Beauty and Bounty on the Hill

Medfield's Cultural Campus as an Education Destination

Cultural Visioning Summary

April, 2015

We envision the creation of an integrated campus where the whole of open space, recreation, housing, arts, business, and educational opportunities is greater than the sum of the parts. Each will enhance the experience of the other.

- The Cultural Visioning Committee

BACKGROUND

The Cultural Visioning Committee (CVC) includes over two dozen Medfield residents representing 13 local organizations and seven individual artists and musicians who have allied to promote a vibrant re-use concept of the Medfield State Hospital site (Appendix #1). CVC brings over 100 years of combined experience in the arts, education, community service, for-profit and non-profit management to the process.

CVC work to date:

- Fall, 2014: Initial brainstorming on common purpose
- Output: list of ideas, opportunities and wishes

- Dec., 2014: Brought in consultant Louise Stevens of ArtsMarket to advise on process
- Output: Reviewed site, discussed successful models and strategies, met with Master Planning Committee

- Jan. – Mar. 2015: Begin foundational meetings guided by Meri Jenkins of MA Cultural Council
- Output: Reached consensus on organizational structure and goals; sub committee roles and assignments, refined opportunities and wish lists; closer look at case studies

- Mar. 2015 – April 2015: Continued research into economic models, began to create concept for an integrated campus
- Output: Initial proposal drafted to present to Master Planning Committee

ArtsMarket confirmed

- Cultural and creative facilities create and keep **uniqueness of place**
- This **attracts creative people** who want to live in a vibrant, creative community
- Arts are a catalyst for STEM mastery (Science, Technology, Engineering and Math). With arts, **STEM becomes STEAM**. The presence of local creative resources advances the educational outcomes of STEM education.
- **Creative enterprises** start up and even move to town
- With a **sustainable arts model**, direct and indirect **economic benefits** accrue to the community. **Rather than being a cost center, the arts component becomes an economic enhancement.**

WORKING KNOWLEDGE

- Master Planning Committee goals are met by an integrated plan
- Open space, recreation, housing, arts, business, and education are mutually beneficial
- Facilities and programs can be designed to generate multiple revenue streams for an economically stable campus
- The architecture and historically significant layout provide a distinct identity
- A cultural campus offers a greater potential to impact the quality of life than a stand alone art center
- Public programs ensure community engagement

"The more a community does to enhance its distinctive identity, the more reasons there are to visit and invest there."

- Ed McMahon, Orton Trustee and Senior Fellow at the Urban Land Institute

The town of Medfield was visionary in its 2014 purchase of the 134 acre parcel that was the site of the Medfield State Hospital.

The development of this cultural campus is a once in a lifetime opportunity that can create a distinct identity for Medfield and support our local economy, while significantly enhancing quality of life for our residents.

OVERVIEW

We support the creation of an economically successful, integrated campus.

This concept paper provides:

- Examples of facilities, programs, financing and resources for Medfield
- Case Study: Hopkinton Center for the Arts
- Cultural center models
- Next steps

We look forward to working with the Master Planning Committee and VHB to develop a plan that creates a beehive of cultural and economic activity at the site.

THE ARTS ARE GOOD FOR BUSINESS AND OUR COMMUNITY

Americans for the Arts/Arts and Economic Prosperity IV Study

"From large urban cities to small rural towns, this research shows that the nonprofit arts and culture industry is an economically sound investment. It attracts audiences, spurs business development, supports jobs, generates government revenue, and is the cornerstone of tourism."

The Economic Spinoff Benefits are Clear: Spending by Arts Audiences Pumps Vital Revenue into Local Merchants

"Attendees at nonprofit arts events spend $24.60 per person, per event, beyond the cost of admission on items such as meals, parking, and babysitters. Attendees who live outside the county in which the arts event takes place spend twice as much as their local counterparts ($39.96 vs. $17.42)—valuable revenue for local businesses and the community."

