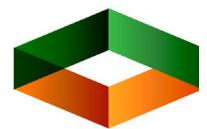


Masterplan Rendering, EPSTEIN JOSLIN Architect, Inc. Cambridge, MA

## MID PROJECT PROGRAM AND OPERATIONS FINDINGS AND RECOMMENDATION

Findings and  
Recommendations to  
the Town of  
Bridgewater, MA for  
the Adaptive Reuse of  
Old Town Hall

Louise K Stevens  
Alan Joslin



ArtsMarket



July 14, 2020

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## Executive Summary

The consultant team of ArtsMarket and EPSTEIN JOSLIN have completed analysis to support this project. Our findings are contained in this mid-project report and addenda. The intent of this report is to provide a foundation for analysis by Town leadership. We have offered various options for the build-out and program. Based on the selected approach, we will continue to finalize and complete the report.

1. The Old Town Hall will require significant work to be usable as a public gathering space but can be effectively used as a cultural center that includes exhibit, retail, learning, and performance spaces.
2. Bridgewater residents are strongly in favor of repurposing the hall as a cultural center. Seventy percent of residents agree or strongly agree that the hall should be turned into a cultural center, and 21% neither agree nor disagree; only 9% do not believe the hall should be used as a cultural center.
3. Bridgewater residents are largely in favor of using the property of the fire station for expansion of the cultural center program. Forty-eight percent are in favor; eighteen percent don't know or have no opinion either for or against; and only twenty percent disagree while the balance has other thoughts for the space use.
4. Residents' top interests span everything from indoor/outdoor farmers' markets and pop-up retail to adult and children's visual arts and carts/makers' space learning space/visual arts teaching studios to outdoor and indoor performance space. A restaurant is a top priority, as is a teaching kitchen for culinary arts programs for adults and teens. There is interest in pop-up public art outside.
5. Not all of these interests can be accommodated side by side within the building itself. However, the planned move of the fire station behind the building to a new location opens the door for additional space. The first such space is the creation of an outdoor plaza/event/music/art fair space. The next is a new building that could accommodate a restaurant as well as – potentially – additional artisan retail. A continuation of this, creating and linking the proposed cultural corridor to the BSU campus, would be to repurpose the boarding house into artist affordable live/workspace as well as arts retail incubator/accelerator and to attract BSU students and faculty to this space. These four options – 1) Old Town Hall Cultural Center, 2) outdoor performance/plaza, 3) new restaurant/retail building, and 4), arts live workspace – could be phased over time to create a significant cultural and entertainment district that would fully link the Old Town Hall Cultural Center with the BSU arts buildings just down School Street.
6. The cost range for the renovation of the Old Town Hall building is anticipated at \$400-\$500 per square foot in 2021 dollars. The cost for new construction within the building (teaching studios, performance space, etc.), and for a new building to replace the fire station that could house a restaurant, other gallery or arts space, plus developer office spaces for lease is anticipated at \$450 - \$600 per square foot. A simple outdoor amphitheater space of about 2,500 -3,000 square feet, as diagrammed in this report, is likely to cost approximately \$150 a square foot. Total costs should be estimated at 1.35 X construction costs.

## Old Town Hall and Plaza/Amphitheater

9,000 square feet at \$500 = \$4,500,000

3,000 square feet @ \$150 = \$ 450,000

Total at 1.35 x construction = \$6,682,500

7. Grant funding, as well as financing, is available from numerous Commonwealth and some federal sources for each of the above four options, noted in #5. These include (with approximate ranges:

a. Massachusetts Cultural Facilities, up to	\$ 675,000
b. Massachusetts Historic Renovation Tax Credits	\$ 1,215,000
c. Massachusetts Historic Preservation Fund, up to	\$ 3,037,500
d. Town of Bridgewater Preservation Fund, up to	\$ 300,000
e. NEA Our Town Grant	\$ 150,000
TOTAL, Above	\$ 5,377,500

If the entire project were done, inclusive of a new building to replace the fire station, the opportunities for funding and financing would grow. For a project over 50,000 square feet in total usable space, MassDevelopment's Site Readiness Program could fund up to 70% of the project. In addition, MassDevelopment's Collaborative Workspace Program could provide up to \$100,000 for equipment. This could be viable with the participation of BSU and the opportunity for artist incubator/accelerator space.

8. The most viable operating model for the Old Town Hall Cultural Center is for the Town to own the building and lease it to a non-profit entity that would program and operate the building and outdoor space. The most likely candidate for this is Music Alley, which as a 501 (c)3 is positioned to grow into this role. In this approach, the Town as the landlord would be responsible for the building and its maintenance and utilities, while the non-profit would be responsible for operations and programming.
9. The anticipated operating budget, based on Massachusetts comparisons, is approximately \$500,000. Of this, approximately \$60,000 is occupancy. (Town expense as the landlord.) The earned to contributed income ratio is approximately 70%-30%. The anticipated staff size is 4.5 FTE, not including instructors. A board of 12 is standard. Upwards of 90 volunteers should be anticipated as needed to offset staff: volunteers typically staff the retail gallery space and support staff for events.
10. One of the intents of this mid-project/preliminary report was to provide Town leaders with the opportunity to consider the best or most preferable way forward. To that end, the consultant team charge was to provide two options for consideration. We have listed a total of four options under # 5 above. Of these, we recommend two: the Old Town Hall combined with an outdoor plaza behind the building, only, or these combined with a new joint venture building, in partnership with a developer, to replace the fire station, thereby bringing the entire project beyond 50,000 square feet and making it possible to obtain up to 70% of the project from

MassDevelopment. It may be desirable to do this in phases, with the Old Town Hall as phase one, followed by the plaza, and then by the new building.

## Introduction

This report is the companion to the Building Assessment Report provided under separate cover by Joslin Epstein. Together, these reports are intended as guidance for decision making concerning the final feasibility actions and recommendations.

This work was impacted by travel restrictions and restrictions for on-site group and individual meetings due to Covid-19. It was also impacted because many institutions and comparisons studied removed their programming from their web sites during the pandemic, making research somewhat of a challenge. Both of these may require some adjustment in the final steps of the project.

The contracted work to date included the following. Please see notes in the right-hand column regarding alterations to the work plan caused by Covid-19.

1. Start-Up. Review any additional documents from the Town, University, Cultural Council. Organize on-site meetings and facility assessment.	Assess all additional information facility re-use interest, facility condition, proposed area development, cultural district information. Conduct phone conversations with Town representatives, Cultural Council, University representatives to gather background.	Completed, however, additional dialogue with University officials is required due to Covid-19.
2. Conduct the first on-site. This will be conducted by L. Stevens, A. Joslin, A. Golob.	Hold information gathering discussions and roundtables with Town Manager, Planning and Economic Development staff; Assigned University representatives; Planning Board, Historic District Commission, Historical Commission.  Meet with Town and University finance/capital planning and legal representatives. Meet with any currently working on OZ/NMTC or other reinvestment financing.  Hold a roundtable with Cultural Council and interested arts groups/artists and University arts groups; meet with museum and gallery owners; meet with prospective developer partners; meet downtown business leaders; those working on the National Register application; local funders; representatives from groups that would potentially use the venue for meetings or other functions.  Tour facility and near-by University arts/cultural venues. Tour and review other arts and cultural facilities in the Town and surrounding area. Interview members of the Town Council and other boards. Hold	Done via phone and Zoom.    Joslin toured the venue. Other venues were toured via web sites, photos, social media.

	evening Town Hall meeting open to the public for input on types of programming and uses envisioned.	
3. Over a series of visits, conduct ongoing facility assessment, condition, analysis. Architectural review. A. Joslin and team.	Evaluate the facility's potential to serve the types of needs voiced in the first on-site. As needed, meet with town staff members, others who can provide additional detail, zoning information.	Conducted by A. Joslin
4. Facilitate two creative placemaking events: one for University (and high school) students; one for artists, arts educators, arts groups and the creative community to gather deeper information on the specific programming and develop a consensus of their priorities for programming, uses/users, and operations. A. Golob	<p>Create two supportive, consensus-oriented events such as pot-luck planning roundtable dinners that invite sharing and friendly dialogue of various ideas and points of view.</p> <p>During these events, participants will create group murals/diagrams/ideas of what should take place in the old Town Hall, how each participant/group would work with the others, the audiences served, the range of programs and services, how the facility would act as a hub for a cultural corridor or district and its inter-relationship with the University. The facilitator will help participants focus on reaching consensus priorities.</p>	In lieu of this, a community survey was posted. Four hundred fifty-five residents responded. The survey included closed-ended and open-ended questions to ensure opportunities for input. Completed within this report.
5. Inventory all existing public facilities and cultural services within the Town and within the surrounding area (Brockton, etc.); examine gaps and opportunities to fill the gaps that the Building may offer. Utilize existing market data to examine populations served. Based on the availability of audience/attendee databases, assess total audience reach (regional reach, demographic and Tapestry composition.) L Stevens	Examine the loss/migration impact on other existing venues and programs. Examine gaps and needs. Using this, for the Town Hall venue, calculate the potential frequency of use for various use scenarios and priorities. Examine impact for residents, K-12 education and higher education.	Partially completed, within this report. Frequency of use to be calculated based on final model.
6. Conduct a review of the uses, operations, programming, and financial profile of similar "hub" community venues elsewhere in Massachusetts, with a focus on Southeastern MA. As appropriate, examine	Identify strengths and weaknesses, best practices. Evaluate operating requirements and budgets, including operating business models, grants, subsidies, contributions, and earned income. Assess implications for Bridgewater's priority uses/vision.	Completed within this report.

<p>additional non-MA spaces that are applicable. L. Stevens</p>		
<p>7. Conduct telephone conversations with MA SHPO, Cultural Facilities Fund, key grant makers in the region, developer partners, others TBD to evaluate the applicability of various types of funding and financing based on the above.</p>	<p>Include findings.</p>	<p>Preliminary analysis completed. Phone calls to follow as model/options are narrowed.</p>
<p>8. Utilizing the above, develop a mid-project findings and recommendations report to the Town, University, and Cultural Council.</p>	<ul style="list-style-type: none"> <li>• Present three alternative primary use scenarios, with team recommendations for the scenario best suited for the building and most likely to generate the desired economic and social value.</li> <li>• Calculate the frequency of use and annual participation/use for these.</li> <li>• Calculate the prospective migration use away from other venues and implications, including on University venues.</li> <li>• Profile the lessons from comparables related to these.</li> <li>• Address the applicability of including artist live/work space or other dedicated and largely non-public space within the building.</li> <li>• Discuss the facility condition and the facility implications of the priority uses as identified, including ADA, restrooms, HVAC, electrical, exterior and interior requirements related to these</li> <li>• Examine the viability of each type of tax credit and financing model and other funding.</li> <li>• Evaluate how the proposed three types of use scenarios will stimulate off-site economic development.</li> <li>• Evaluate how each proposed use scenario will impact and support the Town Master Plan concepts of a community cultural hub, a cultural district, and connectivity to BSU arts venues.</li> <li>• Provide preliminary recommendations regarding the mix and volume of programming in the building.</li> <li>• Pro forma the operations, capital and operating budget range and financing repayment.</li> </ul>	<p>Completed within this report. It may be possible to schedule on-site presentation as COVID-related restrictions are lifted.</p>

## A. The Building

The Old Town Hall is viable to repurpose. As it is currently configured, however, the space is quite limited to provide the necessary programming spaces and also meet current ADA requirements along with the space needed for restrooms and other support space. An addition on the back of the building allowing for access to the second floor and restrooms, will address this need.

The two floors combined are about 6000 square feet. It is unlikely that the attic or basement could be used for anything other than HVAC or storage.

The building will require an entirely new HVAC. The electrical equipment is roughly 36 years old and has exceeded the life expectancy for this equipment. Similarly, the lighting fixtures and control systems are not in compliance with the latest energy codes. There is no hot water heater.

There is no existing fire protection sprinkler system. It is assumed that the building will need to meet ADA requirements, including a passenger elevator for access to the second floor, accessible restrooms, accessible pathways of travel in corridors, doors, and doorways, and other elements.

The windows are largely double hung of uninsulated single pane glass, a source of considerable heat loss. The exterior walls are uninsulated. The ceiling between the second floor and the attic appears to be only partially insulated. The roof singles have reached the end of their service life. The plaster ceilings have become cracked and loose and are in poor condition.

The existing stairs do not meet current code. Restrooms would need to be installed to meet MA Uniform Plumbing Code on each floor, and as currently configured, the building has inadequate restroom capacity. A new fire alarm and detection system will also be required throughout the building.

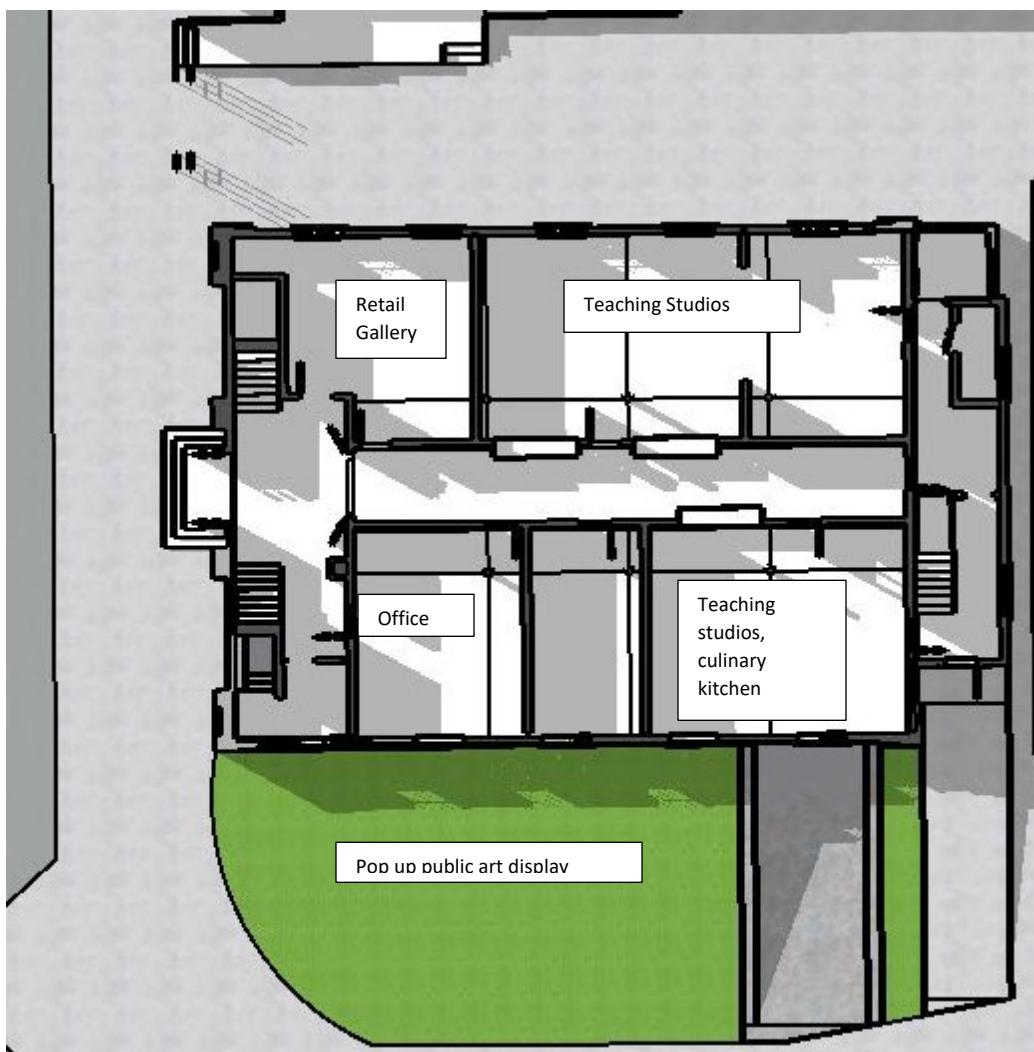
While the wood joist load capacity is equivalent to modern office occupancy, adaptive re-use into a venue for public occupancy will require re-support of the girder spans.

Based on usable space and circulation needed throughout the building, it is likely that the second floor could potentially have an occupancy of 300 for a reception if the space remains a completely flat floor. If a stage area was created – either elevated or flat – seating would be limited to about eight rows of 10 chairs. The main floor could likely accommodate classrooms or gallery space and an office, with a combined occupancy of 95.

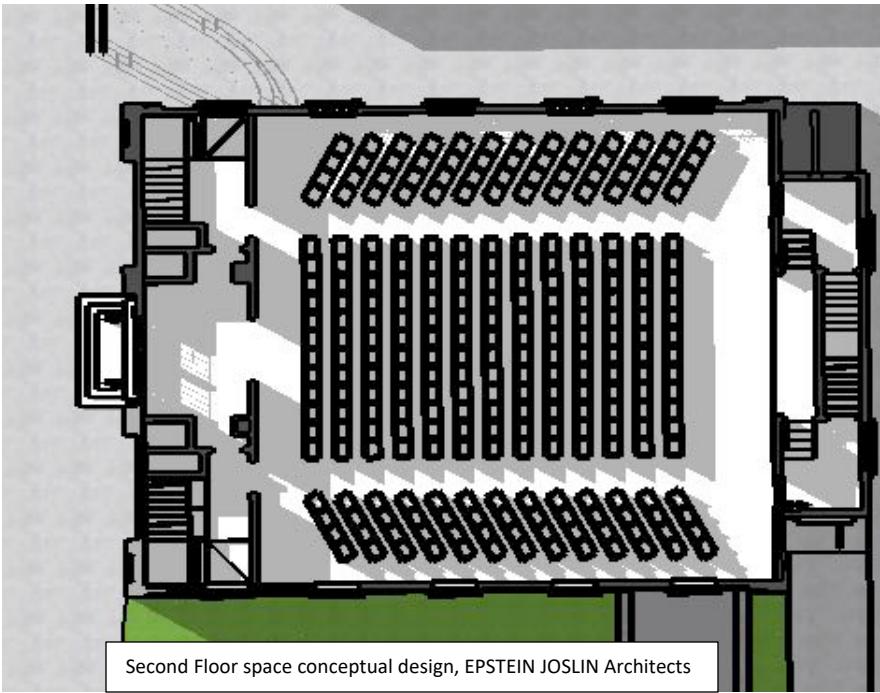
In summary, the Old Town Hall contains spaces that could serve effectively as a community arts center, but some major interventions will be needed. These include a passenger elevator, new sprinkler system, new and greatly expanded restrooms, a new roof, energy efficiency, insulation, new HVAC, electrical, plumbing, and fire alarm systems. In addition, parking will need to be identified, or a parking variance will be required, based on the total building occupancy.

## B. Potential Use

The Old Town Hall consists of 6000-6400 square feet of usable space. Based on findings from EPSTEIN JOSLIN Architects conducted for this study, taking circulation into account, the first floor could be subdivided into about 450 of office space and 1790 of classroom/art studio/gallery space. This translates into a maximum occupancy of 95. The second-floor space would allow for 2400 square feet of available space, which could potentially accommodate 300 people standing. Assuming space for comfortable seating with space between seats, it is likely that the second floor could accommodate eight rows of seats with about 20 seats per row, to comfortably seat an audience of about 160.



First-floor conceptual image, EPSTEIN JOSLIN Architects. Includes rear addition.



Second Floor space conceptual design, EPSTEIN JOSLIN Architects

As shown in the conceptual design by EPSTEIN JOSLIN Architects, the first floor can accommodate a retail/gallery space plus five teaching spaces, some of which could also be used for gallery space or other use. Based on results from the community survey, as reported below, there is a high interest in children's visual art classes, adult culinary arts classes, and artisan shops. This illustrates that these interests can be met. The second floor can accommodate a flexible event space that could be used for performances or could be used as a rental space for parties and

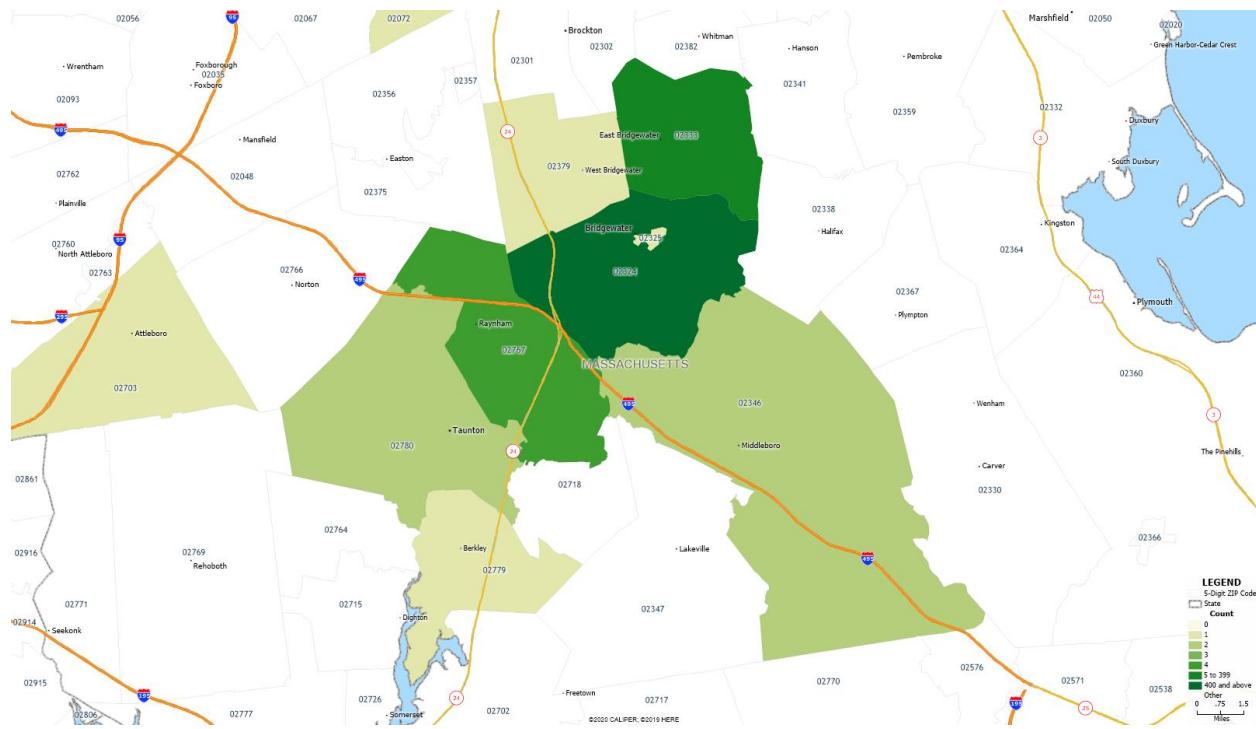
weddings. This is a major revenue source for many arts centers.

