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A Third Space in Lewiston: Exploring the Feasibility of Trinity Commons

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A Third Space in Lewiston: Exploring the Feasibility of Trinity Commons

Department of Environmental Studies; Bates College
Environmental Studies Community-Engaged Research Seminar
Winter 2022

Story Maps Link: <https://arcg.is/01HPTz>

Completed in partnership with Klara Tammany

Alex Kovacs, Kate Middleton, and Sophie Worsh-Farnum

EXECUTIVE SUMMARY

The practice of “community building” is a complex and intricate mission. For communities that are populated by people of significantly different life experiences, this task may be especially challenging. Intermingling between subcommunities, generations, people of varying income levels, etc may not occur and neighbors may not have the chance to meet and build relationships with each other. This is evidently a huge loss - forging meaningful relationships with the people we share bits of our lives with is an incredibly valuable and rewarding experience.

Unfortunately, in the context of the busyness of our daily lives, we are often inhibited from pursuing community building in its many forms. One potential avenue to escaping this cycle of isolation from one’s community is to create a context where community building is not only possible, but *easy, simple, and the default*. But how can this context be created?

As explored by sociologists, this sort of effortless community building can be facilitated by the creation of a Third Space - a location that is distinct from both home and work environments and which is characterized by open communication, mutual respect and trust, and a safe space for self-expression, relationship building, and skill development. These spaces have the potential to create genuine and lasting relationships between community members by providing an equalizing and accessible location to socialize.

The city of Lewiston, Maine is a vibrant, diverse, and complex place in the heart of south-central Maine. Previously a mill town, the city is now home to around 36,500 people, nearly 11,000 of whom live in the densely populated Tree Street neighborhood in downtown Lewiston (John T. Gorman Foundation). The Tree Street neighborhood is populated by a wide array of people of all ages, nationalities, races, ethnicities, income levels, etc. Though there are many community based organizations that prioritize community building, the missing piece of the puzzle is a physical location where different groups within the community could participate in classes, activities, art shows, performances, etc together in a neutral, accessible, and equalizing space.

Our community partner, Klara Tammany, envisioned such a space existing in the Trinity Church building. Together, our team worked with Klara to create goals. Our project was focused on three main pillars of research: 1) exploring the function of community spaces as Third Spaces, 2) investigating the financial and management structure of organizations similarly situated to their community as Trinity Commons would be, and 3) producing a comprehensive overview of the potential expenses and revenue of the space. Our ultimate goal was to generate an expense report of the space and determine the financial viability of the project.

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INTRODUCTION

1.1 Background

The City of Lewiston

Lewiston-Auburn is Maine's second largest city born from a history of mill development along its proud Androscoggin River "Auburn, Maine - City Information, Fast Facts, Schools, Colleges, and More.". The city is home to schools, businesses, parks, and to more than 61,000 residents (U.S. Census Bureau, 2018). Given its rich history of industrialization and immigration, residents of the area are associated with numerous cultures and socio-economic statuses. L-A connects generational Mainers and individuals claiming a multitude of nationalities, languages, and religions (Barton, et al.). Many of these individuals immigrated to the community to escape conflicts at home with aspirations to enjoy the small city and its relatively inexpensive housing. Unfortunately, over 20% of the community lives below poverty with some neighborhoods having as little as a \$20,000 annual median salary (Barton, et al.).

Trinity Commons Context

The Tree Street neighborhood in Lewiston-Auburn, which spans "30 blocks from Kennedy Park to the Colisée" is the focal point of this incredibly diverse community, spanning generations and housing nearly 11,000 residents and 5,000 households (John T. Gorman Foundation, 2019). These residents, 40% of whom live in poverty, have contributed to the growth and development of the area - establishing small businesses, starting community groups, and generally taking an active role in the trajectory of their neighborhood. However, there is a missing link in the Tree Streets area that is integral to any effort to build meaningful, trusting, and lasting relationships within one's community: a communal space that is universally accessible in all conceivable ways.

Parallel to this context, the congregation of Trinity Church in Lewiston is aging. This is part of a larger, nation-wide phenomenon. As worshipers age, church attendance drops, and congregations across the country have been forced to make hard decisions about what to do next. According to the International City/County Management Association (ICMA), in the last decade, between 3,800 and 7,700 religious buildings have closed per year in the United States (Reinhard, 2021). For some, the only option is to sell to developers, who may flatten the buildings to make way for new development. Another option, however, is to repurpose the historic buildings into something else, without tearing down the space. Amerla Nierenberg of The New York Times dubs these adapted spaces as "secular ministries": "buildings that continue to serve and delight their communities", in this case by taking on another shape in their communities (Nierenberg, 2020). Trinity Commons offers just this in the Lewiston-Auburn community.

A Third Place

This sort of space is what sociologist Ray Oldenburg coined a “Third Place” - a neutral social environment where “people can gather, [and] put aside concerns of home and work” - “they are the heart of a community’s social vitality and the grassroots of a democracy” (Oldenburg, 2005). Spending time in these spaces together facilitates trust and mutual respect among community members, something that the Healthy Neighborhoods report indicated was a priority for improving the neighborhood (“Read the Plan”). It also offers a safe location for self-expression, relationship building, skill development, and much more.

In the context of this project and the establishment of Trinity Commons, the new Third Space would have limitless potential for the Tree Street community and Lewiston-Auburn. Preliminary surveying has signified the community’s enthusiastic support of the plan and individuals have offered a multitude of potential ideas for the space including film screenings, public input sessions, weddings, birthdays, community dinners, music lessons and performances, etc. Ultimately, the very existence of this space will foster community ties and encourage intermingling among the Tree Street and greater Lewiston community.