Arts Improve Academic Performance

"*Students with an education rich in the arts have higher GPAs and standardized test scores, and lower drop-out rates—benefits reaped by students regardless of socio-economic status. Students with 4 years of arts or music in high school average 100 points higher on the verbal and math portions of their SATs than students with just one-half year of arts or music*." Data provided by the College Board

CLEAN SLATE

- This is a proposal to pursue the development of an exciting asset for Medfield, this is not a proposal that specifically recommends the rehab of any particular building (Lee Chapel or any other)

- This proposal is based on building multiple users and revenue streams into the plan, not a proposal to make the site exclusively arts oriented

- This effort represents the shared vision of many Medfield organizations and individuals to explore the economic opportunities for creating a vibrant cultural, educational, arts-oriented integrated plan

WHAT FACILTIES MIGHT MEDFIELD'S CULTURAL CAMPUS CONTAIN?

Cultural activities housed in several buildings near each other will encourage movement through the campus, interaction and engagement between residents and visitors and will honor the original intention and historically significant layout of the core campus. Facilities might include:

- Artists' studios – available for rent
- Galleries – for the visual arts, and private and corporate functions
- Classrooms – for the arts and culinary arts, humanities, health and wellness, agriculture, and the environment
- A large use space, like a barn, suitable for private, arts or corporate events
- Specialized craft studios and equipment for wood, glass, metals, fiber arts, ceramics, and more
- Performance space and cinema – for theater, film, lectures, literary presentations, corporate and private use.
- An environmental lab that offers learning opportunities in sustainability and the environment to all ages
- A retreat site with overnight accommodations or a boutique hotel
- Restaurant/s and café/s

FACILITIES, continued

- Social spaces to gather around the arts
- An outdoor amphitheater for warm weather programming
- Outdoor sculpture to connect public spaces to the river and trail system and linkages to downtown
- A maker space to support entrepreneurial businesses. This might included classes, rentals, storage, and shared tools and machines for electrical fabrication, robotics, bicycle building, computer-aided design, printing, etc.
- Culinary incubator with shared use commercial kitchens supporting specialty food product makers, bakers, caterers, farmers, personal chefs, and nutritionists.
- Demonstration kitchen and classroom
- Edible landscaping to grow food including fruit trees, berries, herbs, and edible flowers and residential gardens
- Community Supported Agriculture (CSA) farm (can support 25 – 50 families per acre)
- Walking trails with exercise breaks
- Open space for passive recreation and pick up games

WHAT WE MIGHT OFFER

- Programs for lifelong learning in the arts and humanities – classes and lectures
- Camps and vacation programs – for all ages
- Space for artists who will maintain residencies that strengthen arts in our schools and programming afterschool
- An exhibition schedule – indoors and out
- A cultural campus retail space – with ties to high school programming and post secondary educational institutions
- Health and wellness programming that includes the natural landscape
- Retreats – daylong or overnight
- Social opportunities – informal and formal in common spaces
- Accomplished working artists as instructors
- Arts, crafts and food festivals, special events and showcases
- Professional development for teachers in Medfield and beyond
- Employment and leadership opportunities for youth
- Access to tools and materials not available in the schools
- Programming to boost economic activity of downtown

RESOURCES AND PARTNERSHIPS

- Partnerships with developers which result in rehab of existing buildings or the building of new cultural facilities
- Partnerships with school systems in Medfield and beyond
- Partnerships with existing Medfield organizations that will advance their missions
- Relationships with seniors that result in significant enrichment via affordable lifelong learning and volunteer opportunities
- Partnerships with arts organizations, experts in arts management, and regional cultural councils
- Partnerships with universities
- Partnerships with businesses seeking access to creative programs, industries and individuals and drop-in productivity spaces
- Incubator organizations bringing entrepreneurs to eat, shop and do business in town while showcasing the area for their future companies

Both initial capital and continuing operating revenues are necessary to make the financial model work

SOURCES OF CAPITAL

- Historic Preservation Tax Credits, along with other federal and state tax credits for capital improvement
- Developer incentives for capital and operating support
- Cultural facility capital joint venture between municipality and developer, leased to nonprofit
- Services contracts
- Share of impact fee to capitalize and offset operating costs of cultural facility
- Land Value Tax used
- Tax Increment Financing (TIF) model
- Traditional nonprofit funding capital campaign
- Hybrids combining elements of above

