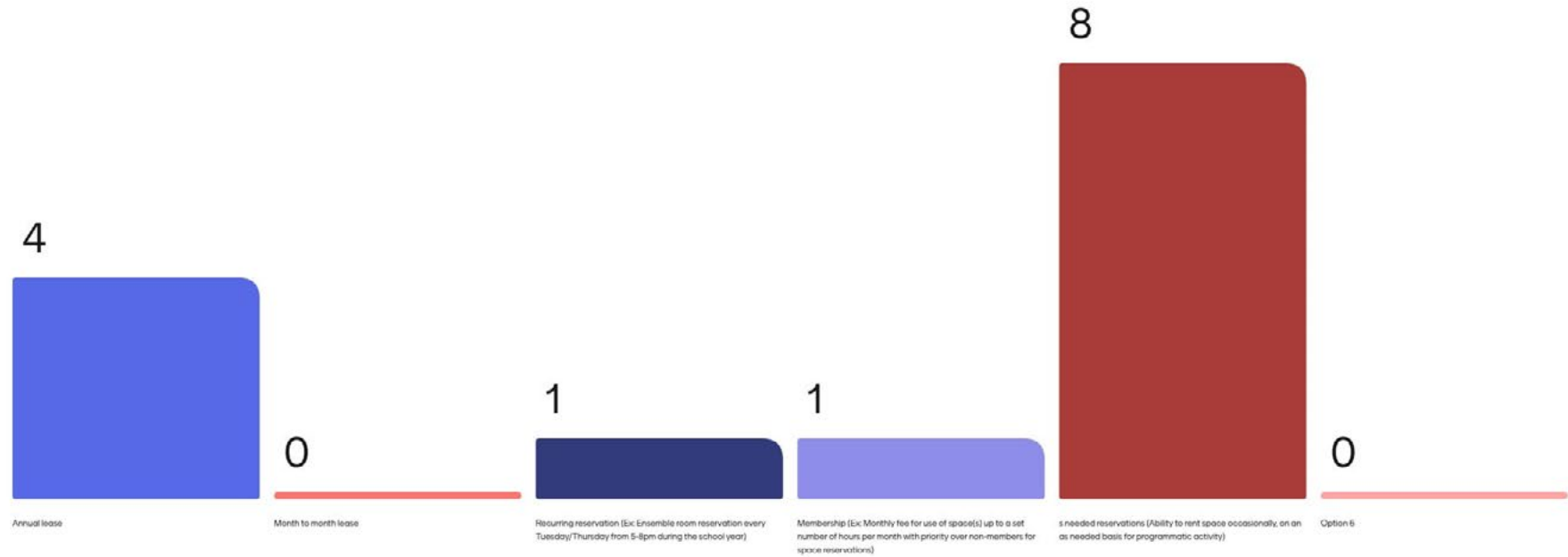


Generally speaking, how often would you anticipate utilizing space at the Midtown PAC?





# What is the ideal space use arrangement for your organization?





## As a space user, what expectations would you have of the center's operator?

Clear communication in programming/planning, costs, use of space and tech.

To be inclusive and well informed and skilled on all aspects of the space. I would want them to be available and possibly hired from the local community to keep the talent in Santa Fe

Space is maintained, safe. Can reliably commit up to at least a year in advance. Relatively modern equipment. Ability to perhaps buy services they can provide (sets, box office,...). Nice people.

Reliable scheduling, dependable equipment and reliable and capable point person.

A well maintained and operated venue with all support needed to produce shows.

Transparency/equity in access (a school treated differently than a pro or amateur organization, etc.), and a pricing system that reflects all this. Operator should fully understand arts administration

It would need to be a robust team including overall leadership, scene shop manager, etc. Ideally locals who are tied into the local arts community

Box office and perhaps a marketing team that could supplement existing marketing





## As a space user, what expectations would you have of the center's operator?

A strong team running the space. Technical director, capable box office,

Marketing support and collaboration would be essential.

A team to facilitate the use of space and all it encompasses for ease of use.

Allowing the existing organizational team of the renting organization to fully operate during the rental (box office, etc.)





## In your opinion, what existing spaces need the most improvements to optimize their useability?

Not sure as I haven't seen it, but my understanding is that the main performance space needs significant improvements to be usable.

modern technology and accessibility to wide range of creative resources to be able to have integrated teams from any organization to fit into the space with their skills, be it lighting, sound, etc.

I understand through conversation the main technical elements in both performance spaces (sound and light upgrades), new dance studio flooring, and a better blackbox.

James A Little needs professional staff helping community use Armory for Arts needs a backstage and staff to allow use Everybody needs shop access

We desperately need the large theater back up and running in Santa Fe! There are many diverse arts organizations who need an available midsize community theater in which to present their work.





## What are your main concerns about utilizing future space at the Midtown PAC?

Expense, cost for production runs needing four weeks of access. Management allowing users to "hurt" space. I want the broad performing community to all have access.

Not necessarily a concern, but commenting that I think there could be national presenting/touring companies coming through—just needs to be with the intention of making it more affordable for locals.

That if the city will eventually sell the space to the highest bidder, and they won't be an organization inclined to make this a community accessible space.

Making it a local version of Lensic. Fewer out of town acts.

Affordability and availability

Scheduling and pricing are top, as well as how the rest of the campus is developed, what parking looks like, etc.

Accessibility, keeping the skillsets local keeping talent local so it gives opportunities to community members from Santa Fe, especially considering Indigenous artists/filmmakers, or performers

This facility should be accessible as a priority to local performing arts facility.





## What are your main concerns about utilizing future space at the Midtown PAC?

I would like to see opportunities for all types of arts organizations to have an accessible, affordable community space to make, teach and present art that enriches Santa Fe.

It will only be as successful as the midtown development, as a part of a well designed, robust and diverse town center





Are there other organizations that you think would be interested in utilizing future space at the PAC that are not a part of this conversation?

Pandemonium Players  
Belisama Dance Mariachi  
competition Amateur chorale  
groups The public schools  
music program TikTok  
influencers making videos

Other perf arts companies for  
sure—like Chamber Music  
Festival, Pro Musica, and then  
tons of other smaller groups.  
SFO might even be interested in  
the black box.

No one comes to mind.

Exodus Ensemble  
Creative Santa Fe /  
Pechakucha

Santa Fe Public Schools,  
New Mexico School for  
the Arts, IAIA

Albuquerque dance  
companies in general

Exodus Ensemble  
Creative Santa  
Fe/Pechakucha

No one comes to mind.





Are there other organizations that you think would be interested in utilizing future space at the PAC that are not a part of this conversation?

There are MANY dance organizations that would use the space that are not here today.

Small film productions could use the shop and wardrobe facilities, etc. Santa Fe film festival venue in both stages

none currently

Incite Shakespeare Company, Ladies Disdain Productions, Echo in the Canyon, Unbound. Embrace more native-lead organizations in the mix. Echo & Unbound are both native orgs.

Tse Nato, Native Bound Unbound, MIAC, IAIA, Santa Fe Indigenous Center, Santa Fe Indian School, Poh Center, Moving Arts, YouthWorks