A commercial teaching kitchen, which would double as the catering kitchen for the building would require a 600 square foot space to accommodate 20 students plus an instructor. A small retail gallery, such as is pictured here, would also require about 600 square feet.



### c. What Residents Want

Do to meeting restrictions from Covid-19; this process used an on-line survey that was promoted by the Town as well as several non-profit and civic groups. Weekly drawings were promoted and held as incentives to complete the survey. A total of 452 surveys were completed. Based on the population size, this provides a 95% confidence level with a 5% plus/minus margin of error. This means that one can be reasonably sure that 95% of the population would respond similarly, within a 5% +/- range. Survey responses came from this geography:



Based on the survey, 70% of Bridgewater residents either strongly agree or agree that "Old Town Hall should be transformed into an arts center/creative hub for Bridgewater. Of the balance, 21% neither agree nor disagree, while nine percent disagree or strongly disagree.

It is generally prudent to learn the top current attendance behaviors as a predictor for future attendance interest. For Bridgewater residents, the top three current/prior year attendance behaviors were:

1. Live music indoors such as listening to a band or singer
2. Shopping at artisan shops, at art fairs, or the like
3. Going to galleries, art museums, art shows.

Keeping the above top three attendance patterns in mind, residents' top interests for Old Town Hall as a cultural center in priority order are:

Activity	Percent very or somewhat interested
Indoor/outdoor farmer's market	72%
Restaurant on site	66%
Outdoor summer visual arts fairs	60%
Shopping at Pop-up Artisan Shops	60%
Adult culinary class	58%
More outdoor music such as Music Alley	57%
Attending indoor concerts such as a singer or band	53%
Seeing pop-up public art outside	53%
Attending comedy, lectures, spoken word	53%
Taking an adult art class	52%
Taking a crafts class – i.e., woodworking, metalwork	51%
Attending community theatre	51%
Going to community art shows or exhibits	47%
Taking music lessons	38%
Attending live streaming concerts or events	36%
Taking dance or movement classes	34%

Residents with children at home under age 18 were asked to prioritize the types of cultural activities they would like for their children. Fifty-three percent of the respondents fit into this category and completed the question. Their priorities for their children are:

Interest for Children/Teens	Percent of Respondent HHs with Children
After School creative drop-in, markers space, and visual arts	59%
Children's art classes	55%
Teen Culinary Arts	53%
Children's summer arts camps/program	50%
Children's music instruction	49%
Teen digital arts, animation, film	49%
Teen arts program, exhibits	47%
Teen bands, music	46%
Children's theatre	45%
Teen movement, dance	41%
Children's dance classes	37%

Combined, the top adult and children's activities desired are:

Top Community Interests	Percent	Type of Space Required
Indoor/outdoor farmer's market	72%	Plaza/courtyard
Restaurant on site	66%	Plaza/courtyard
Outdoor summer visual arts fairs	60%	Plaza/courtyard
Shopping at Pop-up Artisan Shops	60%	Indoor retail
After school creative drop-in, makers space, visual arts	59%	Youth arts studio
Adult culinary class	58%	Culinary classroom/catering kitchen
More outdoor music such as Music Alley	57%	Plaza/courtyard
Children's art classes	55%	Youth arts studio
Attending indoor concerts such as a singer or band	53%	Indoor performance space
Seeing pop-up public art outside	53%	Plaza/courtyard
Attending comedy, lectures, spoken word	53%	Indoor performance space
Teen culinary arts	53%	Culinary classroom/catering kitchen
Taking an adult art class	52%	Adult art studio

Taking a crafts class – i.e., woodworking, metalwork	51%	Adult specialized art studio
Attending community theatre	51%	Indoor performance space
Children's summer arts camp/program	50%	Youth arts studio and plaza/courtyard

As illustrated by the coloring, a total of six different types of space are wanted as a part of the cultural center:

- Retail
- Youth arts studio
- Adult arts studio
- Culinary teaching kitchen/catering
- Plaza/courtyard including space for a restaurant
- Indoor performance space

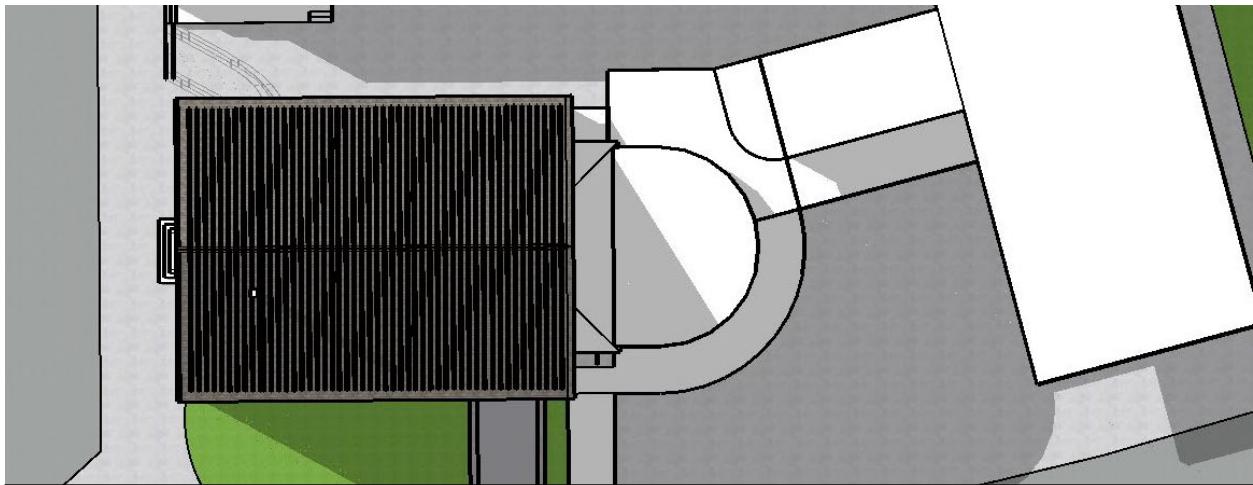
It is worthy of note that cultural centers throughout the country have found that this precise mix of spaces is what makes for a lively, highly used hub or magnet for activity.

- Culinary arts classes have soared to the top of interests for adults, children, and teens everywhere, in part because of their social nature. They bring people together in a fun learning experience that ends with dinner!
- Adults and their children want hands-on learning in a variety of visual arts and craft forms.
- Pottery, woodworking, metalwork, and makers' spaces attract high levels of participation.
- Outdoor plazas serve multiple uses, including concerts and markets/fairs, as well as sites for indoor/outdoor restaurants. (These also serve as excellent rental venues for weddings and parties and serve as a revenue center for many cultural centers.)
- Intimate indoor performance space becomes a social hub as well as a rental space.
- Retail is a critical component: many of us experience “the arts” as shoppers.

The existing Old Town Hall is large enough to accommodate all of these, except the outdoor space. In considering the desire for such space, the ad hoc nature of Music Alley is essential to address: half of the space used belongs to the owner of the adjacent building. There is a shared-use agreement between Music Alley and the building owner, but that does not secure the space for public use in perpetuity. Also, with new concerns over social distancing, Music Alley may appear too confined a space in future years.

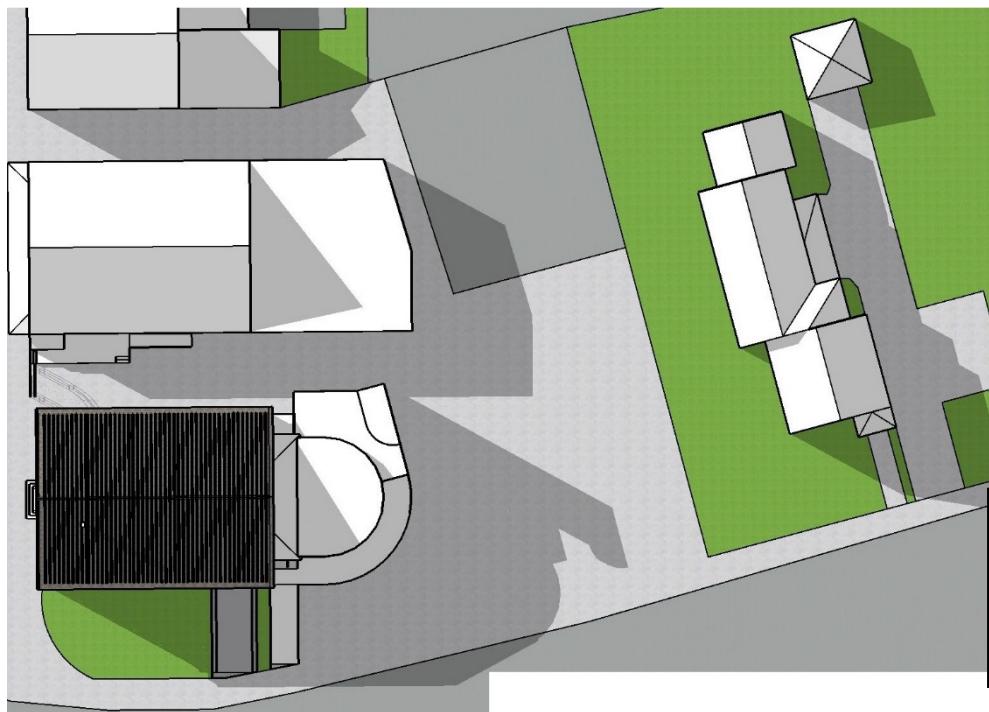
There is a solution to this. The space behind the Old Town Hall building can be repurposed as the outdoor music, festival, farmer's market space, and become a magnet on its own. This has the added advantage of creating a strong social-event link between the BSU campus and its arts venues and the Old Town Hall. When a new fire station is constructed in a different location, the current station building can be demolished or repurposed. This creates the opportunity for a new outdoor space behind the Old Town Hall that can be used for events, concerts, farmer's markets, and art fairs. The image below shows space for a stage and audience with an imagined new building to replace the Fire Station. This drawing suggests the inter-relationship of the new building to the

outdoor space and the Old Town Hall, with the new building potentially including a restaurant with outside seating to support the outdoor performance/market/festival site.



Conceptual model for outdoor events space and new building replacing fire station, EPSTEIN JOSLIN Architects

A larger outdoor space could be made possible if the entire land parcel for the fire station building was transformed into a space for the Old Town Hall outdoor events:



Without the use of the land behind the Old Town Hall, the necessary new addition for elevator and restrooms and the additional rear access leave little room for outdoor use:



Image: EPSTEIN JOSLIN Architects

How do residents feel about using the Fire Station to further the capabilities of the Old Town Hall?

- 48% of residents agree to “using that space to expand/link an additional building to Old Town Hall so it can accommodate more of the activities.” Only 20% disagree, which 18% neither agree or disagree and 8% raise other options or concerns about such use.
- The three top attendance interests - farmer’s markets, restaurant on-site, outdoor summer art fairs – all require use of a portion of the current fire station land and some portion of the fire station building. Over 70% of residents want an indoor/outdoor farmer’s market on site, and 65% want a restaurant. Fifty percent of residents with children want children’s summer art camps, which would likely require some outside space.

See the full survey results attached.

#### D. Adaptive Re-use as a Cultural Center: Funding Available

The Old Town Hall is a meaningful part of the Town of Bridgewater’s history and has historically been the anchor for the community’s downtown. Based on input provided through the recent Town Master Planning, it is a popular focal point that residents want to maintain. Within that planning process, community members specifically cited a cultural center as a desired adaptive re-use strategy to maintain the building. Given the above list of building work required, it is unlikely that a private party would purchase the building and undertake the extensive renovations: the floor space is too small for a commercial venture to recoup the capital expense.

By saving the building and repurposing it for cultural use, the Town can tap into some Commonwealth grant funds. The Massachusetts Cultural Facilities grant program will provide funding on a competitive basis for buildings over 150 years old toward this purpose, and the Town Hall could potentially receive up to \$675,000 in funding through this. The Town of Bridgewater's Community Preservation Fund could dedicate Community Preservation Funds funds toward the building's preservation and restoration. In addition, the Massachusetts Preservation Projects Fund provides matching distributions. If there is a commitment to establish a historic property maintenance fund in a restricted endowment, applicants may request a higher level of support. There is a National Endowment for the Arts grant program, Our Town, which also provides funding for the development and capitalization of cultural centers, up to \$150,000.

Also and assuming that a non-profit undertakes the redevelopment of the building – possible through a lease arrangement with the Town – the non-profit can receive up to 20% of the total qualified rehabilitation expenditure. This is a unique feature of the Massachusetts Historic Tax Credits program: typically, historic tax credits require the formation of a for-profit entity. (This is why a cultural center project such as this would not be able to receive Federal HTCs.) In Massachusetts, the non-profit can sell the tax credit certificates: there is an active market for these in Massachusetts.

As evident from the above, use as a cultural center can save this building and afford several important funding opportunities.

## **Opening the Door to New Funding and Financing**

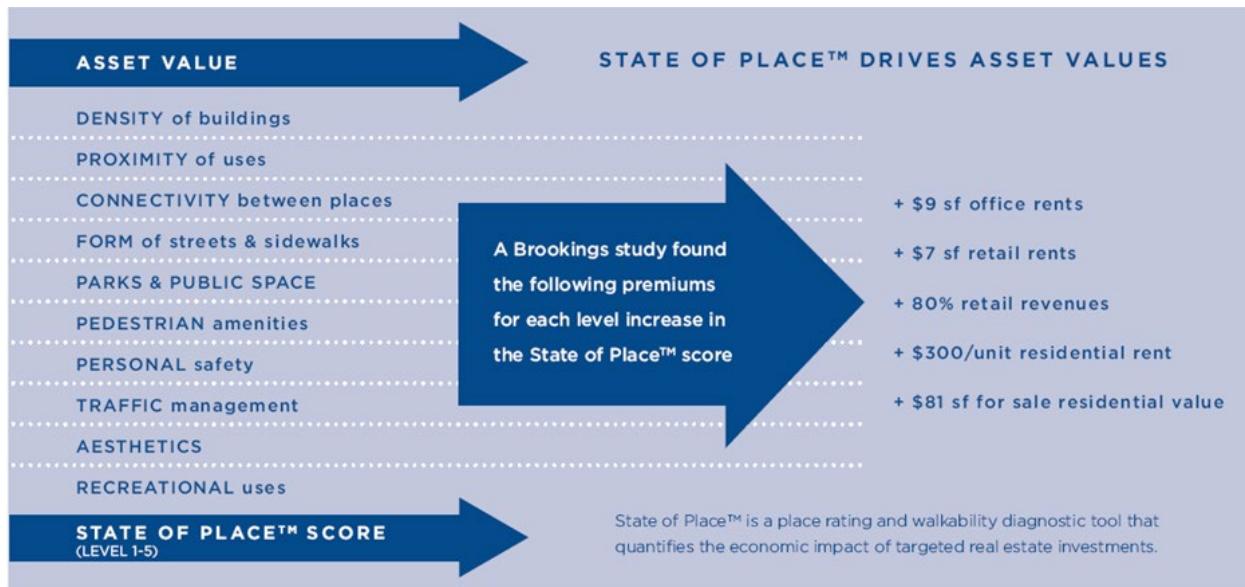
### **1. MassDevelopment**

The use of the Firehouse property as a part of the Old Town Hall cultural center master plan opens the door to new Commonwealth funding and financing opportunities. With the addition of the fire station to bring the entire project up to 50,000 square feet, MassDevelopment could fund 70% of the entire project, requiring 30% from the Town.

Bridgewater could be eligible for Commonwealth Site Readiness Fund support from MassDevelopment for "site assembly, site assessment, predevelopment permitting and other predevelopment and marketing activities that enhance a site's readiness for commercial, industrial, or mix-use development." This could happen by including the outdoor plaza and a new replacement building for the fire station that includes commercial space for a restaurant and potentially additional creative retail that could take the entire complex up to 50,000 square feet of indoor and outdoor space. The fund allows for such funding to be used either for industrial parks or the revitalization of downtown centers. Related to the fire station, this funding would allow for demolition of the structure, environmental remediation (if needed), construction-level design for on-site improvements, and off-site access, as well as the construction of on-site improvements. MassDevelopment is interested in projects that lend themselves to private investment, the creation of new jobs, proximity to housing, and availability of local contribution funds.

## 2. MHIC Healthy Neighborhoods Equity Investment

Either NMTC lending or equity investment (10 years) from the Massachusetts Housing Investment Corporation (MHIC) could also be possible. The MHIC Healthy Neighborhoods Equity Fund looks for investment in projects that promote the following:



Projects considered for equity investment must meet these criteria:

- Demonstrated neighborhood and community support
- Location: Within ½ mile of transit, or in a mixed-use neighborhood with significant potential for increased walkability
- Scale: Minimum \$5MM Total Development Cost (TDC)
- Uses Market-rate and moderate-income housing (rental or ownership); commercial office, retail, and industrial space; mixed-use development.

## 3. Opportunity Zone

If Bridgewater elects to add this type of equity investment to the capital stack, consideration should be given to including the boarding house building next to the fire station as well. This complex of buildings would likely be highly desirable for Opportunity Zone investment as well. Consideration should be made to transforming the boarding house building into artist/creatives live workspace at below-market rates.

## 4. Massachusetts Cultural Council (MCC) State Designated Cultural Districts

Adaptive re-use of the Old Town Hall as a cultural center, alone, may not establish a cultural district. However, the creation of the plaza/event space behind the Town Hall, as illustrated above, along with

the use of the existing lawn space for public art, would do much to transform School Street into the cultural corridor many in the community have supported. The MCC offers a rolling application for cultural district designation that does not bring any direct grant funding with it, but that helps create the credibility and stature to attract other support from state and federal agencies.

Of particular note, this designation opens the door for Bridgewater to apply for Federal Transportation Alternative funds for streetscaping School Street, including increased sidewalks and bike lanes to make the area pedestrian and bicycle safe as a connector to BSU's cultural venues. At the state TA level, signage including direction signs to School Street and signs identifying the School Street Cultural District could be funded.

Cultural District designation is also designed to help communities work with the Commonwealth Economic Development Incentive Program to offer TIF opportunities for development. This could be desirable for the redevelopment of the fire station property and the boarding house property.

The designation may also be useful if the boarding house property was to be converted into artist live/workspace, with particular emphasis on providing space for BSU arts students as they transition into careers. (It may be possible, for example, to include a creative business incubator/accelerator program within the live workspace building.) As with the Old Town Hall itself, the boardinghouse could qualify for Massachusetts Historic Rehabilitation Tax Credits up to 20% of the rehabilitation cost, which could be sold on the state tax credit market.

The designation and the potential of the Historic Rehabilitation Tax Credits could open the door for Boston LISC to bring an equity partner to the table through its affiliates, the National Equity Fund, and the New Markets Support Company. New Market Support Company (NMSC), in Chicago, is a syndicator of federal NMTC and supports creation of urban entertainment districts.

## D. Operational Models

There are a number of operating models for the Old Town Hall Cultural Arts Center. The most likely are:

- Operations by a newly formed non-profit – i.e., Old Town Hall Cultural Arts Center, 501(c)3
- Operations by an existing non-profit in the arts – i.e., Music Alley
- Operations by the Town; this would typically be through a parks/recreation department
- Operations by Bridgewater State University
- Operations by a school district
- Operations by a contracted for-profit entity

In today's climate, it is unlikely that a newly formed non-profit would be able to quickly gear up to undertake the development and operations of the facility.

In many communities across the country, arts centers such as the Old Town Hall are operated by community parks and recreation departments. This is less of a model in Massachusetts than elsewhere and would be a departure from the operation of Legion Field and Olde Scotland Links Golf Course and Scotland Field. The few municipal programs include Ipswich, which has a ReCreation and Culture Department. Longmeadow Parks and Recreation runs children's arts and dance classes at its Greenwood Children's Center. Sudbury offers summer arts and crafts camps, as does Sandwich, and Plymouth offers toddler art and teen theater and dance. These are not the norm.

Operations by an existing non-profit arts entity would be viable, and likely would be the easiest to move forward in short order.

The comparison studies conducted showed the following prevailing operating models that would be applicable to the Old Town Hall:

- 1) Owned and operated by the local government. In many communities, nation-wide, cultural centers are operated as a part of community parks or recreation departments. This is not typical in Massachusetts, however, and is particularly challenging for a Town such as Bridgewater in which there is no standing recreation department.
- 2) A building owned by local government operated through a long-term lease by a non-profit. This is a prevailing model. It shares responsibility for the preservation and use of the building between the public and private sectors. In this arrangement, it is typical for the local government to maintain some level of responsibility for the building in much the same way as a commercial landlord would be the responsibility for upkeep and maintenance, exterior grounds maintenance, and utilities. This, in turn, limits the operating cost of the non-profit to make cultural center programs available at a lower cost and to require less of a contribution base.
- 3) Non-profit building ownership, as well as operations. This is the most challenging model for most non-profits, as it requires the non-profit to generate the revenue necessary for occupancy as well as programs. Typically, non-profits in this position have larger buildings

or complexes, in larger population centers. The larger building allows for extensive rental revenue from special events, and a larger population base allows for more contributions.

4) University ownership with joint university-community operations. This is not the most typical model, but it does exist. Notably, in Massachusetts, it can be found in the Middlesex Community College Richard and Nancy Donahue Family Academic Arts Center, a repurposed historic train depot transformed into an arts center. In the Lowell model, the primary users are students. However, the building spaces can be rented by local organizations, and there is a partnership agreement in which the public schools have below-market-rate access to use the performance spaces. In Lowell, there is emphasis by the college on events and festivals that bring the college and community together. These include the annual Town and City Festival, a multi-day, multi-stage event.

