



Massachusetts Cultural Council - Cultural Facilities Fund - Capital  
2016

Middlesex Community College  
Application #CFF-C-0099

Primary Contact: Ms. Susan A Anderson  
Phone: (978) 656-3483  
Email: andersonsa@middlesex.mass.edu

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## Applicant Profile

<b>Applicant Type</b>	Organization
<b>Legal Name</b>	Middlesex Community College
<b>Address1</b>	33 Kearney Square Lowell, Massachusetts 01852 UNITED STATES
<b>Telephone</b>	(978) 656-3483
<b>Fax</b>	(978) 656-3443
<b>Primary Contact</b>	Ms. Susan A Anderson Dean of Resource Development Phone: (978) 656-3483 Email: andersonsa@middlesex.mass.edu
<b>Organization Type</b>	College/University
<b>Applicant Status</b>	Government - State
<b>Applicant Institution</b>	College/University
<b>Applicant Discipline</b>	Multidisciplinary
<b>Grantee Race</b>	No single group
<b>FEIN / TAX ID</b>	04-6002284
<b>DUNS Number</b>	2147483647
<b>Web Address</b>	<a href="http://middlesex.mass.edu">http://middlesex.mass.edu</a>



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## Project Overview

**Executive Director Name:**  
James C. Mabry

**Title:**  
President

**Email:**  
mabryj@middlesex.mass.edu

**Telephone:**  
978-656-3100

**How many years has this Executive Director (or equivalent) been serving?**  
1

**Organization's web address:**  
middlesex.mass.edu

**Organization type:**  
Higher Education Institution

**Name of Subject Facility**  
MCC Academic Arts Building

**Street Address of Subject Facility**  
240 Central Street

**City of Subject Facility**  
Lowell

**State of Subject Facility**  
MA

**Zip of Subject Facility**  
01852

**Date incorporated as a 501(c)3**

**If you selected 'Municipality' above, please indicate the square footage of your facility:**

**And, if you selected 'Municipality' please also indicate the percentage of the building that is dedicated to cultural purposes:**

**And, if you selected "Municipality", please indicate the age of your building:**

**Has your organization ever applied to the Cultural Facilities Fund?**  
No



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**Has your organization previously received a Cultural Facilities Fund grant?**

No

**If 'yes', has your organization fully drawn down the grant funds?**

No

**Grant request:**

500,000

**Total project cost:**

21,400,000

**Project type:**

Renovation/Repair

Fixed/Integrated Equipment

**Indicate the approximate stage your project is in:**

In construction/implementation

**In a couple of sentences, provide a summary of your project. This language may be edited for use in contracts and to notify the Legislature.**

Middlesex Community College (MCC) seeks funding to support the renovation of the former Boston & Maine Railroad Depot, a prominent historic building in the Downtown Lowell Historic District, into a vibrant performing arts education center.



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## Organization Information

**Total budget/expenses for your organization's most recently completed fiscal year:**  
\$56,171,171/\$55

**Number of full-time equivalents (FTEs) employed at your organization:**  
0

**How many new FTE's do you expect to hire when the project is complete?**  
0

**How many temporary design and/or construction positions do you anticipate filling?**  
0 (DCAMM)

**Provide a summary of the organization, its programs, services, and audiences served:**

Founded in 1970, Middlesex Community College (MCC) stands out as one of the largest community colleges in MA. With campuses in both Bedford and Lowell, MCC annually serves over 13,000 students in over 70 degree and certificate programs. MCC is an open access institution, and as such, serves a socio-economically, ethnically, and educationally diverse population, and enrollment of minority students has grown from 29% in Fall 2009 to 38% in Fall 2014.

MCC's commitment to the arts is reflected in its academic offerings. Arts-related majors leading to an associate's degree include Liberal Arts & Studies-Fine & Performing Arts, which may be specialized to Fine Arts, General, Music, or Theatre; and Liberal Studies-Performing Arts, with concentrations in Music and Theatre; and Liberal Studies-Graphic Design and Liberal Studies, Studio Arts. In Fall 2015, over 300 students were enrolled in these majors. MCC's arts courses not only serve students in these majors, they also contribute to MCC's general education curriculum. Extra-curricular activities for students include the Performing Arts Club and "Random Acts," MCC's improvisation troupe.

MCC partners with other institutions to support arts education. MCC's Music Department runs the MCC Music Outreach Program in Lowell, offering a variety of concerts, demonstrations and workshops to underserved youth. Additionally, MCC students may transfer to UMass Lowell or other state institutions' arts programs through MassTransfer, which provides full transfer of credit, guaranteed admission, and a tuition discount (each based on final GPA).

