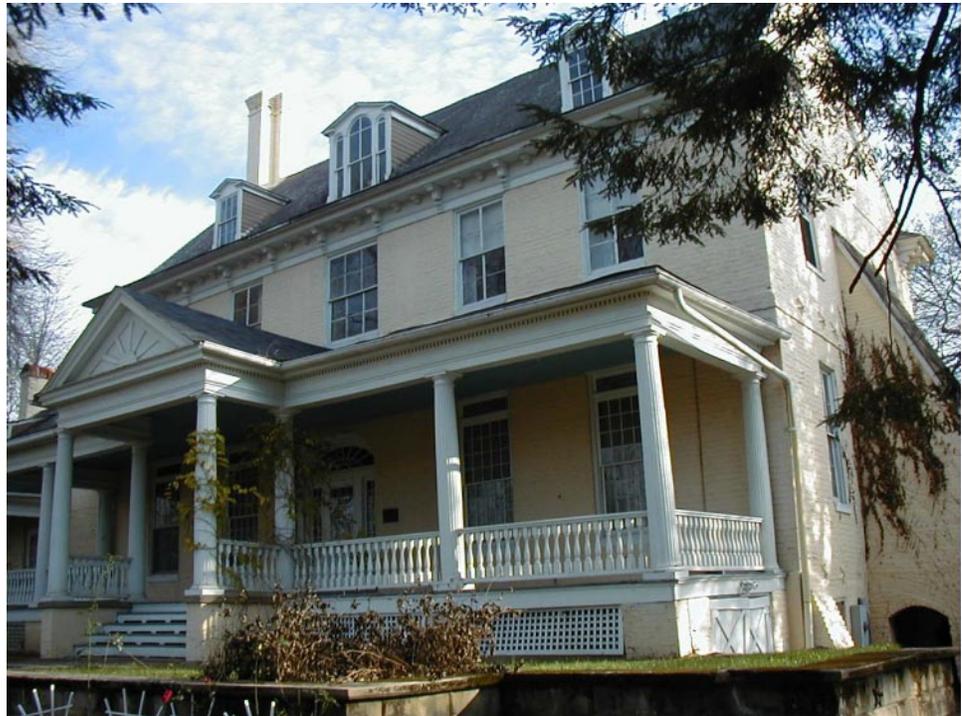


FEASIBILITY STUDY FOR THE ADAPTIVE USE OF THE BOSTWICK HOUSE AND PROPERTY

Final Report



RHODESIDE & HARWELL INCORPORATED
BAY AREA ECONOMICS
JOHN MILNER ASSOCIATES, INC.
A. MORTON THOMAS & ASSOCIATES, INC.

FEASIBILITY STUDY FOR THE ADAPTIVE USE OF THE BOSTWICK HOUSE AND PROPERTY

Final Report

December 2002

RHODESIDE & HARWELL, INCORPORATED

Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

FEASIBILITY STUDY FOR THE ADAPTIVE REUSE OF THE BOSTWICK HOUSE AND PROPERTY

TABLE OF CONTENTS

1.	INTRODUCTION	1
A.	PURPOSE OF THE STUDY	1
B.	STUDY PROCESS	1
2.	ANALYSIS OF EXISTING CONDITIONS	3
A.	ASSESSMENT OF PROPERTY AND SITE CONDITIONS	3
	▪ Location and Context	
	▪ Built Features and Surrounding Land Use	
	▪ Landforms/Topography	
	▪ Vegetation	
	▪ Visual and Spatial Analysis	
	▪ Historic Resources	
	▪ Protection Zones and Opportunity Areas	
B.	CONDITION ASSESSMENT: MAIN HOUSE AND OUTBUILDINGS	16
	▪ Methodology	
	▪ Building Description	
	▪ House Exterior	
	▪ House Porches	
	▪ Front Retaining Wall	
	▪ Detached Kitchen	
	▪ Outbuildings	
	▪ House Interior	
C.	MARKET CONDITIONS IN THE BLADENSBURG AREA	29
	▪ Population	
	▪ Employment	
	▪ Office Market	
	▪ Retail Market	
	▪ Flex/Industrial Space Market	
	▪ Housing Market	
3.	DEVELOPMENT OF ALTERNATIVE USE SCENARIOS	35
A.	PROCESS OF DEFINING ALTERNATIVES	35
B.	THE THREE ALTERNATIVES STUDIED	36
	▪ Alternative 1: Bostwick Conference Center and Events Venue	
	▪ Alternative 2: Bostwick Center for the Arts	
	▪ Alternative 3: The Bostwick Office Offices and Museum Complex	

4.	ALTERNATIVES ANALYSIS	44
A.	CRITERIA USED TO ANALYZE ALTERNATIVES	44
	▪ Costs	
	▪ Revenues	
	▪ Funding	
	▪ Economic Spin-off	
	▪ Long-term Stability	
	▪ Historic and Cultural Considerations	
	▪ Site Considerations	
	▪ Contextual Considerations	
B.	ANALYSIS OF EACH ALTERNATIVE	49
	▪ Alternative 1: Bostwick Conference Center/Events Venue	
	▪ Alternative 2: Bostwick Center for the Arts	
	▪ Alternative 3: Bostwick Offices/Museum Complex	
5.	SYNTHESIS AND CONCLUSIONS	63
	▪ Summary Evaluation Matrix	
	▪ Conclusions	
	APPENDICES	
	• Appendix A: Financial Analysis Tables	
	• Appendix B: Matrix of Comparable Historic Properties	
	• Appendix C: Cost Estimate Analysis for Each Alternative	

FEASIBILITY STUDY FOR THE ADAPTIVE REUSE OF THE BOSTWICK HOUSE AND PROPERTY

LIST OF FIGURES AND TABLES

A. FIGURES

Figure 1.	Location and Context for Bostwick Property	4
Figure 2.	Built Features	10
Figure 3.	Landforms/Topography	11
Figure 4.	Vegetation	12
Figure 5.	Visual and Spatial Analysis	13
Figure 6.	Historic Resources	14
Figure 7.	Protection Zones and Opportunity Areas	15
Figure 8.	Conference Center and Events Venue	41
Figure 9.	Arts Center, Café and Outdoor Theater	42
Figure 10.	Private Office with Museum	43
Figure 11.	Comparative Evaluation Matrix of Alternatives	65

B. TABLES

Table 1.	Employment Trends by Place of Work, Prince George's County, 1990-2000	33
Table 2.	Office Absorption and Occupancy Trends, Prince George's County, 1983-2001	34
Table 3.	Residential Building Permits, Metro DC Area and Prince George's County, 1999-2001	34
Table A-1	Conference Center and Events Venue Operating Budget	Appendix A
Table A-2	Art Center, Café and Outdoor Theater Operating Budget	Appendix A
Table A-3	Office, Museum and Events Operating Budget	Appendix A

INTRODUCTION

I. INTRODUCTION

A. PURPOSE OF THE STUDY

Comprising 7.7 acres, the Bostwick property represents a remarkable historic resource for both the Town of Bladensburg and Prince George’s County. With its oldest portion constructed in 1746, the Bostwick House has endured for more than two and a half centuries within a changing mixed-use context that includes residential, commercial, retail, recreational, and industrial uses.