- Community interviewees and survey respondents said that University ownership/operations would limit community involvement and hinder the overall sense of “community.”

The most applicable model from above is #2. This is a model that allows the operations of the Center to grow over time based on the growing capacity of the management entity.

For Bridgewater, the logical operating entity is Music Alley, which formed to provide the outdoor programming that has become heavily attended by the community. While this organization is young, it does have good governance and programming structure, with a number of individuals who were active in the feasibility study dialogue. A second option would be the cultural council. However, while numerous models of local cultural councils also operate cultural venues evident throughout the country, this model often brings with it various real or perceived conflicts of interest with other groups. In this model, grantees may feel that their cultural council/grant-maker is in competition with them for funding, setting up a negative dynamic that can backfire.

This study examined eight Massachusetts community cultural centers that fit the descriptions either of 2 or 3, above. The average operating budget of these is just over \$500,000 per year. The average board size is 12. The average staff size for a fully operating cultural center is 4.2, not including teachers or performers. The average volunteer base is 93. At full operations, the staff is likely to include: 1) Director; 2) Facility/technical/maintenance manager; 3) Education/services manager; 4) Marketing /community outreach/development manager; and 5, as applicable) Rentals and events manager. The average occupancy cost including upkeep, exterior (snow removal/grounds), and utilities, is just over \$60,000 a year. (In the town-non-profit shared model, this would be the Town’s annual commitment.)

The non-profit almost always holds at least one annual fundraising event, and almost always solicits support from individuals and local businesses and foundations. In Massachusetts, it is typical for cultural centers to receive small government grants via their local cultural councils’ support. On average, 33% of revenue comes from these sources, and 77% comes from tuitions, fees (percentage of sales for pop-up sales galleries, etc.), rentals, ticket sales and other earned income opportunities.

If this model is selected, it will be imperative that Music Alley ramp up so that it can reach this level of support within the coming five years, anticipating two years for the development of the building, two years for a gradual ramp-up of programs and services followed by a full operations model by year five.

## Analysis of Comparisons

As comparisons, this study selected the following cultural arts centers:

1. Cultural Center of Cape Cod, S. Yarmouth, MA
2. Franklin Performing Arts Company/Franklin Arts Center, Franklin, MA
3. Hopkinton Center for the Arts, Hopkinton, MA
4. Essex Art Center, Lawrence, MA
5. Performing Arts Center of MetroWest, Framingham, MA
6. MotherBrook Arts and Community Center, Dedham, MA
7. Creative Arts Center, Chatham, MA
8. South Shore Arts Center, Cohasset, MA

*Massachusetts Comparisons (Budgets are drawn from most recent Form 990s)*

Venue	Operating Budget (Total Expense)	Operating Revenue	Board Size	Staff Size	Number of Volunteers
Cultural Center of Cape Cod	\$811,044	\$834,991	12	5	25
Franklin Performing Arts Company/Center/School <sup>1</sup>	\$517,531	\$551,701	7	5	125
Hopkinton Center for the Arts	\$694,027	\$700,072	10	13	40
Essex Art Center	\$509,421	\$464,954	11	6	100
Performing Arts Center MetroWest	\$288,233	\$271,640	10	22	NA
Mother Brook Arts and Community Center	\$410,859	\$295,854	13	1	NA
Chatham Creative Arts Center	\$383,946	\$353,201	16	4	NA
South Shore Art Center	\$661,096	\$769,539	20	48	200
Munroe Center for the Arts	\$527,594	\$567,473	12	65	70
Average	\$534,083	\$504,198	12	4.2 not including faculty	93

## Take Away Points for Bridgewater:

- The community of Bridgewater should anticipate an operating budget to be in the range of \$500,000, increasing over time and based on programming to the \$700,000 - \$800,000 ceiling.

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<sup>1</sup> FSPA/Center offers classes that include community-intro arts classes, but in addition operates high school college prep/pre-professional classes. It is included here because of its venue that includes a 200 seat black box, as well as some of its programs such as its summer camps, after school program, and other community-based programs.

- Per the above centers, it should strive for a net revenue positive budget each year, annually adding about \$30,000 to liquid cash reserves. While in past decades, it was unusual for non-profit entities to accrue cash reserves, the Great Recession followed by the 2020 Pandemic has shown that it is essential for all non-profit entities to have significant cash reserves. A goal should be to accrue and then maintain no less than the equivalent of 6 months of operations, or approximately \$250,000, in cash reserves or equivalent securities that can be drawn down in a time of crisis.
- A board size of 12 is average.
- Massachusetts cultural arts centers and similar cultural centers have two distinct approaches to staffing. One is a small staff, with artist-instructors/resident artists and performers contracted for service. The other is that all instructors/resident artists are on payroll. The most common is the small staff/contracted artists. An FTE staff of 4 – 6 is typical. This usually includes: 1) Director; 2) Facility/tech/maintenance manager; 3) Education/services manager; 4) Marketing/community outreach/development manager; 5) Rentals and events manager.

### **Reducing the Cost of Operations: Public-Private Partnership**

Especially in smaller communities (population under 40,000), and when arts centers are created out of former school buildings, former town halls, police stations, or library buildings, it is most typical for there to be a joint operating agreement between the municipal government and the operating non-profit entity, in which the government is responsible for maintenance and utilities either through its own staff/operating budget or through an annual grant for the amount to the non-profit, and the non-profit is responsible for programming and services. This “occupancy” cost varies with the size of the building and surrounding land. It generally includes exterior maintenance, snow removal and grass cutting, parking lot maintenance (if there is off-street parking), interior operating equipment maintenance (HVAC), and utilities. It generally does not include interior equipment used for operations and programming (i.e. stage lighting, gallery lighting), indoor upkeep/janitorial, indoor painting (i.e. repainting for gallery exhibits), or other indoor wear and tear, or artistic equipment used for programs (i.e. sound system, replacement of stage lights, etc.)

#### *Average cost of occupancy*

Venue	Occupancy Cost, Removing outliers from above
Cultural Center of Cape Cod	\$60,000
Hopkinton Center for the Arts	\$69,000
South Shore Arts Center	\$35,000
Essex Arts Center	\$87,000
Franklin Performing Arts Center	\$65,000
Average	\$63,200

As illustrated below, revenue profiles vary widely. For some cultural arts centers (Essex, Mother Brook, Chatham) contributions dominate, making it possible for these centers to offer classes and programs at little to no cost. For others, earned income dominates through program service revenue.

The break-out of program service revenue is important, illustrating the diversity of revenue streams. The three most applicable to Bridgewater are the Cultural Center of Cape Cod, South Shore Arts Center, and Hopkinton Center for the Arts in that these illustrate a mix of tuitions, artisan shop receipts, studio rentals, ticket sales, and facility rentals – the most likely earned income mix for Bridgewater.

### Revenue Mix

Income Sources

Venue	Contributions and Grants	Program Service Revenue	Other Revenue	Investment Income
Cultural Center of Cape Cod	\$265,554	\$313,882	\$58,571	\$23,098
Franklin Performing Arts Company/Center	\$152,208	\$350,992	\$48,462	\$39
Hopkinton Center for the Arts	\$168,479	\$494,798	\$36,795	
Essex Art Center	\$257,600	\$141,645	\$58,761	\$6,948
Performing Arts Center MetroWest	\$18,967	\$252,562		\$111
Mother Brook Arts and Community Center	\$181,992	\$55,925	\$172,942	
Chatham Creative Arts Center	\$283,176		\$84,162	\$16,608
South Shore Art Center	\$265,554	\$313,882	\$58,571	\$23,089
Munroe Center for the Arts	\$30,660	\$529,241	7,541	58

*Earned Income Detail*

Venue	Tuition, Net	Vendor Fees	Program Fees	Exhibition Fees	Studio/Artisan Rentals	Gallery and Gift Shop Sales, Artisan Boutiques, Net	Event Rentals	Ticket Sales	Memberships
Cultural Center of Cape Cod	\$126,127				\$50,850	\$100,798	\$15,549	\$180,145	
Hopkinton Center for the Arts	\$294,130		\$54,555	\$75,142		\$70,921			
Essex Art Center	\$141,645				\$5,266				
Performing Arts Center MetroWest	\$249,707							\$2,855	\$97,556
Mother Brook Arts and Community Center					\$126,462				\$55,925
Chatham Creative Arts Center					\$12,185		\$675		\$33,857
South Shore Art Center	\$221,109	\$29,955	\$6,260	\$15,645	NA	\$35,700		NA	
Munroe Center for the Arts	\$339,420				\$189,821	\$7,514			

The contribution mix for these arts centers is important to note if the Town partners with a non-profit such as Music Alley, which would need to gear up to have a comparable level of fundraising capacity. Almost all have annual benefits to raise funds for operations. Most receive small sums in government grants, usually through their local cultural councils. The majority of contributions are from individuals and local businesses.

Venue	Fundraising Event Net	Individual and Local Business, Foundations, Contributions	Government Grants	Other
Cultural Center of Cape Cod		\$343,258		
Hopkinton Center for the Arts	\$36,795	\$156,979	\$11,500	
Essex Art Center	\$53,495	\$252,480	\$5,120	\$4550
Performing Arts Center MetroWest	\$58,571	\$163,448		
Mother Brook Arts and Community Center	\$46,480	\$135,512		
Chatham Creative Arts Center	\$82,066	\$165,685	\$1500	
South Shore Art Center	\$58,571	163,448		
Munroe Center for the Arts		\$30,660		
Average amount raised, contributions, business, grants	\$176,433			

## **Mission Statement & Summary of Offerings**

The mission statements of the comparison Massachusetts community arts centers reveal the extent of programming and the priorities. These range from the fundamental of Mother Brook Center's focus on economic development to Chatham's focus on superb faculty and national guest artists. The Cultural Center of Cape Cod is the most similar in mission to what is likely to be a mission/platform for Bridgewater.

Venue	Mission and Summary
Cultural Center of Cape Cod	To offer arts and cultural education, exhibition, and entertainment for the community and visitors.
Hopkinton Center for the Arts	An inclusive community that fosters and celebrates the creative spirit in every individual, the Center is dedicated to engaging the greater MetroWest community in the exploration, enjoyment, and support of the arts through multidisciplinary programming.
Essex Art Center	To inspire and nurture the diverse artistic potential of the Greater Lawrence community through class exploration and gallery exhibition and to make creative enjoyment accessible to all.
Performing Arts Center MetroWest	To build and develop a strong MetroWest performing arts school while building a vital cultural community fostering artistic expression, inspiration, refinement, and growth.
Mother Brook Arts and Community Center	To serve as a creative driving force, educational resource, and economic engine to improve the Dedham community and stimulate growth and revitalization of the Mother Brook neighborhood.
Chatham Creative Arts Center	Dedicated to the teaching appreciation of the arts. Open all year; the Center offers classes and workshops in drawing, painting, photography, printmaking, pottery, and jewelry. In addition to offerings by its own teaching staff, the Center sponsors workshops by nationally known artists.
South Shore Art Center	To enrich the communities south of Boston by engaging artists and fostering an understanding and appreciation of the visual arts through exhibitions and education.

Munroe Center for the Arts	To further the cultural and artistic education of the residents in the community.
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## **Some National Models**

### **Collaborations with College**

The University of Memphis' College of Communication and Fine Arts has developed a Central Avenue Arts Corridor development project.

A former Visitor Information Center at the corner of Patterson Street and Central Avenue has been transformed into a "HUB" gateway to the UofM art scene. It offers student artists an ongoing opportunity to display their work year-round in a pop-up gallery format, with students each getting a two-week opportunity to showcase and sell their work.

The intent of the HUB is to give student entrepreneurial experience in selling their art in pop-up studio-giftshop format, and also to learn about how their art fits into the local economy.

### **Colby College**

In 2012, Waterville, ME received funding to create a non-profit collaborative arts space that includes a gallery and teaching space. It quickly reached capacity, leading to planning for a larger venue. Recently, Waterville Creates! and Colby College have been raising funds to expand the venue with a larger downtown arts center that will include space for some of the Colby College Art Museum collection, serve as a gateway to the College's arts venues, and brand Waterville as a creative hub.

Still in the fund development stage, the plans call for a "hub" for both the college and community that will "welcome visitors from multiple generations into a unique, art-filled space. Inside the two-story illuminated pavilion, the life of the center will be on full display through a beautifully designed exterior glass wall. The name, The Hub, is symbolic of the convergence and connection of the many groups that will use the new downtown arts center—the partner organizations of Waterville Creates!, the Colby and Waterville communities, and visitors to Waterville."

The Paul J. Schupf Art Center will be constructed on the current site of The Center building at 93 Main Street, directly adjacent to the Waterville Opera House and City Hall building and downtown's central green space, Castonguay Square. Waterville Creates! and Colby College are partnering on the venture, which will create a hub for visual arts, performing arts, arts education, and film for children and adults. The building is intended to serve as an economic driver for Waterville's downtown. A Colby College alumnus has contributed about 1/3<sup>rd</sup> of the cost of the building. The community is raising the balance of the capital cost.



An artist rendering of The Hub, which will lie at the heart of the Paul J. Schupf Art Center in downtown Waterville.

### Middlesex Community College

In 2015, Middlesex Community College embarked on the restoration of the former Boston & Maine Railroad Depot into an arts and performing arts center. The College received \$11 million toward the project from the state higher education capital bond bill, federal funds for the feasibility study, and used \$8 million in funds it raised toward the project, with the intent of serving as a gateway to downtown Lowell. The building includes a small theatre, music and dance studios, and arts classrooms. The building opened its doors in 2018 as the Richard and Nancy Donahue Family Academic Arts Center. The old train station was largely gutted and a new egg-shaped theatre space inserted within the exterior walls to accommodate a 177 seat theatre, a 103 seat recital hall, and a 900 square foot dance studio.



Adaptive Re-use of the historic train station, Donohue Arts Center

## E. Programming to Avoid: Limiting Negative Impact on Existing Programming

The only type of programming that – if offered – would create competition with existing area organizations is community theater and musical theater/family musical theater. Bridgewater State University's family musical series is a very popular annual series. Massasoit Community College's in-residence community theatre company is similarly top-rated. BSU's youth arts program similarly provides afterschool and summer camp youth learning in theatre and community theater.

## F. Additional Market Analysis: Up-to-date Clustering to Assess Market Capacity to Support the Center

To test the viability of a cultural arts center that charges for classes and programs and requires private sector contributions for sustainability, the consultant added to the report scope of work by conducting an updated cluster analysis.

The cluster system used is Maptitude's new Geodemographic Segmentation, which is conducted at the block group level, the smallest level of geography, a subset of census tracts. In this system, there are a total of eight primary segments, each with between three to six subsegments.

The immediate Bridgewater market primarily consists of two subsegments, named Settled and Content, and Bloomers, but the 10-mile radius market area – a distance parents would be likely to drive to take children to an arts class, for example – consists of a range of segments and subsegments from high affluence rural homes to young and more diverse urban clusters found in areas of Brockton.

The Bridgewater market's Settled and Content households are highly stable – fewer have moved in the past ten years than in most other clusters. The median age is 44, median home value is just over \$300,000, and the mean household income is \$98,612. These households contain many whose children have moved out: only 17.5% have children at home.

This group is balanced by the younger Bloomer segment, with a median age of 36, a mix of singles and young families. The median household value is also just over \$300,000, but the mean household income is significantly lower at \$60,853. (Bloomer incomes vary considerably: there are some areas above \$150,000 annual income despite the much lower mean income.)

The education profile of both groups is nearly identical, as is the dominant employment sector of education, health care, or social services.

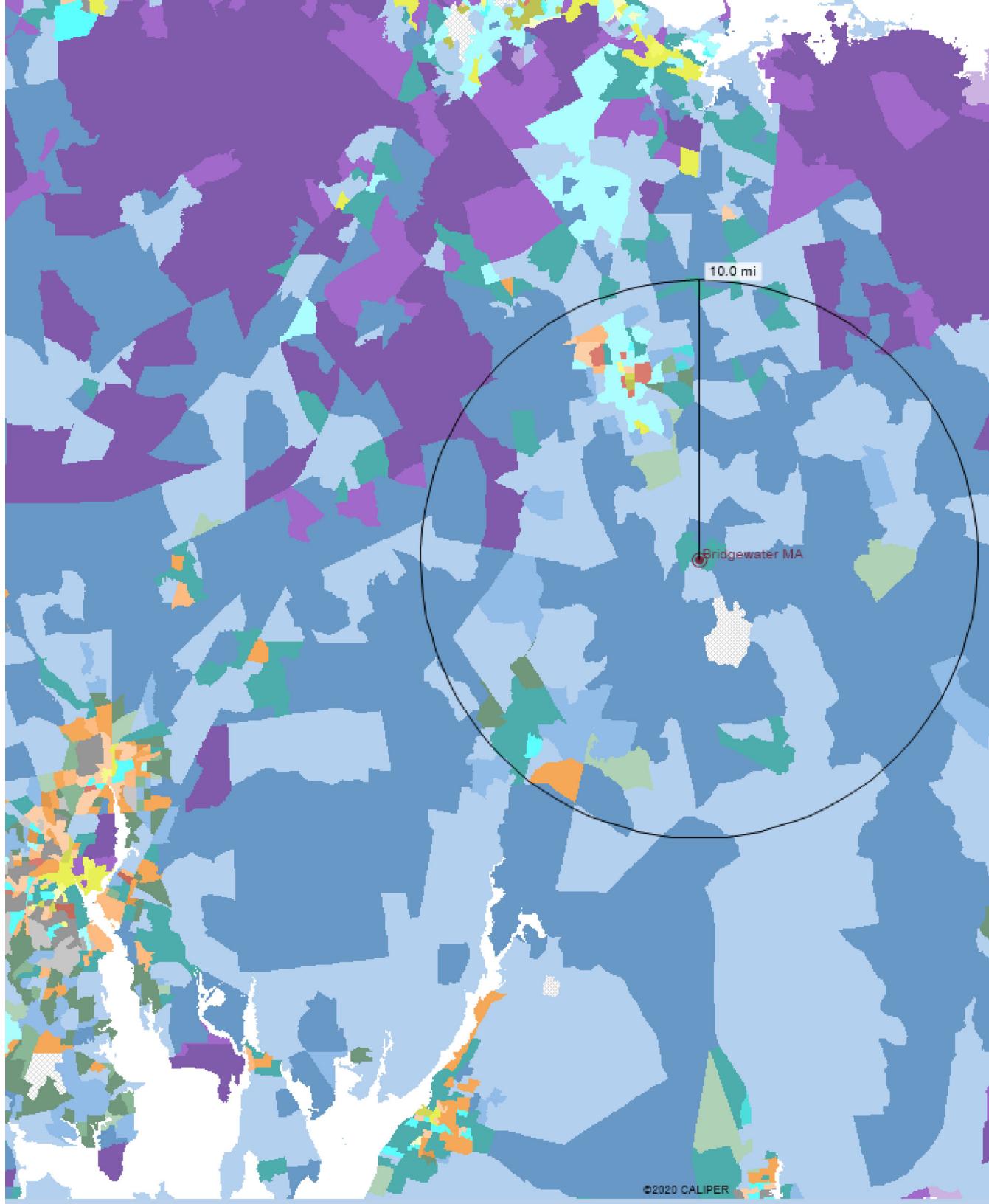
Surrounding Bridgewater, there are clusters with higher mean household income (over \$100,000) and with higher median home values. Median age is similar, at around 40.

Between them, these three clusters have the capacity to pay moderate amounts for classes and tuitions for their children and to enjoy moderately priced entertainment and events. They are more likely to give modest annual contributions than to be major donors.

This demographic bodes well for the Old Town Cultural Center if its classes are carefully priced. Its artisan inventory should offer numerous items in an affordable price range; higher-priced paintings or other art items are unlikely to sell. The homogeneity of the community suggests that socially-based programs like culinary classes are likely to be a major draw, along with informal concerts with a moderate ticket price.

As long as total annual fundraising stays in the \$125,000 - \$150,000 range, it is likely that the center will be able to meet the annual goal. If the need for annual fundraising goes much above this, the center may not be able to reach the target.

A detailed break-out of the clusters is attached.