MCC actively connects its commitment to the arts with the larger Lowell community, as exemplified by initiatives including those that preserve and celebrate Cambodian/Khmer artistic heritage and traditions. Lowell has the second-largest population of Cambodian/Cambodian American residents in the U.S., and MCC builds and supports artistic initiative in the Cambodian community in numerous ways. Among MCC's faculty is internationally-recognized Cambodian ceramicist Yari Levin, named a 2015 National Endowment of the Arts (NEA) Heritage Fellow. In 2013, MCC was awarded \$40,000 from NEA to support the preservation of Cambodian ceramic arts. MCC was instrumental in procuring funds to build a smokeless, wood-fired Cambodian ceramics kiln, housed on the grounds of Lowell National Historical Park. In 2014, MCC's Music Department procured funds to purchase traditional Cambodian musical instruments. With Song Heng, Master Cambodian Musician, MCC and the Lowell Public Schools are providing professional development to K-12 music faculty, supporting live performances of Cambodian classical music, and supporting performances by the Angkor Dance Troupe.

MCC has many additional arts programs. Each semester, MCC's Theatre Department presents a production that is open to the public; this December will be the play, "The Laramie Project." MCC's Music Department sponsors "A World of Music Concert Series," free and open to the public, where music faculty, guest artists, including members of the Boston Symphony Orchestra, and students are featured. MCC also offers children's summer camps with themes such as improvisation, advanced film production, and musical theatre.



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**List any grants received from the Commonwealth of Massachusetts within the past 10 years related to capital planning or capital projects:**

In FY13, The Division of Capital Asset Management (DCAMM) awarded MCC \$150,000 for the New Academic Arts Center Project ID# B087. Subsequently in FY15, MCC was awarded nearly \$1 million from DCAMM for final study and design of the building. In May 2013, The Massachusetts Life Sciences Center awarded MCC \$50,000 to provide funding for a planning study for expanding the biotechnology facilities.

MCC also receives allocations nearly every year from DCAMM for deferred maintenance funds.

**Briefly interpret your organization's recent financial history and ability to undertake this project. If your audits are not up to date, please explain the circumstances:**

MCC is a college, so as indicated, an answer to this question is not required.

**If you are going to submit audits or an accountant's review, how many years' worth will you be submitting?**

3 years

**What are the start and end dates of your most recent strategic plan?**

2011-2014



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## Facility Information

### Indicate the type of facility:

Performing Arts Theatre  
Performance and Education Facility  
Dance Facility  
Multi-Purpose Community Arts Center  
Historic Institution

### If "other", explain:

#### Do you have maintenance staff on payroll?

Yes

#### If not, who is charged with maintenance?

#### Is the building currently listed on the National Register of Historic Places?

Yes

#### Have you submitted a "Project Notification Form" to the Massachusetts Historical Commission (MHC) for this project?

Yes

#### If yes, what was the outcome of the MHC review?

MCC was authorized to proceed.

#### What is the square footage of the facility that is the subject of this proposal?

22,060

#### If you are a municipality, what is the size and age of the building or site, and what percentage of the building or site's square footage is dedicated to cultural purposes?

MCC is not a municipality.

#### Type of ownership of the facility:

Owned

### If "other", explain:

#### If there is debt, what is the term of the debt financing?

n/a

#### What is the current outstanding balance of the debt?

n/a

#### Who is listed as the owner on the title?

Commonwealth of MA

**Be sure to provide a copy of the lease when mailing in your required materials.**

#### What is the term (start and end dates) of your current lease?



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n/a

**What are the owner's responsibilities for building maintenance and repair as stated in the lease?**

n/a

**What are your responsibilities for building maintenance and repair as stated in the lease?**

n/a

**Be sure to provide a copy of the lease when mailing in your required materials.**

**What is the term (start and end dates) of your ground lease?**

n/a

**Who is listed as the landowner on the title?**

n/a

**Be sure to provide a copy of the use agreement when mailing in your required materials.**

**Explain who the agreement is with and the terms and conditions of this agreement:**

n/a

**Briefly explain:**

n/a



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## Project Information

### **Briefly provide a summary of the facility project and the existing facilities, if different:**

MCC has campuses in Bedford and in Lowell. The Bedford campus has one performance space: a musical recital hall that seats approximately 80. MCC's Lowell campus does not have any dedicated performing arts space. Instead, MCC converts existing space (e.g. its cafeteria) into performance areas. MCC also rents space from Lowell High School, UMass Lowell, and Merrimack Repertory Theatre. MCC enjoys collaborative relationships with these organizations; at the same time, the rentals pose a challenge as the own organizations' programming has initial priority, substantially limiting the times and dates that MCC students can use the space for rehearsals and performances.