1.2 Community Profile

Lewiston is predominately White (85.8%), The second largest ethnic group is African American (5.34%) (Figure 1). Lewiston also has a sizable Somali immigrant community (approx 3,500). (Figure 1)

The median household income in 2020 was \$42,969 (2020). The unemployment rate in Lewiston is 4.3% – roughly 17,700 people (Dec 2021). The poverty rate in Lewiston is 18.1%, which signified an 11% 1 year decrease. (Figure 2, 3)

Lewiston, located in Androscoggin County, is the second largest city in Maine with a population of 37, 121 (2020). The median age is 39.7%, with 20.1% of the population under 18 years old, and 18.8% over the age of 65. (2019). (Census Bureau).

OUR PROJECT

2.1 Aims and Objectives

Project Aim: To assess the feasibility of the Trinity Commons project by developing a model that serves all demographics of Lewiston, has a stable management structure, and supports itself financially.

Objective 1: Conduct detailed analysis of the expenses and potential revenue sources for an operational Trinity Commons by communicating with experts and participating in research.

Objective 2: Effectively survey the Lewiston community (residents, businesses, non-profits, etc.) to understand how people imagine using and/or supporting the space.

Objective 3: Develop a management structure and job description(s) for the individual(s) that would be in charge of operating Trinity Commons.

2.2 Deliverables

- A) Trinity Commons Spreadsheet: A spreadsheet that contains sheets titled *Metadata*, *Expense Details*, *Expense Report*, *Expense Graphics*, *Revenue Details*, *Rate Structure*, *Scenarios*, and *First-Year Comparison* that illustrate the research behind our financial feasibility study of an operational Trinity Commons. Each sheet's specific purpose is described in the *Metadata* sheet. Aside from having several data entries (i.e. numerical estimates, source information), the spreadsheet includes averages, graphics, and tools to interpret the data. The spreadsheet also gives the user the capability to alter inputs to witness how they would alter overall results.
- B) Trinity Commons Revenue Proposal: A document that illustrates our plan for how to generate revenue for the space. The document is separated into three categories: short-term profits, long-term profits, and sponsorships. Each category and the methods for achieving that revenue source type are explained in detail.
- C) Trinity Commons Expense Details: A document that explains the expenses that we considered for the Trinity Commons space once it was fully operational, and some of the assumptions that we made in our determination of these expenses.

- D) Trinity Commons Management Model: A document that portrays a potential management structure for the space and includes a comprehensive job posting for the individual that would be responsible for managing the location.
- E) Trinity Commons Partner Survey: A survey evaluating interest of community members in the Trinity Commons project, what they imagined doing with the space, and what they would be willing to pay to use the space.

Each deliverable is accessible at the bottom of the page under the category titled *Deliverable Links*.

METHODOLOGY

In order to complete our research aims and objectives, we followed the methodology outlined below. All documents created during our project were kept in a shared folder on Google Drive titled *ENVR 417 Envisioning Trinity Commons* that was accessible to each of the group members. As can be seen below, some of the methods conducted were done in a particular order, but other sections were completed over the course of the entire semester.

Establishing Context

To begin, we met with our community partner Klara Tammany to tour the Trinity Episcopal Church, discuss the current circumstances, and develop a scope for our project. After doing so, we conducted research into the demographics of Lewiston (i.e. income, race, poverty), third spaces, and the current trend of converted churches into community centers. Our efforts in this capacity are illustrated in the *Background* section of this final report.

Outreach

Once we had established the context and scope of our project, we developed the *Trinity Commons Survey* to preview the community's interest and intentions for the space. This google survey included a short series of questions meant to understand the responder's interest, how they imagined using the space, and what rates they deemed were acceptable. See *Appendix A* for the specific questions. The survey was then sent to local businesses, non-profits, organizations, political representatives, and professors via email, text, or commenting on a webpage. A list of individuals that we reached out to is shown in *Appendix B*.

Conducting The Financial Feasibility Study

Our next step was to conduct research into the financial feasibility of Trinity Commons once the space was fully operational. To do so, we needed to evaluate the expenses of the space, identify potential modes of revenue, and compare the two. The steps conducted for each of these components of the study is shown below:

I. Evaluating the Expenses

Working With The Architects

To identify the different expenses necessary for Trinity Commons, we began by speaking with architects Tom Platz, Dan Black, and Gabrielle Russell. These architects were in charge of modeling what Trinity Commons would look like, what sorts of up-front costs would come in the initial construction phase of the space, and what sorts of costs the space would require once operational. With focus on the final aspect of their work, we were able to determine estimates for the first seven of our expenses: *Electricity, Fuel, Water, HVAC Maintenance, Building Maintenance, Snow Removal, and Legal & Accounting* over the course of a 15-year period at a 3% inflation rate (industry standard). See the attached *Trinity Commons Expense Details* document to understand what these expenses entail. Given the manner in which we were presented this expense information, we decided to incorporate the 15-year model at a 3% inflation rate as the basis for how we would present all of the expenses of the space.

Adding Our Own Expenses

Once the model was in place, we determined that there were still expenses for Trinity Commons that were not accounted for. After brainstorming, we identified five other expenses: *Marketing, Technological Services, Cleaning Services, Labor, and Insurance* that needed to be addressed. See the attached *Trinity Commons Expense Details* document to understand what these expenses entail. From there, we began researching what sorts of rates were associated with each of these expenses, tabulating the information in the *Expense Details* sheet of our *Trinity Commons Spreadsheet*. See Appendix C for an example of what a data entry looked like for a particular expense. For our *Insurance* expense, we reached out to insurance expert Josh Fifield of Clark Insurance to assist us.

After tabulating all of our data entries for the specific expenses, we utilized our *Relevance Metric* to assign each of the different data entries an appropriate relevance value, create adjusted estimates, and calculate the average adjusted for relevance. See

Appendix D for an explanation of the *Relevance Metric* and Appendix E for an example of the *Relevance Metric* in our expenses. We, then, used our averages adjusted for relevance as our annual expense cost for Year 1 (see *Expense Report* in *Trinity Commons Spreadsheet*). From there, we calculated estimates for the costs of the expense over the course of a 15-year period at a 3% inflation rate.