# Bridgewater Public Survey about Old Town Hall

June, 2020



ArtsMarket

SurveyMonkey



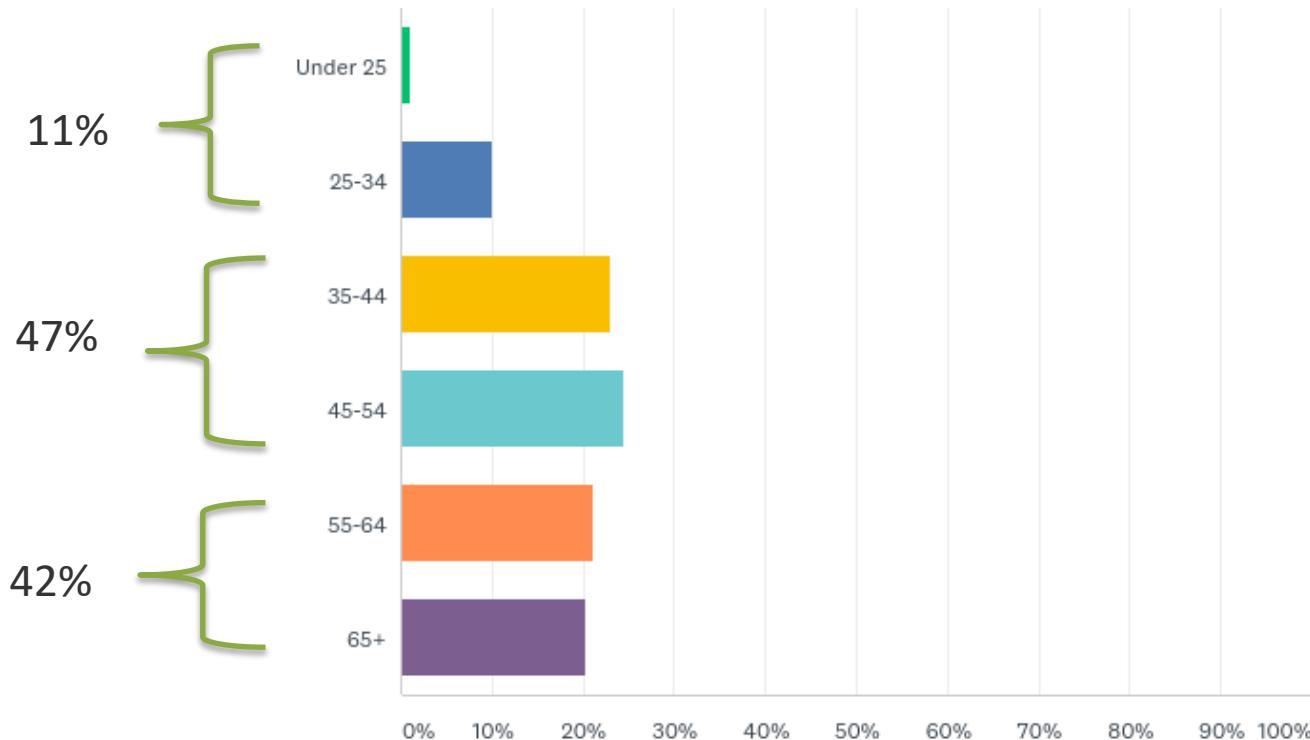
452

Total Responses



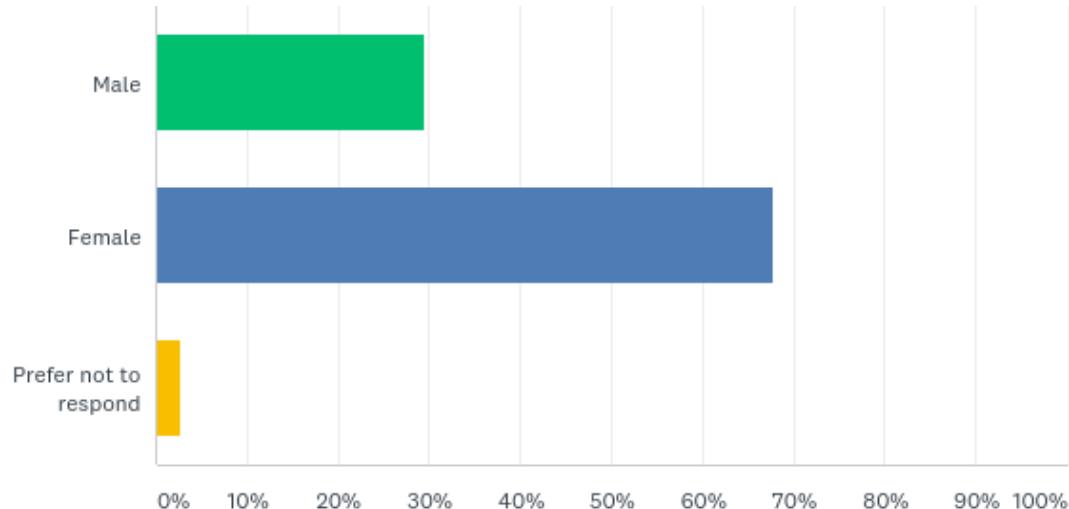
## Q2: What is your age?

Answered: 447 Skipped: 5

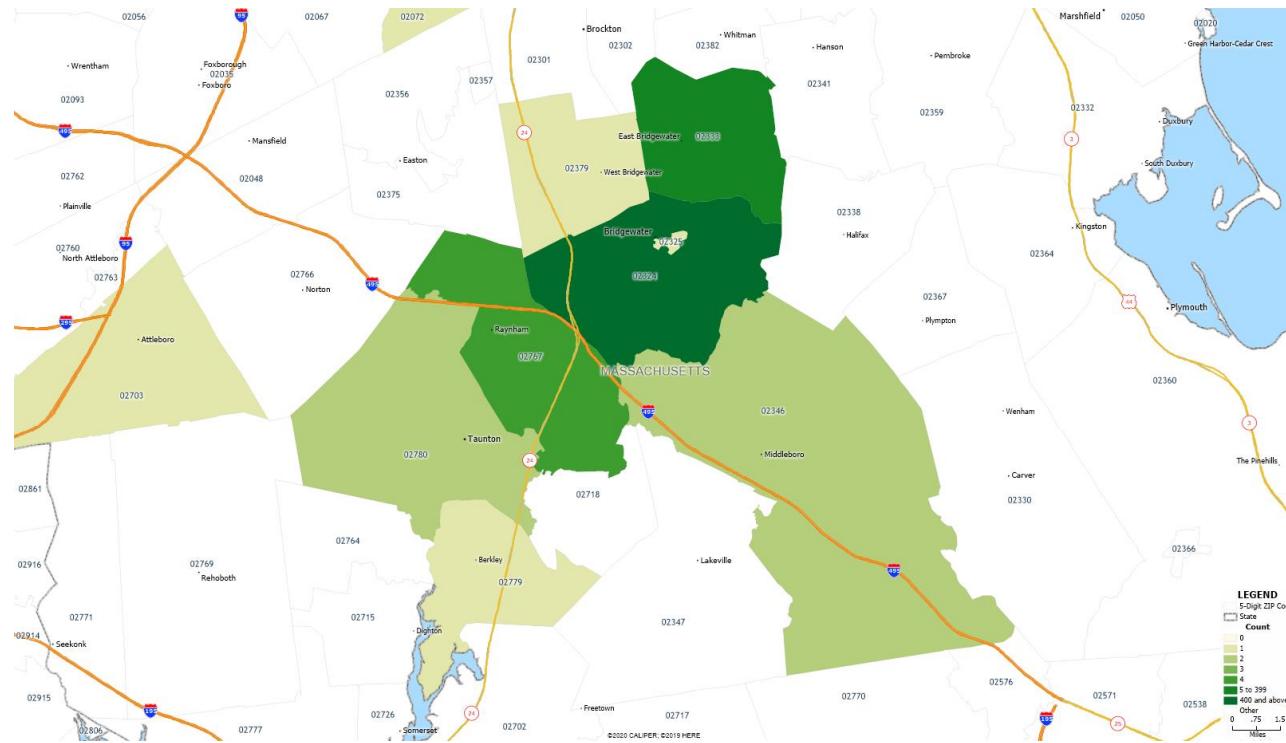


## Q3: Are you?

Answered: 445 Skipped: 7

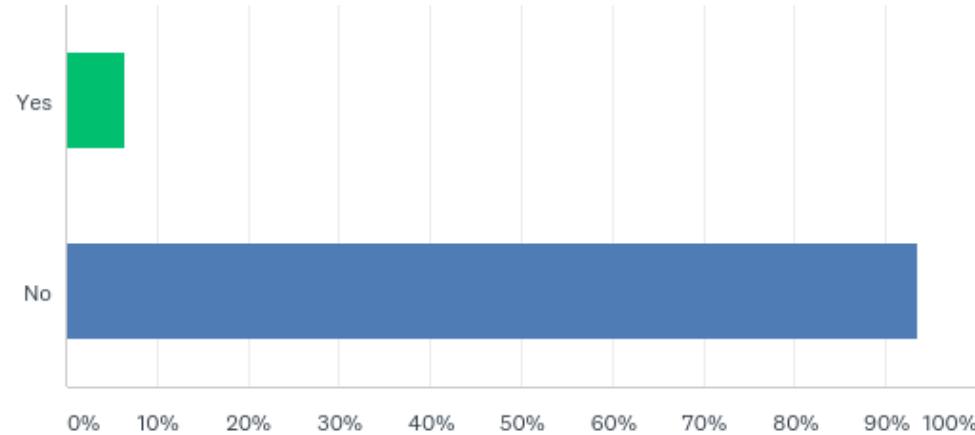


## Q. 4. Where do you live?



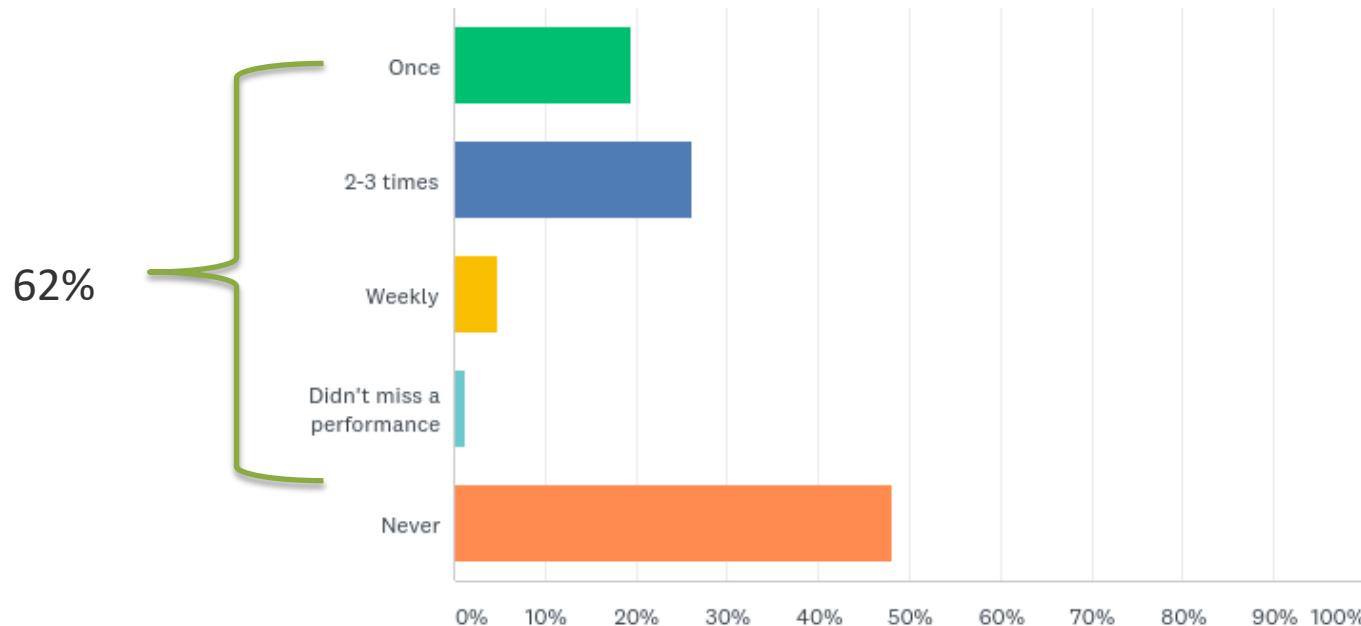
## Q5: Are you or anyone in your household a student at Bridgewater State University?

Answered: 449 Skipped: 3



## Q6: In the past year, about how many times did you and/or members of your household attend events at Music Alley?

Answered: 448 Skipped: 4



## Q8: In a typical year, how often do you or members of your household attend any performing arts or art exhibits at BSU?

Answered: 447 Skipped: 5

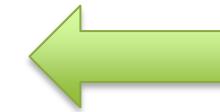
61%

ANSWER CHOICES	RESPONSES
Always	3.13% 14
A few times	36.47% 163
Once	20.81% 93
Never	39.60% 177
<b>TOTAL</b>	<b>447</b>

## Q7: Not including Music Alley, about how many times in a typical year do you attend any of the following, either in Bridgewater or elsewhere?

Answered: 447 Skipped: 5

	NEVER	ONCE	2-6 TIMES	6-12 TIMES	WEEKLY	TOTAL
Live music indoors such as listening to a band or singer	21.72% 96	18.55% 82	43.89% 194	13.80% 61	2.04% 9	442
Classical music concert	64.58% 279	17.13% 74	16.90% 73	1.16% 5	0.23% 1	432
Community theater	40.28% 174	23.38% 101	32.41% 140	3.70% 16	0.23% 1	432
Comedy	45.50% 192	29.62% 125	23.70% 100	1.18% 5	0.00% 0	422
Children's or youth theatre, dance or music recital/performance	43.29% 187	21.99% 95	30.09% 130	3.94% 17	0.69% 3	432
Galleries, art museum, art shows	31.26% 136	28.28% 123	31.49% 137	7.82% 34	1.15% 5	435
Shop at artisan shops, at art fairs, or the like	15.68% 69	15.68% 69	50.23% 221	16.59% 73	1.82% 8	440
Take adult arts class - i.e. visual arts, dance, music, etc.	65.74% 284	11.57% 50	15.51% 67	3.24% 14	3.94% 17	432
Take a child/youth to arts class or lessons	64.20% 269	9.79% 41	12.65% 53	4.06% 17	9.31% 39	419



#1



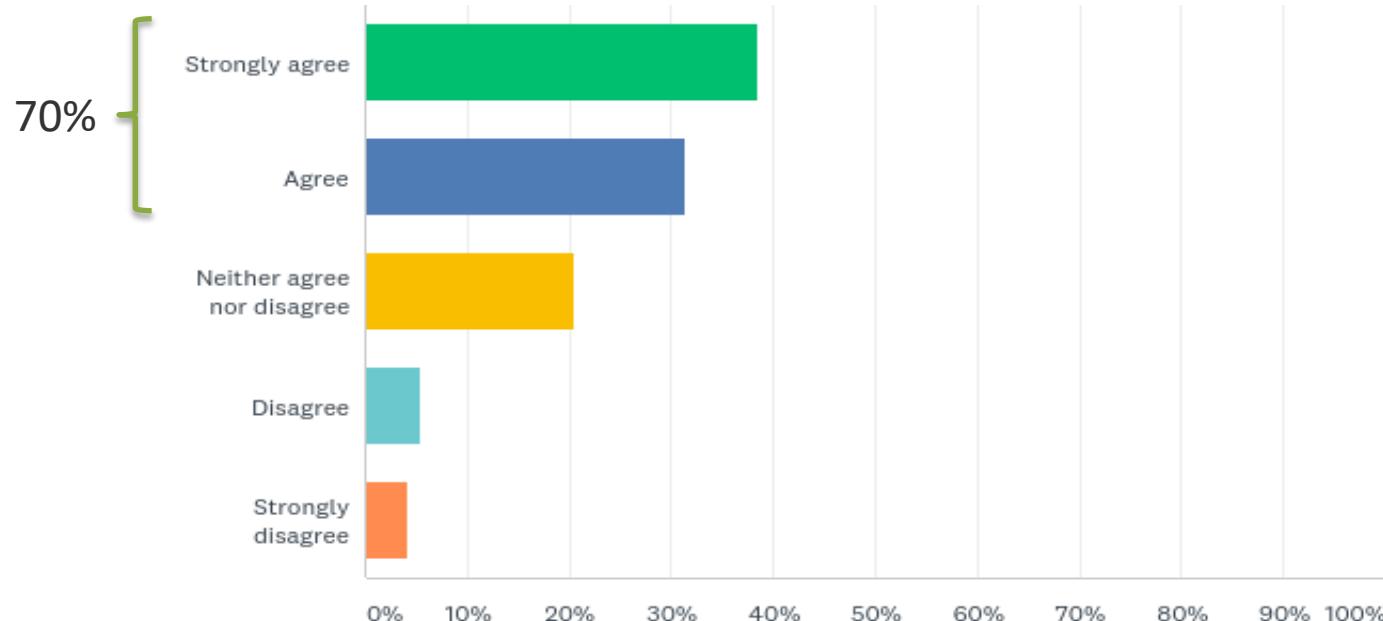
#3



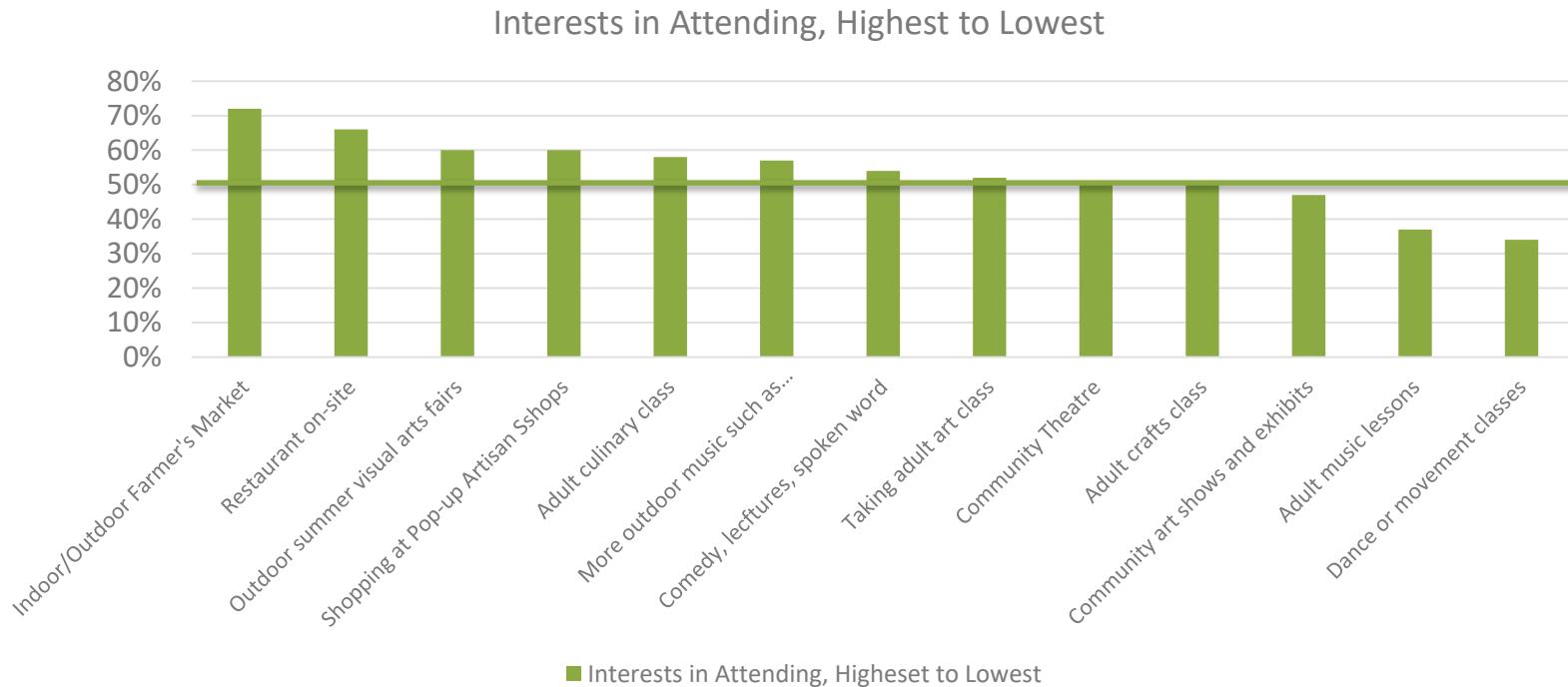
#2

## Q9: Do you agree/disagree that the Old Town Hall should be transformed into an arts center/creative hub for Bridgewater?

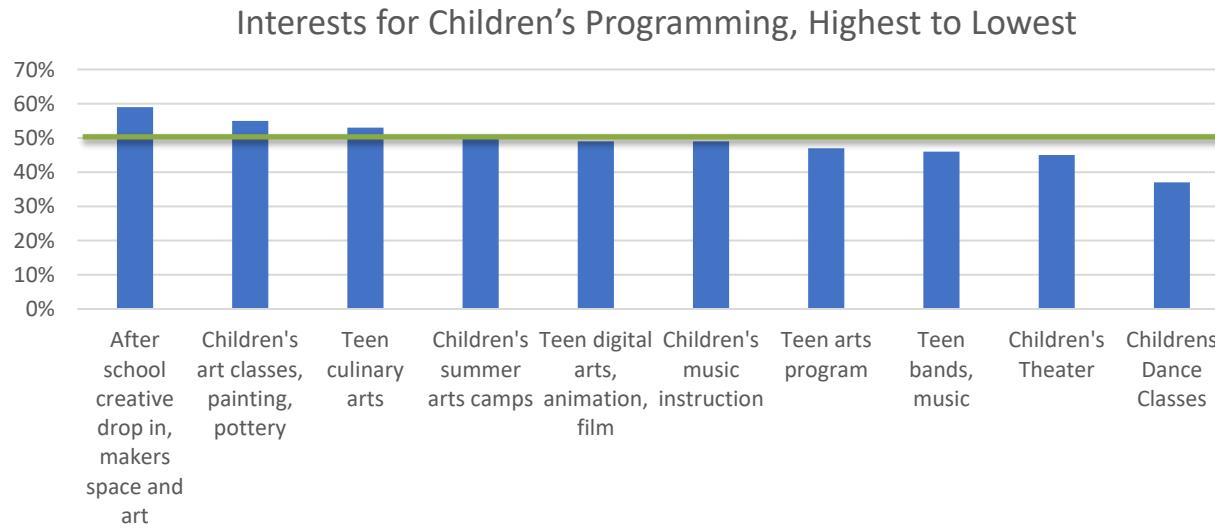
Answered: 389 Skipped: 63



# Q10: Please consider what you and members of your household would be interested in attending/participating in at the Old Town Hall, and rank each of these options accordingly.



## Q11: If you have children at home, how interested would you be in any of the following for them if these took place at Old Town Hall?