MCC's current dance rehearsal space is located in a small, second-floor leased space on Howe Street in Lowell. This space has no room for audiences. It has limited security and handicapped-accessibility.

To meet the need for secure, modern, and handicapped-accessible arts and performance space for MCC students and the broader community, MCC seeks funding to support the renovation of the former Boston & Maine Railroad Depot, 240 Central Street, into a vibrant performing arts education center. Built in 1876, the building is a significant landmark in the Downtown Lowell Historic District. Designed in the high Victorian Gothic style, it served as a Boston & Maine Railroad depot until 1895 when a new station was constructed. Unfortunately, throughout the years portions of the building were demolished. In the 1980's, The Lowell Historic Board stopped full demolition. In 1989, the building was donated by its owner to the Lowell Historic Board, who transferred ownership to the Lowell Historic Preservation Commission. In 2008, MCC acquired it at no cost.

In 2014, architectural renderings were completed (see supplementary materials). Plans include a lobby, a proscenium theater with 177 seats, a second floor dance studio, and musical recital hall with approximately 100 seats. Each major teaching space will combine a professional level technological environment with the intimate scale appropriate for student performance. A groundbreaking took place in June 2015. Consigli Construction Co. is now renovating the building in a manner that preserves its historic character, including its beautiful exterior facade. It is anticipated that the building will open in fall 2017.

**If you are a municipality, describe how 50% or more of the facility is programmed for arts, humanities, or interpretive sciences. (Include schedule of events, marketing materials, web sites, etc. in the supplementary materials.)**

n/a

**If you are a college or university, describe how this facility provides service and open access to the community and general public outside of the regular educational mission.**

In addition to serving the College's student body, the facility will provide open access to the community and general public in the following ways. The popular "A World of Music Series," free and open to public, offers 10 to 12 performances each year; public performances in Lowell will take place at this new location. MCC offers children's summer camps with themes such as improvisation, advanced film production, and musical theatre. Currently, these are offered only on the Bedford campus; the facility will afford the option of offering additional children's arts camps in Lowell, which will serve a more diverse population. Lowell Public Schools and UMASS Lowell, with numerous partnership programs with MCC, will have access to this space for arts education programs, rehearsals, and performances.

Although the Boston & Maine Building will primarily be a teaching facility, Middlesex will make the space available to Lowell's arts community and the college's many community partners, such as Merrimack Repertory Theatre and Angkor Dance Troupe (see letters). The majority of theater/performance spaces in Lowell are larger than those in the new Center. As some examples, UMass Lowell's main stage facilities are design for larger audiences: the Tsongas Center seats 6500, Durgin Concert Hall seats 1000, and the Comley-Lane Theatre seats 500. The Lowell Memorial Auditorium





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seats 2800. Merrimack Repertory Theatre seats 279. MCC's newly renovated performing arts center will be a distinct contribution to the City, offering indoor space for smaller, more intimate stage presentations in the City of Lowell. Offering a 177-seat theatre and 100-seat music hall and dance rehearsal space, MCC's space will be able to accommodate organizations targeting smaller audiences as well as those seeking rehearsal spaces of this size.

**Describe the challenge or opportunity that led to the development of the proposed facilities**

**project:**

Formal visioning for this project began in 1998, when MCC formed a partnership with the Merrimack Repertory Theatre (MRT) to investigate the potential for establishing a Cultural and Performing Arts Center and creation of a Cultural Corridor at the east end of downtown Lowell, MA. To determine the potential for a shared facility, as well as to develop programmatic elements associated with costs, MCC commissioned an initial planning study. Released in May 2000, the study identified a potential physical site for the Center on East Merrimack Street (owned by the City of Lowell) on the banks of the Concord River; the general nature of the proposed facility and the type and size of space needed for these activities; and a projected cost estimate for the facility of \$36 million. Difficulties with the site location on a flood plain and other issues related to the feasibility of developing and funding such a project prevented the partners from moving ahead with this plan.

The vision for a performing arts center remained on the radar of MCC planning efforts. In November 2006, the Division of Capital Asset Management (DCAMM) commissioned Sasaki Associates to complete a master plan for each of the Massachusetts State and Community Colleges in the Northeast Region of the Commonwealth. MCC's planning process culminated in the Master Plan Report (Sasaki, November 2007). This plan articulated four priorities and strategies for future campus developing in Lowell, the second of which was, "new performing arts center."

In 2008, MCC had the strategic opportunity to acquire (at no cost) the Boston & Maine building in through the surplus program of the U.S. Department of Education. MCC was awarded from the Higher Education Capital Bond Bill toward renovation. The vision for a community cultural facility was revitalized, and with initial funding secured, in Fall 2013, the design phase began for this facility that will be renovated to accommodate the needs of academic programs and provide much needed space for the performing arts.