The current Bostwick property comprises an imposing and attractive residential structure and several outbuildings set within a landscape of terraced lawn, gardens, wooded areas, an orchard, and water features. The property was listed in the National Register of Historic Places in 1975. The existing structures include:

- A two-and-one-half story, seventeen-room Georgian mansion, with a one-and-one-half story addition (8,799 gross square feet [GSF]). This brick and wood framed building, the “Bostwick House,” is the primary focal point of the site.
- Several outbuildings: a two-story brick “kitchen” adjacent to the house (840 GSF); and a cluster of wood frame structures to the east comprising a two-story bank barn (1,496 GSF), a two-story workshop and stable (3,354 GSF), a one-story chicken coop (506 GSF), a one-story garage (372 GSF), and a small one-story shed (60 GSF). In addition, a one-story spring house (116 GSF) is located next to the pond.

Bostwick was purchased by the Town of Bladensburg, from the Christofane/Yatman family, in November 1997. Since that time, the home has been occupied by caretakers while the Town considers possible future uses for this resource. Most recently, a partnership has been established between the Town, the Prince George’s County Community Development Corporation, and the Historic Bostwick House Partners Workgroup to identify a feasible adaptive use for the Bostwick House and property. The goals for this effort, as stated in the December 2001 Request for Proposals, are as follows:

The Partners seek an economically viable use of the house and its property within the context of historic preservation and smart growth. The Partners also seek innovative and aggressive solutions for Bostwick’s adaptive use and development of its property. The Partners are committed to preservation of the house and identification of a use that will provide model leadership, be complementary to the surrounding community while respecting the history, architecture and environmental and ecological setting of Bostwick.

The first phase of the project has been a feasibility study to explore appropriate uses for the Bostwick house and property. This report documents the results of that process.

B. STUDY PROCESS

A considerable amount of thought and discussion had been given to potential uses for the Bostwick house and property prior to the current study. It was critical, therefore, to establish an interactive process for the study that would include individuals who have had an interest in the property, who have been active in planning for the area, and who have knowledge of county and state requirements regarding the adaptive reuse of historic sites. The Historic Bostwick House Partners Workgroup comprised a broad range of individuals representing all of these criteria. The study, therefore, was carried out in close collaboration with this group through a series of meetings and workshops at key points throughout the planning process.

The Bostwick feasibility study began with a careful analysis of existing physical, community, historic and economic conditions that could potentially impact the future use of the site. In addition to field and document investigations, the process included a series of interviews with individuals who have specialized knowledge of/interest in the Bostwick house, property, and surrounding area. Such individuals included representatives of the Maryland-National Capital Park and Planning Commission, the former owner of the property, a former caretaker of the property, officials and staff from the Town of Bladensburg, and individuals working at or occupying similar historic properties.

From the outset of the study, it was clear that plans for Bostwick would need to be closely coordinated with related plans for the study area. Many of these planning efforts are currently ongoing and include:

- Further development of the Bladensburg Waterfront Park and vicinity
- Development of a Town Center concept on Annapolis Road
- Funding to complete the Hiker/Biker Bridge at the Waterfront Park to connect Bladensburg and Colmar Manor
- A feasibility study for extension of the Anacostia River Hiker/Biker Trail from Bladensburg to the National Mall in Washington, D.C.
- Continued study of the Port Town Enterprise Zone, and the Port Towns/Peace Cross Redevelopment Area
- Implementation of the Anacostia Heritage Area Plan
- Implementation of the CSX Route 450 overpass
- Redesign, widening and reconstruction of Annapolis Road/Route 450
- Longer term plan to create a boulevard along Kenilworth Avenue
- Renovation of Town Hall, and related relocation of the Code Enforcement Department to the current Visitors Center
- Efforts to lease the former Roy Rogers site on Annapolis Road
- Discussion of potential Town annexation of land at Route 202 and 450

The information obtained through the existing conditions analysis was compiled and presented to the Workgroup at a session that explored both the opportunities and constraints of the site, as well as potential scenarios for adaptive reuse options. Criteria for evaluating the various options were also established at this session.

As a result of this workshop, the consultant team defined three alternative scenarios for the Bostwick house and property for further evaluation. These are described in detail in this report, and are evaluated according to the criteria established by the Workgroup.

ANALYSIS OF EXISTING CONDITIONS

II. ANALYSIS OF EXISTING CONDITIONS

A. ASSESSMENT OF PROPERTY AND SITE CONDITIONS

▪ Location and Context

The Bostwick property is located at the corner of 48th Street and Quincy Street in Bladensburg, Maryland (Figure 1). Built in 1746 and listed in the National Register of Historic Places, the property is located in close proximity to Routes 450 and 202, the Town's primary central business corridor. In addition, the site is within walking distance of the Bladensburg waterfront, with its waterfront park. Current pedestrian access to the park is, however, difficult since the most direct route comprises the busy intersection of MD. Routes 450 and 201.

Regional access to the Bostwick property is good, with major access points either from Routes 450/202 or Kenilworth Avenue (Route 201). The site is located a convenient distance from the District of Columbia, and from the Towns of Cheverly and Hyattsville, Maryland. The corner location of the property provides excellent vantage points whether one approaches it from 48th Street or Quincy Street, announcing its presence with its terraced landscape and lovely hilltop mansion. As such, it exists in sharp contrast to the more modern, and less architecturally significant, apartment and office buildings immediately surrounding the site.

▪ Built Features and Surrounding Land Use

Illustrated in Figure 2 are all of the built features that contribute to the historic, cultural, and aesthetic significance of the Bostwick property, and which form the basis for analysis and future planning on the site. There are a number of important structures on the property, the foremost of which is the three-story main house that faces west toward 48th Street and the Anacostia River. Behind the house (to the east) are a number of outbuildings, including a cluster of farm structures located at the end of the asphalt driveway.

Adjoining the house is a 2-story brick "kitchen" structure (which can be considered as part of the house), and further to the east is the grouping that contains the barn, the two-story workshop and stable (with adjoining covered concrete pad), the 1 story garage, the chicken coop, and the small shed. To the east of the farm buildings, next to the pond, is the spring house. Also shown in Figure 2 are built features, other than buildings, that are part of the historic fabric of the property. Included in this category are: the stone well east of the house, the base for the [former] windmill/well (located in the southern portion of the orchard), and all of the various walls, fences, steps, gates, and arbors on the property. All of the buildings, the well, the stone walls and steps that make up the terracing on the front (west) lawn, and the freestanding stone wall to the west of the barn are specifically mentioned in the easement that the Maryland Historical Trust (MHT) holds on the Bostwick property. The MHT easement dictates what changes or alterations can or cannot be made to the [previously mentioned] contributing elements.