SOURCES OF OPERATING REVENUE

- Studio rentals – a proven model of reliable revenue
- Performance space rentals for both resident and visiting companies, local recitals
- Ticket revenues for film showings and performances
- Tuition and camp fees
- Rentals and percent of income for restaurants
- Partnership space rentals
- Special event rentals
- Endowment
- Grants

CASE STUDY: Hopkinton Center for the Arts (Appendix #2)

The Hopkinton Center for the Arts offers visual and performing arts for all ages in a town owned 1880s farmhouse and dairy barn. HCA has nearly completed a $2 million capital campaign to create a lobby/art gallery, four classrooms, two music studios, bathrooms, office space, 200 seat theater and a 3,000 s.f. performance space.

Hopkinton Center for The Arts Has Robust Community Support and Participation

Hopkinton and Medfield have similar demographics:

	Hopkinton	Medfield
Residents / Households	15,000 / 4,500	12,300 / 4,150
% Children Under 18 (state average is 23%)	36%	31%
Median Income	$ 130,000	$ 134,000

CASE STUDY, continued

The audience for a cultural center originates from three zones: the Broad Market, the Key Market and the Host Town

- Medfield's **Broad Market** (< 25 minute drive)
  - 31 towns within a 12 mile radius
  - 424,000 individuals in 152,500 households

- Medfield's **Key Market** (15 minute drive)
  - 137,825 individuals in 48,350 households ("HH")
  - **Medfield's Key Market is 37% larger** than Hopkinton's Key Market (35,220 HH)

  - HCA finding:
    - 50% of households in key market are "arts interested"
    - "Arts interested" households in Medfield's Key Market equates to 24,175 (50% of 48,350)
    - Medfield = 2,075 HH
    - Other Key Market towns = 22,100 HH

    Of these, Medfield can expect household market penetration of:
    - 50% - 90% in Medfield = 1,038 - 1,868
    - 1% - 3% in Other Towns = 221 - 663
    - Total 1,259 - 2,531 HH

Up to 2,500 households in the Medfield area are likely to participate in programming annually

CASE STUDY, continued

- SUMMARY: Medfield can expect between 1,259 and 2,531 households from its Key Market to participate in programming.

- These are annual participation counts. HCA experienced 2.97 visits on average per household, which means that if Medfield's cultural facility were to offer similar services, it might experience between 3,739 and 7,514 annual visits.

	Key Market Housholds *(within a 15 minute drive)*						
Primary Service		Arts Interested		Market Penetration			
Area	Total	%	Total	Low %	High %	Total Low	Total High
Medfield	4,150	50%	2,075	50%	90%	1,038	1,868
All Other Towns	44,200	50%	22,100	1%	3%	221	663
Total	48,350		24,175	5%	10%	1,259	2,531

MODELS

Profound experiences occur when the mature and the young, the novice and the expert, the musician and the painter, the farmer and the athlete, the audience and the artist, cross paths in planned and spontaneous encounters. The following examples of successful cultural models are provided for consideration within a cultural campus. Multi-disciplinary cultural centers exist elsewhere and can also exist in Medfield. There is no similar cultural resource in our region currently.

MULTI-DISCIPLINARY CENTERS

Headland Center for the Arts (CA)

- 45 artists/year, of 4-10 weeks across 6 buildings
- spaces for exhibitions, lectures, performances, gatherings, communal dining
- visual and interdisciplinary artists, architects, dancers, choreographers, musicians, composers, writers, and curators, graduate fellowships
- http://www.headlands.org

The Steel Yard (Providence RI)

- Welding, blacksmithing, jewelry, forging, casting.
- Classes, open shop, residencies, exhibits, performances
- http://www.thesteelyard.org

Clemens Center (NY)

- 1,600 seat theater and 55 resident companies
- Entertainment, school programs and facility rentals

Center for the Arts of Bonita Springs (FL)

- Performing and Visual Arts Centers. Education, events, festivals, exhibitions, film, performances

