

# City of Fort Bragg Industrial Arts Center



Marie Jones

## Prior Process & Acknowledgements

- Public Workshop (80+)
- Community-based Steering Committee met 8 times to:
  - Select a preferred location for the facility
  - Survey area artists to gauge interest/need for the facility
  - Research other industrial arts centers
  - Create development program and floor plan
- Shed #4 Structural Analysis by Michael Butler
- Feasibility Study by Marie Jones
- Schematic designs by Debra Lennox & Martha Hill



# Industrial Arts Center Vision

- Signature Mill Site project
- Permanent affordable industrial art studios
- Visitor attraction: bring tourists, revenues and jobs
  - 59 full-time-equivalent jobs
  - \$2.2 million local sales
  - \$82,298 annual local tax revenues
- Improve arts education and events to enrich our community



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# Preferred Location: Dry Shed #4



Dry Shed #4



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## Structural Analysis: Dry Shed #4



- 60,000 SF Building
- Worth rehabilitating
- Design is of sufficient quality for reuse
- Condition is better than expected
- Deficiencies include some damaged siding, older roof, insufficient weight to resist wind uplift, some structural connector deterioration
- Cost to repair ≈ \$680K+/-

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## Development Concept & Survey Results

- Active use
- Industrial arts focus
- Jury selection process
- Visitors see art being made
- Events
- Gallery
- Food
- Industrial Art Classes



Table 2: Primary and Secondary Art Media of Fort Bragg Area Artists, 2009

Art Media	Artists Primary Media		Artists Secondary Media	
	Media	Percent	Media	Percent
Ceramicists	7	10%	23	34%
Glass Artists	2	3%	16	24%
Mixed Media	30	44%	30	44%
Sculptors	3	4%	25	37%
Weavers	4	6%	7	10%
Welders and Blacksmiths	4	6%	11	16%
Woodworkers	18	26%	23	34%

Source: City of Fort Bragg, 2009

Table 3: Average Space Requirements, Total Demand, Current Average Rents, Fort Bragg Area Artists, 2009

	Required Space (Average SF)	Total Demand SF**	Average Rent/ SF*
Ceramicists	376	3,025	\$ 0.79
Glass Artists	800	1,600	\$ 1.20
Other Artists	417	2,918	\$ 0.72
Sculptors	331	662	\$ 0.73
Weavers	1500	1,500	\$ 0.30
Welders and Blacksmiths	366	1,464	\$ 1.06
Woodworkers	587	8,990	\$ 0.87
Total	560	20,159	\$ 0.75

Source: City of Fort Bragg, 2009

\* Range of rent artists willing to pay \$40 - \$1,875/month; .30 - \$2/square foot; (32 respondents)

\*\* Not all artists interested in space designated a particular sq footage

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## Comparable Facilities

- Torpedo Factory, the Crucible, Hot Glass, Rockville Art Place, etc.
- Range in size from 30,000 to 72,000 SF
- Studios rent for \$1-1.25/SF per month, have zero vacancy rates, very low turnover rates, and artist waiting lists of 1-10 years.
- All have juried selection process
- Offer studios of 200 - 500 SF
- Teach art
- Hold events



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## Development Program

- 50 industrial art studios
- 2 classrooms
- Large Art gallery
- Event venue
- Kitchen or café
- Administration
- 52,000 SF total
- 116 parking spaces



**Table 8: Industrial Arts Facility Development Program**

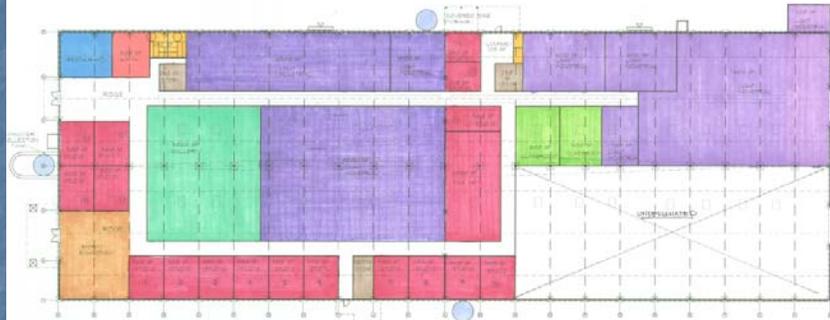
Use	Description	Total Number	Unit Square Feet	Total Square Feet
<b>Public Space</b>				
	Entrance Area/Event Space	1	2,000	2,000
	Art Gallery	1	5,000	5,000
	Classroom Space	2	800	1,600
	Restrooms	2	200	400
	Storage	3	250	750
	<i>Subtotal</i>			<b>9,750</b>
<b>Artist Studio Program</b>				
	Ceramicists	8	375	3,000
	Ceramics Art School	1	5000	5,000
	Glass Artists	2	800	1,600
	Sculptors	2	350	700
	Weavers	1	1500	1,500
	Welders and Blacksmiths	4	360	1,440
	Woodworkers	15	800	12,000
	Photography	1	2000	2,000
	Other Artists & Additional Studios	16	500	8,000
	<i>Subtotal</i>	<b>50</b>		<b>35,240</b>
<b>Circulation</b>				
	Hallways & Stairs			6,989
	Loading Docks	1	700	700
	<i>Subtotal</i>			<b>7,689</b>
<b>Administration &amp; Support</b>				
	Administrative Offices	2	250	500
	Kitchen	1	400	800
	Recyclable/Hazardous Waste Storage	1	300	300
	<i>Subtotal</i>			<b>1,600</b>
<b>Total</b>				<b>54,279</b>

