



CULTURAL ARTS FACILITY FEASIBILITY STUDY, MEDFIELD, MA

Adaptive reuse potential for facility(ies) at the Medfield State Hospital
Property. Report developed by consultant Louise K. Stevens.

March 2017,
incorporating
preliminary report
from October, 2016

*JAN., 2021: Financial
projections on pages 4 - 6
and 50 are outdated and
redacted.*



ArtsMarket

Bozeman, MT



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Funding for this study has been provided by the Town of Medfield and the Massachusetts Cultural Facilities Fund, a program of the state of Massachusetts administered through a collaborative arrangement between MassDevelopment and the Massachusetts Cultural Council.

Final Summary of Conclusions and Recommendations

This summary builds on the work ArtsMarket conducted for the Town of Medfield during Spring-Fall 2016. After that initial work, which is covered in pages 12 to 54 of this report, the architectural team of DBVW Architects. The architects evaluated the Chapel as well as the adjacent Infirmary building and created a basic building program. The building program, in turn, allowed ArtsMarket to undertake the final phase of our work for this project, the development of an operating expense and revenue pro forma. We also developed a capital plan with recommendations.

Recommendation for Cultural/Civic Use

Per our report from Fall, 2016, we continue to affirm that the most desirable approach for the long term is to combine the Chapel with the Great Lawn and Infirmary as creative/cultural/civic use space. This includes the use of the lawn area surrounding the Chapel and the Infirmary for outdoor programming. It also includes construction of a connector building linking the Chapel and Infirmary.



Rendering, DBVW Architects

Chapel Uses

- Performing arts concerts, plays, dance rentals
- Youth arts events
- Performing arts education afterschool and summer
- Film, lectures, poetry readings
- Indoor event venue for weddings, special events, business Meetings
- Rehearsal space for local performing arts groups
- Programming space for local groups
- Indoor art exhibits/crafts and artisan fairs
- Upstairs, office space for the cultural/creative use staff
- Under stage area: catering kitchen

Infirmary Uses

Adult and youth hands on visual and performing arts learning, including drawing and painting, clay/ceramics, photography/film, woodworking, sound mixing/recording studio, music rehearsal/class space, dance/movement/yoga studio. Adult use during the day. Afterschool youth programs. Summer arts camps. Art exhibits (hallways, public areas).

Outdoor Lawn, between and around Chapel and Infirmary

Events space for weddings and parties
Arts and artisan fairs and exhibits
Farmers market events
Other outdoor fairs and exhibits
Small outdoor concerts or other performing arts events and youth events



Connector building between the Chapel and Infirmary

Box office, class registration, information center
Concession space for events/Chapel
Public rest rooms
Waiting area for parents
Indoor circulation space for intermission

Great Lawn

Amphitheater, concerts, other performances
Outdoor film
Fair and festivals rentals

Earned Income Pro Forma

Source	Use Days	Average Daily Rental	Gross Revenue
Rental Income, Chapel, Studios¹ and Grounds (other than wedding tent, below)			
Nonprofit Events and Performing Arts Renters Chapel Theatre			
Rental Income, Founders Room			
Rentals, Art studios used for rental space, meetings, etc.			
Nonprofit Rentals, Outdoor Events, Festivals and Concerts			
Dance Studio Rental			
Music Studio(s) Rental: 2			
Film/Sound/Production Studio Rental			
			Per Subset
Presenting Revenues			
Medfield Presents Live			
Medfield Family Series			
Medfield Film Series and Movie Nights			
Medfield Summer Series/Amphitheater			
Sponsorship			
Medfield Summer Series			
Medfield Presents Live			
Medfield Film and Family			
Hospitality Income			
Performance-based Concessions Theater			
Concessions, Outdoor Events including amphitheater, festival rentals			
Catering Kitchen			
Clean up fee, rentals			
Ticket Office			
Wedding Rentals			
Equipment Rental			
Technical and Grounds Labor			
Total ALL Above			

¹ A typical scenario is for independent music instructors to rent studio space and for independent dance instructors to rent space, but for the "Medfield Arts Center" to contract instructors by the hour for visual arts classes, per below.

² Includes rehearsal days and event presentation days, as well as rentals for parties, etc. Daily rate is based on different costs for rehearsal days, nonprofit rentals, and commercial/public rentals for events.

The following is the pro forma for educational and hands on learning, inclusive of youth, teen, and adult programming. These are programs offered by the facility, not other entities.

In this model, visual arts programs return \$[REDACTED] to operations after paying independent contractor instructors.

2021: Preliminary financial projections are outdated

Visual Arts Category	Total Fee Per Hr.	Total Annual Program Hours	Gross Total	Other Direct Costs (teachers)	Net Annual Revenue
Infirmary					
Youth Art Camps					
Teen Art/STEM Camps					
Pre./Elem. School Art Camps					
Family Arts Preschool					
Preschool Art					
Youth Arts					
Teen Arts					
Adult Arts					
Family Arts Youth					
Open Studio					
TOTAL					

Combining the gross revenue from performing arts and rentals, above, and from visual arts classes, the probable **earned income** per year is in the range of \$[REDACTED] (Gross class revenue plus program/rental.)

This revenue would be based on holding these programs within the following spaces within the facility:

Arts Center Facilities

Facility	Number
Theatre with Stage, Converts to Flat Floor for Events, meetings, parties, weddings	1
Special events spaces (Founders Room, Atrium/Lobby) Rentals, gallery, special events	2
Catering Kitchen. Possibly space for limited culinary arts program/classes	1
Box Office. May also serve as MSH Information Desk. Registration desk for events. Could serve as registration for other Medfield events/programs.	1
Visual arts studios (painting, clay, metal/wood, photography) Adult, youth. Daily use.	4
Dance/theater studios. Doubles as meeting space.	2
Makers Space studios: media, technology, film editing	2
Music instruction and rehearsal studios. May be leased by instructors.	2
Outdoor wedding tent/plaza. Plaza area heavily used for summer camps.	1
Outdoor art/crafts/farmer's market fair space. Also, summer camp space.	1
Amphitheater/performance space. Also, summer camp and event space.	1

Operating costs are likely to be in the following pro forma range:

Expense Pro Forma

2021: Preliminary financial projections are outdated

Category	
Administrative and Operations Staff and operating overhead	██████████
Programming (presenting series, summer series, family, and film series)	██████████
Marketing, Promotion, Outreach, Other	██████████
Production Expenses	██████████
Insurances, Fees	██████████
TOTAL Pro Forma Expense	██████████

Working with the above pro forma and a total earned income potential of \$██████████ earned income is 86% of the whole. The presence of a wedding tent and use of the interior spaces for wedding rentals and other for-profit rentals makes this high level of earned income possible. Without these opportunities, earned income would likely be in line with the Cary, NC model presented in this report, at about 75%.

Is it possible to raise this in annual grants?

The Massachusetts Cultural Council offers support for festivals to offset their expenses. New England Foundation for the Arts is a vital source of funding to offset the fees of touring artists presented within a site such as this. The Massachusetts Cultural Council's Youth Reach can help offset the cost of scholarships and participation for at risk youth.

The MetroWest foundation is a likely source of annual operating support, as are regional MetroWest banks and businesses. There are a few Boston foundations that will likely make grant awards, but these may not occur on an annual basis.

Overview Revenue All Sources Pro Forma

2021: Preliminary financial projections are outdated

Total Operating Expense	██████████
Total Earned Income	██████████
Net Required Contributed Income	██████████
Sources for Contributed Funds	
State Grants, MCC and Local Cultural Council	██████████
New England Foundation	██████████
MetroWest grants from foundations and corporations	██████████
Utilities and Grounds, In-Kind Town or developer	██████████
Fundraising and local contributions/cost offset	██████████
TOTAL Revenue	██████████

Note that the above scenario holds expenses to a minimum, based on hypotheses:

- There is in-kind grounds maintenance, including snow removal, grass cutting, from the Town³. This will require that the Town Parks (or new, parallel) department be responsible for grounds care of the amphitheater and the care of manicured spaces such as around the event tent.
- There is in-kind or off-set cost of utilities from either the Town or Developer Entity. This is a standard off-set or in-kind that enables ventures such as this to succeed. It may be structured in multi-year increments, open to renegotiation after the organization is successfully operating for several years.
- Exterior care of the building is typically covered by in-kind maintenance. In addition, in-building HVAC is often covered by in-kind maintenance. Again, this lowers operating cost to allow the venture to succeed.
- There is a clear operating agreement that all revenue from grounds use that now flows to the Town flow directly to the nonprofit cultural center. There cannot be competing rental streams.

This is an aggressive revenue projection for earned income. Note that the Cary case study presented in this report shows its mix of programs and similar facilities can produce 75% earned to contributed income.

This means that any nonprofit entity formed to undertake this level of programming must be high capacity from the very beginning. Programs must be high quality to drive the projected revenues, and the venues must have the level of appeal necessary to support the projected rental budgets. It can be done but will be challenging. Therefore, if a nonprofit entity needs to be established to work in partnership with the Town and developer(s) of the site, it should be launched soon to be well structured, with a top-quality board and administrative team, before the facility is launched.

A separate nonprofit is not the top recommended approach for this facility. The report that follows recommends that the Town of Medfield's Recreation Department become restructured to be a Recreation and Culture Department and that existing arts and creative programming done by the Recreation Department be expanded and take place at this facility, with Town staff operating the facility. After the initial report presentation in October, this approach has found little traction. Therefore, to proceed, a nonprofit must be identified or - most likely – formed to operate this facility.

Readers should note that this is not the consultant's preferred recommendation as the new nonprofit may end up in a competitive situation with the Town's existing Recreation department. This may occur if that department decides to continue offering its existing arts and related programming (i.e. yoga, movement, theater, etc.) This would have a singularly negative impact on the success of the nonprofit.

If a nonprofit must be formed, this should happen soon so that all tax-exempt documents are in line in time to launch fund development. Prior to this, a fiscal agent should be secured to allow short term fund development.

³ This could either be the Town or a master developer.

Addressing Capital Requirements for the Medfield Arts Center

1. Using District Improvement Financing

The major barrier to moving forward with the proposed Chapel-Infirmery Arts Center (Medfield Arts Center) has been the cost of infrastructure to the property. In this, the MSH faces issues like every development venture that seeks the benefits of civic/cultural/amenities as first-in: these groups are the very same that simply cannot be saddled with the cost of fundamental infrastructure as capital funding for this is not accessible to them.

While it has not, to date, been addressed by the MSH Planning Committee, the consultant urges that the Town moves forward soon with application to the Commonwealth for the creation of a DIF (District Improvement Financing) application. Most readers are more familiar with TIF, another form of tax increment financing. TIF provides an incentive to the developer(s) in the form of tax relief. DIF provides incentive as well – by meeting the pre-developer cost of infrastructure and thus making the overall project more financially viable. Early funding takes the burden off the developer and minimizes developer risk.

The entire statute can be found under Title VII Chapter 40Q of the General Laws, Commonwealth of Massachusetts. It requires that the Town becomes DIF Certified based on completion of a development program for the property. (Note, the entire property may not need to be included. The Town may create more than one DIF district from the entire property or may split DIF and TIF. For example, an area of new housing may be more suitable for TIF, while the historic portion of the property may be more suitable for DIF.)

DIF allows the Town to finance the cost of infrastructure over a 30-year period, using general obligation bonds paid with the tax increment gains from the designated area. This eliminates tax increase to residents.

While this goes far beyond the scope of this project's work, a quick review suggests that the approach can be viable.

The current assessed value of the property is as follows:

Parcel 71-001 Main Campus 87.3 Acres AV \$14,387,400

Parcel 63-004 Sledding Hill 39.771 Acres AV \$1,664,300

Parcel 71-017 Water Tower 6.438 Acres AV \$1,280,400

If we assume DIF is only applied to the Main Campus and Sledding Hill – the areas where civic, cultural, recreational and other nonprofit use is most likely and thus the area where DIF infrastructure investment is necessary to kick-start progress, the model could look like this:

Main Campus, fully improved – 3 x current property value @ .17 per \$1,000 of value = \$7,337,574 less current tax revenue from base per year. If we assume that incremental value is nil for the first 5-8 years as development slowly moves forward, a simplistic model could assume just under \$4.9 M per year in new incremental tax starting in years 8-30. With a thirty-year bond, the debt and interest due per year

for \$20 M in district improvements by the Town would be approximately \$1.2 M. This is more than addressed by the increase in property value, *assuming* the combined improvements to the buildings on the campus are significant enough to drive this revenue. *From this total DIF, it would be viable to assume: 1) a capital commitment from the Town equal to a portion of the DIF; 2) annual cost offsets to the Center equal to a portion of the DIF.*

This is an important consideration to MSH's Planning Committee, overall, given discussions of mothballing buildings or removing them. It may be fiscally more prudent to consider investing in the redevelopment of key buildings either completely through DIF or in partnership with a nonprofit developer or developers to drive the increase in property value to realize the incremental benefit that can pay for the infrastructure.

The cost of infrastructure to the campus has been estimated at \$9 M, plus the Town has assumed an additional \$3.4 M for mothballing existing historic buildings. Rather than mothballing, the Town could utilize the \$20 M in financing to make the historic buildings structurally viable for development, which then could allow developers to move more quickly and economically to improve the campus. A portion of this could be dedicated to the Chapel-Infirmery and to other civic/cultural amenities buildings.

Readers of this report know that the consultant has advocated for maintaining as many of the historic buildings as possible. If DIF certification can be obtained, the Town would can do so.

2. Capital costs for the Chapel-Infirmery

It is very difficult to identify the full range of capital costs based on the architectural review that has could be completed within the confines of this project's budget. For this report, we are assuming a \$7 M capital goal that includes the link-building between the two existing structures, equipment and fixtures, and completion of the fundamental requirements for the amphitheater. (Stage, equipment, but no terracing for seating or other outdoor amenities.)

Federal Historic Tax Credits

A 20% Federal Income Tax Credit for Preserving Historic Structures could be applied to the redevelopment of these buildings. Thus, if approved, it is feasible that a \$1 million tax credit could be earned toward the redevelopment. Assuming the Medfield Arts Center becomes a nonprofit; it cannot be the direct recipient of an income tax credit as it would not pay taxes. However, in cases such as this, the Tax Credits can be transferred or syndicated to corporate investors or even to individual investors. Syndication or transfer of tax credit also means that the nonprofit can access the cash directly rather than incrementally by year as an income tax credit. To do this, the Medfield Arts Center would form an LLP or LP with the commercial partner in which the partner becomes one of the building owners for a period of five years. An excellent resource for guidance on this – and a potential partner, acting as a corporate investor – is the National Trust Community Investment Corporation, a wholly owned subsidiary of the National Trust for Historic Preservation. The consultant urges the MSH Planning Committee to contact

Per the statute, the DIF required "development program is a statement of means and objectives designed to improve the quality of life, the physical facilities and structures and the quality of pedestrian and vehicular traffic control and transportation within a development district. Means and objectives designed to increase or improve residential housing, both affordable and market rate, may also be addressed within a district and shall be considered part of a development program." In sum, it can apply to infrastructure and building restoration.

the Corporation for both the Chapel-Infirmery building and to discuss the applicability of using the syndication approach to preserving many of the historic structures on the existing campus. It is possible that by combining a syndication approach to the tax credits with the above DIF, a substantial amount of improvement could be accomplished. This may significantly impact Town perceptions of whether to keep the historic structures.

State Historic Tax Credits

The National Trust Community Investment Corporation (NTCIC) can syndicate state tax credits in the same way, adding to the pool of immediate capital for the Chapel-Infirmery redevelopment.

Solar Tax Credits

By combining historic tax credit funding in the approach stated here, Solar Tax Credits, and a share of the DIF funding that is applicable to building, the Town could substantially contribute to the capital redevelopment of the Chapel-Infirmery and to many of the other historic buildings that are viable for redevelopment. This in turn makes it possible for the nonprofit to conduct a capital campaign to match this investment – a powerful lever for donations. Or, the same could apply to the Town if it became the programmer/operator of the proposed Medfield Arts Center. A private sector campaign could match Town investment.

If we assume the applicability of DIF to enable the Town to address infrastructure needs for the State Hospital Property, the use of Federal Solar Tax Credits may also be in play. Again, NTCIC can syndicate these, bringing a 30% return on the investment of using solar energy for the property. It is possible that some or all this return could be used as a dedicated capital investment toward civic amenities, inclusive of the Chapel-Infirmery and the amphitheater.

Capital Campaign

Capital is extremely hard for any new nonprofit to raise. This has been one of the reasons the consultant has advocated for the Town to play a role in the Chapel-Infirmery redevelopment venture. This could be done either through the type of financing noted here passed along in a subsequent financing agreement with the nonprofit Medfield Arts Center or by making the facilities Town facilities and covering the entire redevelopment cost from the financing derived from DIF and the syndicated tax credit investment.

In addition, the Massachusetts Cultural Facilities Fund Capital Grants is a priority source for funding that could be as high as \$500,000. This, in turn, could stimulate an additional matching strategy: it is not unusual for Massachusetts recipients of these funds to use them to stimulate a two to one or even three to one matching campaign.

To organize a capital campaign, the Medfield Arts Center will need to establish a campaign committee and structure. To be successful, it will need to secure the largest gifts first – not last. A lead gift of \$1.5 million or more would secure the success of a \$5 million campaign. Major individual donors in the area, as well as corporate sponsors, should then be approached, with naming opportunities for each element of the Arts Center buildings.

Summary, Capital Financing, and Funding

The consultant recommends that the Town investigates and work to become eligible for every source of financing per above as the first step, not only for the Arts Center but for the larger purpose of preserving as many of the buildings as is viable. Then, with the full knowledge of what resources can be applied to the restoration of the Chapel-Infirmery, the Town or a new nonprofit – or both, working together – can set the final capital goal for private sector fund raising, and individually or together can approach the Cultural Facilities Fund for a capital grant.

If we assume that with the combination of identified capital costs, soft costs, interest, and cost of fundraising the total capital goal will be in the range of \$7 million, the following chart may be applicable.

Capital Development Pro Forma Based on \$ 7 Million Cost

Total Capital Cost	\$7,000,000
Federal Tax Credits @ 20%	\$1,400,000
State Tax Credits @ 10%	\$ 700,000
Developer Contribution for Anchor Venue, 10 year pledges	\$1,000,000
TIF or DIF Applied to Amenity, 20-year allocation, portion of overall TIF/DIF for Capital	\$1,000,000
Massachusetts Cultural Facilities Grant(s)	\$ 500,000
Lead Naming Gifts: 1) Chapel Building, 2) Chapel Auditorium, 3) Infirmery Building and 4) Outdoor Plaza/Amphitheater	\$1,500,000
Second Tier Naming Gifts: 1) Founders Room; 2) Lobby/Social Space; 3) Classrooms/Studios.	\$ 500,000
Public Campaign	\$ 400,000

This is a starting point. The required capital campaign goal will need structure and will benefit from an outside capital campaign consultant.

Needs and Opportunities

Facility Study Executive Summary

This report, commissioned by the Town of Medfield, shows strong and consistent community support for a cultural arts facility to be a part of the Medfield State Hospital redevelopment. More than one facility is likely to be needed, pending review of the adaptive reuse potential of the Lee Chapel, the most frequently mentioned site for an arts space.