Snow Farm (MA)

- 50 acres of pastures, professionally equipped craft studios, 4 living modules with double and single rooms
- Classes; rentals for private events, conferences, retreats
- http://www.snowfarm.org

Regis College Fine Arts Center (MA)

- Main Auditorium (650 Seats); Studio Theatre for classes, workshops and small productions; an art gallery; and lifelong learning program
- Theater rentals to corporations and community groups

MODELS, continued

MUSIC

Studio 52 (MA)

- Monthly rentals for musicians, fully equipped rooms range from 150 – 390 s.f.
- http://www.studio52boston.com

Newton Music Academy (MA)

- 300 students in Piano, Violin, Voice, Guitar, Viola lessons & Dance classes from Metro West
- http://newtonmusicacademy.com

Plugged In (MA)

- Afterschool teen band program, lessons, songwriting and recording workshops
- http://www.pluggedinband.org

DANCE

Green Street Studios (MA)

- Dance instruction, choreographic labs, and live performance for dance, movement and theater
- Performance space and rehearsal studios for rent

THEATER

Signature Theatre (NY)

- 3 unique theatre spaces (seating 200-300 each)-2 studios, lobby with a café, bookshop, and concierge desk,
- administrative offices
- occupies 70,000 contiguous square feet in MiMA, a mixed-use development
- Theatre, Film, Television, Photography, and Corporate Event Rentals
- 9 Playwrights in Residence simultaneously
- http://www.signature-theatre.org/

MODELS, continued
CULINARY RELATED

CropCircle Kitchen (MA)
- Shared use kitchen commissary and culinary business incubator (36,000 s.f.)
- http://www.cropcirclekitchen.org

Hope and Main (RI)
- Membership based culinary food incubator provides shared-use commercial kitchens and technical resources in a 100 year old school house
- Demonstration kitchen and classroom, event spaces and weekly market
- http://makefoodyourbusiness.org

Create-A-Cook (MA)
- For profit business, cooking classes for adults and kids, birthday parties, camps, corporate team building
- http://www.createacook.com

Shelburne Farms (VT)
- Non-profit focused on sustainability with extensive partnerships
- Campus is a 1,400-acre working farm and dairy, market garden and woodlan; National Historic Landmark
- Welcome center, store, Inn and farm-to-table restaurant

Volante Farms (MA)
- For profit business; 3 parcels for growing crops, 16,000 s.f. greenhouse, full service deli, bakery, ice cream stand, farm kitchen, dinners in the field
- http://www.volantefarms.com

Tangerini's Farm (MA)
- For profit business: year round CSA, 98% organic, 67 acres, farm and ice cream stand, summer camps
- http://tangerinisfarm.com

MODELS, continued

ARTIST STUDIOS

ArtSpace Maynard (MA)
- Renovated middle school, 55,000 s.f.
- 43 work studios rented to 80 artists
- Gallery, shared printmaking studio, black box theater
- http://www.artspacemaynard.com

Fort Point Arts Community (MA)
- 2 limited equity arts cooperatives provide live/work space for 90 artist households
- http://www.fortpointarts.org/

MAKER SPACES

Artisan's Asylum (MA)
- Classes, membership, access to Industrial grade manufacturing equipment, space and equipment rentals
- http://artisansasylum.com

Einstein's Workshop (MA)
- Classes, workshops (including kids), exploration spaces, 3D printers, laser cutter, CAD workstations
- http://www.einsteinsworkshop.com/about-us

Appleton Makerspace (WI)
- 5000 sq ft shop, memberships, publicly accessible
- Woodworking, metalworking, sewing, weaving, 3D printing, art, music, electronics, welding, socializing, programming, entrepeneurism, classes

MODELS, continued

RESIDENTIAL/COMMERCIAL MODELS

Midway Studios (MA)

- 89 live/work rental studios for artists, gym, commercial spaces
- Developer New Atlantic (track record with arts-related projects) recruits additional investors for purchase from Keen (noted for preservation, affordable housing and mixed-use projects)

Mill No. 5 (MA)

- Historic 1873 former textile building features independent movie theater, yoga studio, farm to table café, weekly craft and farmers markets, record store, video game company, workshops and loft spaces for musicians and artists, independent retailers, and start ups.