**Q12: Old Town Hall is small and won't be able to accommodate a lot of different creative activities. The Town is studying the feasibility of moving the Fire Station behind Old Town Hall elsewhere, leaving that land available. To what extent do you agree/disagree with using that space to expand/link an additional building to Old Town Hall so it can accommodate more of the above activities?**

	ANSWER CHOICES	RESPONSES
48%	Strongly agree	27.98% 108
	Agree	20.21% 78
	Neither agree nor disagree	17.88% 69
20%	Disagree	8.03% 31
	Strongly disagree	11.66% 45
	Don't know/no opinion	5.96% 23
	Other (please specify)	8.29% 32
	<b>TOTAL</b>	<b>386</b>



**BRIDGEWATER TOWN HALL MASTERPLAN / FEASIBILITY STUDY,  
Central Square, Bridgewater, MA**

PROGRAM / OPERATIONS CONSULTANT:  
ArtsMarket, Inc.  
662 Coffee Creek Road, Bozeman, MT 59715  
T: (406) 587-4571 E: LStevens@artsmarket.com

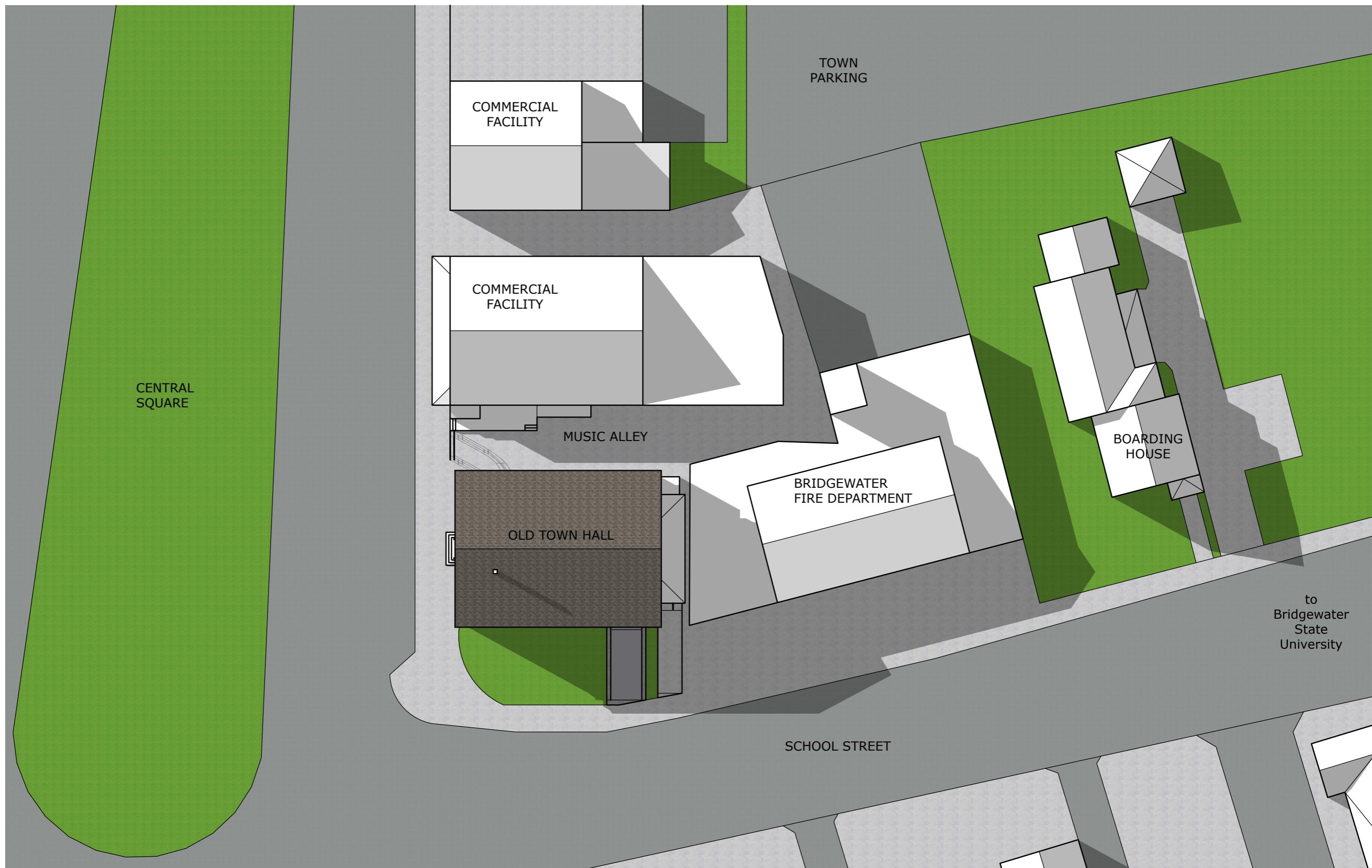
MASTER PLAN AND FEASIBILITY ARCHITECT:  
EPSTEIN JOSLIN Architect, Inc.  
80 Trowbridge Street, Cambridge, MA 02138  
T: (617) 306-6943 E: ajoslin@epsteinjoslin.com

**Old Town Hall from Central Square**

**A .00**

For Design Concept only, Not for Construction

May 29, 2020



**BRIDGEWATER TOWN HALL MASTERPLAN / FEASIBILITY STUDY,  
Central Square, Bridgewater, MA**

PROGRAM / OPERATIONS CONSULTANT:  
ArtsMarket, Inc.  
662 Coffee Creek Road, Bozeman, MT 59715  
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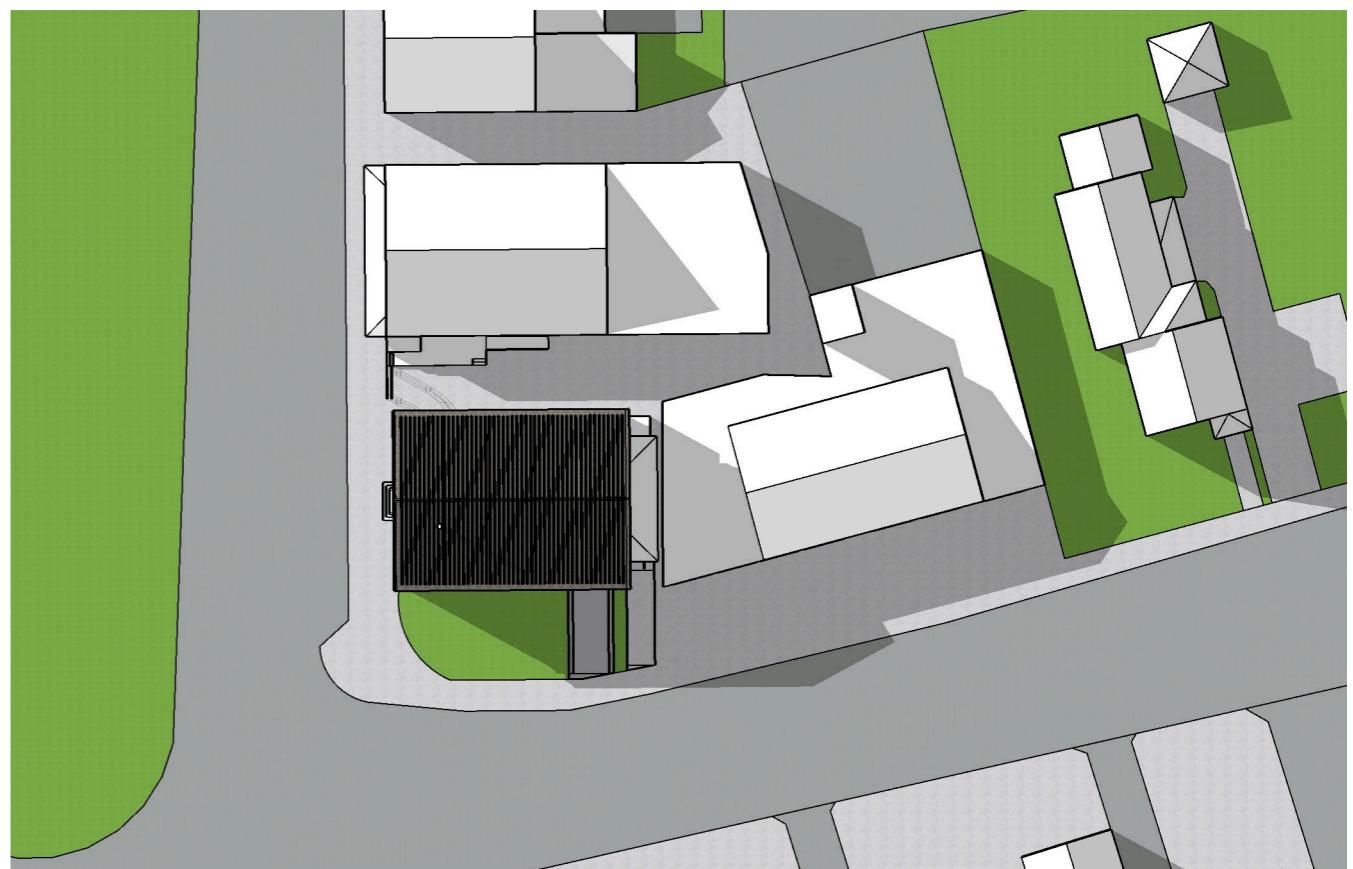
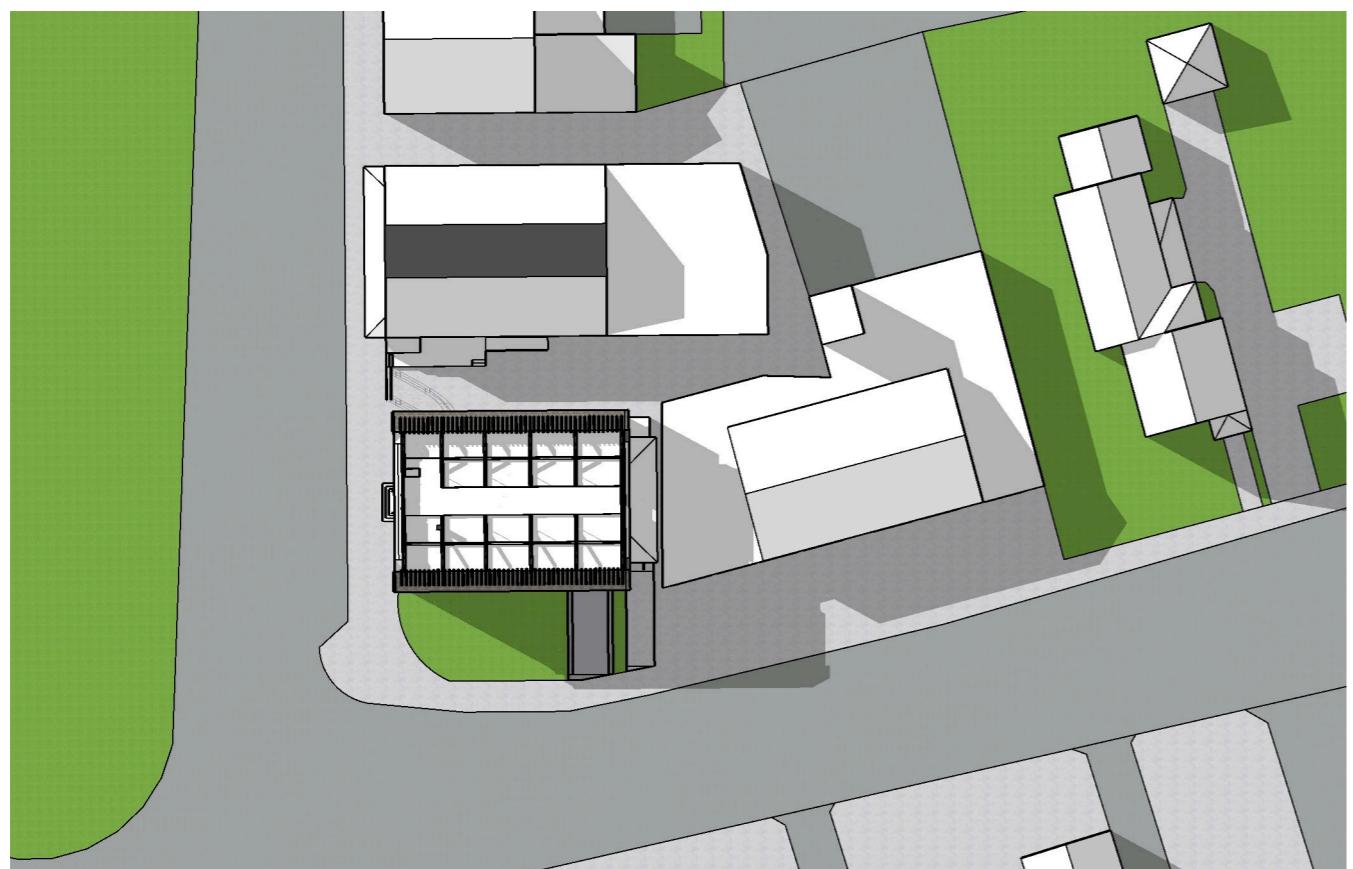
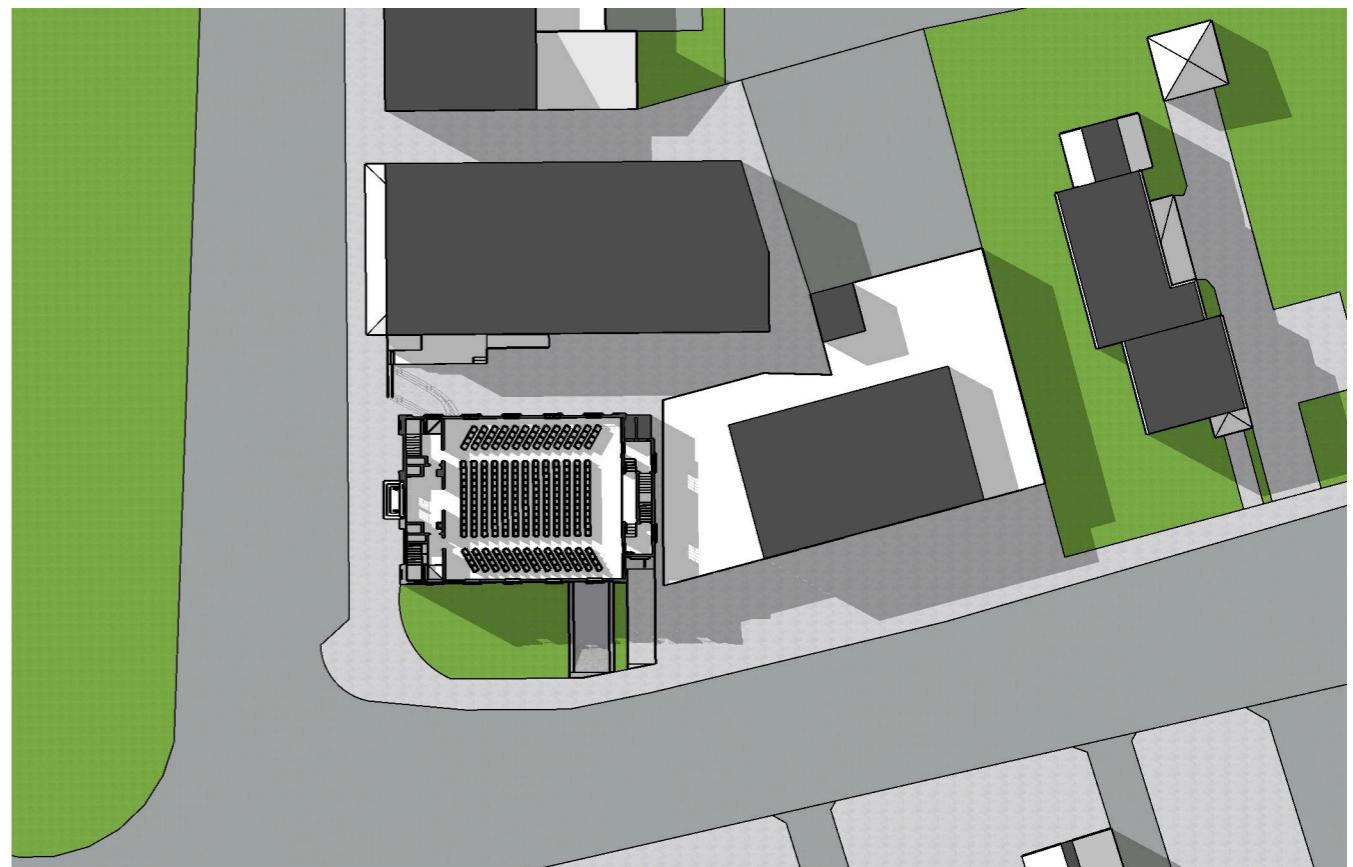
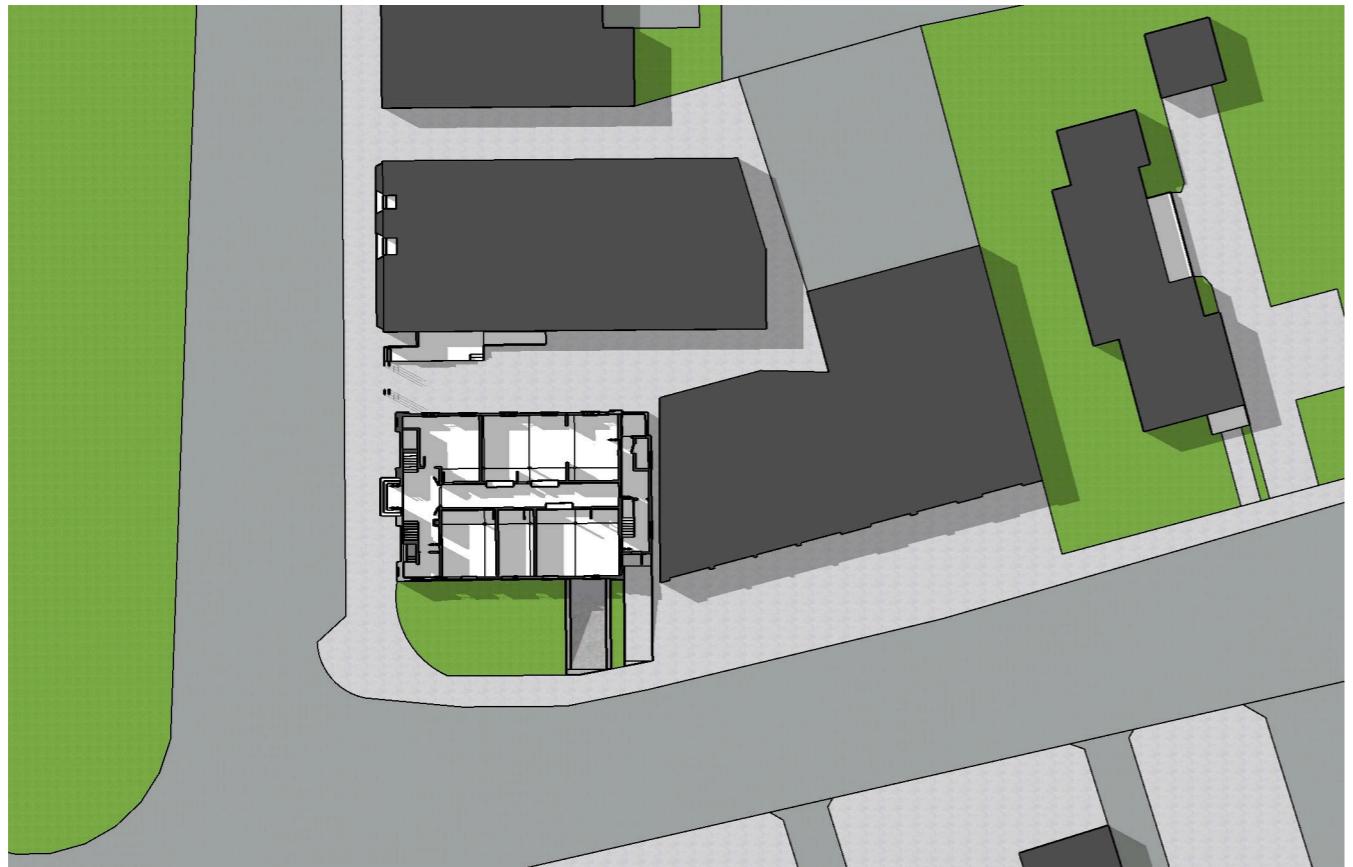
MASTER PLAN AND FEASIBILITY ARCHITECT:  
EPSTEIN JOSLIN Architect, Inc.  
80 Trowbridge Street, Cambridge, MA 02138  
T: (617) 306-6943 E: ajoslin@epsteinjoslin.com