The primary perceived community needs for arts space are for:

- 1) Indoor theater venue
- 2) Fair/art show green space outdoors
- 3) Music instruction space for youth and adults
- 4) Outdoor amphitheater venue
- 5) Theatre instruction space
- 6) Makers space/STEAM instruction space for teens
- 7) Visual arts instruction space

These can be met using various spaces at the MSH property.

While the report enumerates various options for governance/management of such a combination of facilities, there is ample evidence to suggest that a Town management of these, incorporated into what would be a larger Parks, Recreation, and Culture department, would be the most economical – saving staffing redundancy, overhead and facilities operations redundancy, and expanding upon existing programming rather than setting up competition. The report includes examples of sites where this has been successful.

The report shows that there are other opportunities at the MSH property, notably to meet Town needs for affordable housing through the establishment of arts/creative live work space. There are nonprofit developers whose expertise is this type of development: the report recommends working with one of these to develop a high-quality complex.

The report demonstrates capacity to raise significant funding and financing for a cultural arts facility through a capital campaign: a final revenue estimate will need to be developed based on any prospective partnership with parks and rec; cost estimates for adaptive reuse of the Lee Chapel and other buildings; and the Town's interest in exploring the various financing options

listed for consideration. The report also demonstrates the potential for a cultural arts facility(ies) to be annual revenue positive facilities/programs for the Town.

Introduction

This study was designed to be 50% of a combined market/business analysis and architectural analysis related to the prospective adaptive reuse of the Medfield State Hospital's Lee Chapel (and potentially other buildings as well) for cultural arts use. The study intent was to determine if residents of Medfield and surrounding communities see a need for such a facility and to determine if there are prospective users and user groups that will prospectively rent and use such a facility.

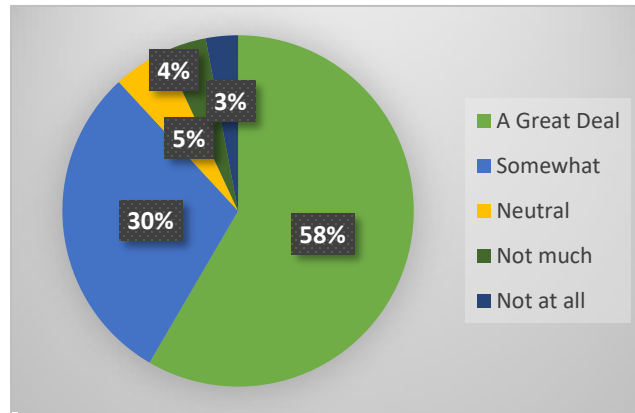
The study included an analysis of competitive spaces in the Metro West region; surveying of prospective users – cultural groups and artists – as well as the likely public use. The study examined various operating and business models, capital and operations funding approaches, and recommends what the consultant finds to be most viable for the Town of Medfield.



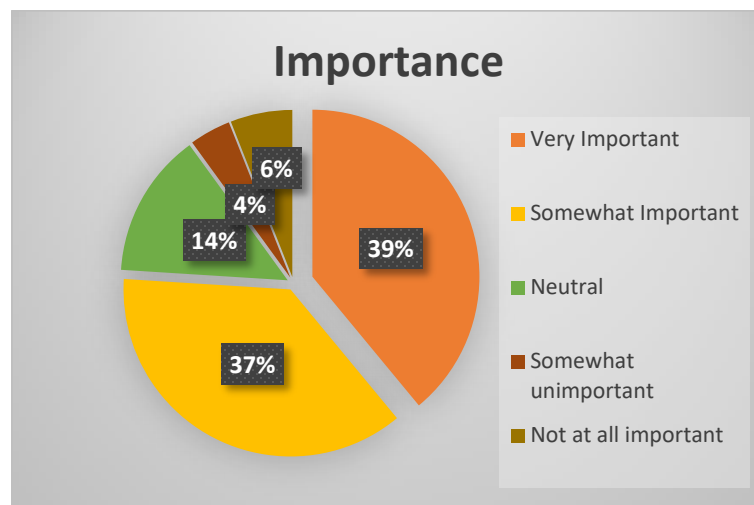
The consultant thanks Medfield resident Jean Mineo for her extensive work facilitating this project, and the Town of Medfield's Director of Planning Sarah Raposa for providing guidance and background information. This study was funded by the Massachusetts Cultural Facilities Fund, a program of the state of Massachusetts administered through a collaborative agreement between Mass Development and the Massachusetts Cultural Council.

The survey respondents solidly support the concept of a cultural arts center of some type in Medfield.

Q. How much do you believe a cultural arts facility would contribute to Medfield's quality of life for its residents?



Q. How important is it to you and your family for Medfield to have a theater/performance/film facility for community use?

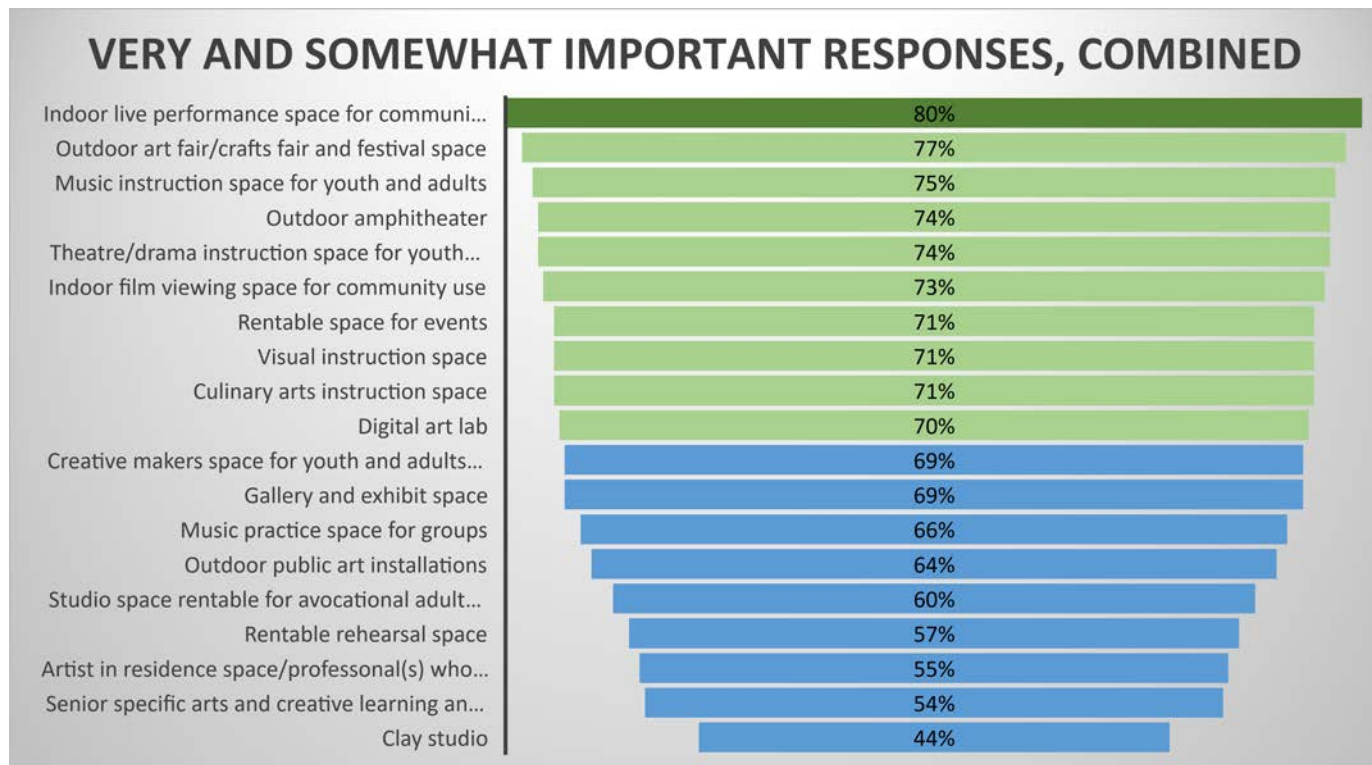


76% of Medfield respondents believe that a theater venue for community use is very or somewhat important.

Medfield residents are arts goers and attenders. Within the past year, 84% have attended a performing arts venue and 73% have visited a gallery.

When asked the importance of incorporating arts and cultural space into the Medfield State Hospital Property, the residents said this:

Q. In considering options for the future development of the Medfield State Hospital Property, how important is it to you and your family that any of the following be constructed?

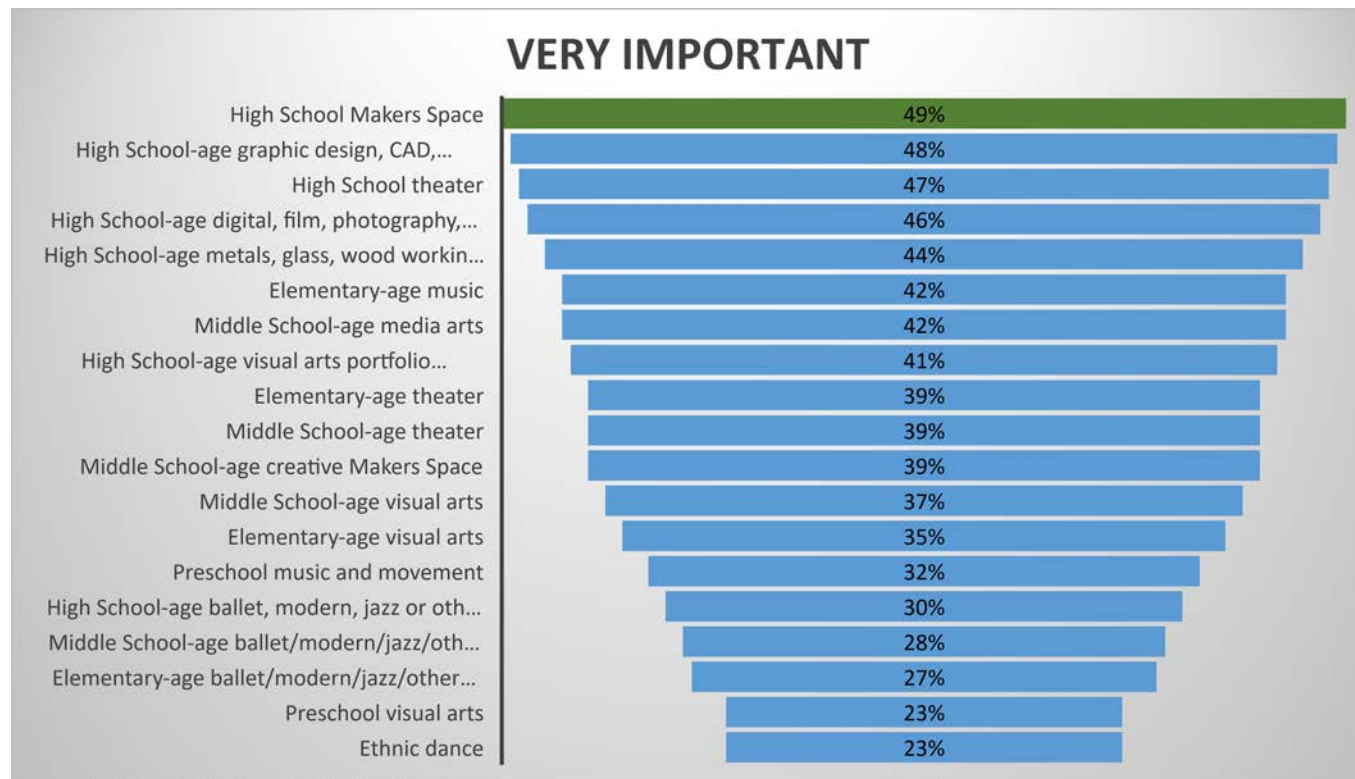


There were few negative responses. The survey welcomed open ended comments. Only three respondents out of the 472 left negative notes stating that:

- 1) The respondent believed that other spaces in Town could accommodate and serve the community arts needs and that these spaces were not turning anyone away because they were fully booked;
- 2) The list of options to consider is too ambitious;
- 3) Medfield should focus on what it has already.

Residents similarly noted high levels of interest in arts and cultural programs for their children.

Q. Regarding arts, cultural and creative learning opportunities that could be offered in Medfield for children in your household or family, please rank the level of interest you would have in the following.

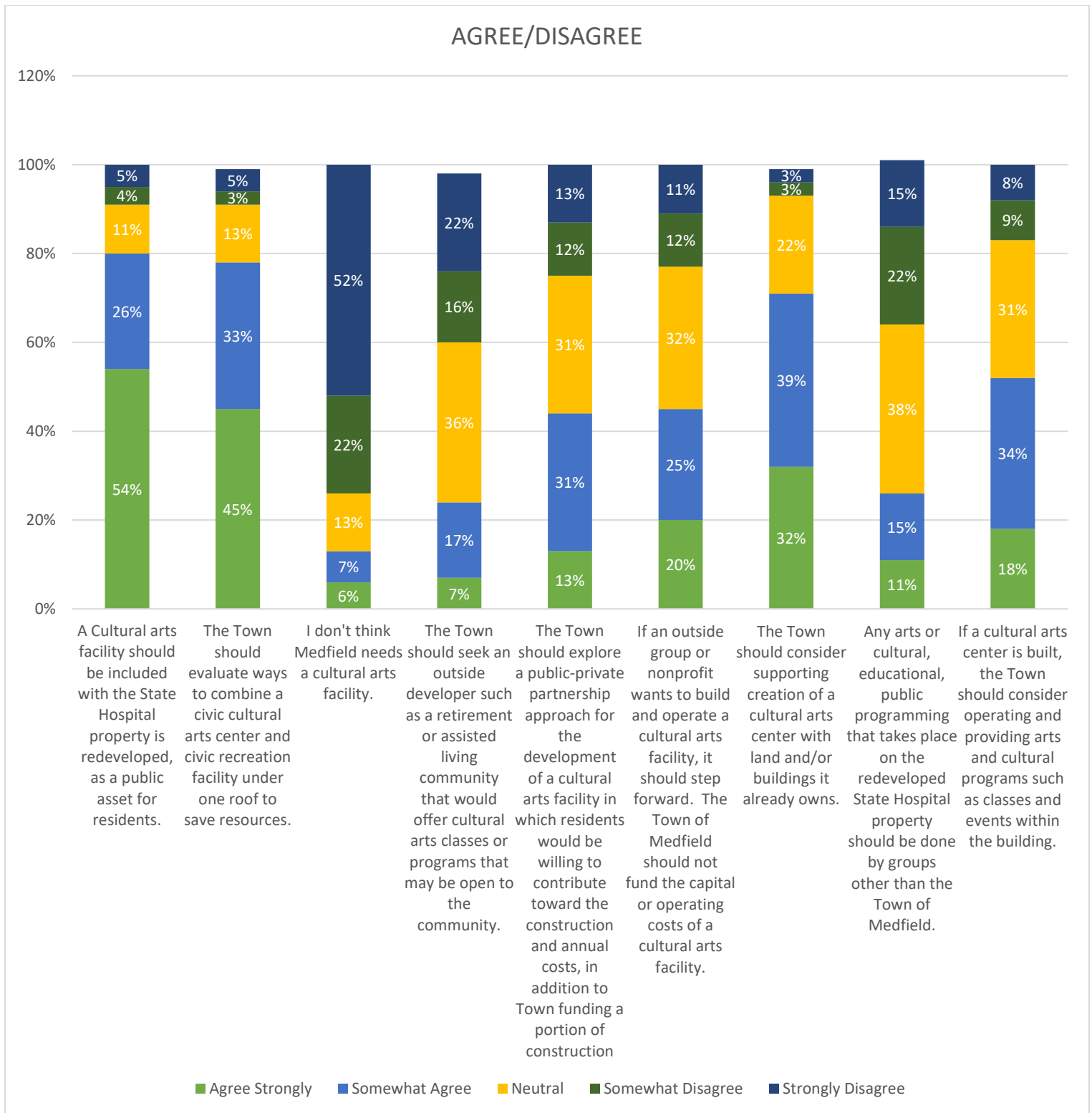


These responses are similar to responses seen nationally, as parents seek out-of-school learning opportunities that will advance their children, especially around STEAM/STEM topics that are not, in general, fully explored within school curriculum. Students seeking advanced learning opportunities for college prep actively seek out these programs, and for similar reasons seek high school learning in the arts not afforded during the school day. Twenty years ago, it would have been elementary and pre-school services that residents seek: in today's world, it has shifted to high school learning opportunities.

Wanting the programs that cultural facilities make possible and being willing to support such facilities are of course two different things. The public survey asked questions to ascertain public views on how the Town should potentially approach the community's interest in arts programs that require a facility or facilities.

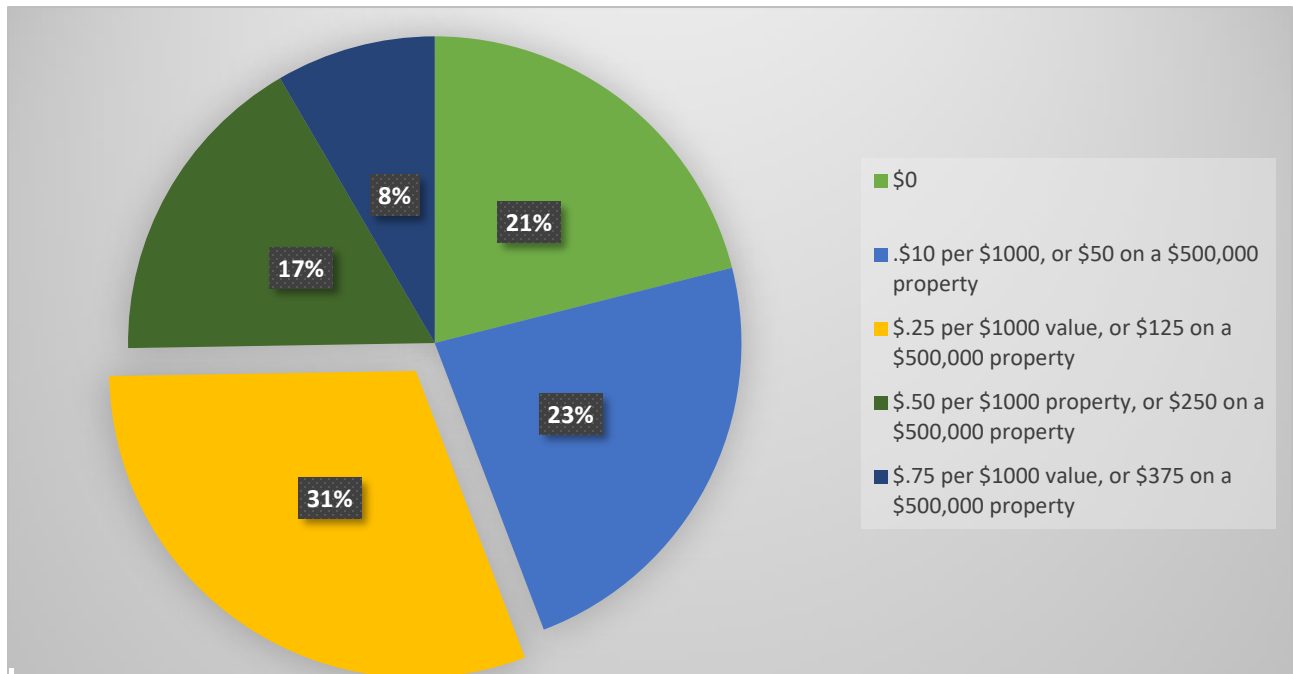
From this, we see that the majority of respondents (54%) believe the Medfield State Hospital property should include such a facility and that nearly half (45%) agree with the concept of the town combining arts/culture with parks/rec under a figurative single roof to save resources. We learn that a third feel the town should support the creation of a cultural center with a building/building it owns. And, 52% either strongly or somewhat agree that the Town should consider operating and providing classes and services within such a facility.