Also significant to the property, and highlighted on Figure 1, is the driveway that leads visitors from the main gate at 48th Street up to the south side of the house and terminates at the farm building complex. While this drive provides a wonderful sense of arrival and a picturesque approach to the house, it may not be a sufficient means of access for large numbers of

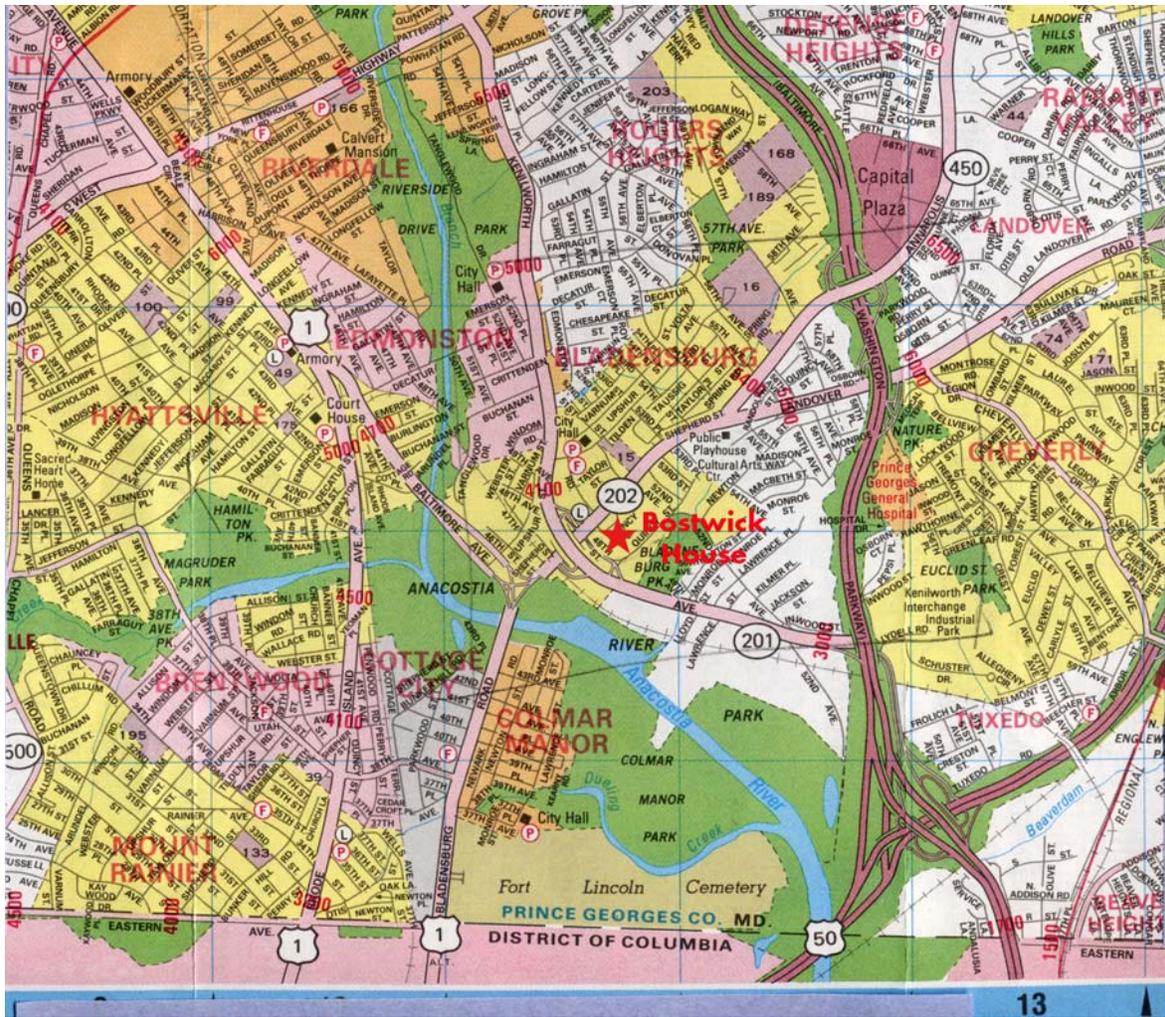


Figure 1. Location and context for Bostwick Property

visitors. In addition, the gate and the entrance to the driveway are located at the [potentially] dangerous intersection of 48th and Quincy Streets. Pedestrian paths are also noted on Figure 2, and include the significant front walk leading from 48th Street to the front porch of the house, and the diagonal path leading from the back (east) side of the house to the farm complex.

Along with the built features on the site, an understanding of the land uses surrounding the property is essential to planning for the future use of Bostwick. The property is surrounded by a variety of land uses, none of which would be greatly affected by the adaptive reuse of the house and property. The land south of Bostwick, on the opposite side of Quincy Street, is residential, with single family homes along much of the road and the Kenilworth Gardens apartment complex dominating the intersection of Quincy and 48th Streets. Bostwick is bordered along its entire east side by the play fields for Bladensburg Elementary, and in the northeast corner by the school itself. Along the north side of the orchard, the adjacent land slopes down quite steeply to the backside of the commercial uses along Route 450 (Annapolis Road). The additional piece of the Bostwick property (approximately 1.25 acres) is highlighted in red on Figure 1, and is bordered, in turn, by a vacant parcel next to Quincy Place and the commercial uses along Annapolis Road (mentioned above). The northwest corner of the site (both the main property and the additional piece) is, like the south side, bordered by single family homes. The homes face 48th Street, with the south side of the adjacent home facing the front lawn of Bostwick. Finally, there are several office buildings on the opposite side of 48th Street that face the street front of Bostwick. The northernmost of the two buildings is a credit union, and the building on the corner of 48th Street and the Kenilworth Avenue access road is unoccupied.

▪ **Landforms/Topography**

There are a variety of landforms on the Bostwick property, making for a varied and interesting historic landscape. Perhaps most visible is the terraced front lawn, which is one of the first features that visitors see as they enter the front gate and proceed up the driveway. A man-made feature, the front lawn consists of four broad, flat panels stepping up in elevation from 48th Street to the front porch of the house. Separating these panels are narrow hillsides of moderate slope (8 – 20%). A unique and important feature of the property, this front lawn should be protected from future development or modification.

Another feature that is highly visible and helps define the bucolic nature of Bostwick is the grassy meadow between the farm building complex and Quincy Street. The meadow slopes gently (0 – 7%) from the stable/workshop toward the road, and is the first part of the property that visitors see as they approach from Quincy Street. As can be seen on Figure 3, the meadow connects on its west side to a large, triangular piece of land that is situated between the driveway and Quincy Street. Less open in nature than the meadow to the east, this is nevertheless an important expanse of lawn and trees that defines the south side of the property and the edge along Quincy Street.

Perhaps the most interesting landform at Bostwick is the “back parcel,” or “orchard,” that sits at a higher elevation than the rest of the property. This area is gently sloping, or rolling, and maintains a rural, agricultural feel. This elevated parcel is separated from the house and barn complex by a broad hillside, which surrounds the orchard on three sides. This hillside ranges from moderate (8 – 20%) to steep slopes (greater than 20%); the steepest portions of the

hillside are east of the house and north of the backyard. Because of the change in elevation, any development of roads, structures, and parking in the back parcel/orchard would require a great deal of grading, which would be very invasive and costly. Because of these reasons, and because of its unique rural character, this area should be off limits to future development.

Also integral to the character of the property is the pond on the eastern edge of the property. There are actually two ponds, the smaller pool perched above the level of the main pond; both are part of a stream valley that curves down from the broad hillside above the ponds toward the meadow. It is possible that a stream once flowed down the hillside from the orchard to the meadow. The wet area that currently exists in the meadow appears to be evidence of an earlier stream course (see Figure 6) that either dried up or was piped underground. In any case, this entire eastern edge of the property is another distinct environment in the natural landscape of Bostwick. As such, it should not be encroached upon.

▪ **Vegetation**

Bostwick has a wide variety of vegetation types, ranging from open lawns to specimen trees and gardens. The result is that the property offers a number of different landscapes, ranging from agricultural (in the front meadow and the orchard) to that of a formal estate (in the front lawn and around the main house).