Source: City of Fort Bragg, 2009

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# Conceptual Floor Plan



CSA Square Footage Analysis

Activity Description	Use Designation	Area (sq ft)	Volume (cu ft)	Notes
Office	Office	10,000	300,000	
Warehouse	Warehouse	100,000	3,000,000	
Storage	Storage	5,000	150,000	
Entrance	Entrance	2,000	60,000	
Hallway	Hallway	3,000	90,000	
Restaurant/Cafeteria	Restaurant/Cafeteria	2,000	60,000	
Meeting Room	Meeting Room	1,000	30,000	
Unassigned	Unassigned	10,000	300,000	
<b>Total</b>		<b>133,000</b>	<b>4,040,000</b>	

FLOOR PLAN  
SCALE: 1/8" = 1'-0"

LEGEND

<span style="color: purple;">■</span> LIFT/TRUCK	<span style="color: orange;">■</span> ENTRANCE	<span style="color: blue;">■</span> RESTAURANT/CAFETERIA
<span style="color: red;">■</span> OFFICE	<span style="color: green;">■</span> HALLWAY	<span style="color: brown;">■</span> STORAGE
<span style="color: lightgreen;">■</span> CLAMBER	<span style="color: pink;">■</span> ALTERNATION	<span style="color: yellow;">■</span> MEETING

**DBL**  
 Design Architecture  
 10000 N. 10th Street, Suite 100  
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 www.dbl-az.com

PROJECT: DRY-SHED INDUSTRIAL AREA AT THE MALL/ITE  
 SHEET: FLOOR PLAN  
 DATE: 10/15/10  
 A2



WEST ELEVATION



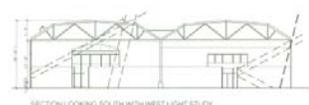
EAST ELEVATION



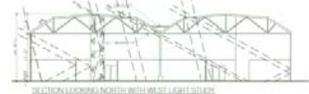
NORTH ELEVATION



SOUTH ELEVATION



SECTION LOOKING SOUTH WITH WEST LIGHT EDGE



SECTION LOOKING SOUTH WITH WEST LIGHT EDGE

PROPOSED BUILDING SECTION  
SCALE: 1/8" = 1'-0"

PROPOSED EXTERIOR ELEVATIONS  
SCALE: 1/8" = 1'-0"

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 A3





## The Bottom Line



### Project Cost

Property Acquisition	\$420,000
Construction cost	\$2,300,000
Soft Costs	\$650,000
Contingency	<u>\$170,000</u>
Total	\$3,500,000

### Funding Sources

\$2.1 million 4% bond from I-Bank, paid back through studios rents of \$0.75/SF/month  
 CDBG OTC grant of up to \$1,050,000 (\$35,000/job and 30 jobs)  
 Funding gap of \$350,000.