**If you have already been the recipient of a Cultural Facilities Fund Capital grant, please describe how this project is distinct from the previously funded project:**

n/a

**If you have already been the recipient of a Cultural Facilities Fund Feasibility & Technical Assistance grant, please describe how the planning has informed the capital project:**

n/a

**Please indicate whether the project includes any of the following:**

Fire & Safety System Upgrades  
Energy Efficiency Measures / Green & Sustainable Building Practices  
Americans with Disabilities Act (ADA) Compliance



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## Threshold Criteria #1 - Statutory - Community Impact

### Describe the community need for this project:

This project fulfills the practical need for performance space in Lowell for audiences of 100 to 177. The fourth-largest city in MA, Lowell is among the poorest cities in the state, with 19% of its 109,945 residents living below the federal poverty level, nearly double the poverty rate of the state (U.S. Census Bureau: State and County QuickFacts 2014). The growth of the creative economy in Lowell is the axis of the City's economic development strategy and holds great promise for the revitalization of the city that once ranked #1 among the nation's industrial complexes. A 2014 article by James Sullivan in *The Boston Globe* (8/17/2014) cited Lowell as, "an exemplar of the 'creative economy' model of urban revitalization, with museums and galleries, a popular summer music festival, a thriving restaurant scene, a commemorative sculpture park dedicated to native son Jack Kerouac, and a wave of attention from the motion picture 'The Fighter' based on the life of boxer Micky Ward."

The direct link between the arts and economic revitalization is underscored throughout the The City of Lowell's comprehensive master plan, "Sustainable Lowell 2025," adopted by the Lowell Planning Board and endorsed by the City Council in March of 2013. The Plan calls for the City to strengthen its economy by leveraging its physical environment and cultural opportunities. Specific objectives that substantiate the community need for this project include, "Promote and market Lowell as a college town, and invest in the faculty, staff, and student populations as major economic drivers," "Promote Lowell as a regional hub for arts, culture, and history," and "Increase everyday arts, historical, cultural, and recreational encounters of city residents." (p. 57). In fact, within this plan (p. 62) is a photo of the Boston & Maine building, the focus of this project.

### Describe the tourism impact of your organization. Tourism is defined as a person traveling 50 miles or more one way to a destination or who stays overnight.

As a community college, MCC's primary constituency is in its immediate local. At the same time, MCC is engaged in multiple initiatives that draw visitors to the City of Lowell.

MCC is an annual sponsor of the Lowell Folk Festival, which draws an estimated 250,000 people annually to Lowell experience folk life and traditional arts.

The Lowell National Historic Park, which draws over 500,000 visitors per year, is an active partner with MCC on multiple initiatives related to understanding and preserving Cambodia's cultural heritage, most notably, the construction of a traditional Cambodian wood-burning kiln at the park. This kiln is the only one of its kind in the United States. MCC adjunct professor, Master ceramist Yary Livan, 2015 NEA National Heritage Fellow, is a current resident of Lowell and a native of Cambodia who received his training at the University of Fine Arts in Phnom Penh before the years of genocide at the hands of the Khmer Rouge in that country. He was highly engaged in the initiative and now uses, and provides demonstrations on, the use of the kiln and its historical significance. The kiln project continues to have a profound impact on the City and Lowell National Historic Park, as it has brought additional national attention to the park and increased its visitation numbers. Due to its close ties to the Cambodian/Khmer community, MCC draws visiting scholars from Cambodia, specifically related to the arts.

MCC hosts an annual MCC Celebrity Forum, which has featured artists including William Shatner, Michael J. Fox, and Robert Redford.

With the University of Massachusetts-Lowell campus to the west of the central downtown district and Middlesex Community College on the eastern side, MCC is an essential partner in city-led efforts to promote Lowell as a college town, drawing more students, faculty and scholars from beyond Lowell to the region.



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**Describe the financial need for this grant:**

The project cost estimate has increased from \$14,042,043 (per Leers Winzapel Associates ST-04 Final Report 4/13/12 to \$20,900,000 (per DCAM TPC Building 9/16/15). This TPC dated 9/16/15 indicates that the furnishings and equipment to be \$425,000. This conservative estimate is based on the minimum requirements for the building and does not reflect what is anticipated to be the actual costs of the audio/visual equipment, theatrical lighting, tel/data, security, and furnishings to be acquired. The College estimates these costs to be close to \$1 million. MCC requests \$500,000 toward these expenses, as detailed in the budget narrative (see supplementary materials). MCC has secured \$12.8 million from the 2008 Higher Education Bond Bill and needs to produce at least \$8 million from reserves. This combined funding will cover the cost of construction and some soft costs. MCC is seeking funding from the MA Cultural Facilities Fund for the portion of these costs not currently included in the Total Project Cost. MCC has submitted a letter of inquiry to the local private foundation for additional historic elements.