Figure 4 illustrates the location and main types of vegetation found on the property. The majority of the property is lawn, which is either completely open (in the case of the front lawn) or exists underneath individual trees or groupings of trees (in the area around the house, bordering the driveway, and in the orchard, for example). Because of its former use as a commercial property, the additional Bostwick property (to the north) is mostly grassy, but is underlain with a layer of pavement that was never removed. Although a carpet of grass is present, the pavement shows through in many areas.

Figure 4 also identifies the species and approximate height of many of the most outstanding individual trees on the property. Trees that no longer exist from the 1991 survey of the property are shown with a "X", as are dead trees.

Along with individual trees, groupings of trees and shrubs are shown. As can be seen, clusters of trees and shrubs form the boundary on the east and north sides of the property, with large groupings of trees also present in the vicinity of the pond and on the steep, broad hillside northeast of the house. There are also a number of tree lines present on the additional Bostwick parcel north of the house. Also visible is the row of evergreen trees along Quincy Street that forms a partial screen for the south side of the property.

Figure 4 also shows the location of the fruit trees in the orchard, along the various gardens on the south side of the driveway. There are remnants of three types of gardens here: a formal boxwood garden (now overgrown) to the west of the chicken coop, a flower and herb garden east of the boxwood garden, and two vegetable gardens (the western of the two vegetable gardens has been used most recently). The gardens are bordered on the north and west sides by a picket fence, and an arbor is present on the south side (on axis with the gate on the north side). An interesting part of the historic fabric of the property, these gardens could be restored to their former prominence as part of the formal (in the case of the Boxwood garden) and working (in the case of the vegetable gardens) landscape of Bostwick.

▪ **Visual and Spatial Analysis**

Figure 5, the Visual and Spatial Analysis, illustrates Bostwick as it is broken down into its essential spatial components, and how the site is actually perceived by viewers as a series of linked separate spaces. The map also shows important views within, into, and out of the property; these views are labeled in Figure 5.

Distinct spaces, or “outdoor rooms,” are shown in purple on the map; these spaces roughly correspond to the natural and manmade landforms (mapped on Figure 3), and the lawn areas that are framed by massings of trees and shrubs (mapped on Figure 4). Knowing how these individual spaces break down, relate to each other, and are perceived by the viewer is essential to any future planning on the site. These spaces, as shown in Figure 5, can be identified as: the front lawn, the back yard, the triangular lawn south of the driveway and north of Quincy Street, the various gardens southwest of the garden complex, the meadow, the pond the orchard (back parcel), and the open spaces on the auxiliary Bostwick parcel.

The light-colored arrows in Figure 5 show which spaces are linked by a strong visual connection, and how the individual spaces are perceived in relation to each other. It can be seen that there is a strong visual tie between the [upper] orchard and the [lower] meadow, and between the meadow and the other lawn areas bordering Quincy Street. These spaces lead the viewer (visually) from one space to another. Other spaces, such as the pond area, the front lawn, and the auxiliary Bostwick parcel, are more ‘isolated’ from their surroundings. This is particularly significant when looking at the auxiliary parcel, which is screened off from the rest of the site, and presents the opportunity for expansion without interrupting the aesthetic, natural, and historic qualities of the rest of the site.

The most significant views on the site are also identified in Figure 5. These include the view up toward the front lawn and house from the main entrance off 48th Street, as well as the expansive views (in the other direction) from the front porch of the house toward the west. Other character defining views include the meadow and barn complex as seen from Quincy Street (in the southeast corner of the site), the views of the upper orchard, and the [seasonal] view of Washington, D.C. from the orchard (which is the highest part of the site and one of the highest elevations in the Bladensburg area). The views shown in Figure 5 are all extremely important to the character of the Bostwick property and should be protected from future intrusion (through building and development on the site) to the greatest extent possible.

▪ **Historic Resources**

Figure 6 highlights the features at Bostwick that are most significant to, and are associated most closely with, the historic and cultural setting of the house and property. In reality, the entire property -- including all of buildings, walls, steps, fields, trees, gardens, etc. – can be considered to be part of the historic landscape of Bostwick. However, the features shown in Figure 6 are special because they are actual visible remnants of past uses of the property, and are useful in reconstructing the history of the site as well as informing future reuse/preservation efforts. For example, while many of the trees on the property are spectacular and old, they do not necessarily offer clues about past history the way that other features do. On the other hand, the remains of cart path up to the orchard, and the orchard itself, do help to tell the story of the agricultural and domestic history of the site. The items highlighted in Figure 6,

therefore, are not the only ones that should be preserved (the trees and lawn areas should be preserved as well, along with other areas and important views – see Figure 7), but are simply the ones that have the most potential to [visibly] tell the story of Bostwick. This figure can therefore serve as a starting point for considering the future use of the buildings and grounds, as well as highlighting the history of the site.

One other feature that has not been highlighted on any of the other maps, and is worth mentioning, is the remnant stream valley in the southeastern corner of the property. It appears as though the pond and the wet area in the meadow were once linked by a stream, which may have had its origin in the upper meadow and may even have flowed under Quincy Street. It is possible that portions of this stream still exist on the property, having been buried in pipes underground. The restoration of this stream could present an interesting future opportunity, and could be used to enhance the environmental and historical quality of Bostwick.

Bostwick is listed on the National Register of Historic Places, to which it was nominated in 1974. As mentioned previously in the Built Features section (Figure 2), the property is also encumbered by an easement held by the Maryland Historical Trust. The easement was entered into by the Town of Bladensburg and the Maryland Historical Trust in September, 1998, and specifies that no construction, alteration, or change may be made to the interior or exterior of contributing elements at Bostwick without the express written consent of the Maryland Historical Trust's Director. Elements specified in the easement include: "the three-story main house and adjoining structures, the spring house, the barn, the two-story frame workshop and stable with adjoining concrete pad, the one-story frame garage, the approximately 22-foot square frame chicken coop, the series of stone walls and steps that make each level of terracing west of the house accessible, the stone well and brick pad structure, and the freestanding wall to the west of the one-story barn on the Property." The easement also states that "new buildings or structures necessary to promote the preservation and maintenance of the Property, create a conference center, or otherwise enhance the Property's historical, cultural, scenic, or aesthetic character may be constructed with the express written consent of the Director."

As can be seen, there are opportunities, even within the easement, for the rehabilitation and reuse of many of the historic buildings and elements at Bostwick. There are also opportunities for new construction. However, as touched upon in several of the previous sections and explored in detail in the next section, the issue at Bostwick is where to place these new structures (or additions to existing buildings) without compromising the historic integrity and visual quality of the entire property.

▪ **Protection Zones and Opportunity Areas**

Figure 7 is the culmination of all of the previous existing conditions maps, and shows which areas of the site are appropriate for future development and which areas should be protected from any new construction.