Completing The Expense Report

After outlining each of the expense categories and their costs over a 15-year period at a 3% inflation rate, we found the total operational expense cost for each year by summing all of the different expense costs listed. Finally, we decided to calculate these same expenses at two other inflation rates (2% and 4%) to provide a range of estimates that may be better suited to future climates, and created circle graphs to illustrate the expense distribution for years 1-4 per each inflation rate. See *Expense Report* in *Trinity Commons Spreadsheet* for the final expense report over the course of a 15-year period at each of the different inflation rates. See Appendix F for an example of a graphic illustrated expense distribution for a given year.

II. Evaluating Potential Sources of Revenue

Determining Our Modes of Revenue

To understand the modes of revenue that we could implement at Trinity Commons, we researched the systems that other community centers had in place. After brainstorming, we came up with a three-part revenue system: short-term profits, long-term profits, and sponsorships that we could implement. By our definition, short-term profits are per-use rentals of the space, long-term profits are annual memberships to the location, and sponsorships are donations made by local entities to Trinity Commons in exchange for a Trinity Commons benefit. See the *Trinity Commons Revenue Proposal* for more detailed explanations of each of these revenue types.

Investigating Short-term Profits

To capitalize on the potential short-term profits that the space could incur, we split the space up into four different rental types (Level 1, Level 1 w/ Stage, Level 2, and Kitchen Access) based on the blueprints we were given for the Trinity Commons layout. In addition, we formulated a variety of different ways that the rental types could be used based on our outreach and research. The details of each of the rental types and how they can be used is explained in *Trinity Commons Revenue Proposal*. Additionally, custodial

services would be required at a flat fee after rentals of spaces that were left too messy for the next user.

After doing so, we researched rental rates that community centers across the country were using for their spaces, tabulating all the information in the *Revenue Details* sheet of the *Trinity Commons Spreadsheet* in the respective categories for each of the different rental types. From there, we incorporated our *Relevance Metric* to assign each of the estimates (USD \$) a relevance value, determine an adjusted estimate, and calculate an average adjusted for relevance for each of the different types of rentals.

Investigating Long-term Profits

Based on our analysis, we suggest an annual membership structure with six different types of memberships: *Child, Student, Adult, Senior, Family, Sustaining, Associate, and Partner*. Each of the memberships will have certain benefits including reduced rental costs, reduced cost of event tickets, chances to win free tickets, discounted food/beverages, advertisement on the Trinity Commons website, and/or an invitation to an annual membership appreciation event. The details of each of the memberships is explained in the *Trinity Commons Revenue Proposal*. Once we determined our different membership categories, we investigated the rates that other community centers across the country were using for their adult membership. From there, we incorporated our *Relevance Metric* to assign each of the estimates (USD \$) a relevance value, determine an adjusted estimate, and calculate an average adjusted for relevance for the rate of an adult membership at Trinity Commons.

Investigating Sponsorships

To identify the potential influx of revenue that we could generate from sponsorships, we reached out to local businesses and non-profit organizations to get a sense of how much they would be willing to contribute to the space both by email and phone. Some of these entities include Boba, Rainbow Bicycle, and Davinci's. We tabulated their responses in our *Revenue Details* sheet of the *Trinity Commons Spreadsheet*.

Creating The Rate Structure

To represent the information that we gathered from our analysis of both short-term and long-term profits, we created a *Rate Structure*. For short-term profits (Rental Space Rates), we created four separate fee tiers: non-profit (non-revenue), non-profit (revenue), commercial business/personal use (non-revenue), and commercial

business (revenue). Our average adjusted estimate determined in our *Revenue Details* sheet is the rate used for non-profit (non-revenue) here. Each column that you move to the right, the rate increases by 5%. In terms of long-term profits (annual memberships), the adjusted average estimate calculated in *Revenue Details* represents the adult non-resident rate. Each membership below that category in the non-resident column is 20% cheaper than the one above it. Each membership above that category is 20% more expensive, except the Senior Membership is the same rate as the Child Membership. All the rates are 20% cheaper for residents than non-residents.

III. Comparing Expenses & Revenue

Creating The Scenario Tool

Once all the expenses and revenue information was put together, we wanted to construct a tool that would allow the user to be able to compare the expenses and revenue in a certain year. We created the *Scenario* sheet that allows the user to input varying amounts of revenue source potentials (i.e. 300 Level 1 rentals in year 1). The tool automatically adjusts the revenue estimate, and gives you a real-time comparison of revenue and expenses for that given year. On top of this feature, we created multiple graphs that depict how the user's inputs influence the revenue distribution in a single year. See Appendix G for an example of a revenue distribution scenario.

Developing A Management Structure

To identify an effective management structure of Trinity Commons, we communicated with Klara, Erin Reed, the manager of the Jubilee Center, and others as well as conducted our own research into management schemes of other community centers in the surrounding area. Our efforts led us to justify the need for a single part-time employee that would work closely with the management of Jubilee Center. This individual would need to meet certain requirements and would be in charge of a plethora of roles that are illustrated in the *Trinity Commons Management Structure*. Some examples of tasks this individual may be assigned with include scheduling rentals, contacting potential users of the space, and updating the website.

RESULTS & DISCUSSION

To consider the results of our study, we can re-evaluate the objectives we mentioned at the beginning of this report.