ARTIST RESIDENCY PROGRAM

Caldera (OR)

- http://calderaarts.org/caldera/arts-in-residence/
- Jan. – Mar. for artists and creative thinkers in engineering, design, the sciences, and culinary arts
- Access to rehearsal and performance space, a mixing board, sound booth, speakers, a projector and large screen, commercial kitchen

Ucross Foundation (WY)

- Retreat for visual artists, composers, writers and choreographers
- Working cattle ranch, Public art barn
- 11 studios annually host 95 artists in residence 2-8 wks

http://www.ucrossfoundation.org/residency-program/

POTENTIAL PARTNERS / ACCREDITED SCHOOLS

In addition to the successful and diverse models cited above, Medfield is geographically situated between Boston, Providence and Worcester, within an hours drive of dozens of educational institutions which can provide partnerships, faculty, working artists, and expertise.

Art, Design and Performance Programs: Tufts University, School of the Museum of Fine Arts, Rhode Island School of Design, Mass College of Art, The Art Institutes, Berkeley School of Music, New England Conservatory, Clark University, Curry College, Boston Architectural Center, Framingham State University, Lasell College, Lesley University, U MA Boston, Montserrat College of Art, Northeastern University, Wellesley College, Harvard University, MIT, Wentworth Institute of Technology, The Boston Conservatory, Brandeis University, Emerson College, Longy School of Music, Pine Manor College

Culinary Arts Programs: Boston University, Bristol Community College, Bunker Hill Community College, Johnson and Wales, Newbury College, Le Cordon Bleu College of Culinary Arts, Massasoit Community College

Entrepreneurship Programs: Babson College, Harvard University, Northeastern University, Suffolk University, Brown University, Providence College

THE TO DO LIST – NEXT STEPS TO BE INTEGRATED WITHIN THE SCOPE OF THE MASTER PLANNING PROCESS

A market and financial feasibility study for the cultural reuse component of the development is needed

- Develop economic models of
    - Cultural use options
    - Overall site development options
    - Bracket the potential financial capacity of site development to support Cultural development
    - Identify potential additional sources of capital for Cultural development
    - Iterative process in Master Planning to arrive at a sustainable model for both site development and cultural development

THE TO DO LIST – NEXT STEPS TO BE INTEGRATED WITHIN THE SCOPE OF THE MASTER PLANNING PROCESS

To inform the above process:

- Identify **potential users/partners** in various arts who may have an interest in locating at the campus
- Develop **space requirements** for short-list of cultural uses
- **Case studies** of similar facilities (adaptive reuse of church buildings) and campuses (historic campuses) for cultural uses
- Develop **financial models** including annual visitation/use, revenue sources, programming, governance, operations and impacts on tourism and local economy
- **Market analysis** and competitive analysis to determine the geographic service area and niche for the proposed cultural campus
- **Gap analysis** within a market area (size to be determined) to identify strong cultural opportunities
- **Partnership analysis** to determine other potential synergistic user groups
- The Cultural Vision Committee will build the framework for governance of the cultural component

Appendix #1

Cultural Visioning
Participant Organizations

Cultural Alliance of Medfield
Dwight Derby House
First Parish UU Church
Lowell Mason House
Medfield Cultural Council
Medfield Historical Society
Medfield Music Association
Medfield Public Library
Medfield Public Schools
Medfield TV
Vine Lake Preservation Trust
Woodland Theater
Zullo Gallery

Individual Artists, Musicians and Arts Managers

Jeri Bergonzi
Don Bush
Amy Imber
Jean Mineo
Peter Moran
Susan Parker
Dennis Stein
Phil Tuths

Master Planning Committee Members

Teresa James
Sarah Raposa, Town Planner
Gil Rogers

Appendix #2

CASE STUDY: Preliminary Market Analysis

Introduction

A consultant hired by the town to work with the Master Planning Committee will be responsible for proposing mixed-use development models of the former state hospital grounds. The consultant's responsibility is to determine the economic viability of the entire mixed use proposal. A proposal might consist of several scenarios involving various combinations of cultural and commercial services that require the input and financial support of outside parties, such as a developer, university, foundation and/or corporate sponsor.