Q. Please indicate the degree to which you agree/don't agree with the following statements.



Only 21% of respondents would be unwilling to pay anything in property taxes if funding was required by the Town of Medfield. 23% of the population would be willing to spend \$.10 per \$1000 in property taxes, while 56% would be willing to spend more.

Q. If developing a cultural arts center – either as a stand-alone or as a part of another facility – on the State Hospital property required funding from the Town of Medfield, what is the most that you would be willing to pay in additional taxes for a period to fund the capital construction?

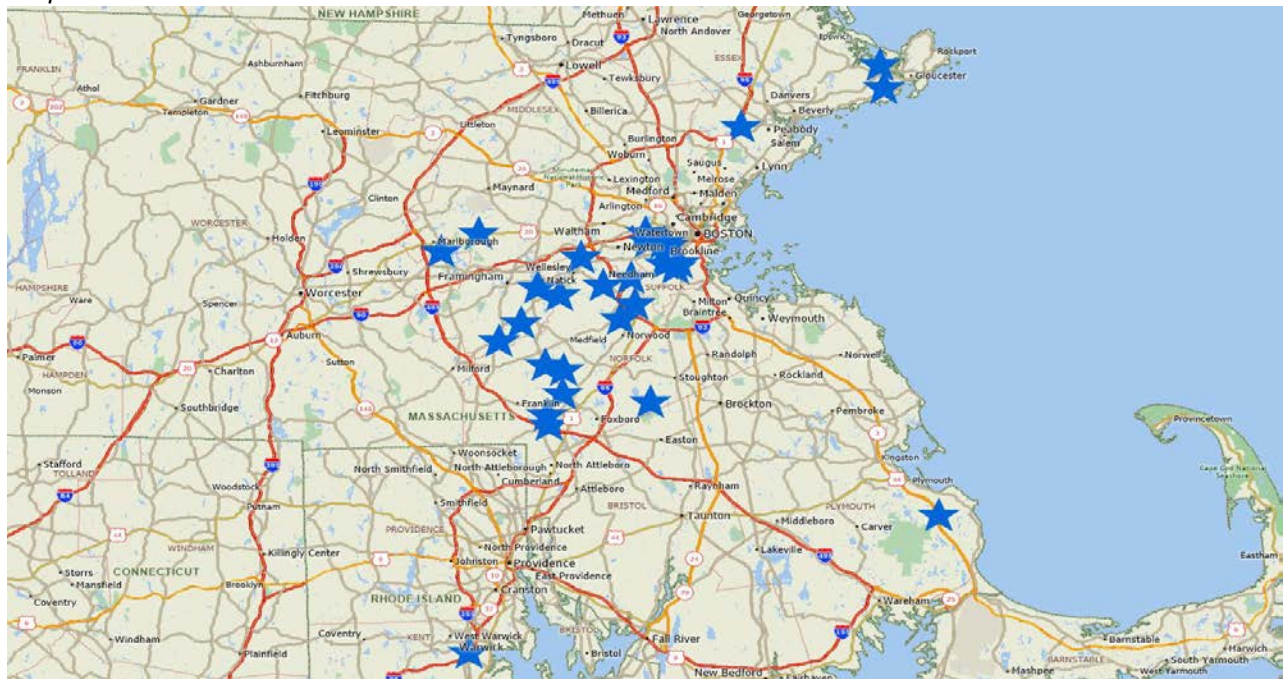


Twenty-seven open ended comments were made in response to this question, of which only 10 were negative while others expressed optimism or various levels of caution.

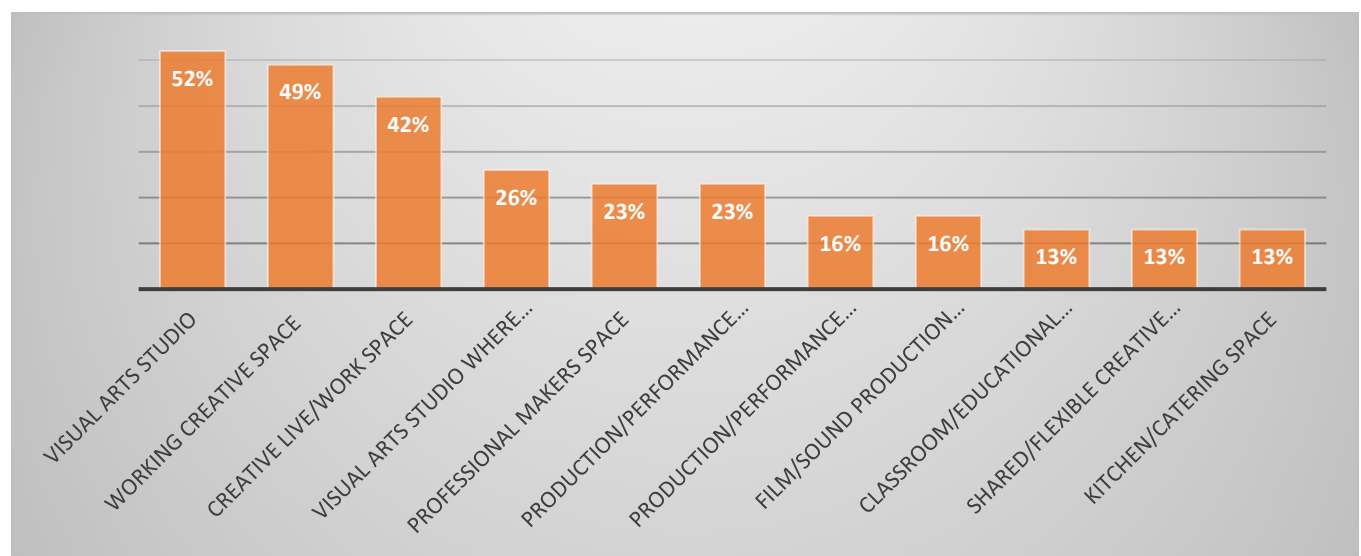
User Needs and Interests

A total of 30 artists and arts groups responded to the on-line survey about cultural arts space needs and interests. The artists and groups responding are from throughout the metro area as well as southeastern Massachusetts and Rhode Island.

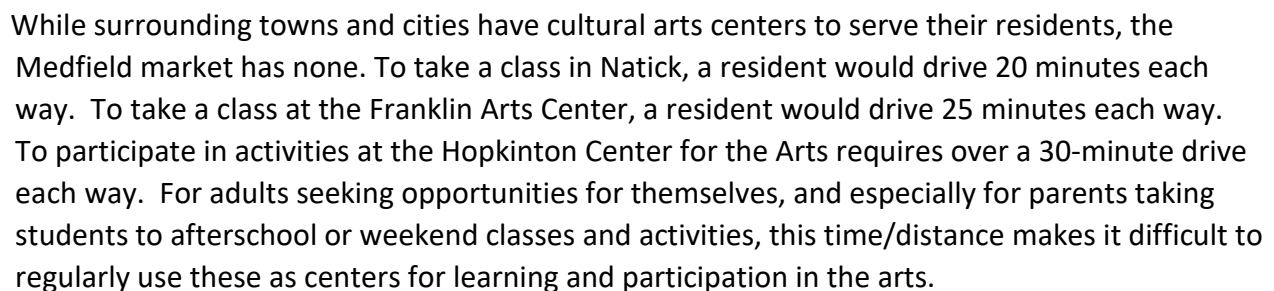
Respondent Locations



The highest demand is for visual arts studio space for individual artists. For arts groups, rehearsal space and multi-artist studio space is most in demand.



Other Cultural Space in the Region: Competitive Analysis



Note (map, above) that many other communities in the Metro West area have invested in cultural facilities that include both a performance venue and classroom space. Some include outdoor festival grounds and/or amphitheaters. These facilities are operated either through their community Parks and Rec departments or as nonprofits. (See below for more detail, operating models.) Many of these communities have published value statements that culture and the arts enhance community quality of life/livability and bring the community together. It is important to note that in most of these communities, additional private galleries and performing arts studios – i.e. music teacher studios – already existed prior to the formation of local arts facilities, as did churches offering space for rehearsals and performance. (The existence of these in Medfield led some survey respondents to question the need for a civic cultural arts facility.)

Summary, Use, Needs, Competition: Numbers and Impacts

The primary perceived community needs for arts space are for:

1. Indoor theater venue
2. Fair/art show green space outdoors
3. Music instruction space for youth and adults
4. Outdoor amphitheater venue
5. Theatre instruction space
6. Makers space/STEAM instruction space for teens
7. Visual arts instruction space

These space needs can be comfortably accommodated within the grounds of MSH. The Lee Chapel has long been considered as the primary possible venue for theater and some performing arts/visual arts teaching studio space, and it is likely to comfortably meet most of the Town's needs. Similar facilities around the country (see comparisons below) tend to seat up to 200 using removable seating so the facility can also serve as a rental space for events – a primary driver of revenue. The balance of the building may be used for studio spaces. If the Chapel cannot accommodate these, a second facility should be sought, so that the Lee Chapel would focus on the performing arts while a second building would be able to house teaching visual arts and STEAM/Makers Space programming.

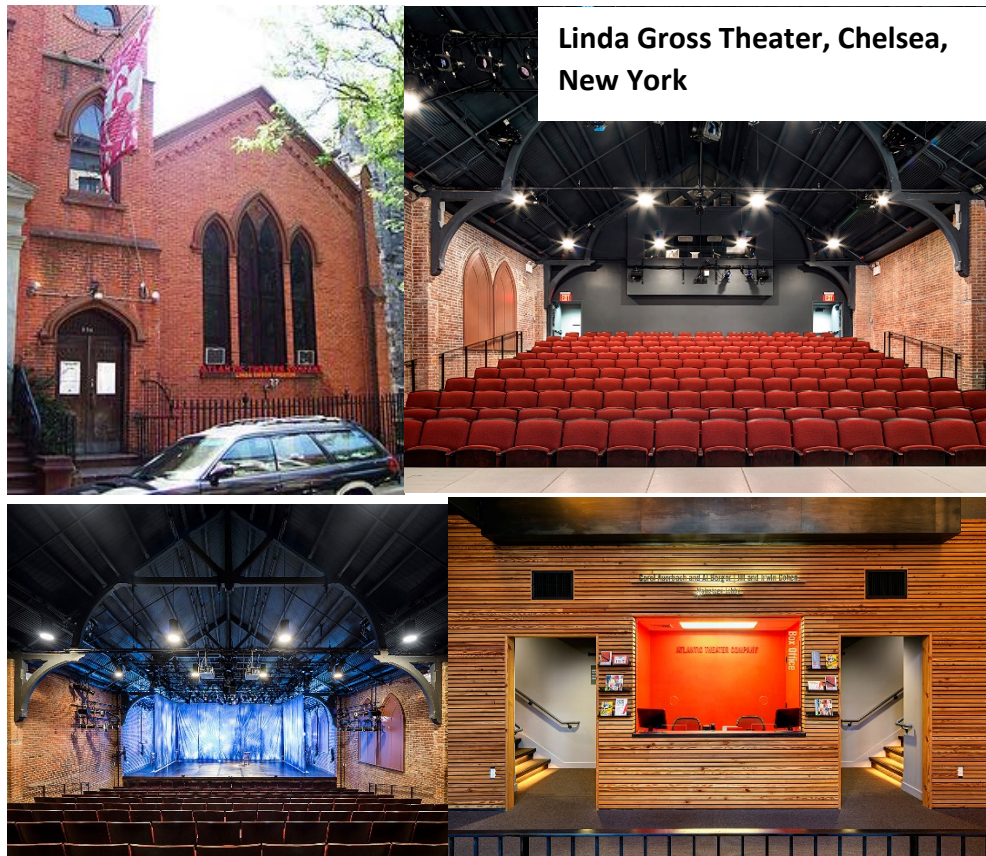
The grounds can comfortably accommodate a small amphitheater. This report shows facilities that typically seat 1,000 to 1,500 on lawn seating: this could be managed on the State Hospital property, if there is enough special event parking. Special event parking will also need to be considered in using the MSH grounds for art shows, antique fairs and similar events.

In addition to parking, the likely use of the property for regular civic events, outdoor concerts, fairs, and festivals suggests that a central building or buildings should be considered as a visitor center/facility for rest rooms and potentially as a facility for concessions. Most similar venues earn high net revenues from concessions when such a facility is designed for that purpose.

Facilities Comparisons and Models

Note to readers: the models are chosen to illustrate various approaches. Not every element of every model is a direct match for Medfield. Similarly, population sizes of the communities vary, but buildings may have programmatic elements or offer services similar to what is appropriate for Medfield.

This section of the report showcases some former church and other historic buildings that have been converted into performance and arts center spaces.



**Linda Gross Theater, Chelsea,
New York**

Now the home of the Atlantic Theater Company, this former church in the Chelsea section of Manhattan was renovated to include a 199-seat and a 70-seat theater, box office, tech space plus nine acting studios. The renovation, completed in 2012, cost \$8.6 million. The high cost was largely because the church building foundation needed to be completely rebuilt. Also, the basement space houses the theater café and its box office: an elevator had to be installed for that purpose. (This would likely need to be done at the Lee Chapel.)



The downstairs café/bar 's decor is dominated by the “wall of honor” listing of donors who made the facility possible.

Glen and Viola Walters Cultural Arts Center, Hillsboro, OR: operated by Hillsboro Parks and Rec



The community of Hillsboro, Oregon identified the need for a cultural arts center in its 2020 City Plan. Immediately thereafter, in 2001, the Walters Cultural Center was made possible with a \$1 million gift from the Walters family to purchase the former (1949) Lutheran Church and grounds. Their gift was made to the City of Hillsboro, which in turn completed the purchase. After the purchase, the City and residents, with local business support and grants from foundations and state government, spent four years renovating the facility into an arts center that is now operated by the City. With a total of 15,600 square feet, it includes a 200-seat performance and events space, six arts studio/classrooms, a gallery and box office, and outdoor grounds that are extensively used for Civic events. Renovations included a new roof, elevator, new entrance, and technical equipment throughout. Total renovation costs were \$2.5 million, 60% funded by the City.

The City offers classes in painting, sculpture, fiber, metal working, theater and music. There is a weekly “family art night” at the Center, as well as weekly open studio drop in evenings. There are other low cost/high popularity weekly and monthly events, including open poetry readings, comedy club, and “first Tuesday” gallery openings. The Center programs youth, teen, and adult classes and publishes a monthly E-guide to Center activities.

The Center has become the City’s premiere events rental facility.

It is staffed and maintained by the City through the City Parks and Recreation department, with a facility supervisor, an assistant/rental coordinator, a cultural arts program manager, and another program administrator. The staff also manage festivals for the City that are held on the Center grounds, and they administer the local public art program. Arts-focused Parks and Rec summer camps and afterschool classes that had already been run by the City prior to the Center’s completion were moved to the Center.

The Center is heavily booked by Portland organizations seeking new audiences in the exurban/far suburban area of Hillsboro. Portland Opera brings performances such as Hansel and Gretel, and various Portland dance companies perform.

The inclusion of a public art program administered by the Center – as a part of Parks – has led to some award-winning parks-based art installations not only at the Center but in various parks throughout the community.

As with many municipalities that manage cultural arts facilities through Parks and Rec, Hillsboro split out its arts/culture catalogue of offerings from its recreation offerings, now offering separate on-line catalogues per season. The current catalogue can be found at https://issuu.com/hillsboro/docs/2016_fall_hillsboroarts_complete.



Tattnell Center for the Arts, operated by Mercer University as a university-community arts center. Located in Macon, GA. Renovation cost: \$2 million, funded through grants, historic tax credits, and contributions. The church structure had been given to the University, which in turn engaged the community around the idea of using the facility as an anchor to new neighborhood development.



This facility in a former Presbyterian Church is now operated by Mercer University (Macon, GA). It received a \$425,000 grant from ArtPlace America and funding from the Knight Foundation to anchor a larger cultural district/revitalization area. ArtPlace America is a viable grant source for Medfield. Its grants for creative placemaking range from \$30,000 to \$500,000.



In Massachusetts, the Barr Foundation is a partner with ArtSpace America and a significant funder of creative development in MA.

Lakewood MN, Lakewood Arts Center: Operated by Parks and Rec



The Lakewood Arts Center was created within a former church. It includes a 300-seat auditorium of which 160 seats are retractable seating so that it can be used as an events facility. There is a 60-seat balcony. The Center can also be set up for cabaret seating. The stage is a full proscenium 24 feet wide with a 40- foot depth. In addition to the auditorium, the lobby is often booked as an event space for parties. There are classrooms/art studios, and the grounds are used for arts festivals.

The Center is operated by Lakewood's Parks and Rec department and is owned by the City. The City provides staffing including a facility coordinator and secretary and provides maintenance and grounds through the City maintenance department. Educators are contracted to teach, and the facility is otherwise largely used by groups renting the space: The City does not, as of now, present its own series. The City does use the facility heavily for summer camps, after school classes, and City events. Costs exclusive to operating the Center are carried by the City, at \$120,000 a year. There is an 8-person advisory board to advise the City (through Parks and Rec) about the Center, its marketing and outreach, and services to the community. There is also a Friends of the Arts Center 501(c)3 that works to offset City operating costs. Their fundraising events include an annual holiday art fair/sale (photo above), and a summer art fair held on the grounds.

Of the groups that rent the space, some only perform once per year while others present a 10-weekend series. Rental costs range from \$220 for a weekend day to \$140 for midweek; rehearsal rental rates are as low as \$80 per day.

Crooked Tree Arts Center, Petoskey, Michigan: operated by the Arts Council, a 501(c)3.



The Crooked Tree Arts Center was purchased from a former Methodist Congregation in 1980 and gradually converted into the facility that today includes a 250-seat thrust stage, two galleries, art studios and a dance studio. Operated by the Crooked Tree Arts Council which also provides arts education programs to area schools and manages a multi-community youth orchestra program (photo above), the Center is staffed by a group of eight full time and two part- timer, including management, technicians, and artist-educators. (The educators also provide outreach programs in the community and area schools, and travel to other nearby towns as well.)

The Center has an operating budget of approximate \$1.2 million, of which 35% comes from earned revenue and the balance comes from contributions as well as from annual earnings on the endowment of \$4 million.

Cultural Arts Center, Columbus, OH: operated by Parks and Rec



This former arsenal was leased to the City of Columbus for \$1 a year for 99 years. The City renovated it at a cost of \$1.5 million. Today the facility is operated by the City's Parks and Rec department as a visual arts and events/rental center. It includes two galleries and studios for all visual arts media. It is a revenue center for the City, with event rentals ranging from \$800 to \$1300 for a six-hour period. There is also a popular gift shop on site, selling art work made by faculty and students.

Town of Cary, NC Arts Center and Amphitheater: Operated by Town Parks and Rec Department.