**Describe local support for the project (In terms of your organization and/or programming, this can include evidence of financial, political, audience, and/or editorial support):**

The project has already received significant financial and political support, as evidenced by the investment in capital funding from the state for the project.

Articles in local press further affirm political support for the project. In an article dated March 3, 2015 in The Lowell Sun announcing the funding, Lowell State Sen. Eileen Donoghue said, "The building is a prominent historical landmark that will be a great asset to Middlesex Community College and the City of Lowell. This is a huge milestone for the students and city that have made such a strong commitment to the arts and cultural community."

In an article dated June 3, 2015 in the Bedford Patch announcing the ground breaking ceremony for the building, Congresswoman Niki Tsongas stated, "MCC's new academic arts center will be a gateway building for Lowell and a testament to the college's commitment to the community." The article shows a picture of national, state, and city officials attending the groundbreaking; these included State Rep. David Nangle; State Rep. Thomas Golden; U.S. Rep. Niki Tsongas; State Sen. Eileen Donoghue; Lowell Mayor Rodney Elliott; Lowell City Manager Kevin Murphy; State Senate President Stanley Rosenberg; Celeste Bernardo, Superintendent, Lowell National Historical Park; and Peter Acuella, Assistant Superintendent, LNHP. Their participation in the celebratory ground breaking is further evidence of support for the project.

Please see letters of support in the supplementary materials.



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## Threshold Criteria #2 - Financial Capacity

### **Describe or provide evidence of your ability to raise the funds required to start the project within 12 months of application deadline.**

MCC is a financially stable institution with a successful track record of purchasing, renovating, preserving, and maintaining historically significant structures. In 1994, the MCC Foundation purchased the Nesmith House, a historic Lowell mansion. In 2000, the MCC Foundation purchased (and saved) Billerica's historic Stoker House, renovated and renamed Middlesex Meetinghouse. The building opened in 2003. Also in 2003, MCC completed The Lowell Federal Building renovations, and in 2004, the building opened on the Lowell campus. Each one of these projects reflects MCC's ability to foresee the potential for new uses in these properties and to garner the public support and financial resources required to bring the projects to completion.

Funds for the match are already identified as part of the college's contribution to the total project cost. These funds are available as the result of careful planning and a commitment to move the project forward.

### **What percentage of the project funds are committed at the time of this application submission?**

>95%

### **Does your organization have dedicated capital replacement cash reserves?**

Yes

### **Please describe how you fund your capital maintenance and replacement costs:**

The MA Department of Higher Education requires that each state college allocate 5% of available resources for deferred maintenance. Middlesex has used its own funds, as well as limited state allocations, to meet or exceed this requirement. Overall, the College's physical space facilities are well-maintained as evidenced by its rankings in the annual Sightlines report, which is prepared for the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) to allow a college to benchmark its efforts related to physical plant upkeep and maintenance with that of other community colleges in Massachusetts and nationally. The report takes into consideration the College's utilization of space, net asset value (NAV), and deferred maintenance. The FY 2014 report indicates that Middlesex has consistently improved its campus over the past three years by investing in projects to repair and maintain facilities. In addition to ongoing deferred maintenance projects, the college works with DCAMM to procure state support for these projects.

### **If you are expanding within a current facility, building a new facility, or expanding programming, describe how you will financially support the increased operating costs.**

MCC currently rents theatre space from Lowell Public High School and Merrimack Repertory Theatre; as MCC will no longer need to rent these spaces, the cost savings can be allocated toward the operating costs of the building. The cost for renting the Burgoyne Theatre at Lowell High School for the period 11/28/15 to 12/6/15 for "The Laramie Project" was \$3482. This \$7000 annual expenditure (this space is rented each semester) will be allocated toward operations for the new Arts Center.

With the new theater space and its state-of-the-art technology, MCC will have the capacity to offer a new certificate in Technical Theatre. MCC has been developing this program in connection with Nashoba Valley Technical High School, which offers a Television and Media Broadcasting/Theater Arts curriculum, and with the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts (IATSE) local chapter. MCC is also developing a Certificate in Dance. Tuition revenue from both these programs will contribute to additional operation for the space.

Rental of rehearsal and performance space of the facility will offer additional revenue-generating opportunities to financially support increased operating costs.