As can be seen, a large proportion of the remaining open [unbuilt] land at Bostwick (in green) has been suggested as a protection area (divided into the various landscape components). All of the various pieces of the existing conditions analysis – from Built Features to Landforms to the Visual and Spatial Analysis – point to the fact that these areas are far too important to jeopardize through new construction. For instance, any new structures or roads on the front

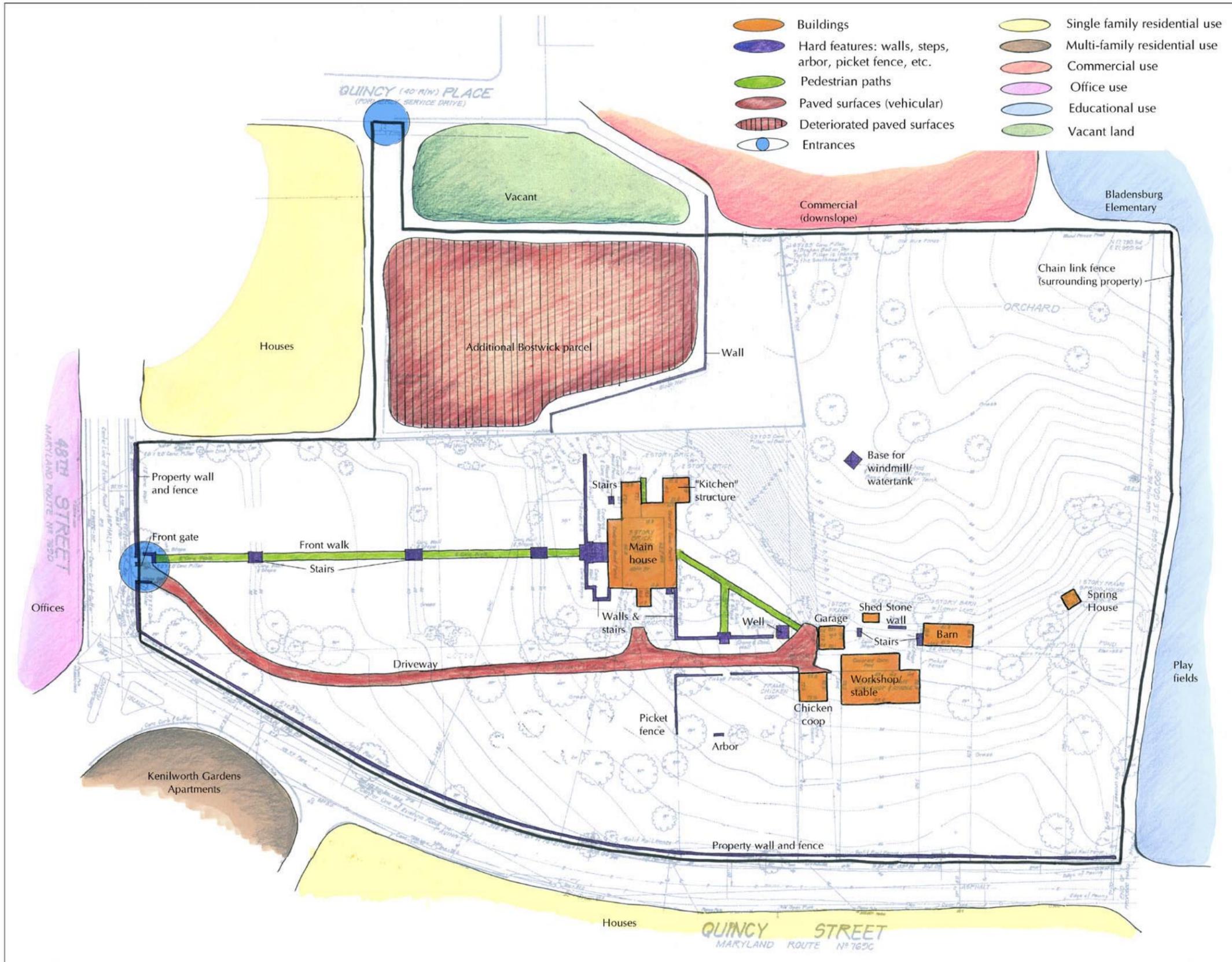
lawn would compromise not only the approach to the house, but also the views and the spatial quality of that unique space. The same holds true for the meadow and the entire portion of land between the driveway and Quincy Street. These regions are critical to maintaining the historical and aesthetic character of the property, as well as maintaining the views and approach to the property from Quincy Street and Kenilworth Avenue. The existing driveway is another area that should be maintained in its existing condition/alignment. Because this is most likely the historic alignment of the drive, and because the turn-off into the front gate at 48th Street is too dangerous to handle a large number of visitors, it should not be significantly modified. Instead, a new method of access and parking for visitors should be developed.

The backyard and the pond are also integral, character-defining spaces (and in the case of the pond, an important environmental feature), as is the entire upper orchard. Not only is the orchard a fabulous open space resource that should be kept open, its higher [relative] elevation would make construction in this area both difficult and expensive (with a great deal of grading necessary for any road or parking area leading up to the site).

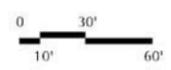
As illustrated in Figure 7, the most promising area for new development at Bostwick is the auxiliary parcel (shaded red on the map). This area is relatively large, flat, and screened from the main property by the hillside behind the house and the fence line vegetation along the north side of the main house. Most importantly, it has direct access to Quincy Place via the [approximately] 25-foot wide piece of property that connects to the street. Because of this connection to Quincy Place, this area could serve as the primary means of vehicular access to the site, with the possibility of accommodating parking and/or a new structure on the auxiliary site. An existing on-grade connection between the auxiliary parcel and the front lawn (at the existing break in the fence) is another feature that makes this northern parcel an attractive site for future development.

Perhaps most beneficial, it may be possible to develop the auxiliary parcel as access, parking, and structure(s) without affecting the historic landscape, viewsheds, and integrity of the main Bostwick property. It should be noted, however, that there is undocumented evidence that part of this area, a former bowling alley site, might still contain the underground levels of that structure. As such, the capacity of the site to withstand the load requirements of a parking lot must be carefully assessed. More detailed information about this site, including a possible engineering analysis, will need to be obtained in Phase 2 of the Bostwick study.

The other two opportunity areas for future activities at Bostwick are the main house and the barn complex. Unlike the auxiliary parcel, though, these are areas that are best suited to restoration and reuse rather than new construction. It may be possible to accommodate new construction in the form of an addition to one or more of the existing buildings, but the real opportunities at Bostwick most likely lay in the restoration and adaptive reuse of the historic structures.