Amphitheater



Cary Community Arts Center (former elementary school)



Cary Lazy Daze Arts Festival, presented by Town

Over the past decade, the Town of Cary, NC has gradually expanded its arts facilities and programming. It operates its community arts center, programs and presents festivals, and

manages the Center and grounds through its Parks and Rec Department. The facility includes a 437-seat theater, plus specialized studios for jewelry, metals, woodworking, textiles, painting, dance and rehearsal areas. The facility also includes gallery space. The facility has become so popular for rentals that in 2011 the Town established criteria for annual leases. “Facility artists must demonstrate a history of working with the Town of Cary and a history of collaborating with other organizations or entities.” In addition,

“Facility Resident Cultural Organizations are expected to bring a certain level of activity and benefit to the venue and to downtown such as to:

1. Maintain a relatively consistent level of daytime and nighttime activity to attract participants, audiences, and visitors.
2. Contribute to the stability of facility operations.
3. Build a positive image of the facility through ongoing use. “

Renters may teach in their own studios and operate their own programs. In addition, some are contracted as instructors for the classes and programs taught by the Town. The Town itself operates a youth theater program at the facility, presents two concert/theater series, and programs three annual festivals. It also maintains staffed open studios within the facility that are open daily and in the evenings; one each for clay, metals, and glass, and painting/drawing.

Programming and operations costs would be significantly less without these cost centers. The facility has a large dedicated staff: other communities may operate similar facilities with fewer full time and part time personnel based on less presenting and the many festivals as well as the youth theater.

The Town has a detailed budget for the facility and programming, providing excellent analysis for operating any type of art class or program. These are presented in full below. Of note, the facility earns 75% of total costs – including festivals – through fees, rentals, concessions and other revenue centers. The balance of operating revenue comes from government grants (state, regional, local/multi-community), fundraising, and special events.

Cary, NC Community Arts Center

Category Visual Arts	Program	Total Fees	Total Annual Program Hours	Faculty Hourly Rate	Annual Faculty Cost	Other Direct Costs	Total Annual Costs	Net Annual Revenue
Youth Art Camps	Kamp Clog-a-long	\$572.40	15	\$24.00	\$360.00	\$0.00	\$360.00	\$212.40
Studio	Ceramic Studio - Adult & Youth	\$0.00	255	\$0.00	0	\$0.00	0	0
Teen Arts	Earrings for Valentines	\$84.80	3	\$24.00	\$72.00	\$5.00	\$77.00	\$7.80
Adult Arts	Fused Glass	\$1,655.72	25	\$24.00	\$600.00	\$71.00	\$671.00	\$984.72
Adult Arts	Jewelry Fabrication	\$207.76	5	\$24.00	\$120.00	\$4.00	\$124.00	\$83.76
Family Arts Youth	Jewelry for Us	\$432.48	9	\$24.00	\$216.00	\$17.00	\$233.00	\$199.48
Studio	Jewelry Studio	\$0.00	36	\$0.00	0	\$0.00	0	0
Adult Arts	Jewelry Workshop	\$203.52	3	\$24.00	\$72.00	\$8.00	\$80.00	\$123.52
Adult Arts	Stained Glass (Copper Foil Method)	\$330.72	14	\$24.00	\$324.00	\$0.00	\$324.00	\$6.72
Teen Arts	Teen Jewelry Workshop	\$440.96	6	\$24.00	\$144.00	\$16.00	\$160.00	\$280.96
Teen Arts	Teen Wire Jewelry Workshop	\$186.56	3	\$24.00	\$72.00	\$8.00	\$80.00	\$106.56
Youth Arts	The Jewelry Shop	\$114.48	3	\$24.00	\$72.00	\$9.00	\$81.00	\$33.48
Teen Art Camps	A Funny Thing Happened	\$795.00	15	\$20.00	\$300.00	\$10.00	\$310.00	\$485.00
Teen Art Camps	An Artist a Day Exploration	\$470.64	15	\$20.00	\$300.00	\$6.00	\$306.00	\$164.64
Family Arts Preschool	Art Beginnings Art Express	\$2,607.60 \$16,917.60	39 216	\$24.00\$2 4.00	\$936.00 \$5,184.00	\$205.00 \$665.00	\$1,141.00 \$5,849.00	\$1,466.60 \$11,068.60
Teen Art Camps	Body Mechanics 101	\$795.00	15	\$24.00	\$360.00	\$10.00	\$370.00	\$425.00
Adult Arts	Handmade Paper	\$76.32	4	\$20.00	\$80.00	\$3.00	\$83.00	\$(6.68)
Adult Arts	Holiday Ornaments	\$273.48	4	\$24.00	\$96.00	\$6.00	\$102.00	\$171.48
Teen Art Camps	I See, I Dream, I Remember	\$238.50	15	\$20.00	\$300.00	\$3.00	\$303.00	\$(64.50)
Teen Art Camps	Teen Acrylic Exploration Let's Face It	\$954.00 \$795.00	15 15	\$20.00\$2 0.00	\$300.00 \$300.00	\$0.00 \$10.00	\$300.00 \$310.00	\$654.00 \$485.00
Adult Arts	Treasure Troughs	\$503.50	9	\$24.00	\$216.00	\$19.00	\$235.00	\$268.50
Family Arts Preschool	A Story with a Twist	\$341.32	6	\$24.00	\$144.00	\$46.00	\$190.00	\$151.32
Teen Arts	Acrylic Painting for Teens	\$408.10	8	\$20.00	\$150.00	\$0.00	\$150.00	\$258.10

Preschool Art	Art Explorers Art in Motion	\$373.12 \$178.08	14 6	\$24.00 \$20.00	\$324.00 \$120.00	\$11.00 \$6.00	\$335.00 \$126.00	\$38.12 \$52.08
Preschool Art	Author!	\$1,526.40	27	\$24.00	\$648.00	\$40.00	\$688.00	\$838.40
Family Arts Preschool	Cinderella Tales	\$84.80	1	\$20.00	\$20.00	\$10.00	\$30.00	\$54.80
Family Arts Preschool	Darling Dancers	\$51.94	1	\$20.00	\$20.00	\$7.00	\$27.00	\$24.94
Family Arts Preschool	Dragonfly Delights Eureka!	\$74.20	1 39	\$24.00 \$24.00	\$24.00 \$936.00	\$10.00 \$90.00	\$34.00	\$40.20
Preschool Art	Fairytales & Fables	\$2,060.64 \$2,289.60	41	\$24.00	\$972.00	\$54.00	\$1,026.00 \$1,026.00	\$1,034.64 \$1,263.60
Family Arts Preschool	Festive Frames	\$76.32	1	\$24.00	\$24.00	\$9.00	\$33.00	\$43.32
Family Arts Preschool	First Kite Flight	\$289.38	7	\$24.00	\$168.00	\$39.00	\$207.00	\$82.38
Preschool Art	Garden Glory	\$155.82	6	\$20.00	\$120.00	\$7.00	\$127.00	\$28.82
Family Arts Preschool	Grandparent' s Day Surprise	\$93.28	1	\$24.00	\$24.00	\$11.00	\$35.00	\$58.28
Family Arts Preschool	Great Gobblers Heart Art	\$84.80 \$74.20	1 1	\$20.00 \$20.00	\$20.00 \$20.00	\$10.00 \$10.00	\$30.00 \$30.00	\$54.80 \$44.20
Preschool Art	Holiday Happenings Kinder Art	\$244.86 \$954.00	8 23	\$20.00 \$20.00	\$150.00 \$450.00	\$21.00 \$25.00	\$171.00 \$475.00	\$73.86 \$479.00
Preschool Art Camps	Kinder Art Exploration	\$4,346.00	60	\$23.00	\$1,380.00	\$100.00	\$1,480.00	\$2,866.00
Preschool Art Camps	Kinder Creation Exploration	\$4,346.00	60	\$23.00	\$1,380.00	\$100.00	\$1,480.00	\$2,866.00
Preschool Art	Kinder Creations	\$915.84 \$163.24	23 2	\$23.00\$2 4.00	\$517.50 \$48.00	\$24.00 \$11.00	\$541.50 \$59.00	\$374.34 \$104.24
Family Arts Preschool	Little Birdie Bungalows Kite Capers	\$74.20 \$85.86	1 1	\$24.0 0\$20.00	\$24.00 \$20.00	\$10.00 \$9.00	\$34.00 \$29.00	\$40.20 \$56.86
Teen Arts	Police Sketch Artist Little Chicks	\$220.48	12	\$20.00	\$240.00	\$0.00	\$240.00	\$(19.52)
Family Arts I	Saturday Express	\$712.32	9	\$24.00	\$216.00	\$84.00	\$300.00	\$412.32
Teen Arts	Teen Calligraphy	\$477.00	15	\$24.00	\$360.00	\$9.00	\$369.00	\$108.00
Teen Arts	Teen Drawing on the Right Side	\$222.60	9	\$24.00	\$216.00	\$0.00	\$216.00	\$6.60
Teen Arts	Teen Pastels	\$286.20	18	\$24.00	\$432.00	\$0.00	\$432.00	\$(145.80)
Teen Arts	Teen Watercolor, Beginning	\$148.40	9	\$24.00	\$216.00	\$0.00	\$216.00	\$(67.60)
Family Arts	Turkey Time	\$288.32	6	\$24.00	\$144.00	\$17.00	\$161.00	\$127.32
Preschool Art	Wonder Works	\$1,195.68	20	\$24.00	\$468.00	\$94.00	\$562.00	\$633.68
Adult Arts	Acrylic Painting, Beginning	\$1,339.84	36	\$20.00	\$720.00	\$0.00	\$720.00	\$619.84
Adult Arts	Book Binding	\$273.48	6	\$20.00	\$120.00	\$6.00	\$126.00	\$147.48
Adult Arts	Botanical Illustration & Nature Drawing	\$430.36	9	\$20.00	\$180.00	\$0.00	\$180.00	\$250.36
Net Revenue after Faculty and Facility								\$30,158.22

Theatre Programs	Students per Semester	Resident Fees	Non-resident Fees	Average Fees	Total Fees	Annual Faculty Cost	Other Direct Costs	Total Annual Costs	Net Annual Revenue
Tots Take a Bow	16	\$ 47.00	\$61.10	\$49.82	\$1,594	640.00	\$ 32.00	\$672.00	\$ 832.00
Encore Performers	23	\$ 47.00	\$61.10	\$49.82	\$2,242	480.00	\$ 45.00	\$ 525.00	\$ 1,590.00
Youth Acting Workshop	15	\$ 93.00	\$120.90	\$98.58	\$2,957	640.00	\$ 30.00	\$ 670.00	\$ 2,120.00
Drama Workshop Drama Workshop Series	15	\$ 53.00	\$68.90	\$56.18	\$1,685	720.00	\$ -	\$ 720.00	\$ 870.00
Drama Instruction	15	\$ 102.00	\$132.60	\$108.12	\$3,244	1,400.00	\$ -	\$ 1,400.00	\$ 1,660.00
Actor's Studio	30	\$ 44.00	\$57.20	\$46.64	\$2,798	600.00	\$ 60.00	\$ 660.00	\$ 1,980.00
Teen Playwright Musical Theatre	15	\$ 58.00	\$75.40	\$61.48	\$1,844	400.00	\$ -	\$ 400.00	\$ 1,340.00
Workshop	6	\$ 35.00	\$45.50	\$37.10	\$445	240.00	\$ -	\$ 240.00	\$ 180.00
Curtain Call Drama Discovery	25 30	\$ 12 74	\$15.60 \$96.20	\$12.72 \$78.44	\$636 \$2,353	\$160 \$800	\$ 160 30	\$320 \$830	\$ 280 \$1390
Puppets Perform Play it Out All the World's a Stage (9-12 yr. old)	15 40 20	\$ 87 \$177 \$362	\$113.10 \$230.10 \$470.60	\$92.22 \$187.62 \$383.72	\$1,383 \$7,505 \$7,674	\$ 420 \$1920 \$1920	\$150 \$40 \$200	\$570 \$1960 \$ 2120	\$ 735 \$5120 \$5120
Techies Production All the World's a Stage (13-18 yr. old)	20	\$ 186.00	\$241.80	\$197.16	\$3,943	960.00	\$ 200.00	\$ 1160	\$2560
Techies Production Wizards	15	\$ 193.00	\$250.90	\$204.58	\$3,069	1,000.00	\$ 150.00	\$ 1,150.00	\$ 1,745.00
Wizards (13-18)	15	\$ 186.00	\$241.80	\$197.16	\$2,957	960.00	\$ 150.00	\$ 1,110.00	\$ 1,680.00
Musical Revue	15	\$ 70.00	\$91.00	\$74.20	\$1,113	300.00	\$ 225.00	\$ 525.00	\$ 525.00
Net Revenue after Faculty and Facility									\$29,327

Source		Annual Program Hours	Annual Students	Gross Revenue	
Program Revenues	Visual Arts	5,499	10,114	\$490,810	
	Theatre	797	639	\$75,845	
	Music and Dance	1,426	1,439	\$126,777	\$693,433
		Performances	Use Days		
Rental Income	350-seat Theater	112	199	\$53,375	
			4-hour Rentals		
Multi-purpose Room			350	\$30,000	
	Classrooms		350	\$15,000	\$98,375
		Performances		Gross	
Presenting Revenues	Marvelous Music Festival	6		\$28,140	
	CAC Presents Live	2		\$9,380	
	CAC Family	4		\$14,070	
	CAC Presents Film	10		\$17,500	\$69,090
		Proceeds/Event			
Sponsorship	Marvelous Music Festival	\$1,000		\$6,000	
	CAC Presents Family	\$750		\$3,000	
	CAC Presents Film	\$250		\$2,500	\$11,500
		Net/Event	# Events		
Hospitality Income	Catered Receptions - for 100 people	\$750	15	\$11,250	
		Net/Capita	Frequency		
	Performance-based Concessions in 350-seat Theater	\$0.75	80%	\$15,401	
	Vending Income			\$10,000	\$36,651
		% of Gross	Frequency		
User Fees	Ticket Office	3%	80%	\$7,545	
		Charge/Use Day	Frequency		
	Extra Equipment	\$350	50%	\$34,825	
		Charge/Performance	Frequency		
	Technical Labor	\$180	40%	\$14,328	
		Charge/Use Day	Frequency		
	Front of House Staff	\$96	60%	\$6,451	
		Charge/Performance	Frequency		
	Event Cleaning	\$72	60%	\$4,838	\$67,988
			% of Gross	Frequency	
Ticket Surcharge			3%	50%	\$4,716
TOTAL EARNED INCOME					\$981,753

EARNED REVENUES	
Programming Revenues	\$693,433
Rental Income	\$98,375
Presenting Revenues	\$69,090
Sponsorship	\$11,500
Hospitality	\$36,651
User Fees	\$67,988
Surcharge	\$4,716
Total	\$981,753
OPERATING EXPENSES	
Programming Expenses	\$273,365
Presenting	\$66,997
Administration	\$430,625
Ticket Office	\$78,715
Facility Operations	\$242,386
Building Services	\$219,750
Total	\$1,311,838
Earned Revenues	\$981,753
Operating Expenses	(\$1,311,838)
Funding Requirement	\$330,085
Percentage Earned	75%

Multnomah Arts Center, Portland, OR: Operated by Parks and Rec

<http://www.multnomahartscenter.org/RentalProgramBrochure2016.pdf>



The Multnomah Arts Center is another example of a multi-use community arts center housed in a former school. It is included here because it has become well-known as a success model based on leasing space to partner non-profit organizations – something done by many such community arts centers.

The Center defines itself as a “community” and recently expanded to include a series of “cottages” – adjacent buildings – so that it could offer below-market rental space to emerging arts groups that benefit from incubator space. “In keeping with MAC’s mission, the Arts Cottages will provide direct service to the arts community we serve by fostering the stabilization and growth of small organizations. Ideal tenants of the Arts Cottages will have programs that incorporate educational outreach and provide community benefits that extend beyond their own membership. Additionally, MAC users will benefit from the exposure to arts organizations that can help further their individual growth.”

Other non-arts groups that rent space in the Center include the local neighborhood Meals on Wheels, Community Policing Office, and arts nonprofits that provide services at the Center as well as work throughout the Metro area. While the Center is run by the Portland Parks and Rec department, it has a Friends group that raises capital funds for on-going facility improvement and that raises scholarship funds that are available for all classes and programs. It also raises in-kind supplies contributions. The group is currently upgrading the facility’s auditorium. There is also a large volunteer corps that work throughout the Center, notably staffing the gallery, serving as ushers, providing front-desk information, and operating the gift store.

Civic Amphitheaters

Cary NC Amphitheater, designed by Boston firm Epstein Joslin.



There are two primary models for community amphitheaters: partnership with a promoter, or municipal management. Either should drive a net profit.

Lakewood, CO, community amphitheater



The Town of Cary has worked with a promoter, Outback Concerts, to book and promote ten concerts a summer as a draw for the community and surrounding communities. It also works with SMG, a multi-national venue management company, to provide on-site management. This increases its operating costs.

In the deal that it has with the promoter, the Town of Cary receives net revenue after promoter profit, with revenues ranging from \$16,000 to \$65,000 per show. This type of split is standard in working with a promoter and could be a viable option if Medfield establishes an amphitheater.

In Lakewood, the City books a concert series each summer and sells the tickets through its arts center box office. (Lakewood manages its arts and heritage facilities through its community development department, which includes Parks and Rec.) The City makes a profit on the series. The Lakewood amphitheater is heavily booked as a summer wedding venue as well, bringing in additional revenue.

Both facilities also present “starlight movies” as popular weekly summer events.

Concessions net revenues for facilities such as these/of this size are significant. Each municipality realizes upward of \$30,000 net concession revenues per year. Finally, amphitheaters are popular for sponsorships ranging from local businesses to larger regional employers.

Facility Models: Spaces Applicable to Medfield

As the above models illustrate, former church facilities lend themselves wonderfully to performance space use.