**Aerial Site Plan**

**A 1.00**

For Design Concept only, Not for Construction

May 29, 2020



## BRIDGEWATER TOWN HALL MASTERPLAN / FEASIBILITY STUDY, Central Square, Bridgewater, MA

PROGRAM / OPERATIONS CONSULTANT:  
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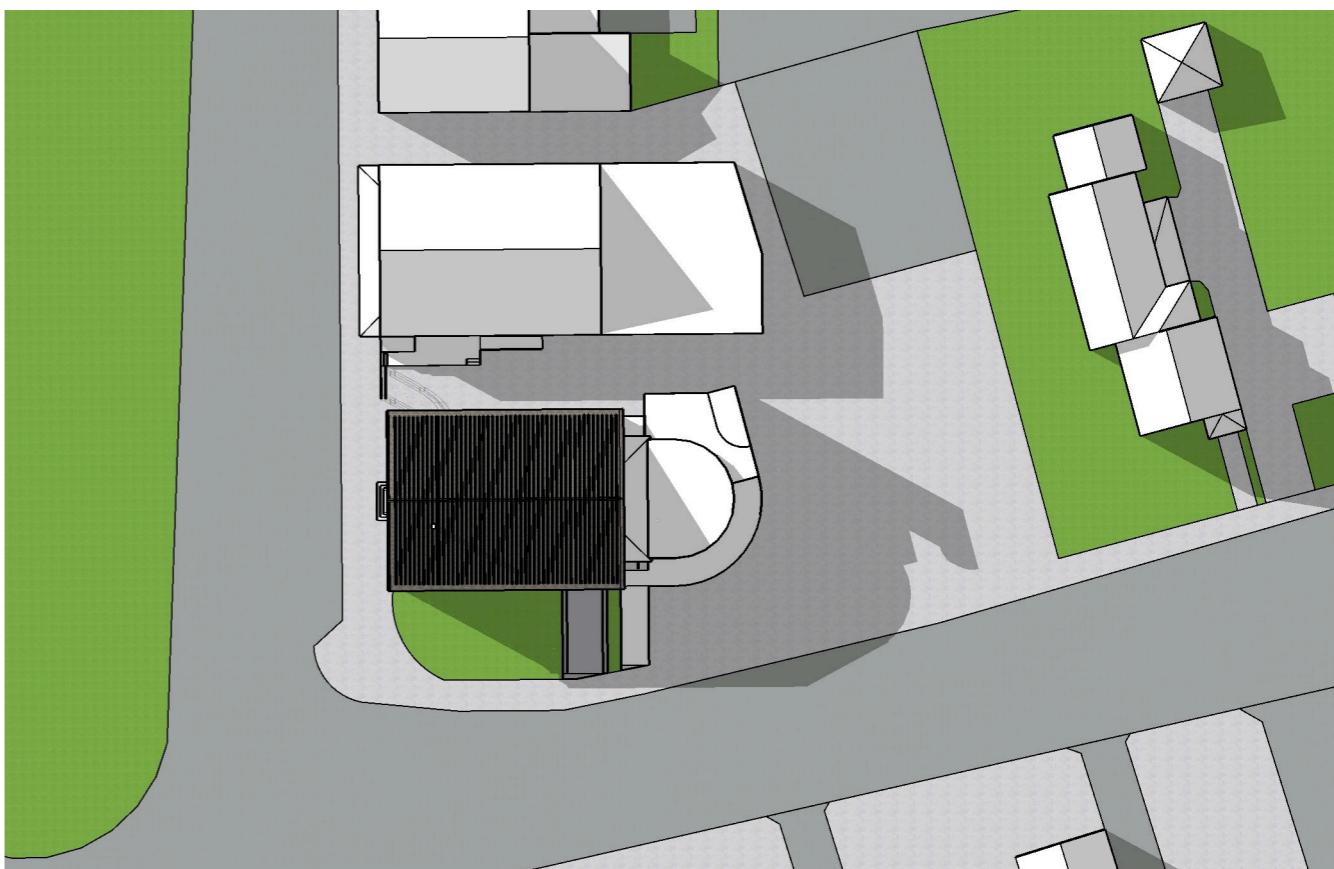
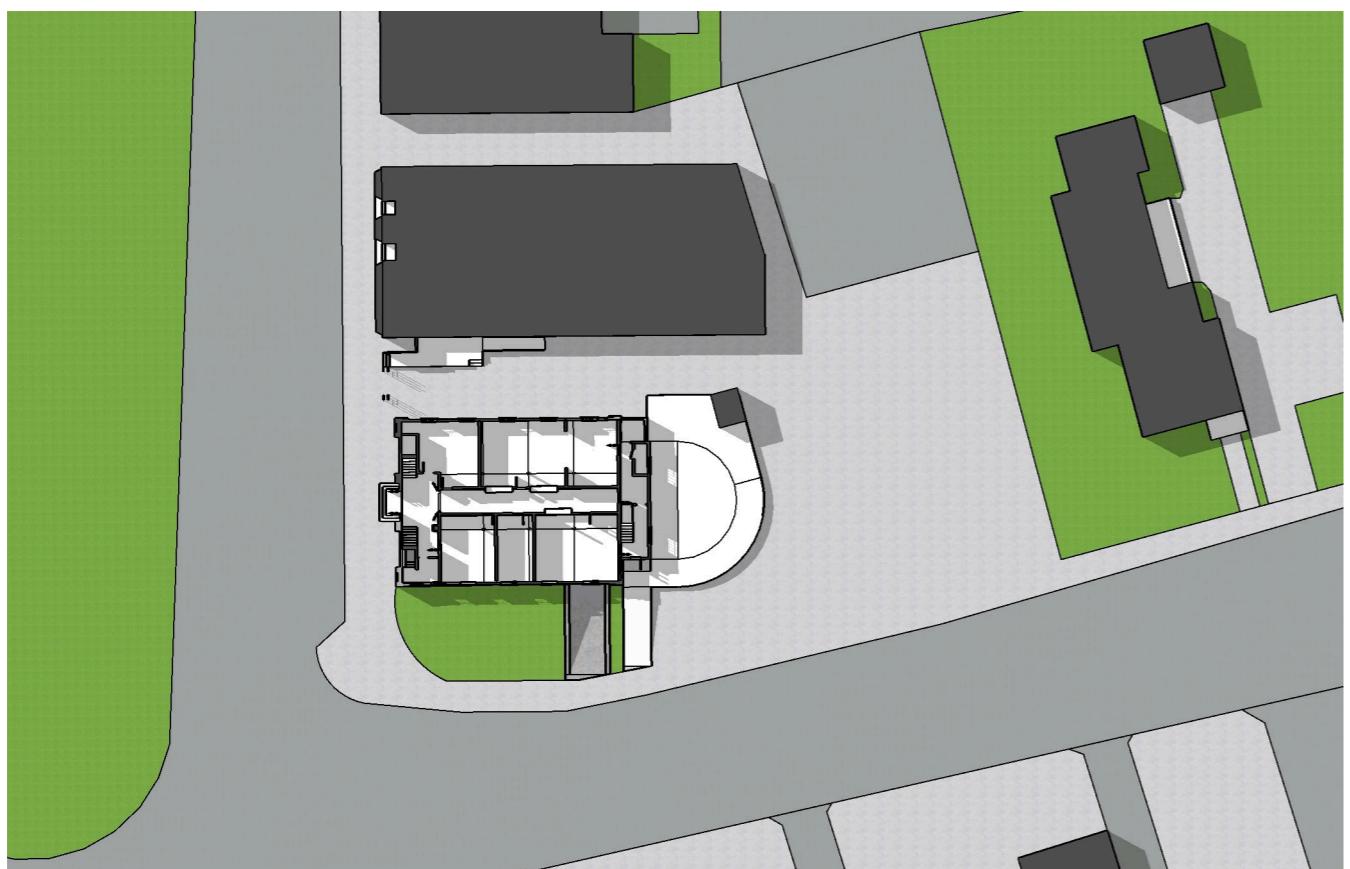
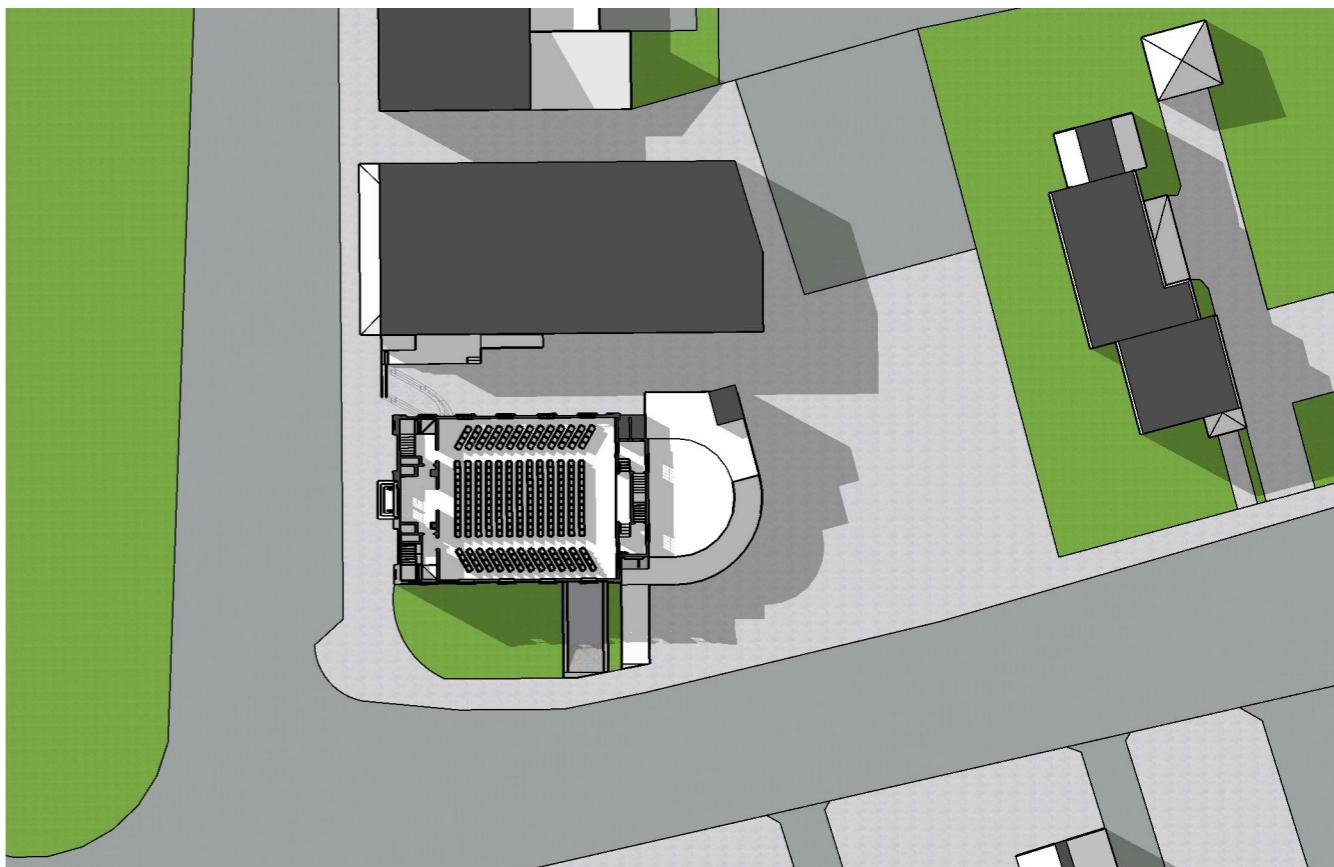
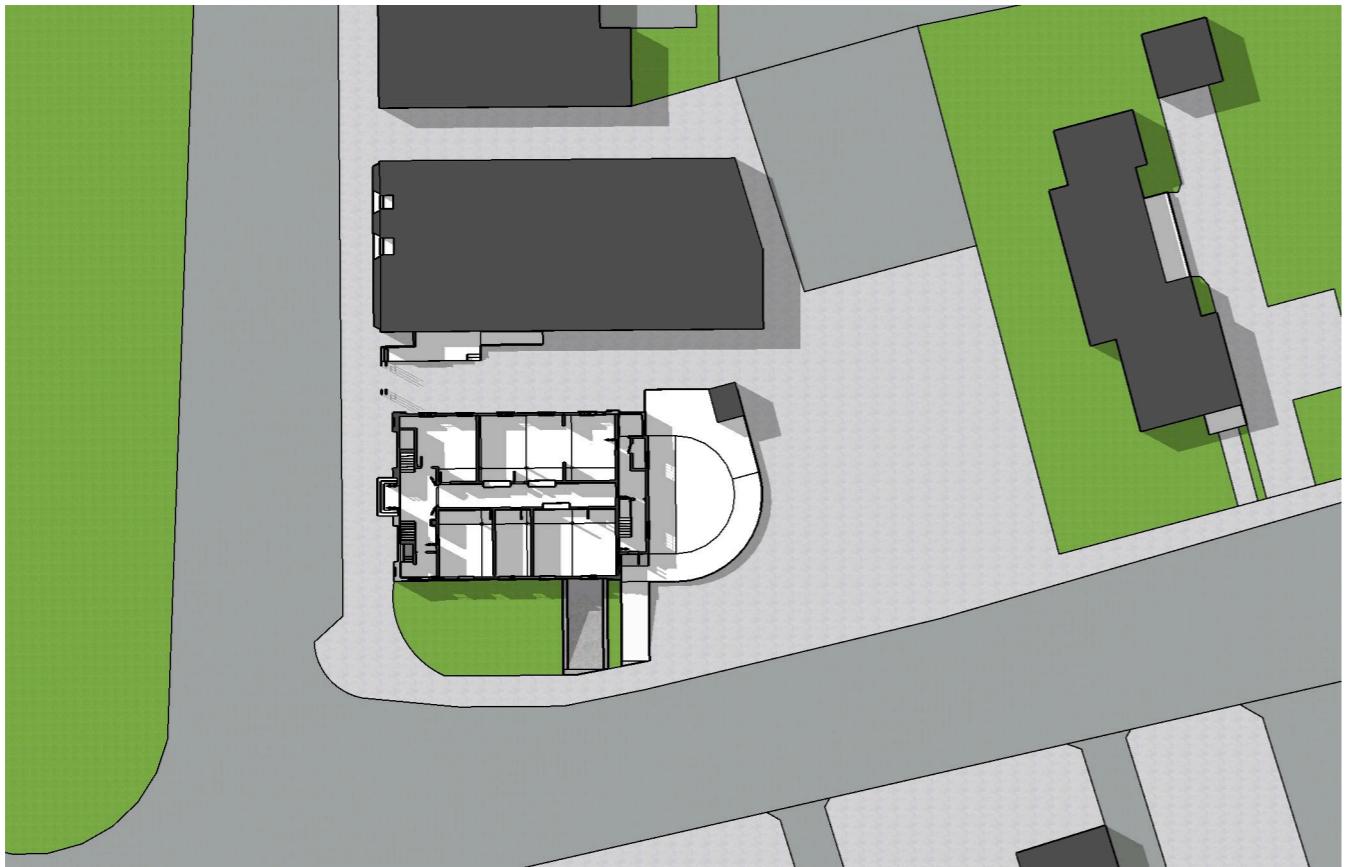
MASTER PLAN AND FEASIBILITY ARCHITECT:  
EPSTEIN JOSLIN Architect, Inc.  
80 Trowbridge Street, Cambridge, MA 02138  
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## Site Plans: Town Hall Renovation

A 2.00

For Design Concept only, Not for Construction

May 29, 2020



**BRIDGEWATER TOWN HALL MASTERPLAN / FEASIBILITY STUDY,  
Central Square, Bridgewater, MA**

PROGRAM / OPERATIONS CONSULTANT:  
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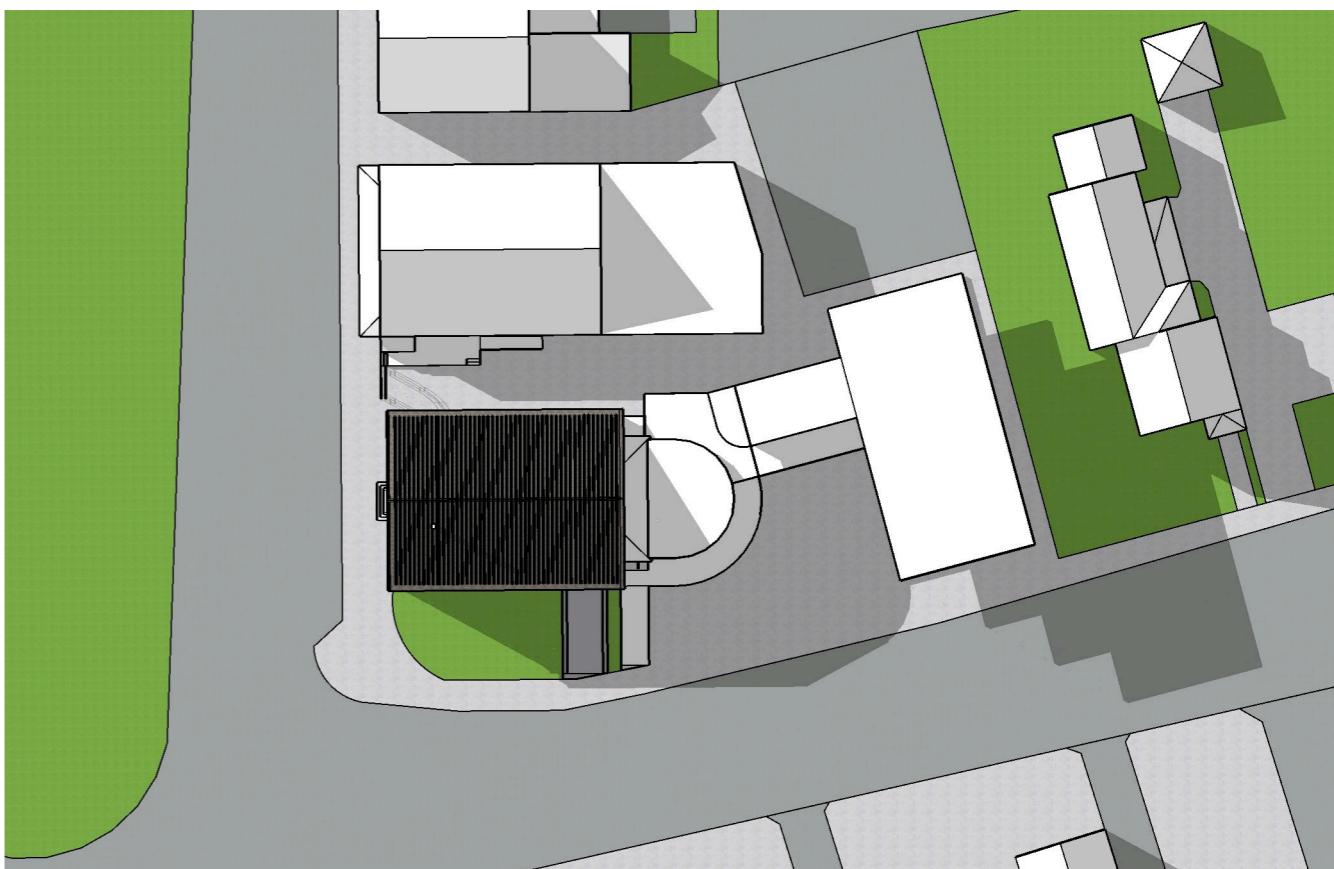
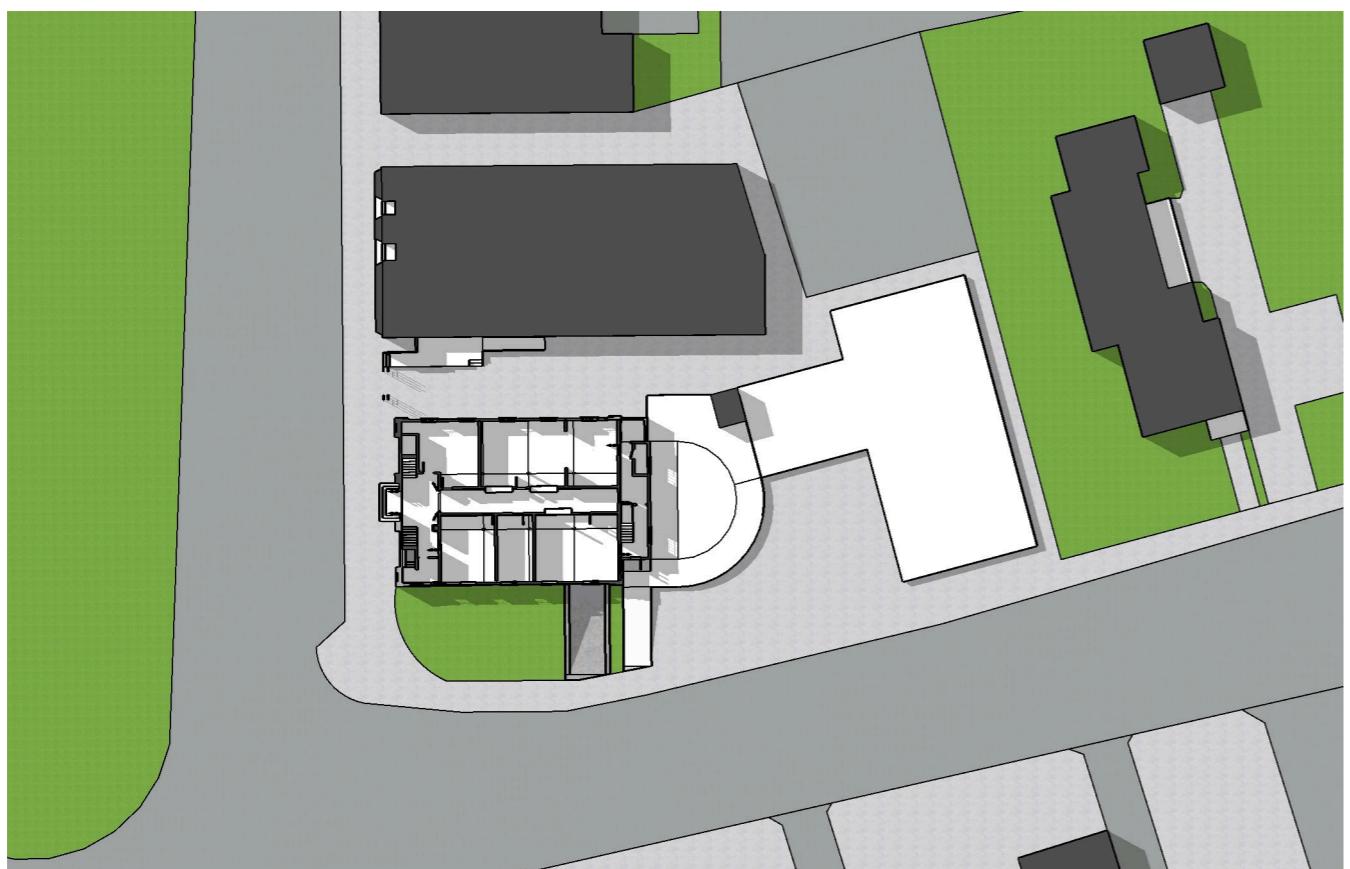
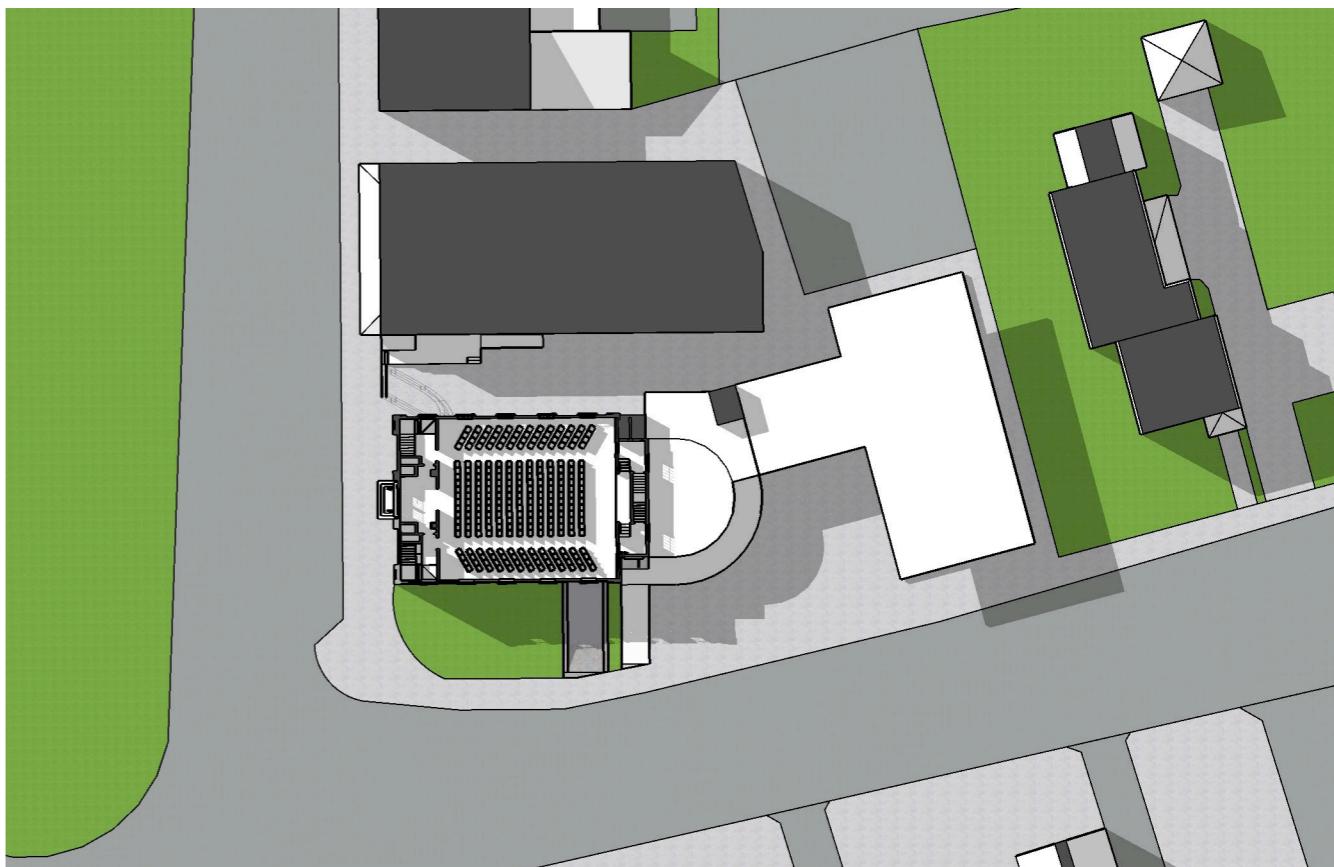
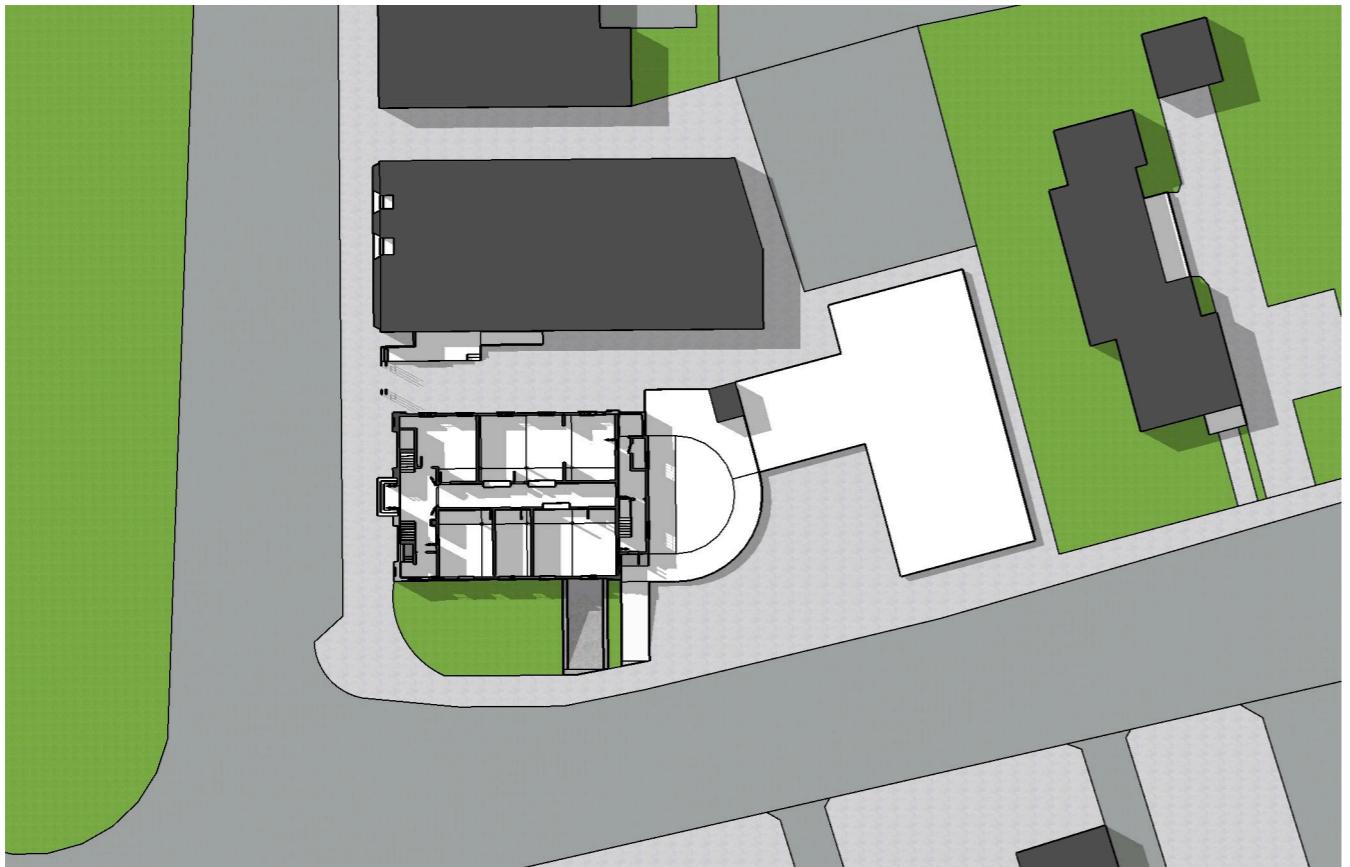
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**Site Plans: Town Hall Addition and Park**