The Cultural Visioning Committee is tasked with offering a vision to the MPC as to how these grounds might be used for an economically viable culturally-oriented purpose. To assist the town in forming a preliminary view, the Steering Committee of the Cultural Visioning Committee pulled together some basic, publicly available information on commuting times and population demographics of Medfield and surrounding towns. To analyze this data, the committee used some of the assumptions found in the market analysis done for the expansion of the Hopkinton Center for the Arts (HCA). HCA serves as a good model for Medfield because it offers many of the cultural services currently being considered by the committee and it targets customers with similar demographics.

HCA's analysis projected participation for typical local arts and cultural programs. Facilities that support a different, perhaps more commercial mix of services that target a bigger regional market, are not included in this preliminary market analysis, however such services are being considered by the Cultural Visioning Committee. In addition to offering cultural value in their own right, such services might also help to subsidize the more local cultural endeavors offered by a Medfield cultural campus.

Appendix #2
CASE STUDY: Preliminary Market Analysis, continued

The following issues need to be considered in using HCA's analysis as a model.

- The HCA analysis evaluated the economic potential to expand an existing cultural arts center that had an established base of membership and financial support, e.g., Hopkinton Community Endowment. HCA was officially formed in March, 2011, but its legacy organizations date back to 1996. Medfield's cultural facility would be starting from scratch.

- HCA had already engaged 90% of the arts interested households in Hopkinton prior to its expansion. This high penetration is testament to the quality of services, the convenient access it offers to residents and the strong community support built by HCA over the years.

- HCA is a local service organization. Hopkinton residents represented 83.7% of total registrants prior to its expansion and are estimated to still represent as much as 73.5% after expansion (based on the study's 2% linear key market growth assumption)[1].

- HCA is confined to a modest 2-acre site positioned between a high school and grade school. It is constructing a new theater/barn on the site. In contrast, Medfield has an opportunity to distribute various cultural elements within the former MSH campus as it is developed, creating attractions that are more diverse and collectively more compelling to local and regional audiences alike.

Broad Market Analysis

All of the market information reviewed by the Steering Committee is summarized in **Table 1** of this Appendix #2 (pp. 29 & 30). Table 1 presents information on the 31 towns located within a 12 mile radius of Medfield. This table offers a gross perspective on the potential **Broad Market** that Medfield's cultural arts facility might reach. This market has a population of approximately 423,888 individuals consisting of 152,475 households within a 0 to 23 minute average driving time to Medfield.

1. From HCA Business Plan, page 15: 1,721/2,056 = 83.7%; HCA, page 16: (3 + 1,721)/2,347 = 73.5%

Appendix #2
CASE STUDY: Preliminary Market Analysis, continued

Key Market penetration analysis

Table 2 is a subset of Table 1 *(Broad Market Analysis).* It offers a perspective on what might be the primary service area that Medfield's local cultural arts facility targets. Table 2 provides basic commuting and demographic information on the 10 towns that are within a 15 minute drive to Medfield (including Medfield). This service area has a population of approximately 137,825 individuals consisting of 48,350 households.

Table 2

Towns with an average driving time to Medfield of 15 minutes or less	Commuting				Demographics		
	Towns Removed from Medfield	Avg. Driving Distance from Medfield (miles)	Avg. Driving Time (minutes)	5 Minute intervals after 1st 10 Minutes	Population *(as of 7/1/2013)*	Median Income *(2009 to13)*	House-holds *(4/1/2010)*
1. Medfield	0	0	0	1st 10 min	12,313	$ 133,931	4,150
2. Millis	1	4	7		8,047	$ 91,341	2,946
3. Sherborn	1	5	8		4,119	$ 129,693	1,423
4. Walpole	1	5	9		24,818	$ 92,397	8,715
5. Dover	1	5	10		5,797	$ 187,829	1,891
6. Westwood	2	5	12	11 - 15 min	14,876	$ 128,984	5,325
7. Norfolk	1	6	13		11,689	$ 134,104	3,128
8. Holliston	2	8	14		14,162	$ 110,323	4,877
9. Medway	2	7	14		13,053	$ 106,132	4,439
10. Norwood	2	7	15		28,951	$ 75,957	11,456
SUBTOTAL within 15 minutes					137,825		48,350