Lee Chapel



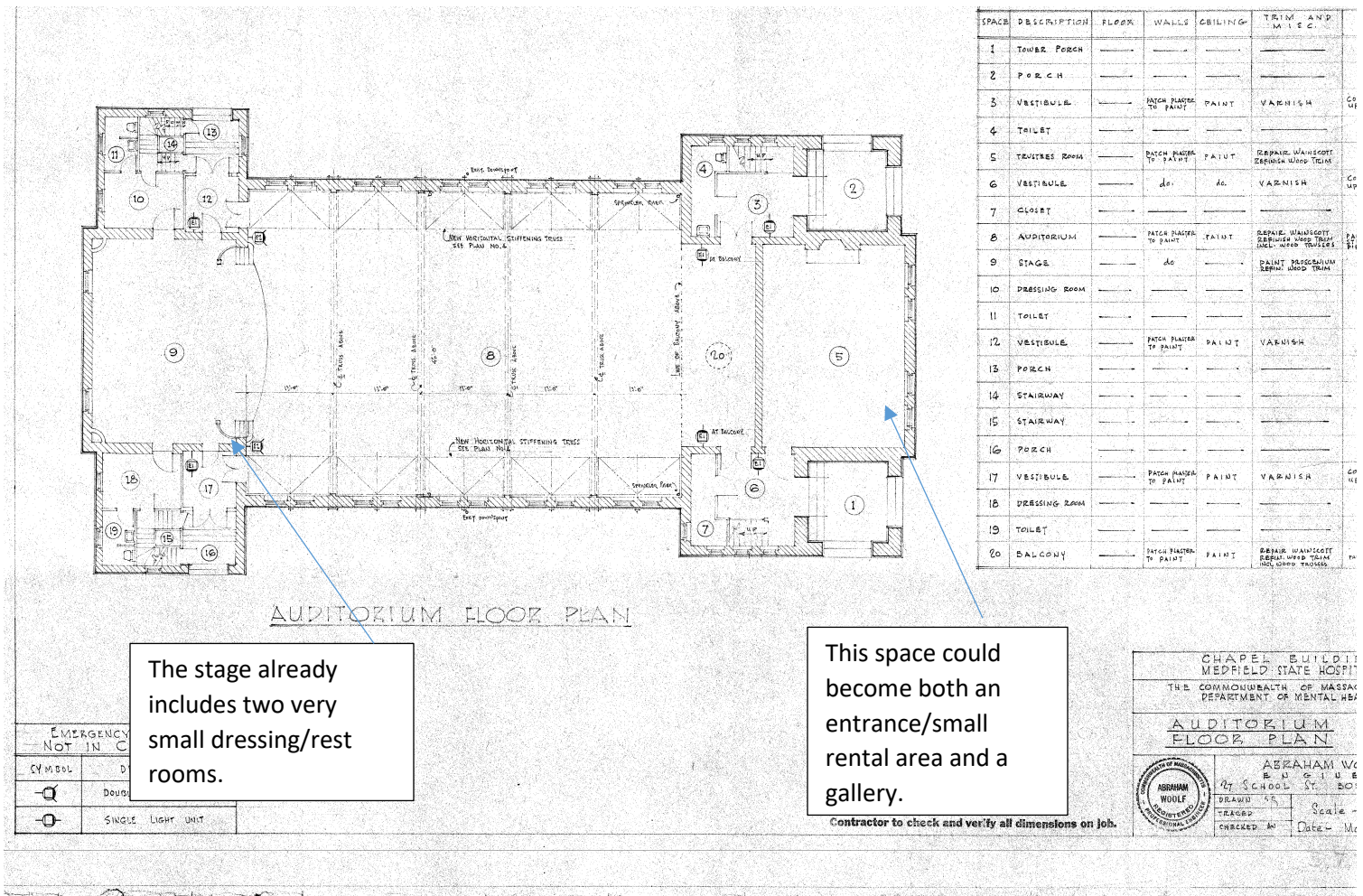
Hillsboro, OR Walker Center

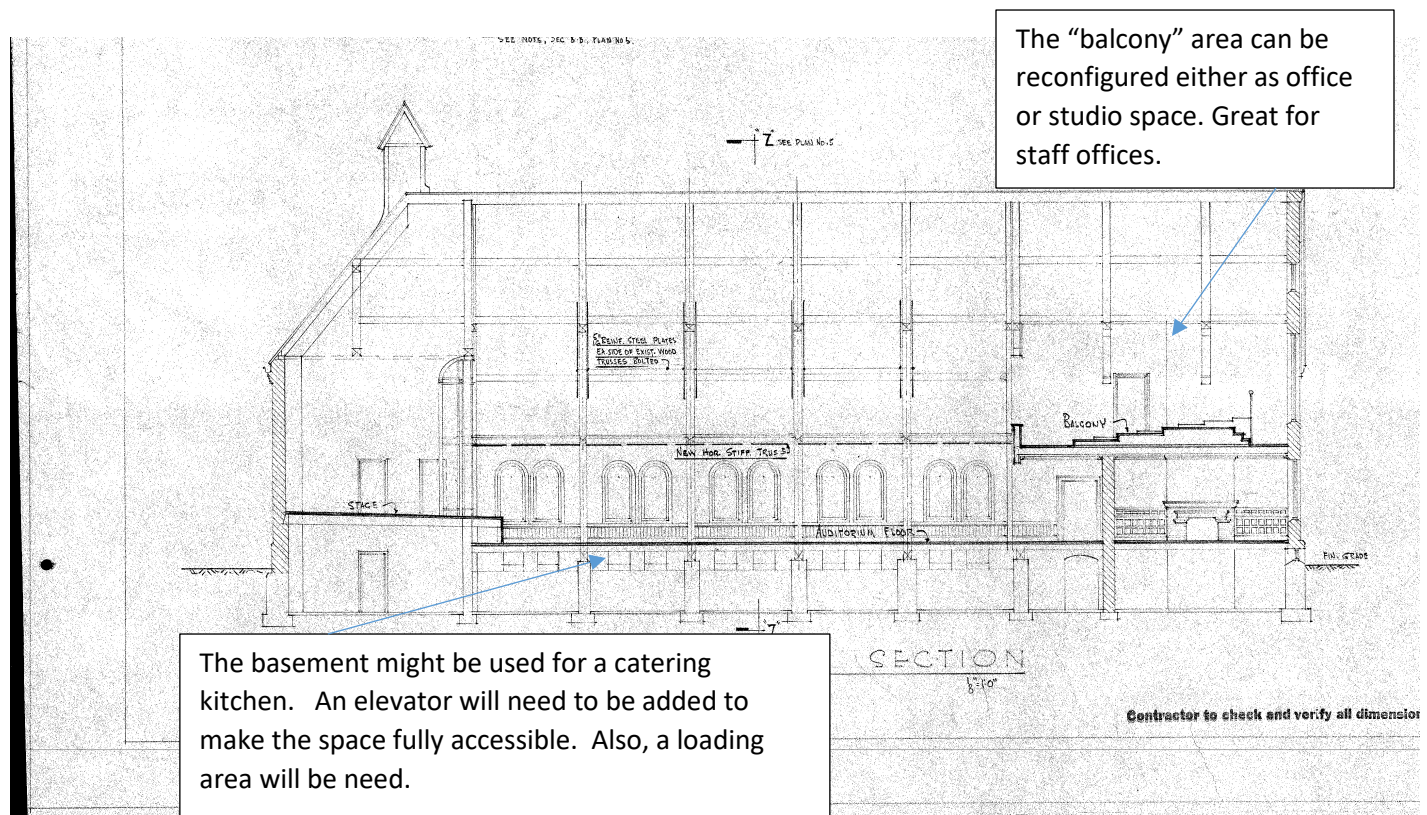
What can be learned from Hillsboro and other transitions from chapels to centers?

A renovated facility will be used most heavily – and thus provide most revenue – when it is designed to include the following:

- A flat floor main space with seating that is either retractable or movable will allow the space to be used as an event facility.
- The facility should be air conditioned.
- A large lobby can be rented as an event space.
- A computerized box office needs to be included in the lobby. (This may also serve additional Town purposes such as class registration.)
- A second “stage” area or flexible smaller space can be rented for events and is likely to be heavily used for programming such as a community jazz series, comedy, readings and poetry, film, and small ensembles. This space should ideally also have a sprung dance floor.
- There should be men’s and women’s dressing rooms and rest rooms off stage as well as a small “green room” common space backstage/off stage.
- There should be both a lighting package and a sound package. For example dimmers, boards, instruments for lighting and CD, minidisk playback, mixing board, and speakers for sound.
- At least five different art studios should be developed: painting/drawing; metal/jewelry; photography; fiber arts; makers space/wood/tech. If possible, additional studios should be included. Many of these can be used as rental spaces.
- There should be a full catering kitchen located somewhere within the facility, possibly also serving as a restaurant or café.
- A secured gallery space should be developed. This can also be used as a rental space.
- Ideally, a small retail space should be included to allow students and faculty to sell their art work and to serve as space for periodic art/crafts fairs.
- The entire facility should be ADA compliant. This may require an elevator.
- There should be a loading area/storage for outdoor event equipment. This assumes that the surrounding green space will be booked and used for various festivals, fairs, etc.
- There should be office space for a full-time staff of 4-5 with additional meeting space/conference room and flexible office space for others.
- Signage is important.

Can this be done within the Lee Chapel? The architectural drawings from 1950 suggest that with some modifications.

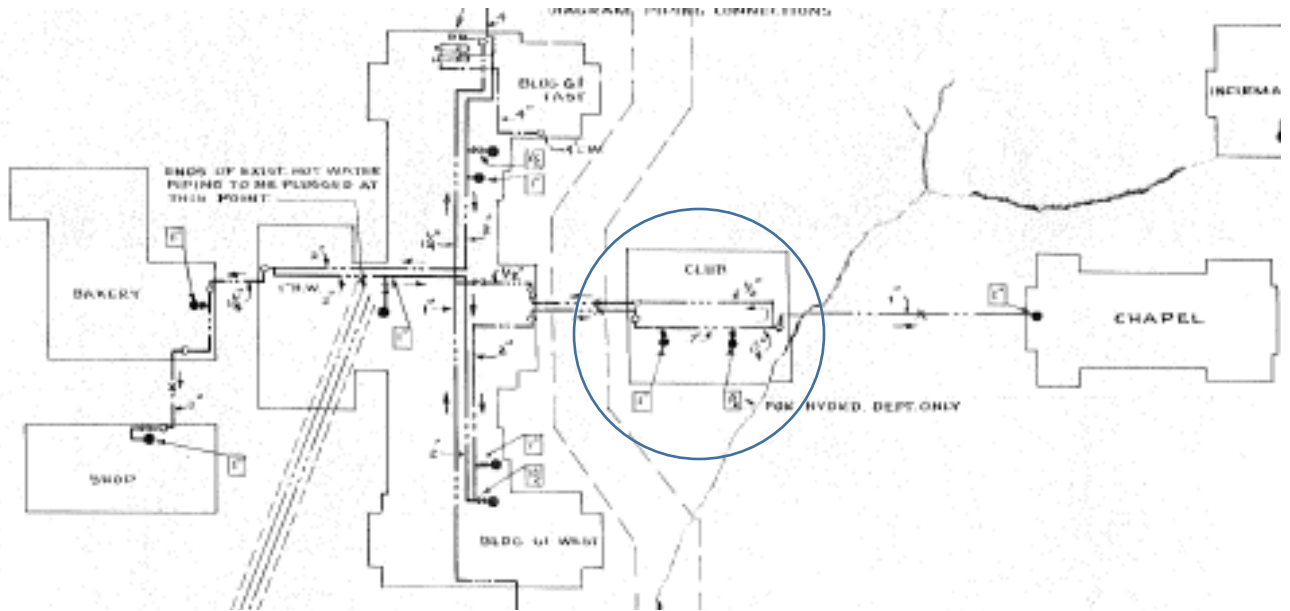




Does this fully meet demand and need?

- The community is interested in an amphitheater.
- Artists are interested in working studio space.
- Ideally, the entrance should not also serve as a gallery, as it cannot be secured.

The chapel alone does not fully meet community and artist needs and interests. If additional space could be included – for example, the building immediately behind the chapel, the overall functionality of the arts space would improve. This extra space could include additional studios or a makers' space, as well as much needed storage and equipment space.



Artist Live Work Models

Artist live work studios are units in which about an extra 150 square feet are set aside as artist work space. Typically, artist live work spaces meet the requirements of affordable housing and are put together by specialized developers who draw upon affordable housing tax credits, historic building tax credits, cultural facilities funds and bank financing. Because the facilities are typically immediately sold out with waiting lists, this type of financing mix is not difficult to assemble.

The facilities are self-sustaining through rents, and in addition, most facilities provide services to the communities they serve including open studio tours and gallery exhibitions. Some provide arts festivals as well.

Typically, buildings or groups of buildings of 45,000 square feet or more are developed through a nonprofit developer. Many buildings have art market retail or restaurants on the main floor.



Washington Studios, an example of artist live work space developed by a nonprofit developer. Duluth, MN.

Operating Models

There are few viable operating models for a cultural arts center; though there are subtle variations on the theme. The most common are found below.

Model	Characteristics
<p>Nonprofit – Nonprofit</p> <p>This model is typically seen where there is a strong, central nonprofit in place that has existing capacity to raise funds and provide services. The Hopkinton Center for the Arts is a good model of this.</p>	<p>Nonprofit both owns or leases the facility and operates it. Nonprofit provides education programs as well as (possibly) serving as landlord to other nonprofits. A board of directors and nonprofit staff are fully responsible for the earned and contributed income. This model is the most challenging to maintain, as the nonprofit is solely reliant on contributions and tuitions to operate and market all aspects of the building and related programs.</p>
<p>Commercial and/or – Nonprofit</p> <p>There are nonprofit developers who specialize in artist live work space. The best known is Art Space, from Minneapolis, which has successfully developed 50 facilities in the US. http://www.artspace.org/our-places</p> <p>A successful example of a theater space operated by a senior living community can be found in Connecticut. http://nelsonhallelimpark.org/</p> <p>Nelson Hall is programmed primarily for the resident senior community; community members may also purchase tickets and the community may rent the space when it is available. Senior residents serve as volunteers and the resident community fund-raises for the Center.</p>	<p>There are limited but viable examples of cultural arts facilities owned by commercial entities that are leased to nonprofit user groups. A hybrid of this may be an arts center operated by a senior living community that also opens its doors for community programming. In this model, a developer would be responsible for the renovation of the space: however, if operated as a for-profit, this could make rental fees to users too high for community/nonprofit use.</p> <p>Non-profit development of artist live work space has become relatively common. This would bring the possibility of affordable housing units to the mix of building uses at the Hospital property.</p>

<p>Nonprofit – Government</p> <p>This model is found when there is a strong, central nonprofit in place that can meet the need of a municipality to operate a building on behalf of the municipality – often because the municipality lacks the staff expertise to administer the building and programs. The Umbrella Community Center for the Arts in Concord is an example of this.</p>	<p>Nonprofit operates the facility in an agreement with a municipal government that owns the building. Typically, the government leases the building to the nonprofit at a significantly discounted rate – though this is not always the case. The government agency may or may not provide maintenance and facility grounds care as well as utilities to offset operating costs. The nonprofit operates all educational programs, staffs the facility, and is responsible for all raising earned and contributed income. The nonprofit may in turn rent portions of the facility to other nonprofits.</p> <p><i>“The Organization:</i> In the early 1980’s, a group of Concord volunteers and visionaries realized that the aging Emerson School building, slated for demolition, could be saved and converted into a community arts center. So, in 1982, The Umbrella’s founders obtained tax-exempt status as a private non-profit organization and developed a detailed multi-use proposal for the building, which the Board of Selectmen approved in 1983. This agreement retains the spirit of the original deed, which states that the land will be used for education, and is still in place today. The Town of Concord retains ownership of the building, which it leases to The Umbrella, Center for the Arts, which in turn is responsible for programming, operating, building maintenance, and capital improvement costs.”</p>
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<p>Government – Government</p> <p>This model is typically found where there is no identified nonprofit to take on programs and services deemed important by the municipality or that the municipality already offers.</p> <p>An example of this is the Southborough Arts Center, operated by the Southborough Parks and Rec Department. The Arts Center is a former school building which Parks and Rec operates and through which it offers afterschool, adult, and children’s classes and summer camps. Small local groups such as the Community Band can rent the space for rehearsals at very low cost.</p>	<p>This model is found where municipalities already have arts and cultural programs in place, typically administered through Parks and Rec, and where the municipality either already/may also operate other rental facilities or outdoor facilities, such as amphitheaters and green space/festivals grounds. This does not preclude a friends group from providing funding for programs and scholarships and volunteer groups from assisting in running the facility.</p> <p>The Southborough model is interesting in that Southborough already had an independent artist-run painting/visual arts school. Residents saw a need for more diverse programs. The Parks and Rec offerings include STEM for kids, robotics, cooking for kids and adults, photography, acting and musical drama, yoga for adults, and a creative makers space.</p>
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Consultant Findings and Recommendation: Operating Model

1. Develop Lee Chapel and (ideally) the building behind it as a community arts center operated by Parks and Rec.
2. Develop one of the larger buildings as affordable housing artist live-work space, working with a nonprofit developer that specializes in putting together the package of funding sources and tax credits that make this possible.
3. Develop an amphitheater that serves community needs and can be rented to visiting groups. This can become a part of summer camp spaces (theatre camp) and can be booked by the Town through the arts center staff. This would be similar to what is done in Cary.
4. Include the development of a public art program to be managed by the arts center, per Hillsboro.

Rationale

Based on the evidence gathered through this study, there is no strong nonprofit already operating in Medfield. As in Southborough and other communities in Massachusetts, there is a cultural council in Medfield that was established through the decentralization efforts of the Massachusetts Cultural Council in the 1980s: these councils were set up to administer grants made through them to local entities and were not assigned other tasks. Only a few have gone on to administer facilities.

It would take many years and a strong leadership group willing to form a new nonprofit to set up a nonprofit arts center in Medfield. It would also require duplicating staffing that already provides arts classes and programs and operates fields and facilities.

It would be most economically viable and easy to move forward if Medfield expanded the mission/functions of its Parks and Rec department to operate a cultural arts facility(ies). The facility(ies) could be rented to resident groups that – as in Cary, NC – provide stipulated public services including instruction and programs for the public. As in the Hillsboro, OR model, the staff assigned to operate the facility could also serve as staff responsible for programming community celebrations and for administering a public art program. As in the Cary model, the staff could also provide staffing for a community amphitheater at MSH.

A “Friends of” nonprofit could eventually be formed, or an existing friends group in Medfield could be expanded to accept contributions made toward programming and scholarships. This group could accept endowment gifts, as well as planned giving/bequests. In addition, a volunteer corps could be developed to serve in the many roles required by a center, such as ushering, volunteering in the office, gallery watch/guide, sales shop volunteer, etc.

In addition – and because of the remarkable available buildings combined with the lack of such facilities throughout the metro-west area – MSH should consider working with ArtSpace or a similar nonprofit developer to create affordable housing live-work artist space in one of the larger buildings on the Hospital grounds.

Revenue Sources: Capital

By acting as master developer, the Town of Medfield has many options for funding and financing the proposed arts center and additional outdoor amphitheater. (This assumes that any artist live work space would be financed by a nonprofit developer that specializes in this.)

The funding and financing options include:

Source	Amount Range	Pro Forma Estimate
Commonwealth of Massachusetts Cultural Facilities Fund	Has been as high as \$600,000	\$500,000
Art Place America Funding: Possible Source	As high as \$500,000	\$250,000
Naming Sponsorships: building; theater space; other major gathering spaces	As high as \$2 million	\$1.5 million
Second tier naming opportunities, smaller spaces such as meeting rooms, gallery, etc.	As high as \$1 million	\$750,000
Foundations, metro area	As high as \$300,000	\$200,000
Historic Tax Credits. HTC requires that a lease-back to the Town be done: a developer seeking the use of HTC for several buildings would include the Chapel and any other arts spaces within this, and then as an interested party lease the space back to the Town for Town use. Would require formation of a Tax Credit LLC. It could be favorable to form this for more than the arts building(s) alone so that the HTC could fund overarching architectural, engineering, accounting, legal and other fees. HTC can also be used for parking and infrastructure.	20% of qualified rehab expenditures.	\$1,200,000
A Private Sector Percent for Art program. Several communities throughout the country have established a private sector percent for art that includes funding for cultural facilities. This is often used related to large developments in which between .5% to 2% of the development cost is pooled and dedicated to art that may be art facilities, outdoor art grounds, or public art.	2% of \$10 million (moderate estimate of an early phase)	\$200,000
Private sector fundraising campaign, residents. Name a brick scale of campaign.	As high as \$750,000	\$400,000
Use of DIF. District Increment Funding may be possible through some or all the property development and could be targeted toward any civic buildings. The scale of this will need to be examined but could be significant if a DIF district inclusive of the entire property is established.		\$20,000,000 of which \$1-2 M could be appropriately allocated to the Chapel.
Developer fee. This is a typically negotiated item between a master developer and property owner, often used for major amenities that anchor the development.	\$500,000 - \$2,000,000	\$1,000,000
Multi-year profit pay-back to Town. A simple net profit dedicated to capital costs. Assumes high volume of rentals for events indoor and out, and concessions net profit.	\$75,000 a year/10 years	\$35,000 a year/10 years

Also, note that State Tax Credits and Solar Tax Credits may be applicable to the capital budget.