**A 3.00**

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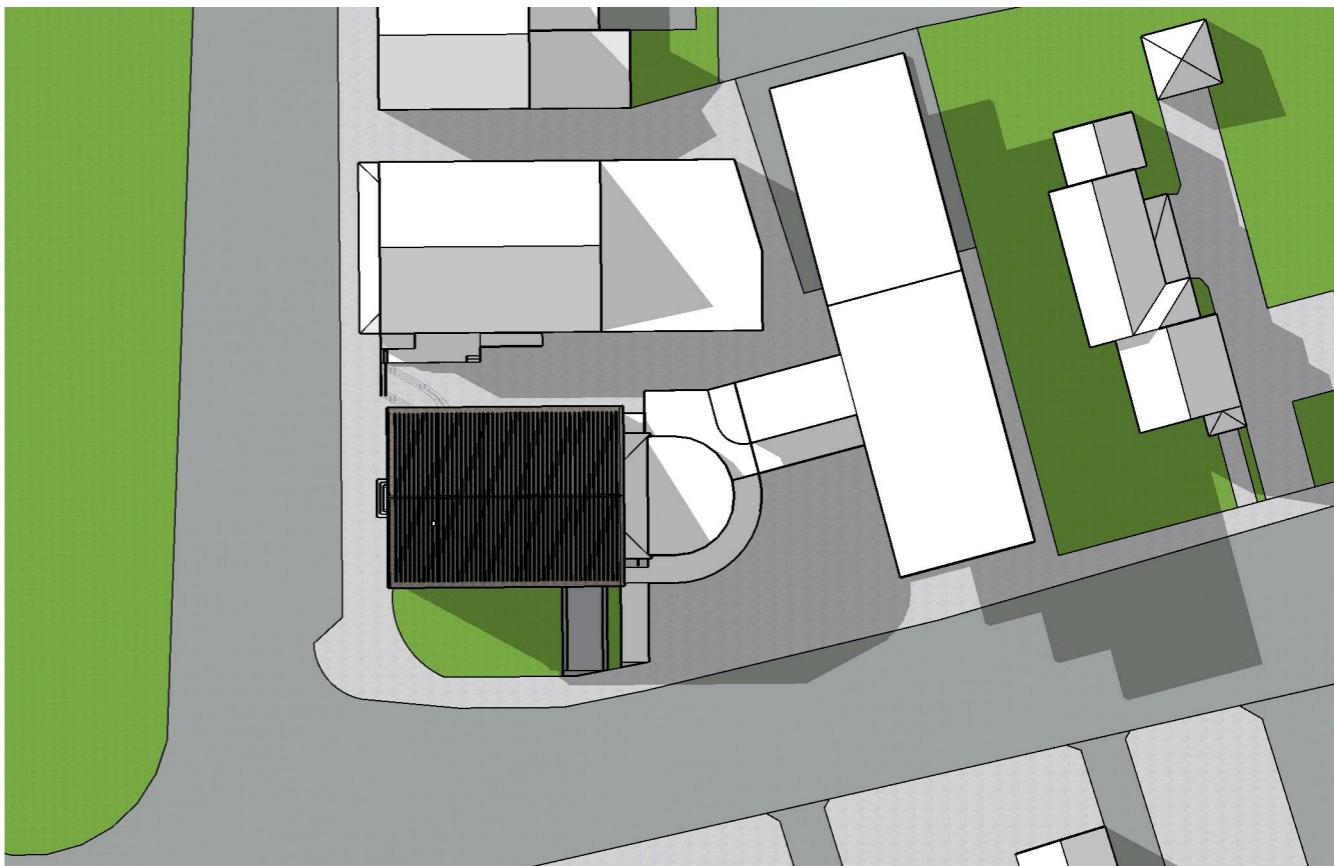
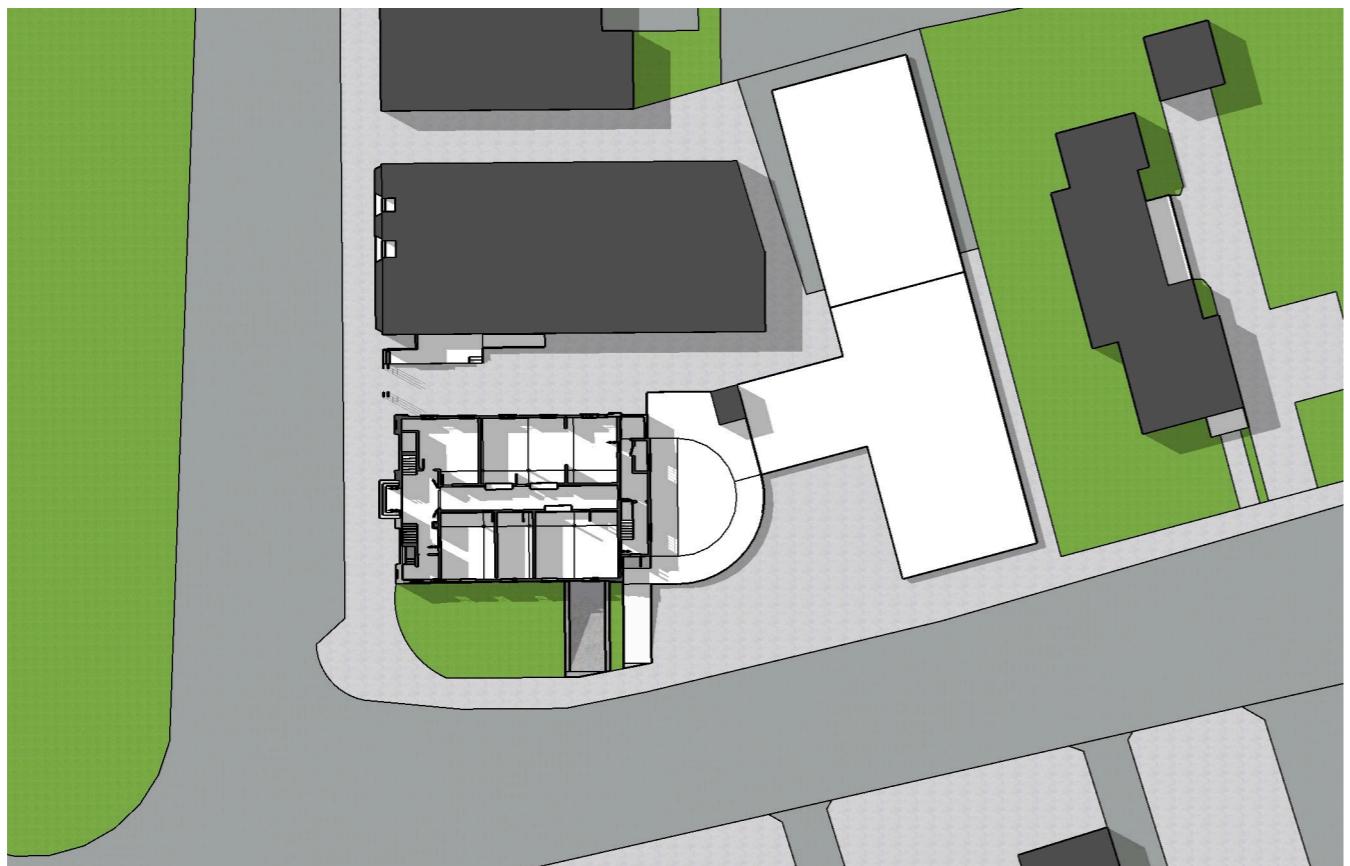
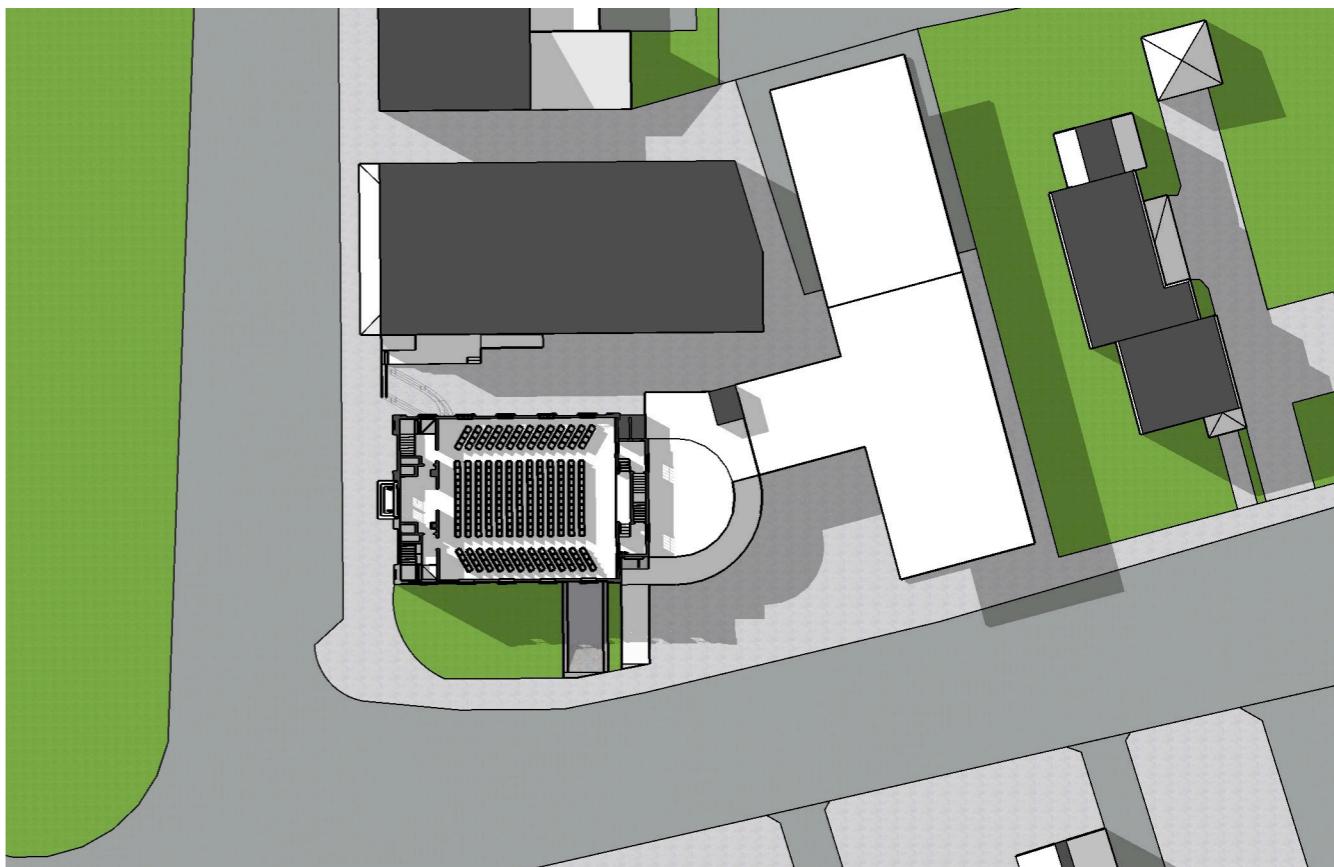
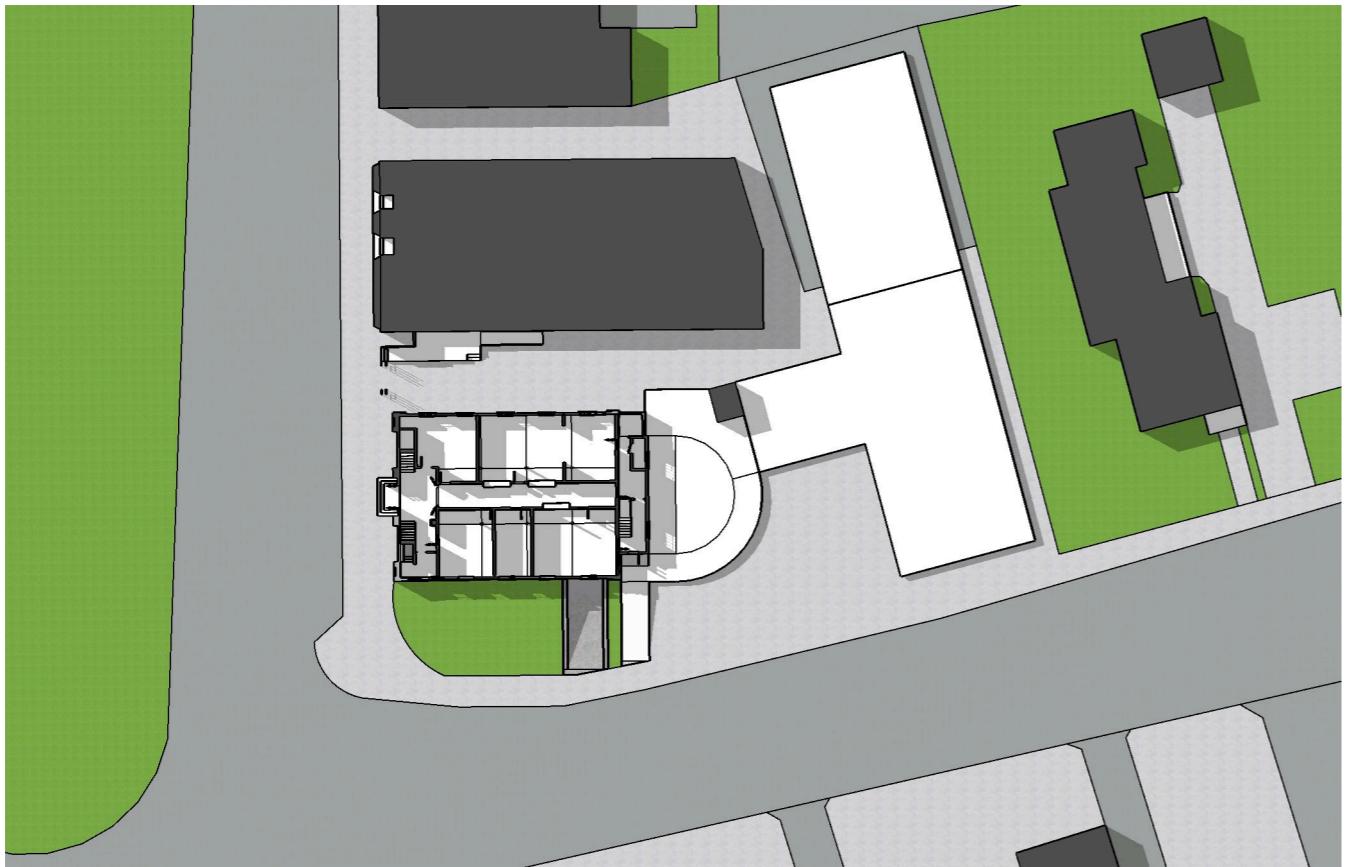
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**Site Plans: Integrated Cultural Center**

**A 4.00**

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## Site Plans: Expanded Cultural Center