See observations referencing this table on the next 2 pages

Appendix #2
CASE STUDY: Preliminary Market Analysis, continued

Key Market Penetration Analysis

Observations

The following observations pertain to Medfield's primary service area in **Table 2**.

1. Medfield's primary service area has 37% (13,130) more **households** than Hopkinton's primary service area, 48,350 v. 35,220 respectively, suggesting a proportionately greater membership potential within an even shorter driving time of 0 – 15 minutes. To be conservative, the steering committee limited its market for this comparison to include towns within a 15-minute average driving time to Medfield. HCA's market for this comparison includes towns within a 20 minute drive to its facility (page 22 HCA Study). If Medfield expanded its primary service area to include towns within a 20 minute average driving time to its facility, the number of households would more than double to 109,000 (see Table 1, page 29 for this last observation).

2. The HCA study found that approximately 50% of the households in its primary service area were "arts interested." **Arts interested households** are important to distinguish from total households because they would become the Key Market targeted by the cultural campus. If we extend HCA's 50% finding to Medfield's primary service area, we can conclude a potential market base of arts interested households of 24,175[2].

Continued on next page

2. From Table 2: 48,350 x 50% = 24,175

Appendix #2
CASE STUDY: Preliminary Market Analysis, continued

3. The HCA study suggests that, according to industry standards, a market penetration of 3% of arts interested households in a primary service area *(towns less than a 20 minute drive to Hopkinton)* is considered a "solid foundation" of support and that a 1% penetration would suggest a "connection" between the household and the cultural arts center.

4. Hopkinton's achievement of 90% penetration suggests that, over time, Medfield's cultural center would likely achieve a greater level of penetration of arts interested households within its own community in addition to the support of the surrounding towns within its primary service area. Therefore, two ranges of market penetration estimates are modeled for this Initial Market Analysis. The first reflects households within Medfield and assumes a penetration range of between 50% - 90% of Arts Interested Households. The second reflects households within all the other towns within the primary service area *(towns within a 15 minute drive to Medfield)* and assumes a penetration range of between 1% - 3% of Arts Interested Households. The following **Exhibit** summarizes these estimates.

	Key Market Housholds *(within a 15 minute drive)*						
Primary Service		Arts Interested		Market Penetration			
Area	Total	%	Total	Low %	High %	Total Low	Total High
Medfield	4,150	50%	2,075	50%	90%	1,038	1,868
All Other Towns	44,200	50%	22,100	1%	3%	221	663
Total	48,350		24,175	5%	10%	1,259	2,531