This pro forma shows that it could be possible to fund/finance \$7 million+; it would be possible, in addition, for funding and financing to go above this through combining a higher level of DIF, Solar and State Historic Tax Credits, percent for art, and developer fees. To be successful, the overall property development planning needs to build this in and develop a win-win approach to ensuring that civic facilities can be financed and funding through this.

In considering a private sector campaign, a 15% cost of funds-raised should be added to the goal as the cost of the campaign. A less expensive approach would be for the Town to finance the difference between the above and total cost over a ten-year period.

Operating Costs

2021: Preliminary financial projections are outdated

Expense Pro Forma: High Level of Programming and Rentals

Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Director					
Administrative Staff					
Fringe 33%					
Event Staff/Contract contracted					
Utilities					
Water & Sewer					
Insurance					
Postage					
Telephone, IT & Website					
Computers & Software Lease					
Office Supplies					
Facility Supplies					
Trash					
Janitorial					
Maintenance					
Security					
Legal & Professional					
Grant writing					
Membership					
Training & Development					
SUBTOTAL OPERATIONS					
Programming					
Production Expenses					
Publicity & Marketing					
Program & Ticket printing					
Photography					
Printing					
Insurance					
SUBTOTAL TOTAL					
TOTAL					

There are many cultural arts centers in the area that have budgets far higher than this. The Concord Umbrella Center for the Arts has a \$1.6 million budget, of which \$500,000 is for programming and \$400,000 is for the cost of occupancy and depreciation. The Hopkinton Center for the Arts has a \$1.1 million budget. These larger budgets are based on high levels of programming, including major presenting series. Some municipal facilities pay their administrative staff far more than noted here: Concord's facility director is paid over \$100,000.

The following are standard revenue line items for the proposed arts center and amphitheater:

1. Performance revenue - gate receipts
2. Rentals: long term sub-lease as well as short term event rentals
3. Concessions
4. Program fees/tuitions
5. Donations, fundraisers, and memberships
6. Grants
7. Subsidies
8. Endowments
9. Volunteers

Many communities set out from the beginning to ensure that endowments are raised – largely through bequests from residents – to offset costs. (Cary has a \$4 million endowment in place that it is seeking to expand.)

The Cary model shown earlier in this report lists the typical class and theatre net revenues that can be expected. In addition, this, from the Walters Center in Hillsboro, shows a standard rental approach:

Typically, revenues to off-set this come from rentals, concessions and gate admissions as well as class fees and ticket sales – all referred to as earned income. In addition, there would typically be contributions revenues.

RENTAL AREAS	STANDARD FEE	RESIDENT FEE	NON-PROFIT	CAPACITY
THEATER / EVENT	\$200/hour	\$150/hour	\$125/hour	150/200
ART GALLERY /	\$60/hour	\$50/hour	\$40/hour	40
KITCHEN /	\$30/hour	\$30/hour	\$30/hour	N/A
SOUTH TERRACE	\$40/hour	\$30/hour	\$25/hour	40
EAST LAWN	\$40/hour	\$30/hour	\$25/hour	40
ARTS ROOM / STUDIO	\$30/HOUR	\$25/HOUR	\$20/HOUR	14

ADDITIONAL CHARGES		EQUIPMENT CHARGES	
REFUNDABLE		Banquet Chairs	\$1 EACH
HIGH IMPACT	\$200	Banquet Tables	\$6 EACH
LOW IMPACT	\$75	PODIUM	\$20

Rental rates at the Walters Center do not include staffing, labor, equipment fees, or permits. They do not include any catering fees that could be charged if there is an in-house or favored caterer. They do not include any parking or security fees relative to the grounds. These can become additional revenue sources.

Can the proposed center, even with as a modest a budget as projected above, break even without contributions? It is unlikely unless the costs are reduced through cost sharing with other municipal departments or within a department, and even then, a level of contributions will enable the proposed center to operate more low cost programs and provide scholarships.

It is important to consider the impact of this in examining a nonprofit or government model. If operated by the Town as an expansion of existing Parks and Rec, the net new costs would likely be reduced. Costs already incurred in providing arts and cultural classes would reduce the net new costs. Maintenance and other operating costs could be shared throughout the department resulting in a lower net new. And, competition to fund two similar and potentially competing venues and programs would be eliminated.

It will be important to fully examine the potential net costs and cost sharing that could happen if this was done.

Conclusion: Summary Recommendations

The Medfield State Hospital site offers the Town of Medfield the rare opportunity to establish key missing civic amenities, including a cultural arts performing venue, a visual arts/teaching arts venue or portion (basement) of the performance venue, an amphitheater and a festivals ground. These will need to be supported through parking and a facility with rest rooms and concessions that support the open-air venues.

By simultaneously addressing the Town residents' interests and needs for arts spaces with needs for recreation, it may be possible to create wise financing and capital funding strategies rather than competitive approaches, and it may be possible to raise more overall through a unified strategy than through competitive, phased efforts. In addition, this may eliminate

what would otherwise be redundant operating cost centers in grounds, events, facilities, and program staff and costs.

Further, the Town has the opportunity to incorporate artist/creatives live work space on the MSH grounds, which can meet some of the Town's need for affordable housing while also attracting a professional, creative community to the campus that may be able to participate in offering arts and cultural programming for the community.

There are funding sources that can be combined to make this viable: more study should be done that links the arts and recreation needs together and looks at the overview capital and operating profiles.

This can be an important next step for the Town, as well, in considering ways to give the arts a standing voice in shaping future plans. Many other communities have expanded their recreation and parks commissions to also include arts. Others have linked arts and historic preservation together in a commission, and still, others have created a separate arts commission with purview over arts facilities, civic events and festivals, and amphitheater programming. This should be a considered for Medfield.

In sum, it is likely that an arts facility(ies) at the MSH will prove to be a revenue positive venue. In capital, it will likely make possible a combination of funding that especially when combined with funding sources for recreation will support the creation of an important civic asset/campus. In operations, as the report has demonstrated, it will be possible to realize many areas of net positive revenue.

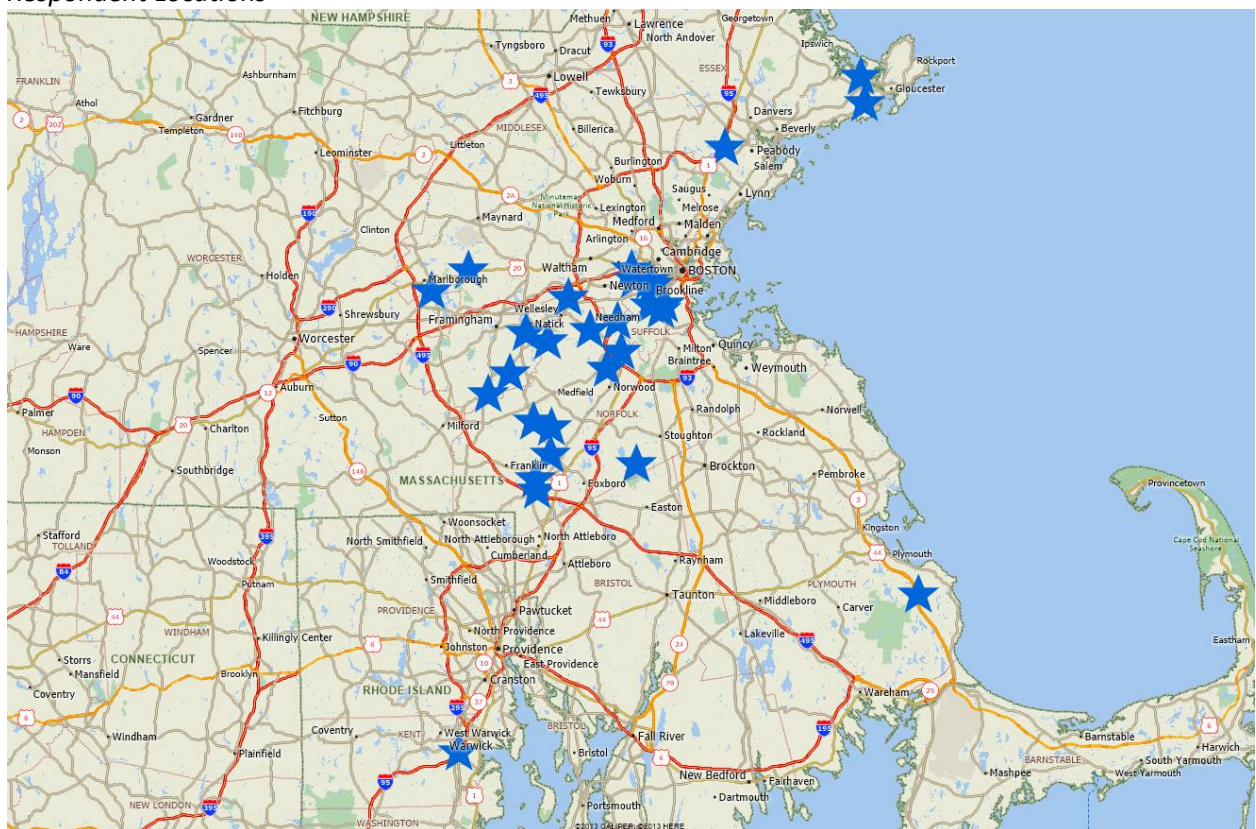
Addendum

Prospective User Groups Survey Responses

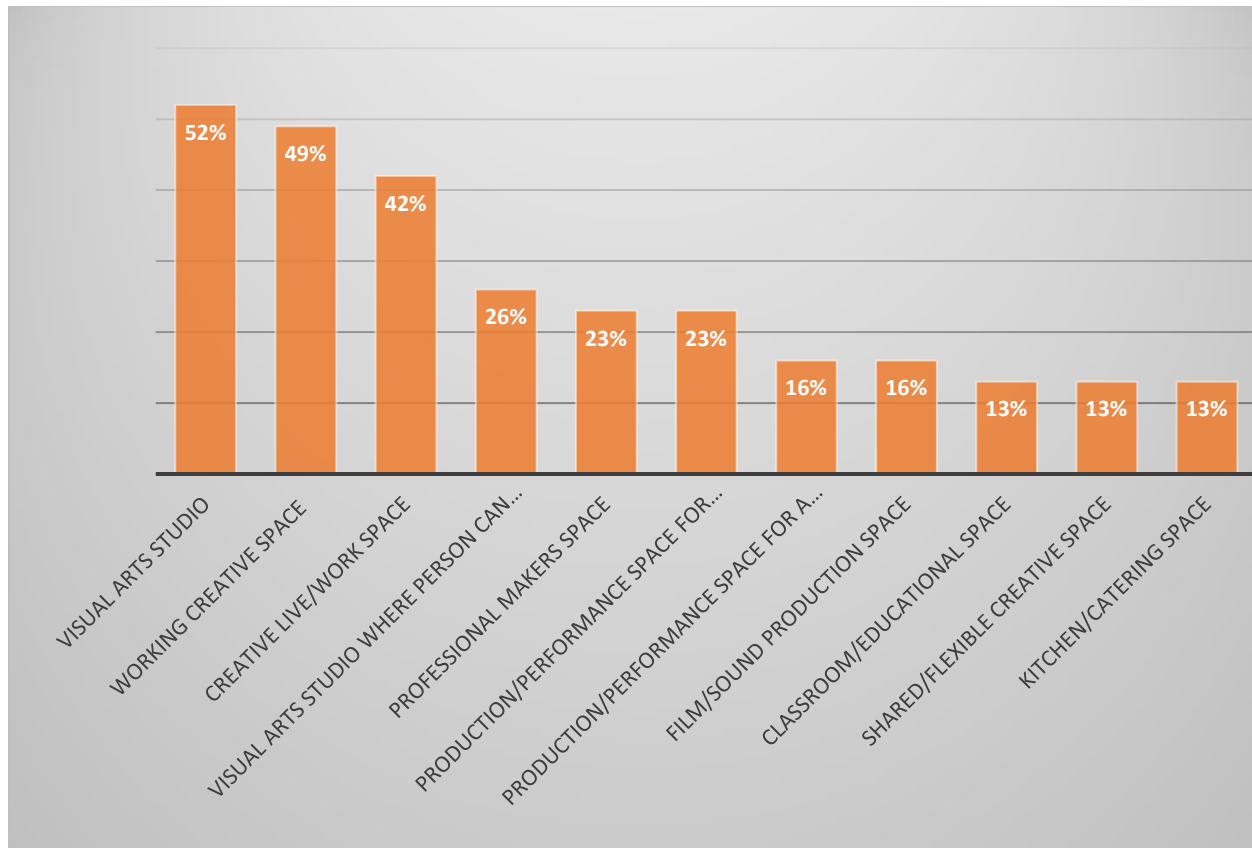
Medfield Cultural Arts Facility

A total of 30 artists and arts groups responded to the on-line survey about cultural arts space needs and interests. The artists and groups responding are from throughout the metro area as well as southeastern Massachusetts and Rhode Island.

Respondent Locations



Q. As an individual, what types of space are seeking within the next five years?



Comments:

“Teaching culinary arts/catering/small restaurant”

“Holography/lab/teaching space”

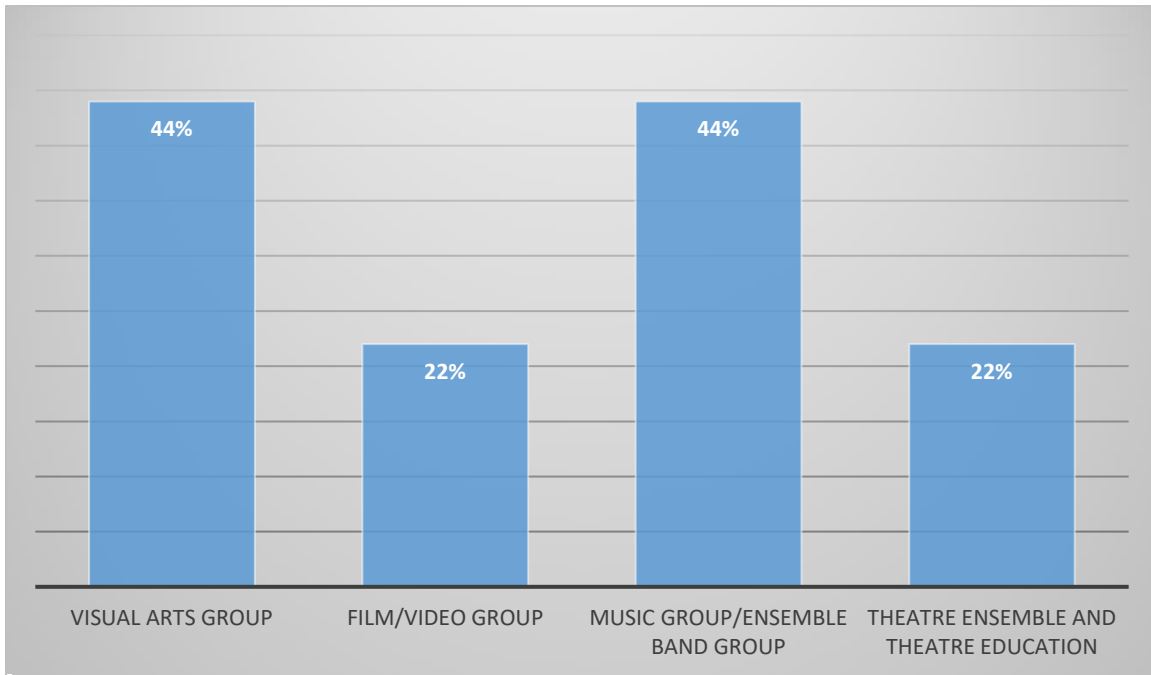
“Visual arts exhibit space”

“If these spaces are open to non-MA residents, I would be interested in creating public art for the campus.”

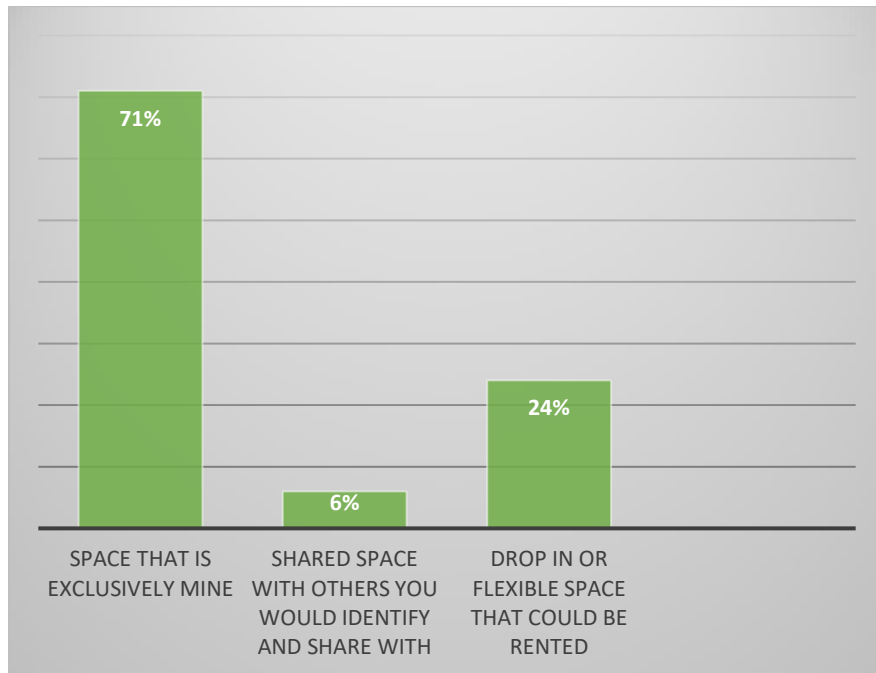
“Looking for space to hold monthly shows of multiple vendors/artisans open to the public.”

“Rehearsal space for college students to use/share for performances.”