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**What is your organization's name listed as in the Cultural Data Project?**

n/a



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## Project Planning

**Describe how the project aligns with your overall organizational and/or strategic plan. (If you are working from a current strategic plan, please submit the plan indicating the pages where the capital maintenance planning is addressed.)**

MCC is currently in the planning stages of developing its next Master Plan. MCC's most recent Master Plan (2007) was developed by the architectural firm Sasaki Associates in collaboration with the Massachusetts Division of Capital Management and Maintenance (DCAMM). This plan includes short, mid and long term facilities requirements linked to academic and student services, support functions and financial planning. "New Performing Arts Center" was identified as second among four priorities for the Lowell campus (page 18).

An inclusive planning process for the Boston and Maine building has been ongoing since 2012, with facility planners working directly with humanities faculty and administrators to deliver a facility that will be dedicated to the performing arts.

In 2014, MCC announced its strategic plan undertaking. One of the six strategic directions outlines commitment to the surrounding community, "We will build partnerships that stimulate innovation and address the educational, social, economic, and workforce development needs of our communities. We value our role as a convener for active partnerships aimed at creating innovative solutions to significant community challenges. . . ."

MCC's most recent Strategic Enrollment Plan, released October 2015, outlines plans to increase fall enrollment by 7% by 2020. Within this, Art and Theater is projected to grow by 7% from an enrollment of 349 students in Fall 2014 to 374 students in Fall 2020.

### **Are you improving an existing building?**

Yes

**Describe how you determine capital maintenance needs and priorities of your properties. Be specific about how you go about this and explain why this is the next logical step in the process. Have you recently had a capital needs assessment done by a qualified professional? Give examples of any recent assessments and how you addressed the maintenance challenge.**

Massachusetts General Laws Chapter 15A Section 22, grants oversight authority for the college's capital and maintenance budgets and responsibility for establishing and implementing fiscal policy to the MCC state appointed Board of Trustees. The Board's Finance, Investment and Audit subcommittees work with interim Vice President of Administration and Finance to ensure financial stability and the alignment between resource allocation and the fulfillment of strategic mission priorities. The Board reviews and approves college budgets, investments, major purchases and revenue generation initiatives.

Physical resource planning, an ongoing process, is based upon directions identified in the Massachusetts State and Community College System Strategic Capital Program, DCAMM Deferred Maintenance Plan, and the college's own Master Plan, which was developed in 2007 by Sasaki Associates in collaboration with DCAMM. Regular inter-divisional planning meetings result in a strategic approach to preventive maintenance, space planning/utilization, and future expansion. In addition, the Campus Space Committee provides timely input on current and emerging needs. A three year budget financing process conducted by the Administration and Finance Division considers important environmental factors and allows for effective long-Â range planning tied to strategic planning priorities.

MCC is proud of its ability to maintain its buildings on both campuses, and particularly those in Lowell which contribute to the historic character of downtown. In fact, MCC was commended by its accreditor, The New England Association of Schools and Colleges in its report following up its site visit November 2 to 5, 2014, "The physical facilities of the college are designed to serve students,



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staff and faculty and actively support the mission and vision of the College. With a team of skilled and enthusiastic service employees, the buildings are obviously well-tended and cared for."

**Are you expanding square footage in your current space, programming a facility that is not currently programmed, or proposing a new construction project?**

Yes

**If yes, do you have a business plan for this expansion?**

No

**If you are opening a new facility or expanding square footage in your current space, describe the evidence of 'market demand' that justifies the expansion of square footage, new programming, and/or new construction. (There is an opportunity to address how you will financially support this expansion in the previous section).**

MCC does not have a business plan, per se, for this specific building and space expansion, as MCC does not develop business plans for facilities. This noted, MCC's facilities planning, strategic planning, and master plan processes led to the acquisition of this space. In 2017, the College will develop a plan and fee schedule for space utilization by non-MCC entities.

**Are you undertaking any capital work that will result in an increased level of programming?**

Yes

**If yes, and if you have not already addressed the market demand and impact assumptions above, please describe what planning and preparation your organization has undertaken to address the impact the programmatic expansion will have on staffing and operations. Please talk about the qualifications of the staff in relation to the expansion of the business. (There is an opportunity to address how you will financially support this endeavor in the previous section).**

MCC's arts courses enroll both arts majors and the broader student body through the general education curriculum. In FA13, MCC students were enrolled in a total of 1248 credits in Dance, Theatre and Music. Enrollment in these programs has remained steady over the past five years.