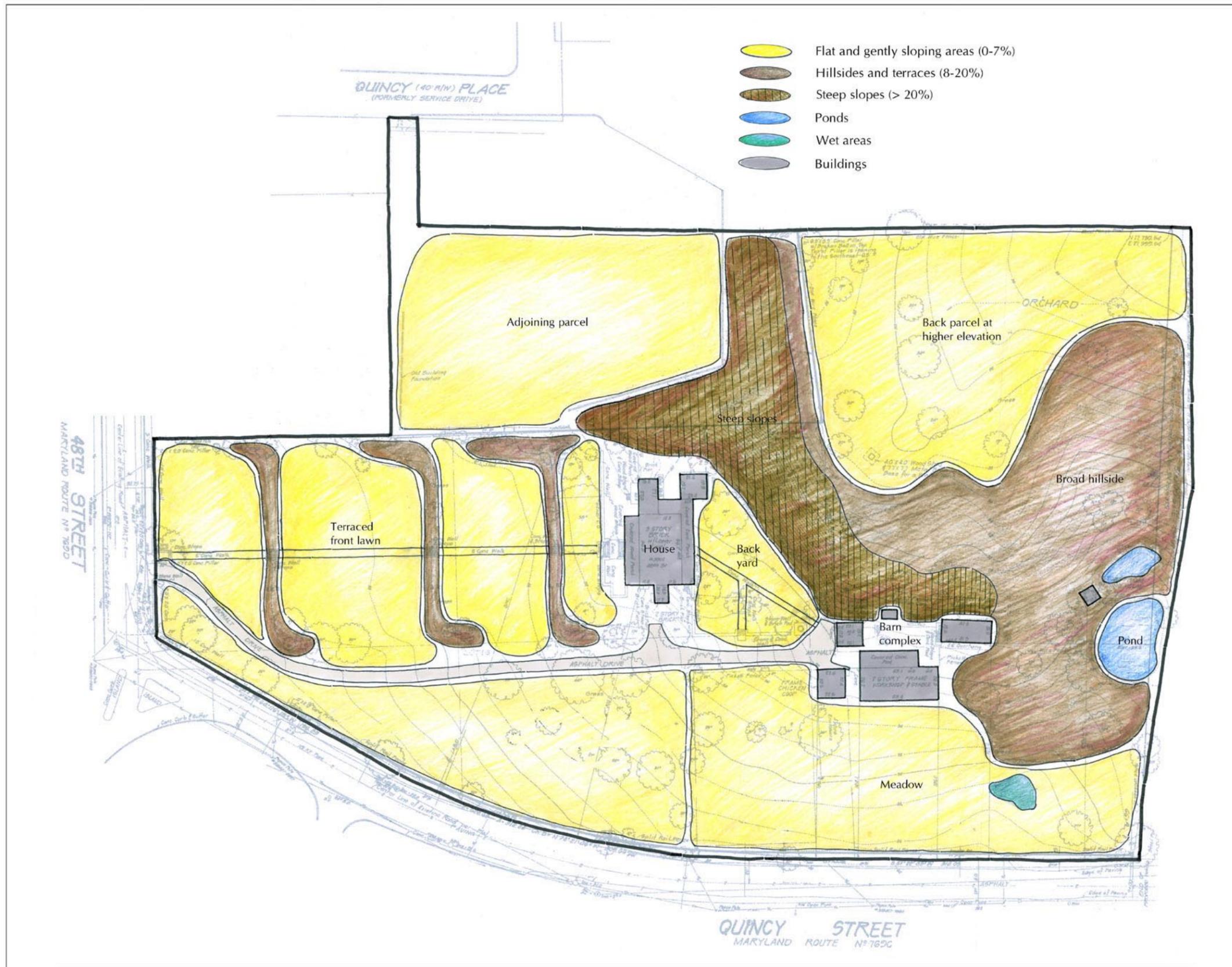


Bostwick House / Property Feasibility Study
Bladensburg, Maryland

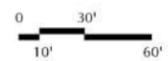


Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

Built Features
Figure 2
June 2002



Bostwick House / Property Feasibility Study
Bladensburg, Maryland



Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

Landforms / Topography
Figure 3
June 2002

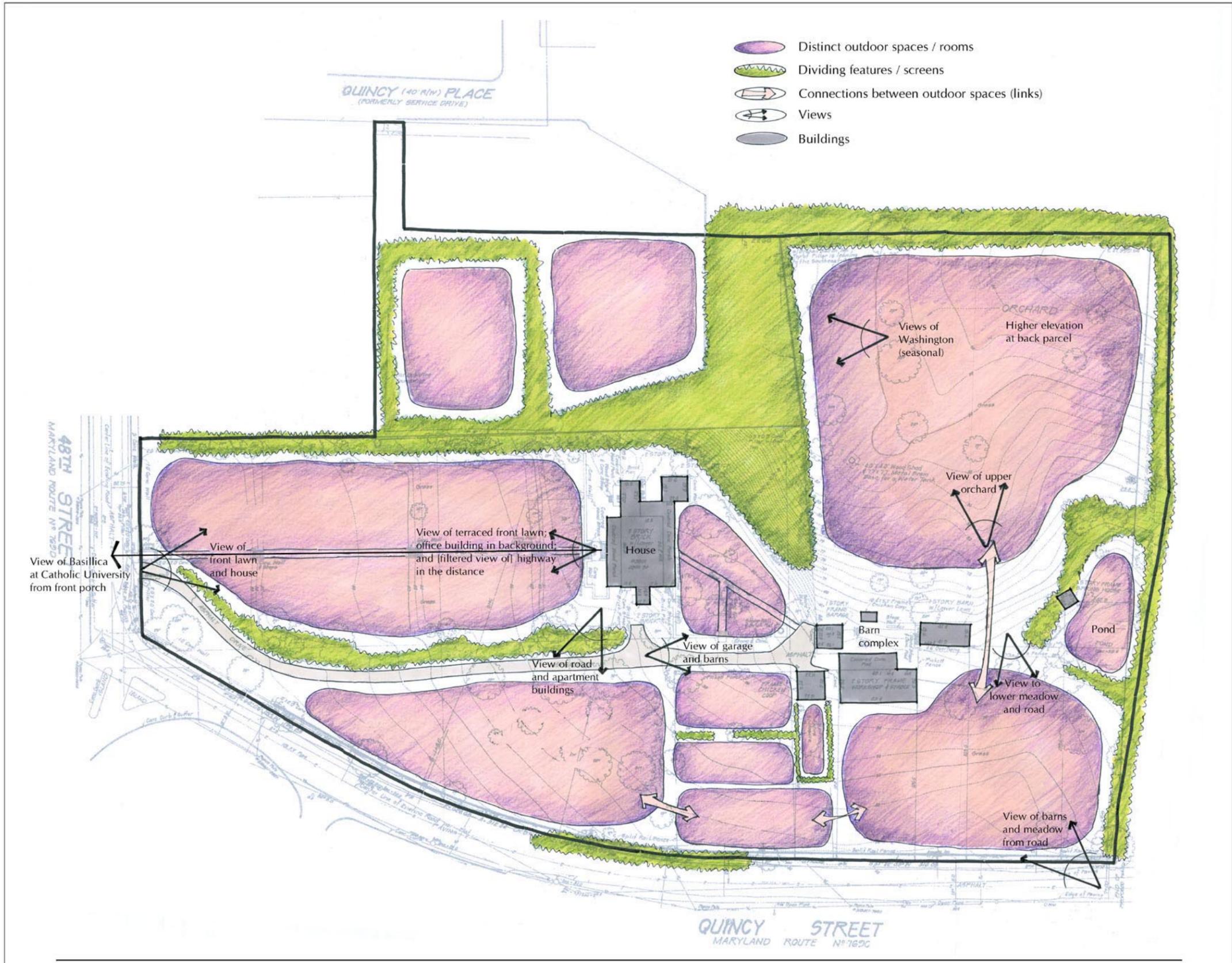


Bostwick House / Property Feasibility Study