Q. For groups and ensembles, what type of group space?



Q. Type of space



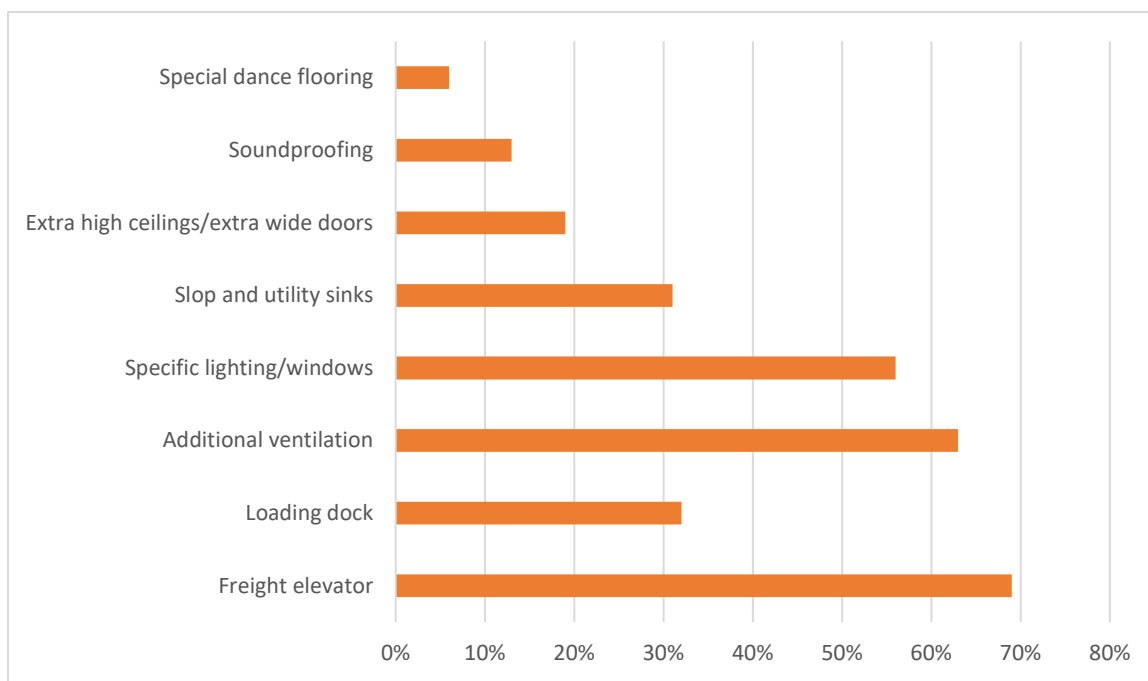
Q. For individual studios, size of studio space desired

80-100 square feet or an eight by ten or ten by ten room: **42% (7 artists)**

101-225 square feet or up to about a 15 x 15 room: **53% (9 artists)**

A basement lab space: **1 artist**

Q. Facility requirements needed



Other:

"A print shop ...being involved in a community print shop would be of interest to me."

"Side rooms that can function as greenrooms/dressing rooms/storage rooms for each rehearsal suite.
Maybe a common shared rehearsal furniture room."

"Box office."

"Meeting space"

Q. Total rent per month the facility could anticipate based on these respondents:

\$4,7900
Or \$57,000 per year.

Q. Interest in flex/pay as you go space?

90% would rent flex space between 5-15 hours a week.

Q. Types of groups interested in coming to Medfield:

Videography group

Merry Melody Music Academy: rental need for recitals 30 times a year

Student theater company that works with Wellesley College.

Q. For those seeking live/work space...

Desired size:

33% under 1,000 square feet
66% in the range from 1,000 – 2,000 square feet

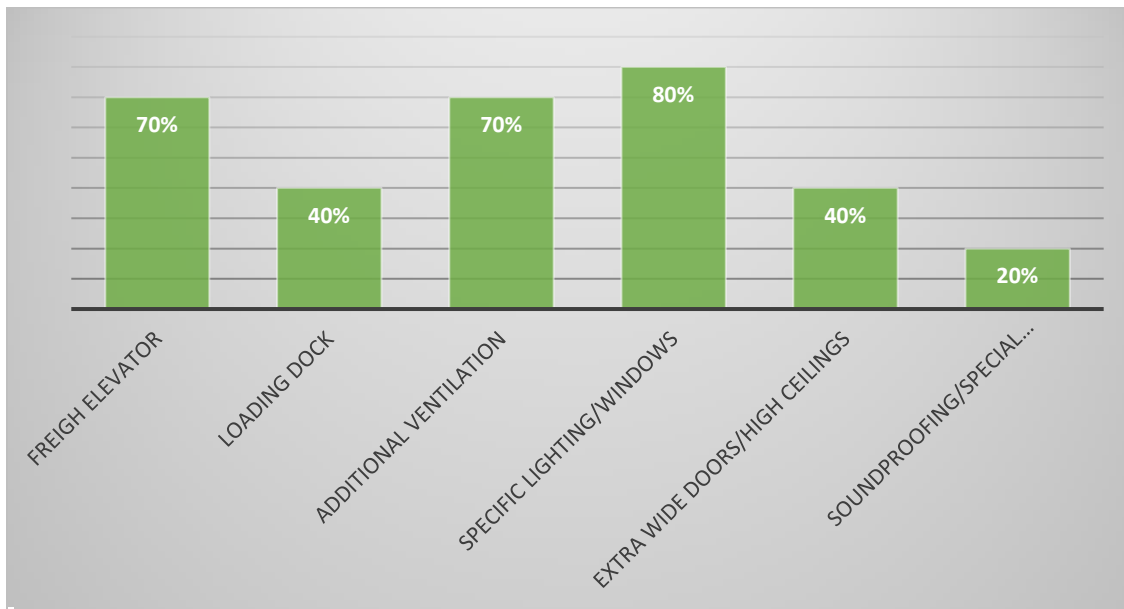
Q. Rent or own?

50% would like a rental space (6 artists)
50% seek owned space (6 artists)

Q. Household size:

90% = 1-2 persons
10% = 3-5 persons
Those with children: all are preschool-grade K

Q. Needs for artists in live work space



Comments:

“Dog friendly.”

“Relatively easy way to dispose of acidic waste (oil paint related solvents) like disposal containers on each floor. Easy access to recycling, either as bins on each floor our outside.”

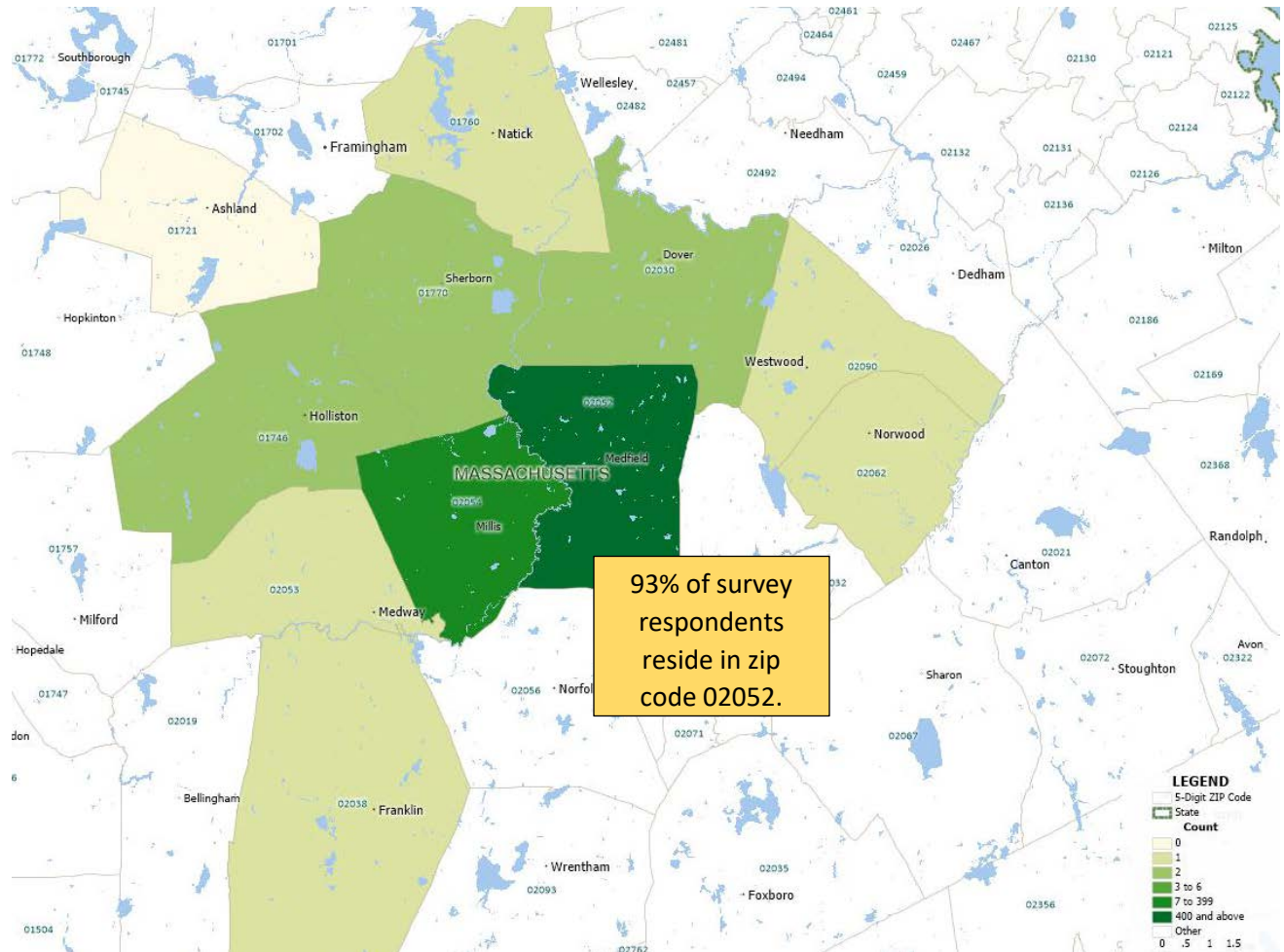
Wi-fi.

Parking

Space to accommodate sculpture as well as painting.

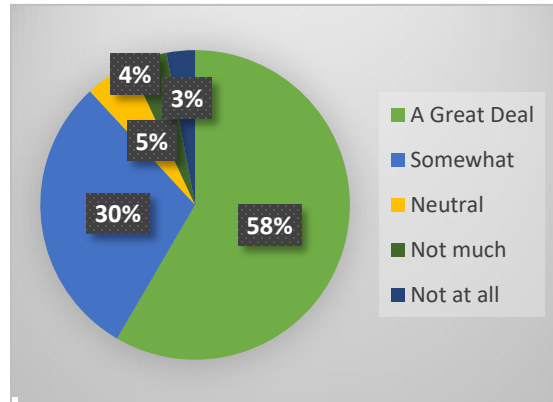
Q. Ability to meet requirements of affordable housing annual household income?
54% = yes
56% = no

Medfield Cultural Arts Facility



A total of 472 surveys were completed by residents in these areas.

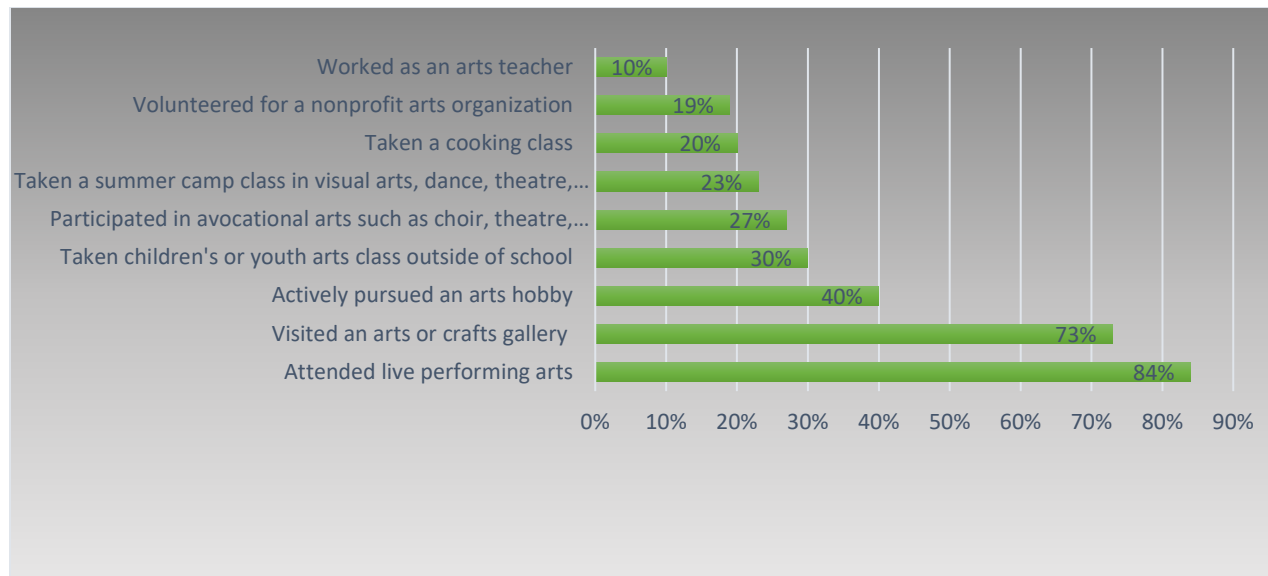
Q. How much do you believe a cultural arts facility would contribute to Medfield's quality of life for its residents?



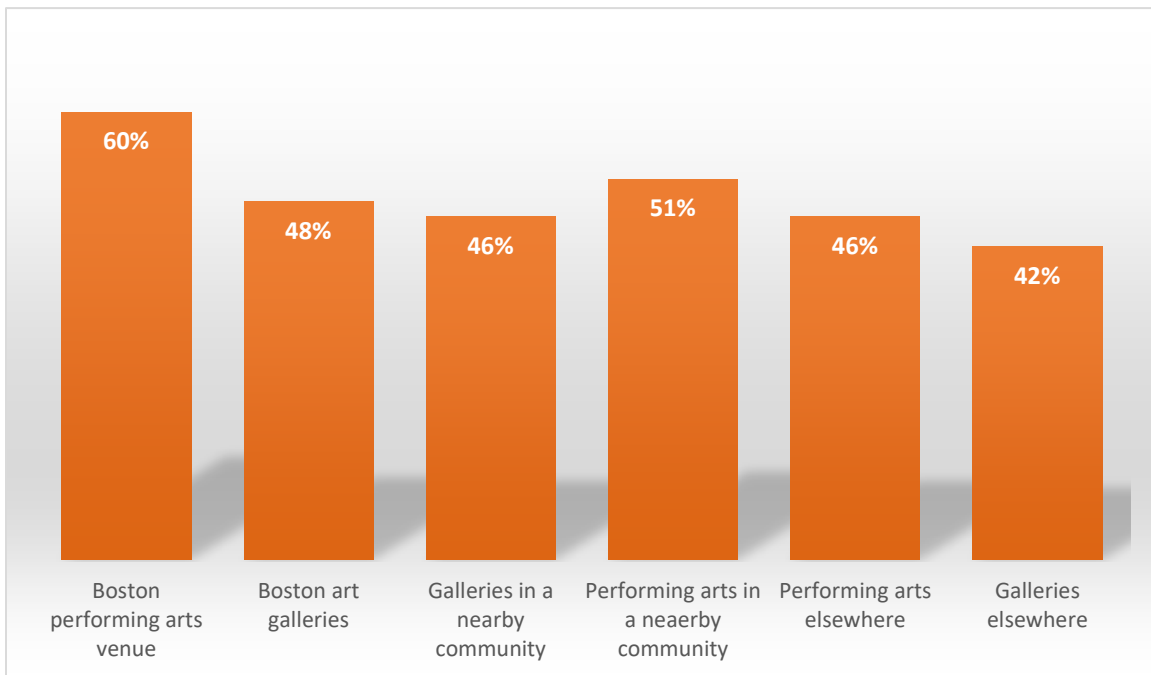
Comments

Pro	Concern/Middle Ground	Con
All we currently have is the high school auditorium.	It's hard to gauge the full degree of its contributions given the other venues in town.	The town already has multiple venues for the arts.
We have a tradition of cultural arts here in Medfield from Bunker to Zullo.	As long as it does not raise the taxes any further.	
We need more cultural activities and functions.	Not clear what it would be!	
The current lack of arts and entertainment is one of the reasons many people leave the suburbs and move closer to the City. Having cultural events in Medfield would bring a unique vibrancy to our town.		
An outdoor amphitheater would be a wonderful draw during the summer seasons.		
It will attract artists and those who appreciate art. It will be wonderful for children and adults alike to be able to experience events close to home. Family can easily attend programs.		
Having this will be great for community-building and benefit all ages. This is such a great idea for our town. I really, hope this happens to Medfield. Thank you for considering this!		
That would help keep our town more well-rounded.		