The new space will allow MCC to expand its offerings in the arts. MCC is currently developing certificate programs in Technical Theatre and in Dance. The Technical Theatre program has stemmed out of meetings with Nashoba Valley Technical High School and the International Alliance of Theatrical Stage Employees, Moving Picture Technicians, Artists and Allied Crafts (IATSE). In MA, the projected growth in jobs from 2012 to 2480 for Audio and Video Equipment Technicians is 16%. There are currently 2150 audio and video equipment technicians in MA, and projected annual job growth in MA is 70. (Bureau of Labor Statistics, Office of Occupational Statistics and Employment Projections).

Dancer/Choreographer is also a field that is experiencing growth. As the U.S. Department of Labor notes on its website, "A growing interest in dance in pop culture may provide opportunities in fields outside of dance companies, such as TV or movies, casinos, or theme parks. . . . The growing interest in dance in pop culture is expected to lead more people to enroll in dance schools, and growing enrollment should create more jobs for choreographers." Nationwide, choreographers have a high growth rate, with 24% growth projected from 2012-2022. Dancers have an occupational growth rate of 6% nationwide (the rates for these occupations in MA were not available).

The College will continue to pursue other educational programmatic opportunities that align with workforce demand and need.



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## Transformative Impact

**Describe the transformative impact of your project. Include in this narrative a description of the urban or village center in which your project is located and to what extent your project will increase visitors and foot traffic in the location of the project.**

This project aligns with, and is informed by, numerous strategic initiatives that converge around growing Lowell's creative economy, including preserving historically significant buildings, expanding opportunities for arts and culture performances and education, and marketing Lowell as both a college town and destination for the arts, attracting visitors-as well as new residents-to the City of Lowell. The fourth largest city in Massachusetts, Lowell is flourishing with a culturally diverse population that focuses on the arts and education. In Lowell, the motto on the city seal is "art is the handmaid of human good," Critical to the economic revitalization of the city is the increasing focus on its creative economy.

MCC's Lowell Campus is housed in six buildings in The Downtown Lowell Historic District (DLHD) and is an important contributor to the unique character of the city and its working infrastructure. The DLHD encompasses an area of more than 500 acres, including virtually all of the historically significant resources associated with the industrial history of the city of Lowell, The boundaries of the DLHD encompasses much of Lowell's downtown area including the commercial district, millyards, and canal system. The renovated Boston and Maine terminal will be a highly-visible building, and in many ways a gateway to the City of Lowell and the Downtown Historic District, given its location past the end point of The Lowell Connector, the Massachusetts state highway system that links nearby U. S. Highway 3 and Interstate 495 to downtown Lowell, into the city. MCC's Performing Arts Center will serve both the college and its programs as well as create a resource for others in the DLHD and broader Lowell community.

**Describe how your project creates opportunities for additional private investment in the surrounding area due to vacancies, blight, or underutilized properties and what opportunities for additional private investment exist in the vicinity of your project.**

Contributing to the historic character of downtown Lowell and attracting students and patrons of the arts, MCC's project will contribute to private investment such as local restaurants, retail, and housing rented by students.

The Boston & Maine is on the eastern boundary of the Lowell's Jackson/Appleton/Middlesex (JAM) Urban Revitalization Plan area. The extensive twenty-year plan, which spans 2000-2020, details strategies to develop/redevelop 75,000 square feet of retail space, 100,000 square feet of office space and 100,000 square feet of industrial space in this area immediately adjacent to and west of The Boston & Maine. The City of Lowell is currently soliciting bids for developers to partner in the build-out of the Hamilton District, within the JAM area, a substantial, multi-faceted private investment opportunity.

**Identify neighborhood public or private partners who will participate in your efforts to spur transformative impact and identify any specific private or public investment in the surrounding area.**

MCC has numerous public and private partners supporting this project.

Congresswoman Niki Tsongas has been a champion of this project and of spurring transformation in Lowell (see letter of support).

The City of Lowell has been, and will continue to be, a critical partner for spurring transformative impact (see letters from City Manager and from COOL).

Lowell National Historic Park champions the project (see letter).

Angkor Dance Troupe, nationally recognized as one of the most accomplished and experienced U.S.-





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based Cambodian traditional arts organizations, partners with MCC on numerous cultural education initiatives and plans to utilize space in the new Center (see letter).

MCC has numerous partnerships with UMass Lowell, and over 700 MCC students transfer to UMass Lowell each year. UMass Lowell's Theatre Program has offered support for MCC's project (see letter).

A recent example of a public investment in the surrounding area is the Lowell bridge acquisition and renovation project. In October of 2015, Congresswoman Niki Tsongas and Senators Elizabeth Warren and Ed Markey announced that the City of Lowell was awarded a highly competitive \$13.4 million TIGER grant by the U.S. Department of Transportation to help repair and take ownership of the eight canal bridges throughout the City. UMass Lowell and the City are contributing additional funds to the project. This investment will substantially improve access for pedestrian and vehicle transportation into and around the City of Lowell, further transforming the City. Another example of investment in the surrounding area is the Hamilton District project, mentioned in the previous section.