Bladensburg, Maryland

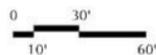


Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

Vegetation
Figure 4
June 2002

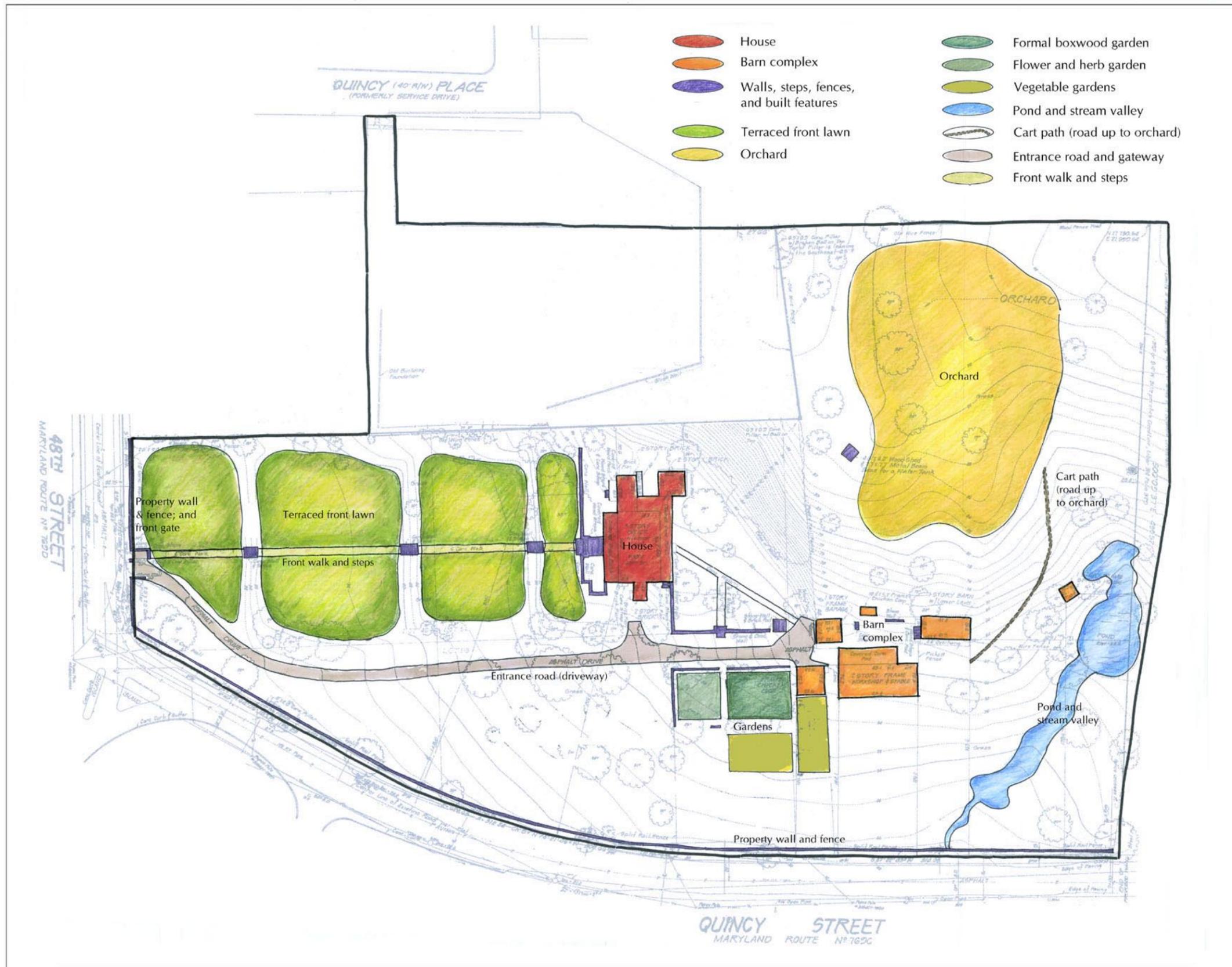


Bostwick House / Property Feasibility Study
Bladensburg, Maryland

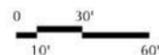


Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

Visual and Spatial Analysis
Figure 5
June 2002

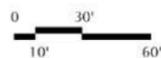
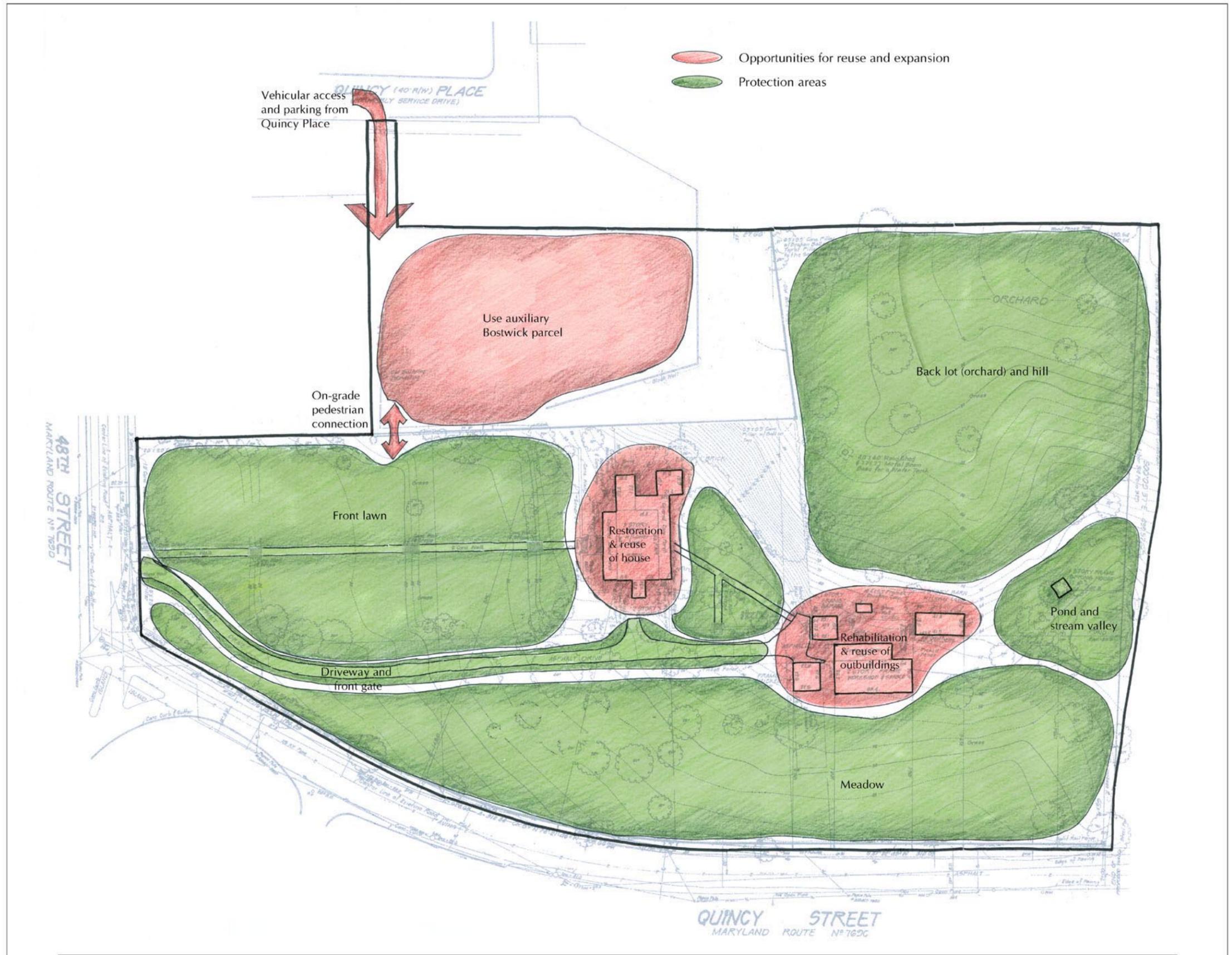