6.1 The Financial Feasibility Study

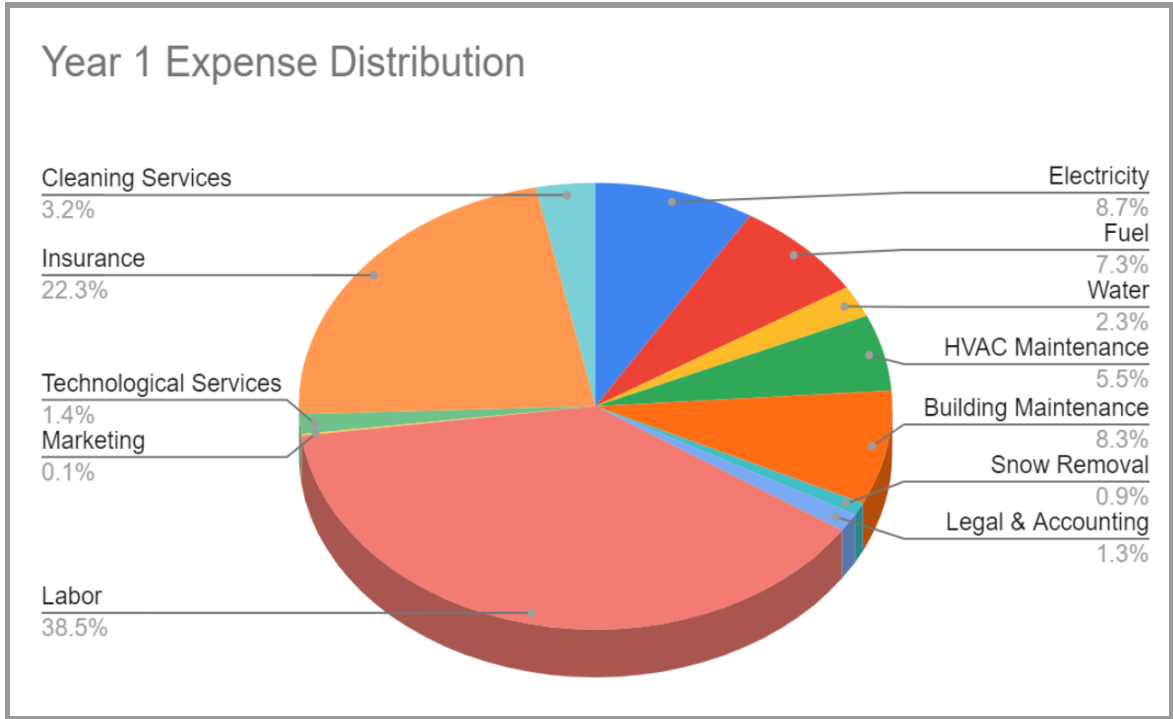
In regards to our first objective, it is imperative to note that the nature of our project was to evaluate the feasibility of a community center that is looking to be built some time in the future, and therefore rests on predictions of expense and revenue estimates. In light of this, we were not able come to a conclusion regarding whether or not Trinity Commons would be operationally feasible. Instead, our research provides a foundation for what sorts of things should be kept in mind: what estimates might look like, what revenue methods could be in play, etc. With this in mind, the following information summarizes the results of the feasibility study research in as concise a way as possible.

Expenses

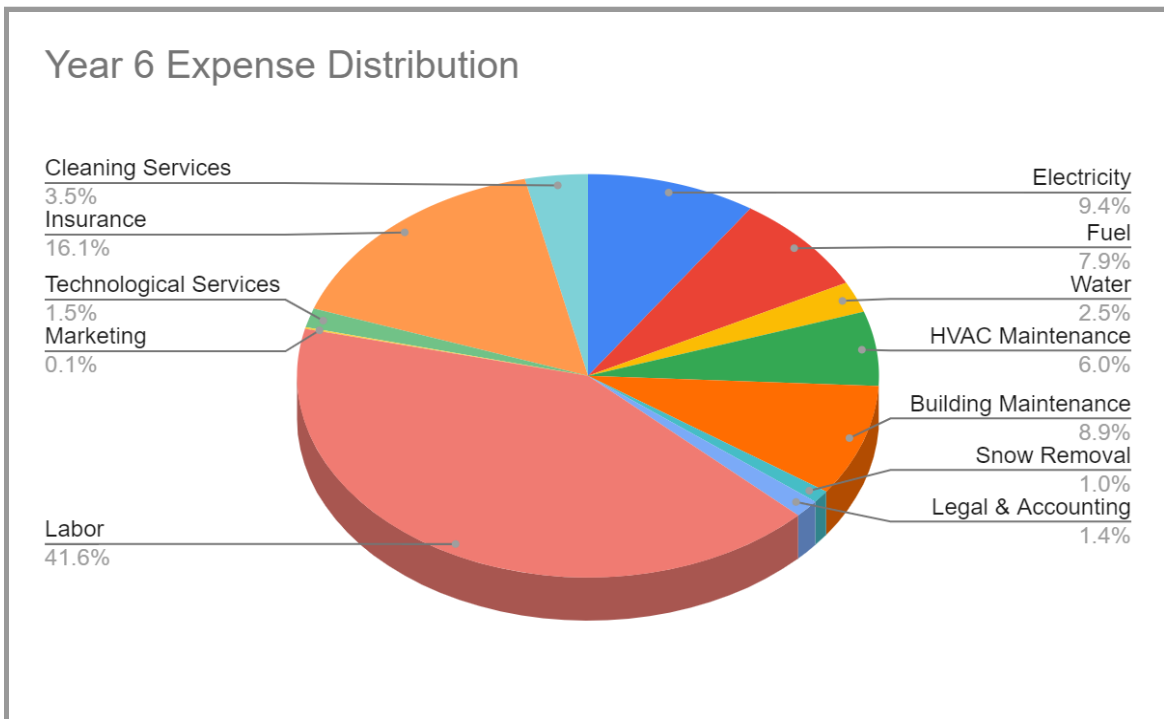
To reiterate, the expense report considered the following expenses: *Electricity, Fuel, Water, HVAC Maintenance, Building Maintenance, Snow Removal, Legal & Accounting, Labor, Custodial Services, Marketing, Insurance, and Technological Services*. As was mentioned before, the first seven expenses largely stemmed from our conversations with architects Tom Platz, Dan Black, and Gabrielle Russel. The next five were included based on our own research and communication with community members.