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## Implementation

**Identify the key members of the project planning, design, construction or maintenance team. Briefly describe their qualifications, roles and, responsibilities in the project. (Please indicate whether they are staff, board or contracted personnel) . Resumes and CVs should also be included as supplementary materials, but these should complement, not substitute for, the descriptive information provided in the narrative.**

**Describe how the project is ready to proceed within 12 months of the grant approval date (spring 2016) and be specific about any preparation (eg: financial readiness, contracted personnel, design, project planning) supports your timeframe for implementation.**

Middlesex Community College has completed the extensive design process and renovation work has begun. As noted in the financial capacity section, MCC has secured over 95% of the funds required for the project. Consigli Construction firm is on track with their timetable for implementation.

### **Name #1**

John LeMay

### **Organization**

Middlesex Community College

### **Title**

Director of Construction & Capital Projects

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

LeMay has served as the Director of Construction & Capital Projects at MCC since May of 2014. Prior to that, he served as a construction project manager for the five years with the Commonwealth of Massachusetts DCAMM, overseeing projects including an energy renovation and upgrade at Framingham State University; the geothermal system installation at MCC; and major renovation of ten courthouses located in Western Massachusetts. He has also served as a project manager with Petra Construction Corporation, BJ's Wholesale Club, and The LeMay Company. He possesses expertise in Facilities Management, HVAC and building operations. In sum, he offers of thirty years of demonstrated success in all facets of commercial construction, renovations, building systems and equipment expansions.

**If a third party, are they currently under contract?**

### **Name #2**

Gina Spaziani

### **Organization**

Middlesex Community College

### **Title**

Interim Vice President Administration & Finance

**Describe this person's role in the project and provide a brief summary of their relevant experience:**



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Gina Spaziani is an accomplished Public Higher Education Finance Professional with over 25 years in public administration and 18 years managing fiscal operations of public higher educational institutions. Her responsibilities include oversight of the business and financial services operation and day-to-day management of the College's state appropriated, local and grant funded budgets including reporting and compliance with standards associated with the administration of public funds. She also develops short and long term financial plans for the college in support of the operating budget, the strategic plan, the capital plan and grant initiatives. Capital initiatives in which she has had a leadership role include the geothermal system installation, HVAC projects at MCC, roof projects, a major renovation of the Pollard Building, and chiller replacement (Lowell). Ms. Spaziani graduated from Suffolk University with an MBA.

**If a third party, are they currently under contract?**

**Name #3**

n/a

**Organization**

Leers Winzapel Associates

**Title**

Architect

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

A women-owned firm, Leers Weinzapel Associates was founded in 1982 and is known for its design innovation and excellence in the public realm. The firm has been recognized by ARCHITECT Magazine as one of the Top 50 design firms in the U.S. as part of the 2015 ARCHITECT 50 list. Additionally, the firm has been ranked 5th nationwide for sustainability and 18th for design excellence. Widely recognized with over 90 national and regional awards, our work has been published worldwide and exhibited nationwide. In 2007, the American Institute of Architects honored us with the Firm Award, the highest distinction the AIA bestows on an architecture practice. Clients have included (but are not limited to) Amherst College, Brown University, Harvard University, Massachusetts State College Building Authority, MIT, Tufts University, an Wellesley College.

**If a third party, are they currently under contract?**

Yes

**Name #4**

n/a

**Organization**

Consigli Construction Company

**Title**

Construction Contractor

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

Consigli Construction Co., Inc. is a leading construction manager and general contractor headquartered in Milford, MA, with offices in Boston, MA, Portland, ME and Hartford, CT. They are experts in restoration of landmark buildings. Consigli's has extensive experience with public and private colleges and universities. In addition to MCC, clients include Harvard University, MIT, UMass Amherst, UMass Dartmouth, and UMass Lowell, to name a few.



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**If a third party, are they currently under contract?**

**Name #5**

**Organization**

**Title**

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

**If a third party, are they currently under contract?**

**Name #6**

**Organization**

**Title**

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

**If a third party, are they currently under contract?**

**Name #7**

**Organization**

**Title**

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

**If a third party, are they currently under contract?**

**Name #8**

**Organization**

**Title**

**Describe this person's role in the project and provide a brief summary of their relevant experience:**

**If a third party, are they currently under contract?**

**Be sure to include the following in your Required Materials:**

**A project timeline in table format.**

**A clear budget with "sources" identified and the "uses" of funds prioritized.**



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