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# Operations

- Cash flow analysis
- 4-5 staff
- Includes cost and revenues from the operation of the facility (studios and event space) and all related programs (arts education & gallery)
- Both operations analyses show the facility breaking even by the 2<sup>nd</sup> or 3<sup>rd</sup> year

**Table 15: Dry Shed #4 Operations Budget, 52,000 SF Project**

Cost Escalation 3%	Year		
	Year 1	Year 2	Year 3
<b>Revenue</b>			
Gross Effective Income from Studios	\$ 340,311	\$ 340,045	\$ 348,526
Course Income/Tuition (\$200/student)	\$ 225,000	\$ 300,000	\$ 375,000
Courses Offered	75	100	125
Students	1125	1500	1875
Event Income	\$ 4,200	\$ 5,250	\$ 5,381
Number of Events/Year	12	15	15
Membership Dues	\$ 5,000	\$ 5,125	\$ 5,253
Fundraising/Grants	\$ 50,000	\$ 50,000	\$ 50,000
Gallery & Product Sales (\$40/sq ft)	\$ 200,000	\$ 208,000	\$ 216,320
<b>Total</b>	<b>\$ 824,511</b>	<b>\$ 908,420</b>	<b>\$ 1,000,481</b>
<b>Expenses</b>			
<b>Administrative Staff Payroll</b>			
Executive Director/Facility Manager	\$ 70,000	\$ 71,750	\$ 73,544
Office/Business Manager	\$ 40,000	\$ 41,000	\$ 42,025
Fundraising Expenses	\$ 30,000	\$ 30,750	\$ 31,519
Benefits & Taxes (25%)	\$ 35,000	\$ 35,875	\$ 36,772
<b>Management &amp; General</b>			
Advertising/Promotion/Communications	\$ 10,000	\$ 10,250	\$ 10,506
Auto Expense	\$ 2,000	\$ 2,050	\$ 2,101
Bookkeeping	\$ 15,000	\$ 15,375	\$ 15,759
Dues/fees education	\$ 250	\$ 256	\$ 263
Equipment rental	\$ 2,500	\$ 2,563	\$ 2,627
Insurance	\$ 15,000	\$ 15,375	\$ 15,759
Interest Expenses	\$ 1,000	\$ 1,025	\$ 1,051
Janitorial	\$ 1,000	\$ 1,025	\$ 1,051
Office Supply	\$ 10,000	\$ 10,250	\$ 10,506
Postage/Shipping	\$ 6,000	\$ 6,150	\$ 6,304
Printing/Copying	\$ 12,000	\$ 12,300	\$ 12,608
Rent/Mortgage	\$ 151,627	\$ 151,627	\$ 151,627
Travel/entertainment	\$ 1,000	\$ 1,025	\$ 1,051
Utilities	\$ 13,990	\$ 13,417	\$ 13,753
<b>Gallery Expenses</b>			
Art expenses (50% of gallery sales)	\$ 143,750	\$ 148,844	\$ 154,125
Gallery Manager/Receptionist	\$ 43,750	\$ 44,844	\$ 45,965
<b>Education Expenses</b>			
Arts Education Program Manager	\$ 68,750	\$ 70,469	\$ 72,230
Contract Labor (50% of Tuition)	\$ 112,500	\$ 150,000	\$ 187,500
Course Materials \$50/student/class	\$ 56,250	\$ 75,000	\$ 93,750
<b>Event Expenses (30% of Event Income)</b>	<b>\$ 1,260</b>	<b>\$ 1,575</b>	<b>\$ 1,614</b>
<b>Total</b>	<b>\$ 797,977</b>	<b>\$ 867,951</b>	<b>\$ 938,044</b>
<b>Surplus (Deficit)</b>	<b>\$ 26,534</b>	<b>\$ 40,469</b>	<b>\$ 62,437</b>
<b>Repairs/Maintenance Reserve</b>	<b>\$ 50,300</b>	<b>\$ 51,558</b>	<b>\$ 52,846</b>
<b>Suplus/Deficit After Reserves</b>	<b>\$ (23,766)</b>	<b>\$ (11,088)</b>	<b>\$ 9,591</b>

Source: Marie Jones, City of Fort Bragg, 2009

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# Key Recommendations

- The Dry Shed #4 should own, manage, and operate all programs and building under one non-profit.
- Center should be managed by professional staff to ensure business growth and quality programming.
- Diverse board of directors with folks from government, real estate, development industry, legal sector, business, and arts and education.
- Consider use of sweat equity to reduce costs.
- Tenant artists selected through a juried process.
- Selected artists should be re-juried on a 3 to 5-year cycle to ensure that studios are actively used.
- Set a minimum 20 hrs/week for each studio to be actively in use, which is essential for Dry Shed #4 to be a destination.
- Art instructors should have teaching experience, and compensation should be based on class enrollment (50% of course revenues).



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## Next Steps

- Complete schematic design, cost estimates, engineering study
- Fine tune development feasibility analysis (proforma)
- Complete appraisal
- Get funding
- Site control
- Obtain permits
- Get funding
- Form management structure
- Complete final designs/engineering
- Construction
- Occupancy & operations



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