Overall, we found that at a 3% inflation rate (industry standard) the total operational expense cost for Trinity Commons would fall somewhere between \$90,000 and \$127,000 a year. The highest annual expense over the course of the 15 year period would be *Labor* (\$35,000-\$53,000) followed by *Insurance* (\$15,000-\$20,500) and *Electricity* (\$8,000-\$12,000). The lowest annual expense is *Marketing* (\$110-\$160) followed by *Snow Removal* (\$800-\$1,250).

Below are two graphics that illustrate the expense distributions for the first and sixth year of operation for Trinity Commons. Each of the percentages represents the amount that the particular expense makes up of the total operational expenses for that year. Notice that for the second expense distribution at Year 6, the insurance proportion of the expense distribution decreases dramatically. This stems from the decrease in the property liability insurance by $\frac{1}{3}$ after five years of Trinity Commons operation.



A graphic representing Year 1 Expense Distribution at a 3% inflation rate.



A graphic representing Year 6 Expense Distribution at a 3% inflation rate.

Revenue

As was described earlier, there were three main areas where we were expecting to generate revenue from: short-term profits (rentals), long-term profits (memberships), and sponsorships. Through our methods, we were able to come up with a tiered fee rate structure that included rates we would charge for both short-term and long-term profits. For sponsorships, we saw a general interest in assisting the space.

For short-term profits, as was illustrated above, there are four categories that we based tailored our rate structure to: non-profit (non-revenue), non-profit (revenue), commercial business/personal use (non-revenue), and commercial business (revenue). In our system, non-profit (non-revenue) pays the least and commercial business (revenue) pays the most. These values are flexible, and a user can alter the incremental increases between categories as much or as little as they wish (currently there is only a 5% increase in rate as you move categories to the right). However, the general division between groups and the disparity in cost is an integral part of our mission to be more accessible. See the graphic below for an image of our current short-term profit tiered fee structure.

Tiered Fee Structure					
<i>Rental Space Rates</i>	<i>Non-profit (non-revenue)</i>	<i>Non-profit (revenue)</i>	<i>Commerical Business or private use (non-revenue)</i>	<i>Commercial bustness (revenue)</i>	<i>Type of Rental</i>
Level 1	\$30.33	\$31.85		\$33.44	\$35.11 <i>Hourly</i>
Level 1 w/ Stage	\$52.89	\$55.54		\$58.32	\$61.23 <i>Hourly</i>
Level 2	\$96.14	\$101.20		\$106.53	\$112.14 <i>Hourly</i>
Level 2	\$576.87	\$607.23		\$639.19	\$672.83 <i>Daily</i>
Kitchen Use	\$56.07	\$58.88		\$61.82	\$64.91 <i>Daily</i>
Custodian Fee	\$74.65	\$78.57		\$82.71	\$87.06 <i>Per Event</i>

A figure representing the short-term profit tiered-fee structure.

For long-term profits (memberships), the cost of membership would correspond to the individual or entity. To reiterate, annual memberships are separated into a number of categories: Child (anyone under the age of 14), Student (anyone under the age of 21), Adult (22-65), Senior (65+), Family (4 individuals), Sustaining (anyone/entity is eligible), Associate (anyone/entity is eligible), and Partner (anyone/entity is eligible). They are also divided up by resident and non-resident rates. These values are flexible, and a user can alter the incremental increases between categories as much or as little as they wish (currently there is a 20% increase in rate as you move down memberships, the Child & Senior Membership are the same, & the resident rate is 20% less than the non-resident rate). See the graphic below for an image of our current long-term profit tiered fee structure.

<i>Annual Memberships</i>	<i>Non-Residents</i>	<i>Resident Rate</i>
Child	\$122.97	\$98.38
Student (under the age of 21)	\$153.71	\$122.97
Adult (22-65)	\$192.14	\$153.71
Senior (65+)	\$122.97	\$98.38
Family (4)	\$230.57	\$184.46
Sustaining	\$276.69	\$221.35
Associate	\$332.02	\$265.62
Partner	\$398.43	\$318.74

A figure of the long-term profit tiered fee structure.

Related to sponsorships, it was clear that there was a general positive interest to help the Trinity Commons space. Of the businesses we directly spoke to (Davinci's, Rainbow Bicycle, Boba) all expressed a sincere interest in supporting the project. We predict that this type of locally based partnership will not be difficult to secure. Though their financial contributions may not be incredibly high, the potential for mutual benefit is extremely valuable. Given the receptiveness of community members to the Trinity Commons initiative, we believe that Trinity Commons can rely on larger sums of money with higher donation frequency the more public it becomes.

Overall Conclusion

In conclusion, we have provided *estimates* for each of the above categories. Our predicted values are educated, highly researched guesses, yet they do not allow us to definitively determine whether the project of Trinity Commons is feasible financially or not. However, we were able to create a tool that had the capability to play out various scenarios by altering the amount of different revenue sources in a given year. The live spreadsheet automatically calculates expenses, revenue and profit generated. We hope this tool will be helpful in gauging the feasibility of the project as more factors become more solidified. An image of the tool is provided below.