Q. In the past year, have you or members of your household...

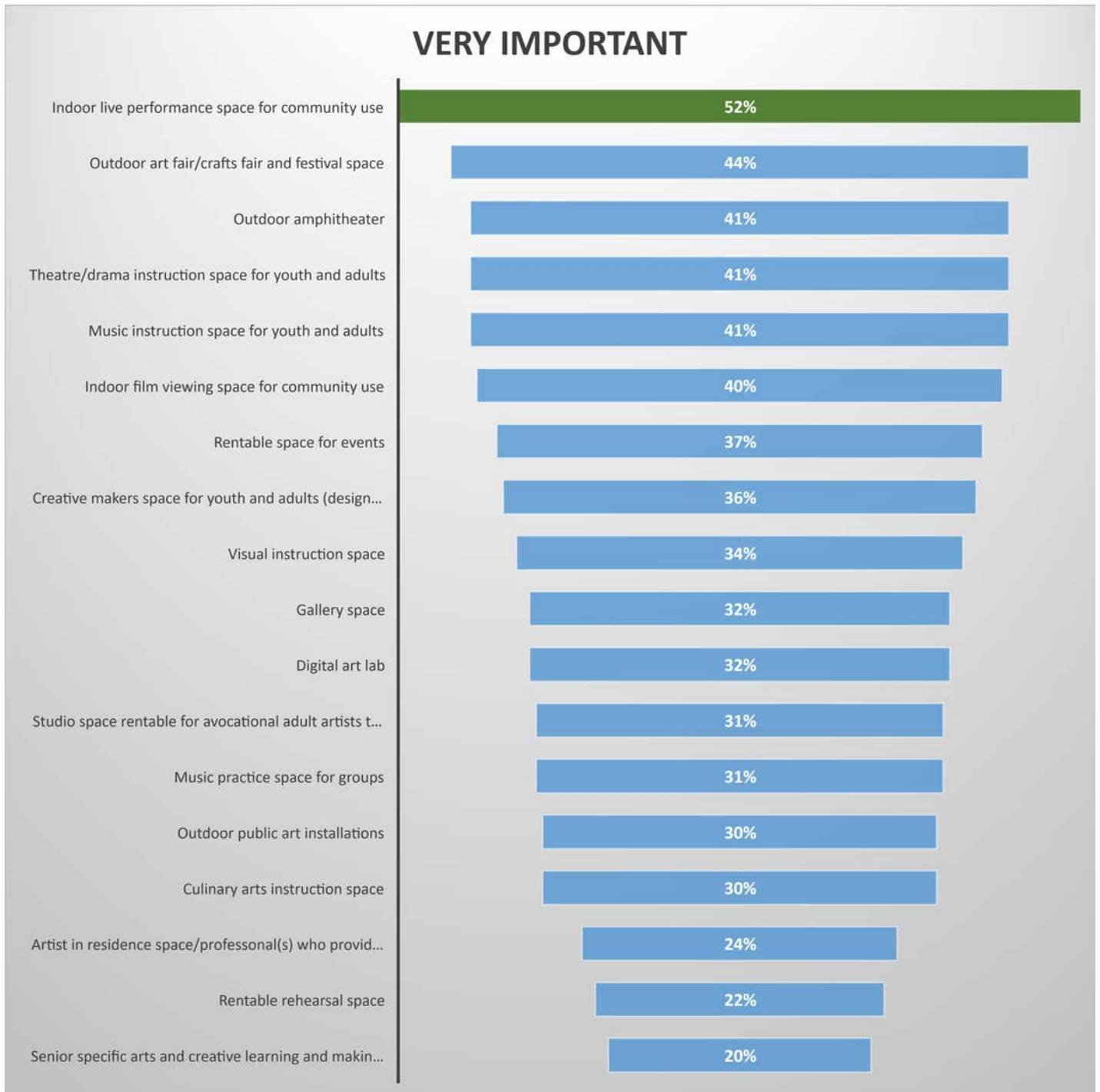


Q. Attended in the past year?

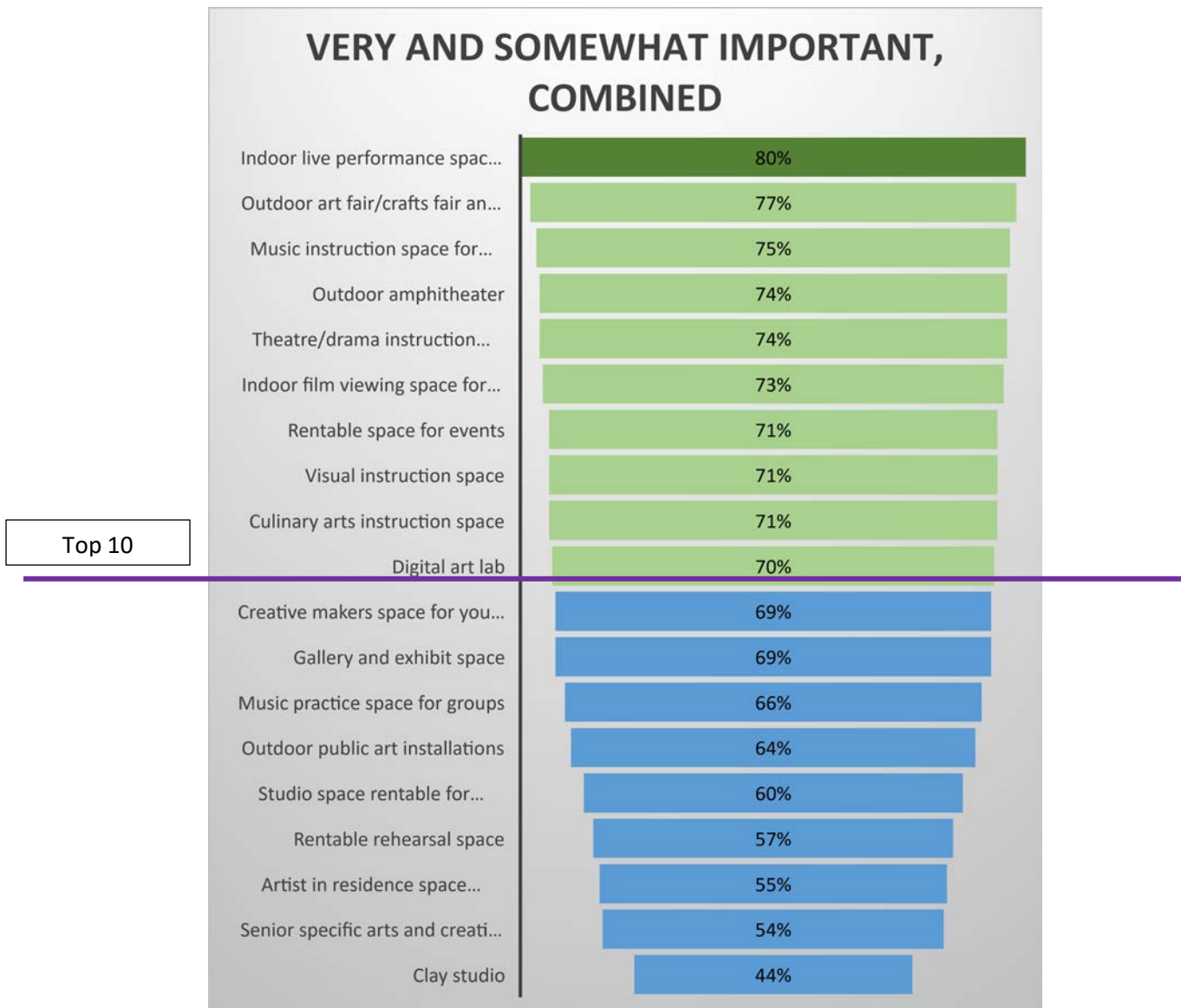


Comments: New York venues; Vermont venues; Cape Cod; Natick; Portsmouth; Ogunquit; Newport; MA MoCA; local galleries; museums in the region; community band...

Q. In considering options for the future development of the Medfield State Hospital Property, how important is it to you and your family that any of the following be constructed?



Q. In considering options for the future development of the Medfield State Hospital Property, how important is it to you and your family that any of the following be constructed?



And, the results for the same question, top five “not Important” ...

1. Clay studio
2. Artist in residence studio
3. Senior-specific arts space
4. Public art installations
5. Gallery and exhibit space

Q. Any other types of space, comments?

Pro/Interests	Concern/Middle Ground	Con/Negatives
Building sets, community arts storage (set pieces that instead of being trashed can be shared)	This is already an ambitious list	Almost all the types of spaces listed above already exist in Medfield and they are not turning away interested parties.
Photography studio	We've rated non-existing categories highest. No need to duplicate what already exists in town.	
Art store		
Historic exhibits/markers/self-guided walking tours.		
Culinary incubator would bring in support itself.		
A writer in residence.		
Boat/kayak/canoe builders/designers.		
Makers space for STEAM		
Lecture hall		
Sewing room		
Community garden/farming co-op		
Stained glass, glass fusing studio		
Woodworking studio		
Recycled water...pumped displays, cooling effect, fountains...summertime in mind		
Multipurpose creative space		
Amphitheater top on the list		

Q. Regarding arts, cultural and creative learning opportunities that could be offered in Medfield for children in your household or family, please rank the level of interest you would have in the following. Skips question is you do not have children Pre-K through high school in your household.



Q. Classes and participation opportunities of interest to you? (121 responses)

Most mentioned...

1. Culinary and related (family cooking, wine, farm-to-table, etc.)
2. Photography
3. Horticultural, gardening
4. Jewelry, mosaics, pottery
5. Speakers, book signings, creative writing
6. Art enrichment
7. Piano and other music instruction

Negative comments...

"If Medfield had no schools, churches, senior centers or other performing arts facilities, this might be a reasonable list to pursue. But these exact spaces already exist and they are consistently underused."

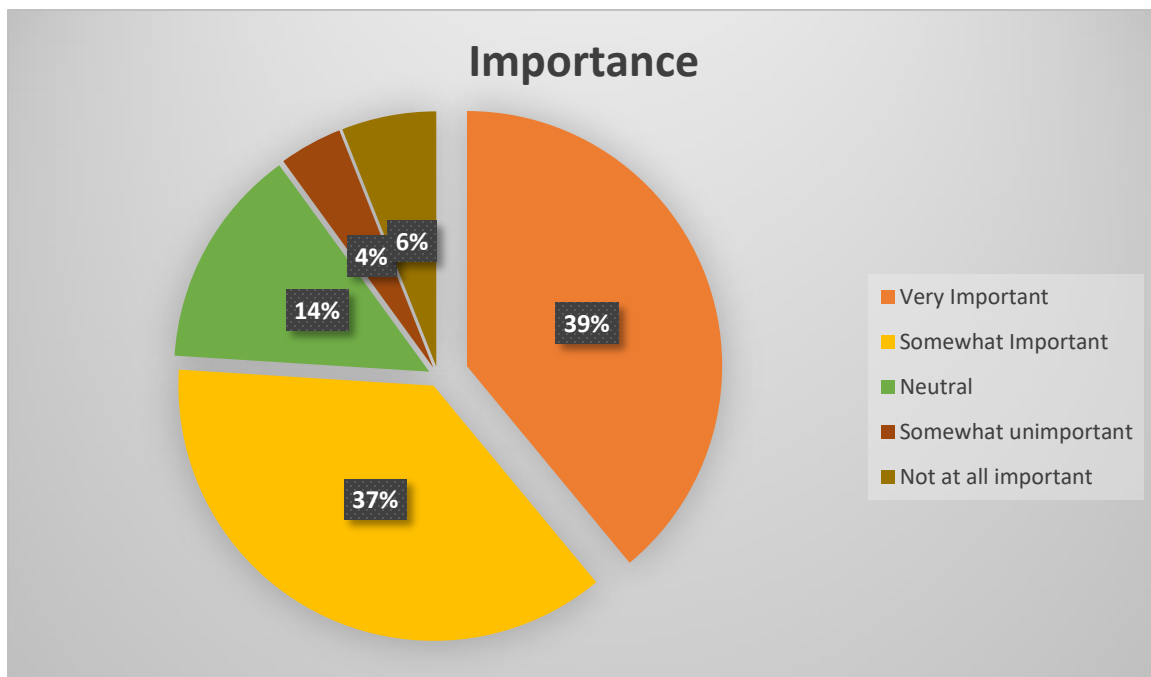
"If these can self-fund, fine. No town money should be spent. If they are financially feasible they will flourish."

"Most of the 'spaces' you propose already exist in Medfield as public spaces – library, senior center, school auditoriums – or private spaces such as dance schools, music teachers."

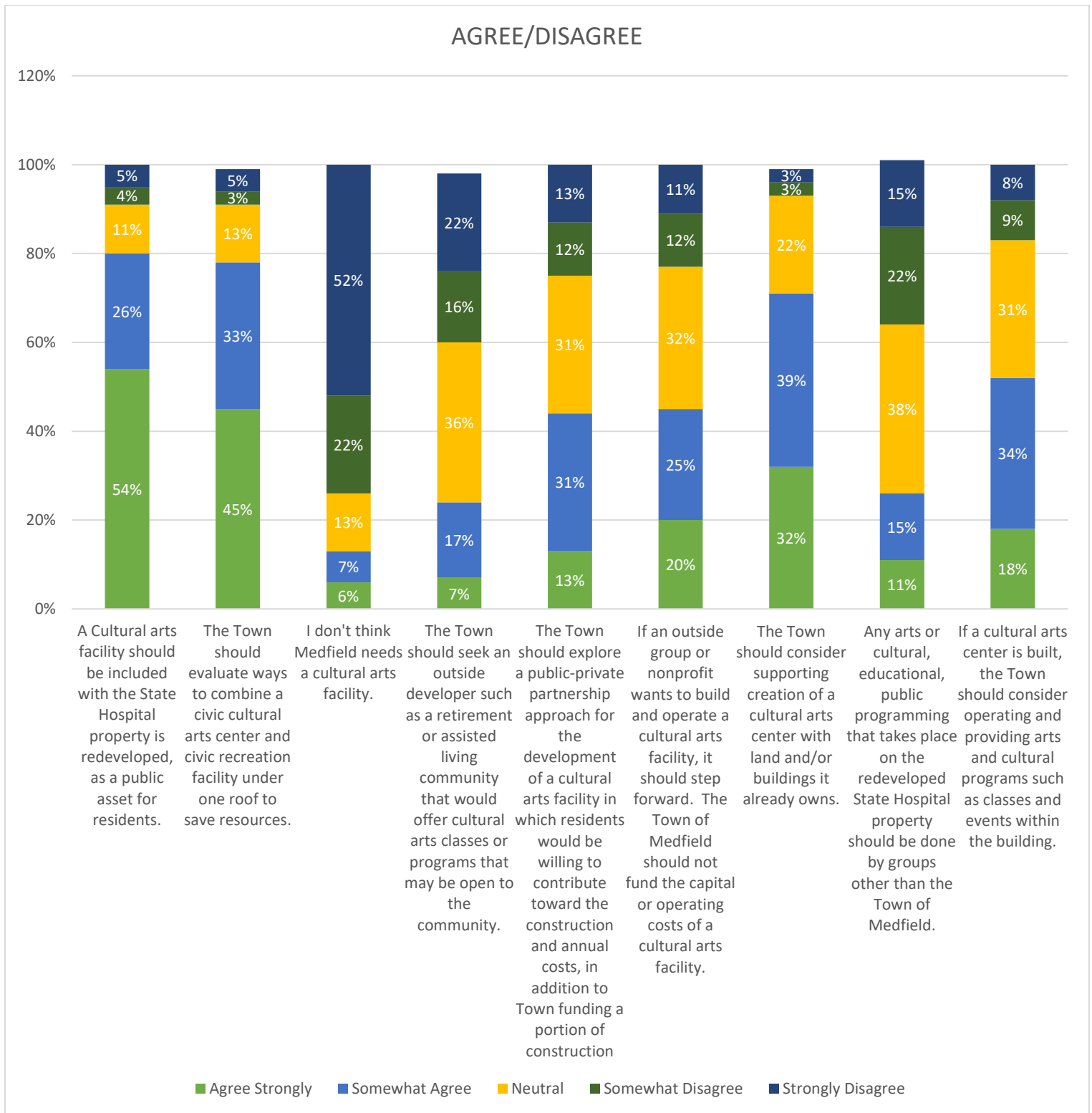
Positive note...

"We have been starved in Medfield over the past 50 years, but in the last 15 with the Zullo Gallery and council on the arts we are doing a little bit better. Art and culture make a town a homey and interesting place. It is important for middle-aged and senior to have opportunities to express themselves: it is not just kids who need this!"

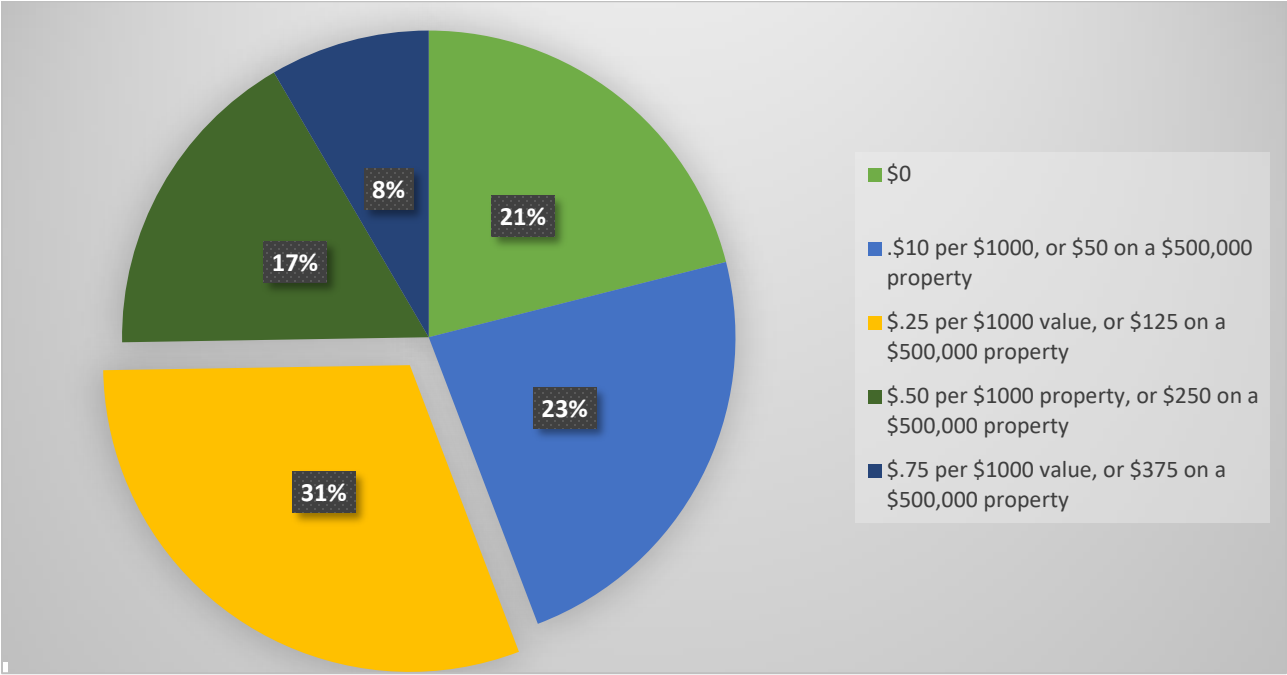
Q. How important is it to you and your family for Medfield to have a theater/performance/film facility for community use?



Q. Please indicate the degree to which you agree/don't agree with the following statements.



Q. If developing a cultural arts center – either as a stand-alone or as a part of another facility – on the State Hospital property required funding from the Town of Medfield, what is the most that you would be willing to pay in additional taxes for a period of time to fund the capital construction?



From the 385 respondents, there were 27 comments addressing this question.

Pro	Concerns/Middle Ground	Con
This could be done as a revenue enhancer for the town, not a tax increase.	It would depend on the type and quality of the programs offered.	This is the definition of insanity!
I prefer that existing buildings be used/renovated or that something be combined with park and rec. Also, I wonder about excess space in our school buildings.	I am assuming that the facility on the State Hospital property that might receive town funding for construction/redevelopment would be the chapel.	Medfield already is heavily burdened by capital asset projects that have driven up our taxes.
Combine with other public/civic uses to get an overall cost for multiple (buildings/needs) besides just having a cultural arts center as a stand-alone budget request. i.e. Rec building, other public uses.	I would not want to duplicate or displace the Zullo Gallery or the Lowell Mason House Project.	First, rebuild the Middle School and Dale St.
We would prefer to pay taxes on a cultural center and rec center as compared to town offices. All this planning should have been in correlation with the huge fire/police station that is actually mostly town offices.	We would need to better understand what other town projects will be requiring funding at the same time to best answer this...the tax burden is getting high.	Housing taxes cannot continue to go up to support special interests. Find outside funding or use what exists.
It must offset and generate revenue.	But, only AFTER grants/state funding have been explored and procured.	We are taxed enough in the town.
	Our schools and recreation center should be first to be updated or rebuilt.	Medfield taxes are extremely high compared to similar communities.
	Just spent \$ on fire and police, pocket park, new turf – and a new elementary school is looming.	Would like to see the state hospital grounds converted similar to Elm Bank – parks, rentals, events. Understand this is valuable for some, but not really a priority for my family at this time.
	If paying for the building, I would want the classes to be cheap!	Feel a lot of new taxes will be coming otherwise would be willing to pay a higher amount.
	Would like a cultural center but the town cannot afford it. Just had increase for new fire/police station.	We pay huge taxes here already. Not sure if fundraising is an option?
	I think the amount taxes for a cultural center is somewhat	

	dependent on what else needs to be built, preserved, etc., within the town. It has been a real adjustment to get used to the taxes in Medfield.	
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Q. Within the next five years, how interested would you be in any of the following if available in Medfield?

In order, combining Very Interested and Somewhat Interested.

1. Renting/owning a home or unit in a retirement community that specifically includes performing and visual arts facilities. 24%
2. Being part of a co-op or shared rental studio/creative space. 17%
3. Renting or owning a studio for creative work. 14%
4. Renting/owning a creative studio-type live/work condo/apartment space. 11%
5. Renting/owning a creative retail space. 7%