Appendix #2
CASE STUDY: Preliminary Market Analysis, continued

Table 1 – Broad Market Analysis

Within a 10 mile radius	Commuting				Demographics		
	Towns Removed from Medfield	Avg. Driving Distance from Medfield (miles)	Avg. Driving Time (minutes)	5 Minute intervals after 1st 10 Minutes	Population *(as of 7/1/2013)*	Median Income *(2009 to13)*	House-holds *(4/1/2010)*
1. Medfield	0	0	0	1st 10 min	12,313	$ 133,931	4,150
2. Millis	1	4	7		8,047	$ 91,341	2,946
3. Sherborn	1	5	8		4,119	$ 129,693	1,423
4. Walpole	1	5	9		24,818	$ 92,397	8,715
5. Dover	1	5	10		5,797	$ 187,829	1,891
6. Westwood	2	5	12	11 - 15 min	14,876	$ 128,984	5,325
7. Norfolk	1	6	13		11,689	$ 134,104	3,128
8. Holliston	2	8	14		14,162	$ 110,323	4,877
9. Medway	2	7	14		13,053	$ 106,132	4,439
10. Norwood	2	7	15		28,951	$ 75,957	11,456
SUBTOTAL within 15 minutes					137,825		48,350
11. Natick	2	9	17	16 - 20 min	35,214	$ 95,202	13,690
12. Needham	2	9	18		29,736	$ 127,753	10,519
13. Wrentham	2	10	19		11,268	$ 100,574	3,899
14. Framingham	2	10	20		70,441	$ 67,915	26,501
15. Sharon	2	10	20		18,027	$ 125,625	6,264
Additional 5 minute driving time					164,686		60,873
SUBTOTAL within 20 minutes					302,511		109,223
16. Franklin	2	10	21	21 - 25 min	32,581	$ 99,194	11,014
17. Wellesley	2	8	21		29,090	$ 159,167	8,544
17. Dedham	2	11	22		25,299	$ 84,704	10,191
18. Ashland	2	14	23		17,150	$ 93,233	6,609
19. Foxborough	2	12	23		17,257	$ 91,601	6,894

Appendix #2
CASE STUDY: continued

Table 1 – Broad Market Analysis

	Commuting				Demographics		
	Towns Removed from Medfield	Avg. Driving Distance from Medfield (miles)	Avg. Driving Time (minutes)	5 Minute intervals after 1st 10 Minutes	Population *(as of 7/1/2013)*	Median Income *(2009 to13)*	House-holds *(4/1/2010)*
16. Franklin	2	10	21		32,581	$ 99,194	11,014
17. Wellesley	2	8	21	21 - 25 min	29,090	$ 159,167	8,544
17. Dedham	2	11	22		25,299	$ 84,704	10,191
18. Ashland	2	14	23		17,150	$ 93,233	6,609
19. Foxborough	2	12	23		17,257	$ 91,601	6,894
Between a 10 and 12 mile Radius							
20. Bellingham	3	12	23	21 - 25 min	16,675	$ 80,179	6,365
21. Milford	3	12	23		28,288	$ 66,311	11,412
22. Mansfield	3	15	24		23,566	$ 95,539	8,746
23. Newton Highlands	3	12	25		Part of Newton		
24. Canton[2]	3	14	26		22,221	$ 89,900	8,475
25. Hyde Park	3	12	26		Part of Boston		
26. Blue Hills	3	16	26	26 - 30 min	Part of Quincy, Dedham, Milton, etc.		
27. Newton	3	13	27		87,971	$ 119,148	31,295
28. Hopkinton	3	15	28		15,918	$ 129,578	5,128
29. Roslindale	3	13	29		Part of Boston		
30. Stoughton	3	13	30		28,106	$ 74,262	10,787
31. Chestnut Hill	3	15	31	over 30 min	Part of W. Roxbury, Brookline, Newton		

1. *Sherborn's current demographic information was not available from the US Census Bureau site. Population data from 2000 and income data from 2007 is shown in the table.*
2. *Canton is within a 10 mile radius of Medfield, but its driving time is more in line with the towns falling between a 10 and 12 mile radius.*

Data sources: www.travelmath.com provided driving distances, driving times, and towns within 10 & 12 mile radii. U.S. Census Bureau provided data on populations.

Appendix #3
WHAT MAKES A GREAT PLACE?

Project for Public Spaces (PPS.org) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities.

In evaluating thousands of public spaces around the world, PPS has found that successful ones have four key qualities: they are **accessible**; people are engaged in **activities** there; the space is **comfortable** and has a good image; and finally, it is a **sociable** place: one where people meet each other and bring visitors.

Imagine that the center circle on the diagram is a specific place that you know: a street corner, a playground, a plaza outside a building. You can evaluate that place according to four criteria in the orange ring. In the ring outside these main criteria are a number of **intuitive or qualitative** aspects by which to judge a place; the next outer ring shows the **quantitative aspects** that can be measured by statistics or research.

More information:
http://www.pps.org/reference/grplacefeat/

"We know the future will outlast all of us,
but I believe that all of us will live on in the future we make."
– Ted Kennedy