Year 1 Profit Report				
Year 1		Year 1		
Stabilized		Stabilized		
Expenses	Estimate (\$ USD)	Revenue Source Potentials	Amount	Revenue
Electricity	\$7,933.00	Level 1 (Average Adjusted All)	300	\$9,098.73
Fuel	\$6,680.00	Level 1 w/ Stage (Average Adjusted All)	75	\$3,967.11
Water	\$2,088.00	Level 2 (Average Adjusted All)	100	\$67,283.02
HVAC Maintenance	\$5,010.00	Kitchen Access (Average Adjusted All)	100	\$5,607.14
Building Maintenance	\$7,515.00	Child Membership (Resident Rate)	40	\$3,935.09
Snow Removal	\$835.00	Student (under the age of 21) Membership (Resident Rate)	25	\$3,074.29
Legal & Accounting	\$1,200.00	Adult (22-65) Membership (Resident Rate)	100	\$15,371.43
Labor	\$35,000.00	Senior (65+) Membership (Resident Rate)	100	\$9,837.71
Marketing	\$108.00	Family (4) Membership (Resident Rate)	30	\$5,533.71
Technological Services	\$1,295.00	Sustaining Membership (Resident Rate)	12	\$2,656.18
Insurance	\$20,311.00	Associate Membership (Resident Rate)	12	\$3,187.42
Cleaning Services	\$2,936.66	Partner Membership (Resident Rate)	12	\$3,824.90
		Sponsorships / Donations	12	
		Grants		\$10,000.00
Total Expenses	\$90,911.66	Total Revenue		\$143,376.74
Profit				\$52,465.07

A figure representing our scenario tool.

6.2 Survey Community

Our second objective was to survey the community to understand what the general interest was in the space and to determine what sorts of things the community was looking for in Trinity Commons. Unfortunately our survey did not come back with any responses from community members. We believe that targeting a wider audience or interacting with individuals in the community one on one would have changed the number of responses to the survey that we had received.

That being said, we were able to understand what the community wanted out of Trinity Commons in other ways. First, our community partner Klara provided us with some of the responses that she had received from individuals in the community. Additionally, we were able to investigate local social media group chats and town forums that described the interests that locals had for community centers. With this information, we were able to identify several potential uses for the space that we illustrate in *Trinity Commons Revenue Proposal*.

6.3 Management Structure

Regarding potential management structures for a space similar to Trinity Commons, our findings revealed a wide range of salaried and hourly positions, with varying levels of skill and experience, and hours/week. As mentioned before, we determined that a part time position (with a significant amount of time frontloaded to launch the project) would best fit the needs and

constraints of the space. By comparing the expense report and the revenue prediction, we determined that a potential range for salary for this position would be \$32,000-\$39,000. Though this may be a high range given that the position is imagined as part-time, this estimate allows for flexibility as responsibilities shift over time.

RECOMMENDATIONS

After reviewing the results of this project, we emphasize that the financial feasibility of Trinity Commons rests on predictions, assumptions, and subjective estimates. Given this, we do not have the capacity to provide a definitive conclusion to whether or not the space is financially feasible. With this in mind, we recommend that proponents of the Trinity Commons mission build off of the foundation that we have laid. We suggest utilizing the research techniques, relevance metric, scenario tools, and other components of our methods to conduct further research. Our hope is that with this additional research, Trinity Church members will have more clarity on the feasibility of the study.

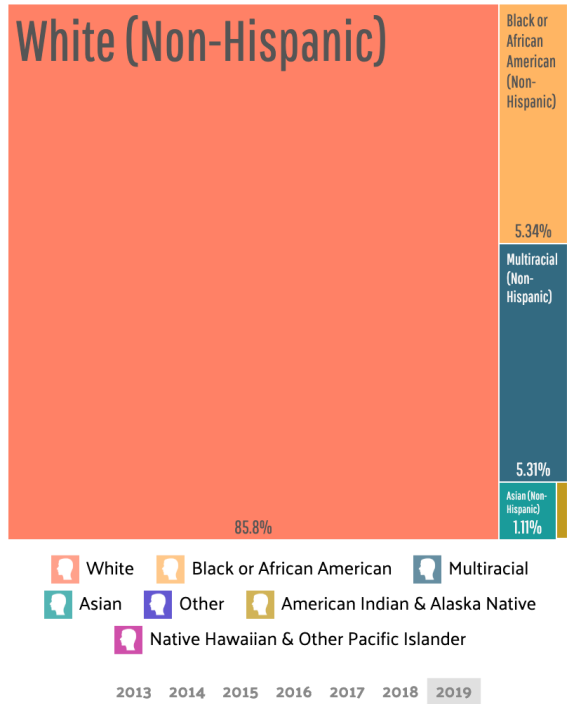
FUTURE WORK

This project, while initially envisioned as a single semester partnership with the 417 Environmental Studies department, has potential to continue into future semesters. The Trinity Commons vision for the current Trinity Church is a huge undertaking that will likely take several years to complete. Therefore, partnerships with 417 groups in the future could serve to facilitate the Commons vision as it develops.

Aside from continuing research into the financial feasibility of the Trinity Commons space (as is recommended above), there are several other routes that ENVR 417 projects could go in assisting the Trinity Commons initiative. Some examples of these types of work include: securing sponsorships and/or grant funding for Trinity Commons, developing a volunteer program through Bates to facilitate community engagement and outreach, or preparing a website for the space.