A 5.00

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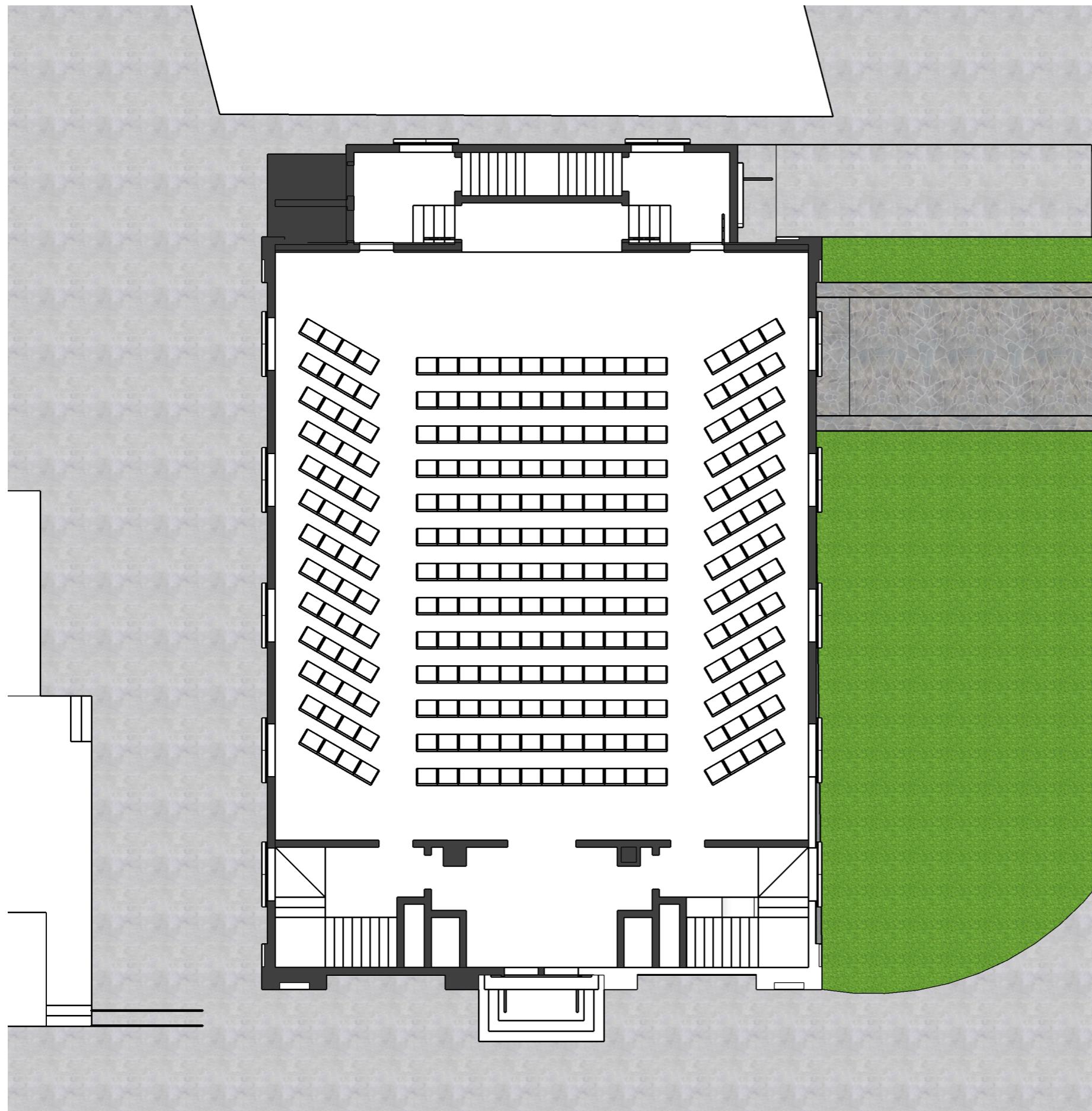
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**Existing First Floor Plan**

**A 6.00**

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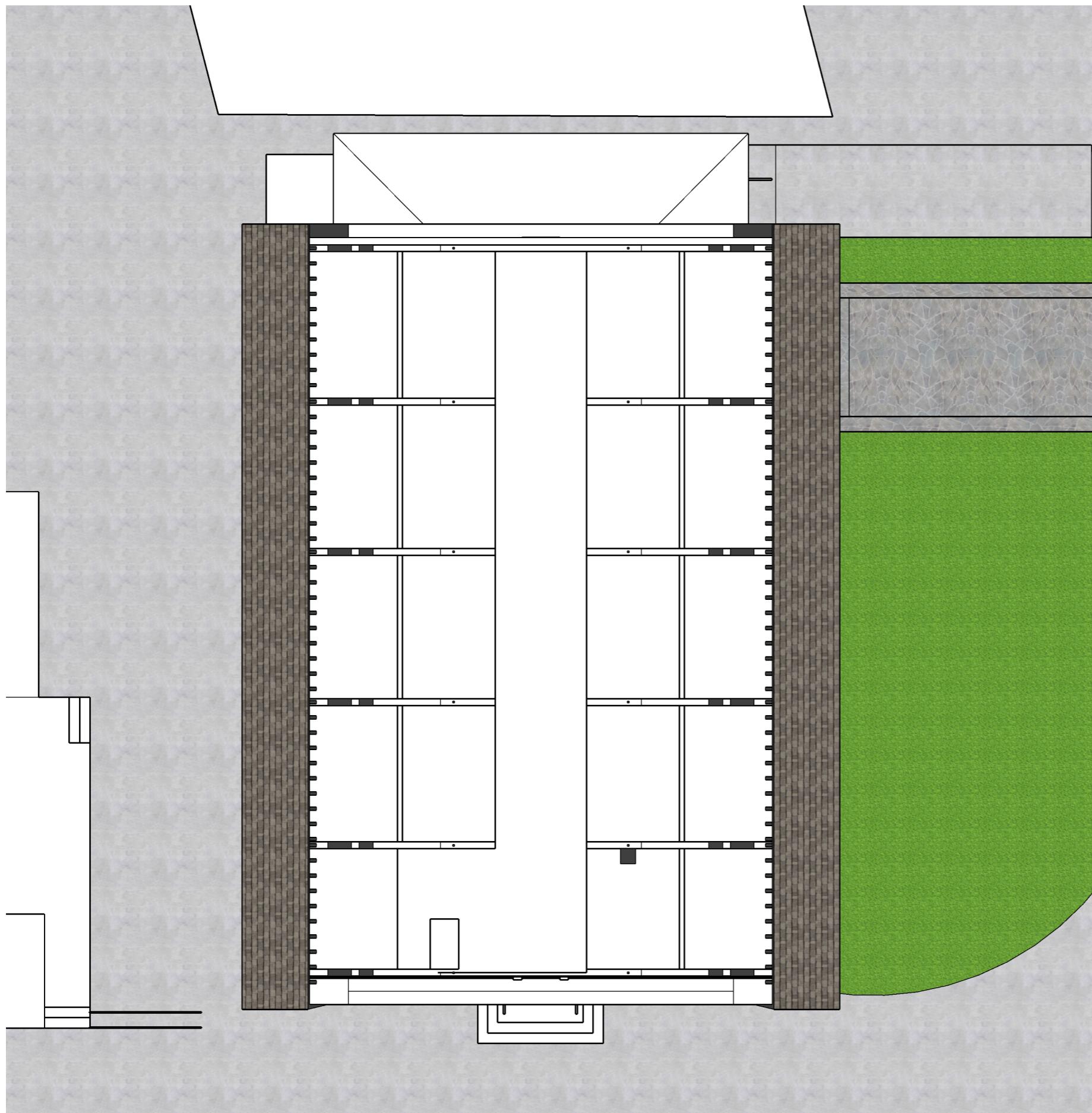
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**Existing Second Floor Plan**

**A 7.00**

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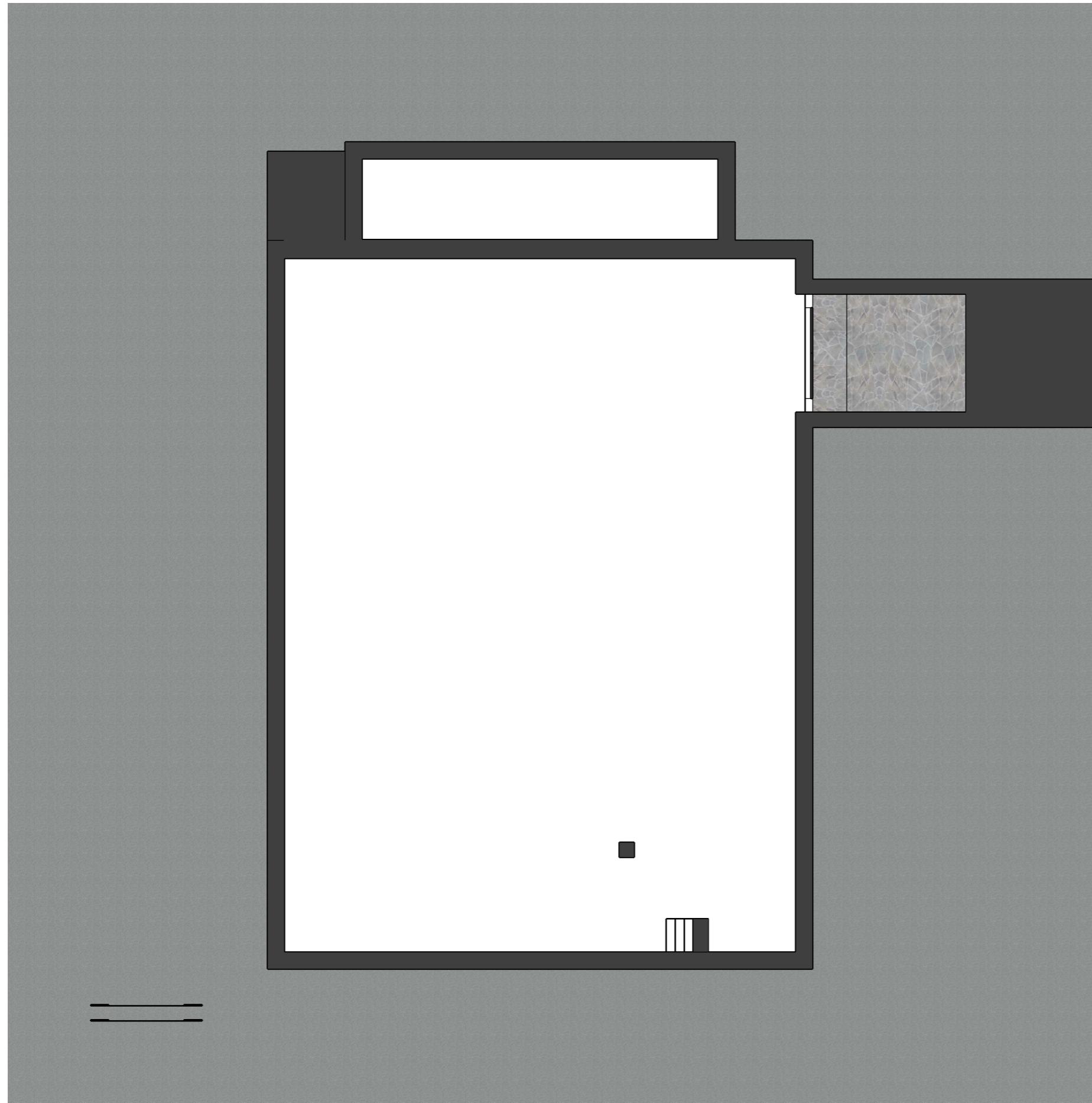
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**Existing Attic Plan**

**A 8.00**

May 29, 2020



# BRIDGEWATER TOWN HALL MASTERPLAN / FEASIBILITY STUDY, Central Square, Bridgewater, MA

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## Existing Basement Plan

A 9.00

For Design Concept only, Not for Construction

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**Existing Central Square Elevation**

**A 10.00**

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Existing Front Lobby Section

A 11.00

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**Existing Main Central Section**

**A 12.00**

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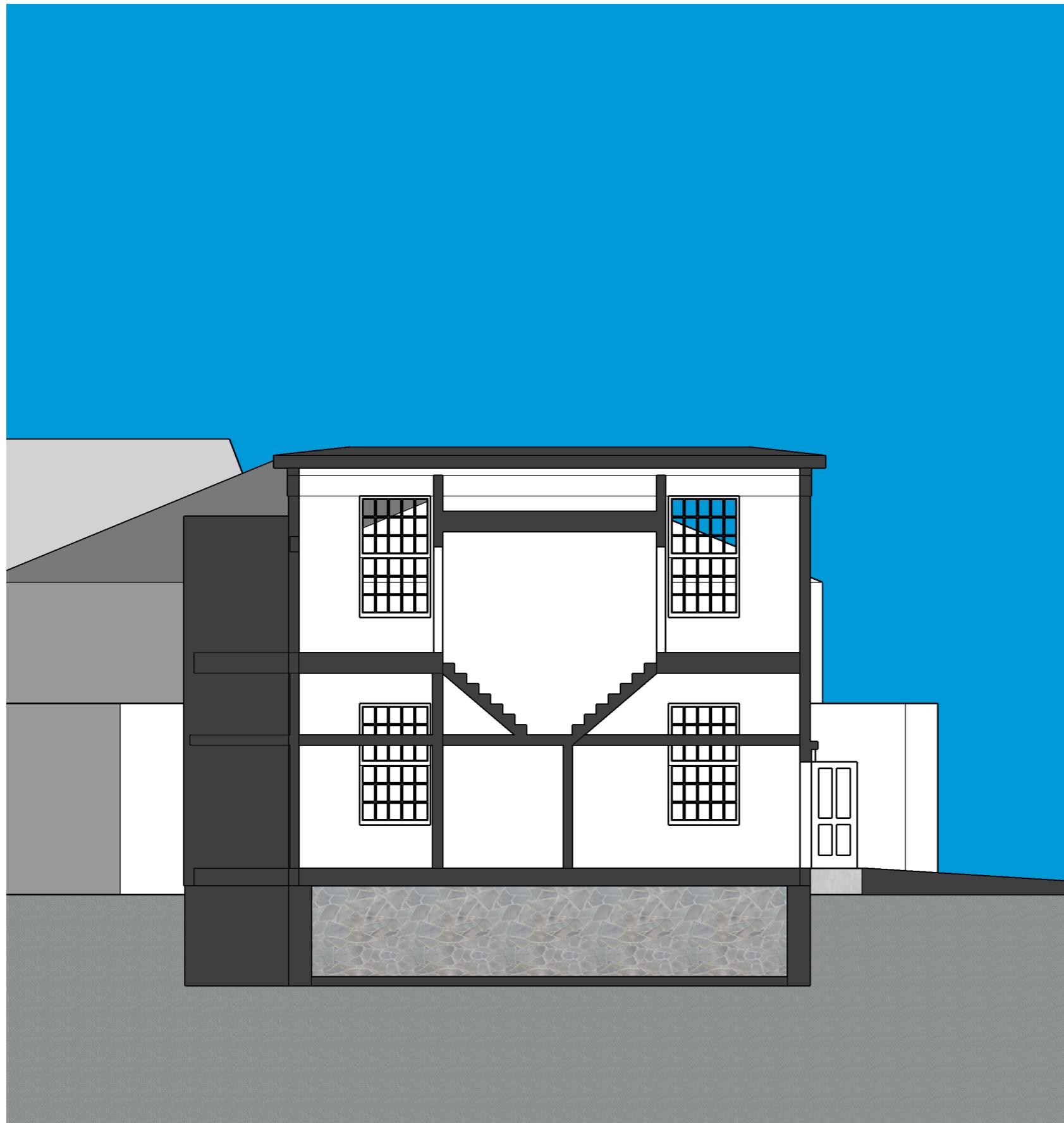
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Existing Rear Lobby Stair Section

A 13.00

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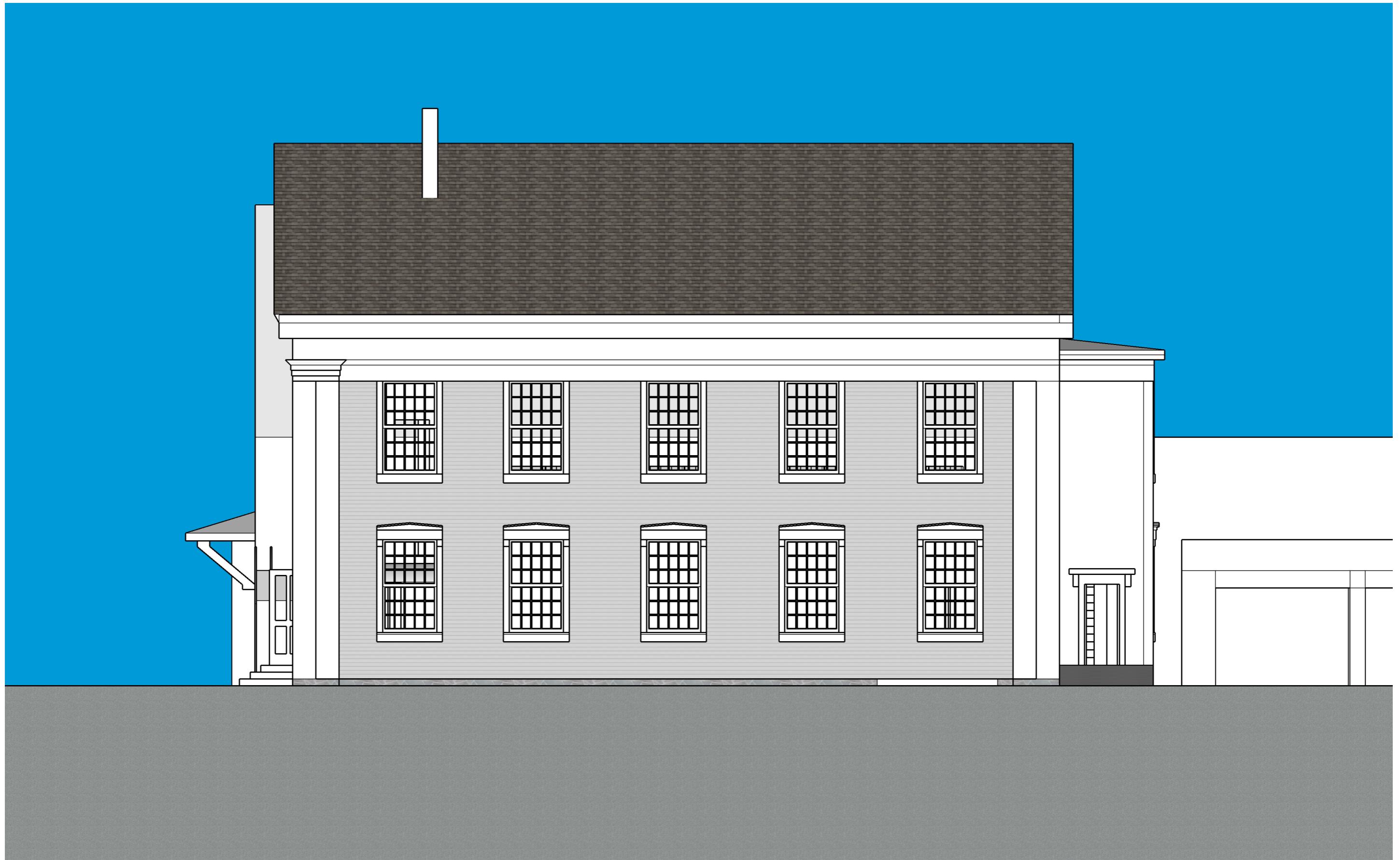
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Existing Rear Lobby Section

A 14.00

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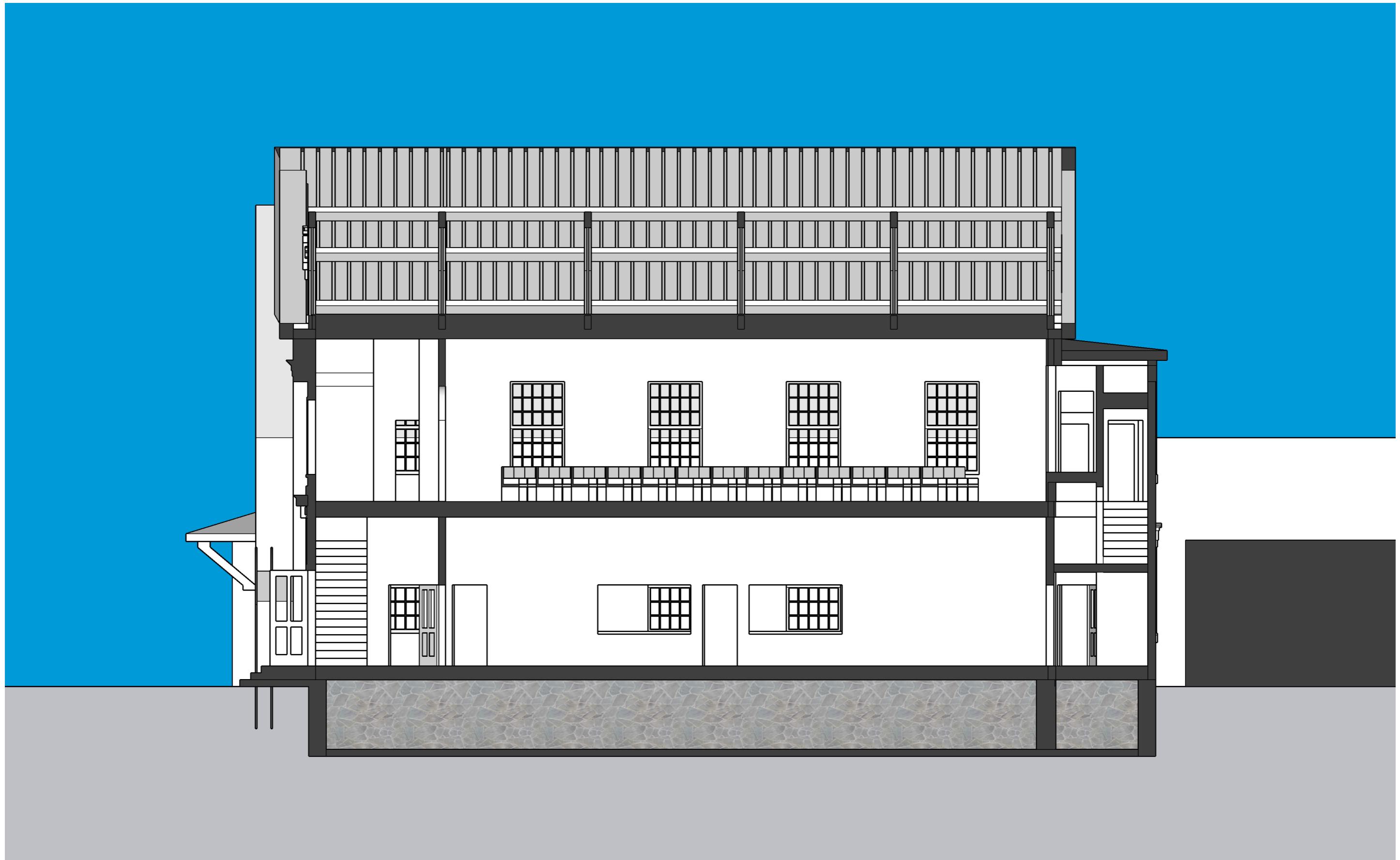
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Existing School Street Elevation

A 15.00

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Existing Full Longitudinal Section

A 16.00

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