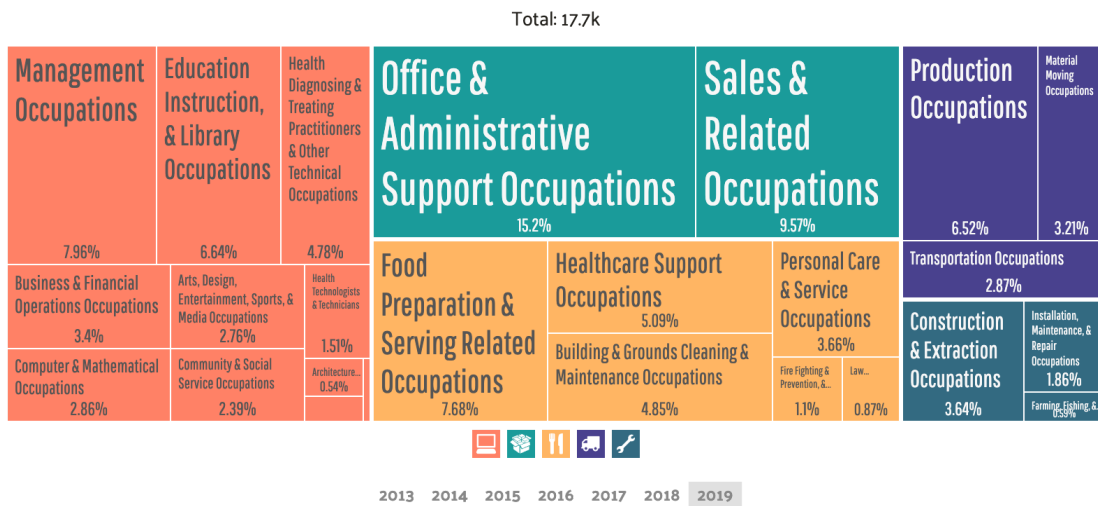
APPENDIX

Figure 1: RACE & ETHNICITY



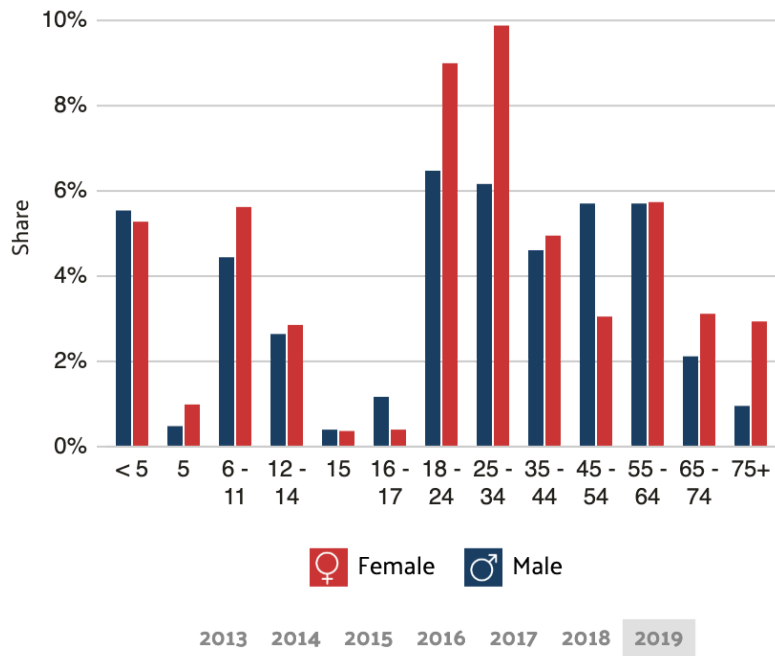
Data USA. "Lewiston, ME." Datausa.io.

Figure 2: EMPLOYMENT BY OCCUPATION



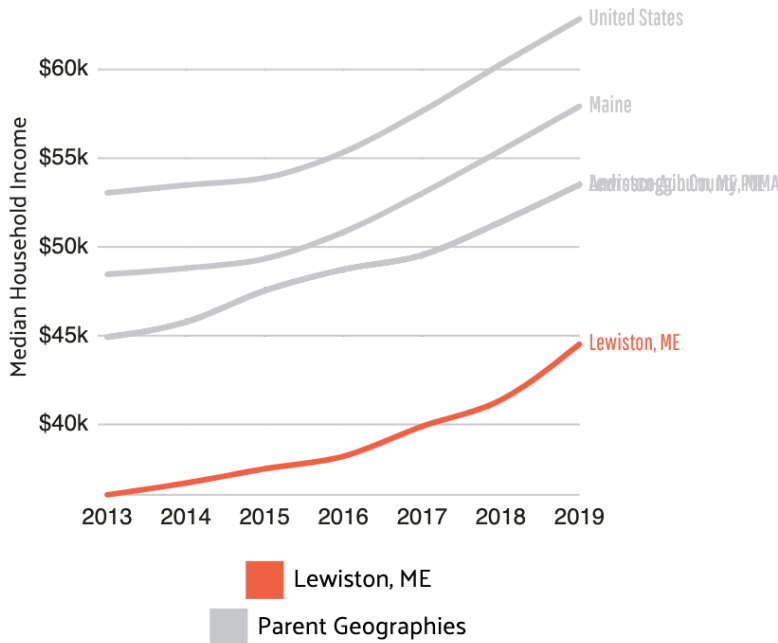
Data USA. "Lewiston, ME." Datausa.io.

Figure 3: POVERTY BY AGE & GENDER



Data USA. "Lewiston, ME." Datausa.io.

Figure 4: HOUSEHOLD INCOME



Data USA. “Lewiston, ME.” Datausa.io.

(These first four figures were sourced from Data USA. The data is from 2019, and the graphs were automatically generated through the census data in Lewiston Maine.)

Appendix A

1. Do you think you or your group would be interested in using this space when it is renovated/completed?
2. What can you or your group imagine doing here and how often?
3. What changes would need to be made to the space to make it possible for your group to use it for events, programs, gatherings, performances, etc.?
4. What do you think would be a competitive rate to charge for use? What might a fair fee structure look like?
5. Would you be comfortable with us including you in our project materials as a “potential partner” - no commitments, just as proof that the community is excited about this new space?

Appendix B

1. Kristin Cloutier - Maine Legislator – reached out to kristen.cloutier@legislative.main.gov
2. Carrie Tood - Maine People’s Alliance – reached out to carrie@mainepeoplesalliance.org
3. Carissa Aoki - Bates Professor – reached out to carissaaoki@gmail.com
4. Rebecca Swanson Conrad - RSS Consulting – reached out to rebeccarysen@gmail.com
5. Amy & Allie Smith - Healthy Homeworks – reached out to amy.smith@healthyhomeworks.org

6. Greg & Jessie Boardman - Bow and String – reached out to bowandstring@gmail.com
7. Healthy Androscoggin – submitted a comment on the website
8. New Beginnings – submitted a comment on the website
9. New Roots – reached out to newrootscooperativefarm@gmail.com
10. Safe Voices – reached out to info@safevoices.org
11. Healthy Neighborhoods – reached out to organizer@growingourtrestreets.com
12. Mohamed Ibrahim - MPA, LA Task Force, MIRC – reached out to 207-844-1646

Appendix C:

Expense Category		
Technological Services	Estimate (USD \$)	Details / Sources
<i>This would include phones, internet, fax lines, or any other tech.</i>		
Internet up to 400 Mbps & Home Phone Line Spectrum	\$1,020.00	https://www.spectrum.com/buy/featured

Example of a data entry for the Technological Services Expense Category. The specific expense is shown on the left “Internet up to 400 Mbps & Home Phone Line Spectrum”, the annual estimate (USD \$) in the center, the source of the material in the furthest right column.

Appendix D:

The *Relevance Metric* is a tool that we designed to help adjust our averages of expenses in each category to better fit Trinity Commons. The tool assigns a number of 1- 4 to each estimate (USD \$) that we determined before (1 being the least relevant and 4 being the most relevant). This number is what we call the estimate’s relevance value.

To calculate a new annual adjusted average, each of the relevance values is multiplied by its estimate (USD \$) to form a new adjusted estimate (USD \$). Then, the sum of these adjusted estimates (USD \$) is divided by the sum of the relevance values to come up with a new adjusted annual average. By using this method, we count estimates with a 4 relevance value four times as much as estimates with a 1 relevance value.

Some of the spaces that we assigned the highest relevance value to were locations in Maine that were also older churches converted to community and/or art spaces, including Meetinghouse Arts in Freeport, Indigo Arts in Portland, and Mayo Street Arts in Portland.

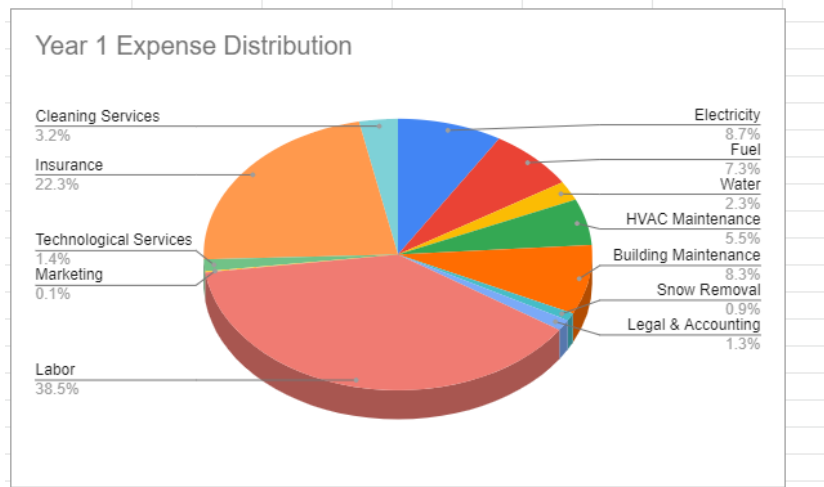
Appendix E:

Expense Category				
Technological Services	Estimate (USD \$)	Relevance Metric	Adjusted Estimate	Details / Sources
<i>This would include phones, internet, fax lines, or any other tech.</i>				
Internet up to 400 Mbps & Home Phone Line Spectrum	\$1,020.00	4	\$4,080.00	https://www.spectrum.com/buy/featured

Example of a data entry with the relevance metric and adjusted estimate included. As can be seen, the adjusted estimate is simply the multiplication of the estimate (USD \$) by the relevance value.

Appendix F:

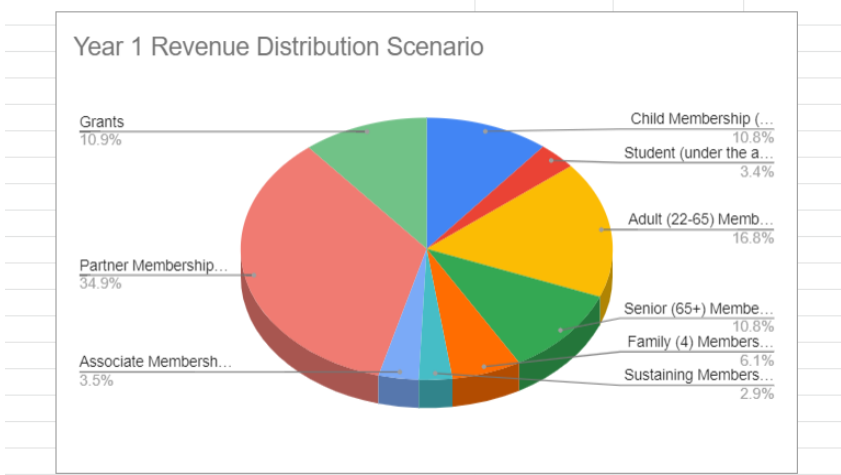
Expenses at 3% Inflation Rate



Example of a graphic representing the expense distribution at a 3% inflation rate for year 1 of Trinity Commons. Each of the percentages describes how much each of the expenses makes up the total operational expenses of the space.

Appendix G:

Revenue Distribution Scenarios



Example of a revenue distribution scenario for year 1. Each percentage represents the amount that the particular revenue type contributes to the total revenue generated for that year.

DELIVERABLE LINKS

1. Trinity Commons Spreadsheet: [Trinity Commons Spreadsheet](#)
2. Trinity Commons Revenue Proposal: [Trinity Commons Revenue Proposal](#)
3. Trinity Commons Expense Details: [Trinity Commons Expense Details](#)
4. Trinity Commons Management Model: [Trinity Commons Management Model](#)

SOURCES

Photos: Josh Turner, Bates Class of 2020. Contact: Joshturnermedia@gmail.com

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