Bostwick House / Property Feasibility Study
Bladensburg, Maryland



Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

Historic Resources
Figure 6
June 2002



B. CONDITION ASSESSMENT OF MAIN HOUSE AND OUTBUILDINGS

▪ Methodology

A survey of existing conditions was conducted in June 2002 by John Mott, FAIA, of John Milner Associates, Inc., and by David Linton, P.E., of McMullan & Associates, Structural Engineers. This included investigation of the structural framing system and the exterior and interior building materials. The surveyors used measured drawings as prepared by James Thomas Wollon, Jr., Architect, but no attempt was made to verify the accuracy of the drawings. The survey was conducted from the ground with binoculars and from within the building. No existing architectural finishes were removed as a part of this survey and the majority of the existing structural members were visibly inaccessible. No wood samples were taken nor was timber grading performed to confirm the strength characteristics of the existing joists and beams. Assumptions were made that areas not visible are typical to areas that were visible. It should be understood that the accuracy of the findings of this report are limited by the means and methods available to perform the survey and analyze the structure. The primary purpose of the survey was to define the broad scope of work that would be required to rehabilitate the structure and convert it for a use other than single-family residential.

▪ Building Description

Bostwick was built in 1746 by Christopher Lowndes who also constructed a number of brick outbuildings. In 1799, Benjamin Stoddert purchased Bostwick and was responsible for the first of a series of changes that has transformed the house significantly from the original Georgian of the mid-18th century. During the next one hundred years, the two-story addition housing today's kitchen was constructed on the north, the principal entry on the west underwent numerous changes, dormers were added, and porches were added on both the west and the east. The result is that today's Bostwick is a Georgian house with Victorian trim and significant Colonial Revival features (Photo 1). The wooden outbuildings of today were built in the early 20th century and replaced the original brick structures built by Lowndes. Of the early outbuildings, only the two-story detached kitchen built by Benjamin Stoddert to the northeast of the main house remains intact.

▪ House Exterior – Condition Assessment

The original portion of the house is a two-and-one-half story load bearing brick structure with full basement. At the south end, where the exterior grade is at the level of the basement floor, a full four stories of brick exterior wall are exposed (Photo 2). The wing added to the north that contains today's kitchen is a one-and-one-half story load bearing structure with only a crawl space under the lowest floor (Photo 3). The gable roof at each building has steep pitch with slight flare at the eaves and is supported by wood framing as described below. The building roofs are shingled with cementitious shingles, probably of asbestos-cement. The current doors and windows have undergone significant change over time both as to style and location.

The materials of the exterior envelope are generally in good condition. Brickwork is solid without evidence of joint failure. The current six-over-six sash windows, which were a 19th century replacement for the original windows, are in good condition. Windows in the attic are new. Exterior doors, which are replacements for the original 18th century openings, are also in good condition. The cementitious shingles of the main roof, which appear to date to the mid-

twentieth century, are still in good condition. However, the sheet metal gutters and downspouts have deteriorated and need replacement. All exposed wood components will soon require painting.

The wood roof structure of the main house was partially visible at the time of the survey. The majority of the framing that could be seen appeared to be in a good condition. It was raining at the time of the survey and no water leaks were evident in the interior of the attic space as a result of the rainfall. The roof is framed by a series of 6 heavy timber trusses that span east/west across the roof structure bearing on the exterior brick walls. There are two rows of intermediate beams that support the roof rafters at third points between the ridge and the eave. Each of the rafters is supported in plane by the beams. Evidence of previous roof repairs was evident in some of the sheathing and where the intermediate beams intersect with the north and south gable walls. Severe rot was evident at the western-most intermediate beam at the south side of the roof (Photo 4). Water staining is also evident on the adjacent intermediate member to the east. The wood roof structure of the north addition is not accessible, but no evidence on the ceiling below would lead to the idea that a problem exists.

There is some concern over the stability of the exterior brick walls. Problems with the brick bearing walls became evident as early as 1793 when Benjamin Stoddert constructed the large triangular buttress at the south end to counteract the bowing of the wall and movement of the chimney (Photo 2). The bowing was likely the result of walls that were too thin for the four-story height – a condition that exists only at the south end – plus a chimney of insufficient mass to provide lateral bracing. The triangular buttress itself required buttressing at its west side. A large bulge in the east wall of the triangular buttress has developed over time as a result of the east wall separating from the south wall of the structure (Photo 5). At the north end of the house, any bowing that existed at the north wall was counteracted by the construction of the addition at this end that was built at approximately the same time.

The south brick wall in the area between the triangular buttress and the rear (east) wall at the first floor level developed a significant bulge which is still visible and resulted in construction of a brick buttress to stop further movement. Bowing at a similar location on the opposite side of the triangular buttress was also counteracted by a buttress on the south near the west face of the house. It appears that the construction of buttresses at locations on the south wall was only partially successful because a series of tie rods with five-point stars has been installed at each floor level of the south wall in the area between the triangular buttress and the front wall of the house (see Photo 2).

The late 18th century addition to the north also developed problems with its exterior brick walls. Sometime after 1932, 4-inch x 4-inch timbers approximately 10-feet in length were installed vertically on the east and west walls and tied together using 3/4-inch tie rods at the top and bottom of each timber. It appears that this corrective action has stabilized any brick movement.

Visible evidence suggests that the various corrective actions described above have stabilized movement in the main house except for the east wall of the triangular buttress where no corrective action has been taken. Despite this, there is concern about the stability of the brick bearing walls because of significant vertical cracks that occur inside the house at locations where interior brick walls abut the exterior walls. It is not possible to tell if movement continues to occur or whether the cracks have been left untended for a long period of time. Because of

this we recommend that these condition be monitored with movement measuring devices over a significant period of time to confirm that the movement has stopped. Failure of the exterior wall could cause a significant loss of lateral stability for the house as a whole.

Paint on the exterior brick is beginning to deteriorate and is peeling in a number of locations. There is some question as to when the house was first painted. Photographs dating to 1932 appear to indicate natural brick. It is assumed that lead-based paint exists to some degree, probably not on the exposed surface, but on underlying layers. This needs to be verified by testing. The extent to which removal versus encapsulation will be required will depend on the future use of the building.

▪ **House Porches – Condition Assessment**

The main (west) porch in the Colonial Revival style was constructed soon after the beginning of the 20th century. The wood columns that support the wood framed roof are built on brick piers that are in turn supported on a concrete retaining wall that encloses a full-height space below the porch. It was this area where the grade-level entrance to the basement was located prior to construction of the porch. The roof is covered with relatively new asphalt shingles. The ceiling is painted beaded ceiling board. The handrail that runs between columns is supported on turned wood balusters.

The condition of the roofing, the roof framing, the beaded wood ceiling, and the balusters of the porch is good. The sheet metal gutters and downspouts have deteriorated and need replacement. The fluted wood columns are also in good condition except for the components of the base (torus and plinth) that show evidence of rot (see Photo 6). The wood flooring is beginning to show signs of wear although it is still adequate for use in the short term. There are isolated areas of rot at the exposed edges of the flooring (see Photo 6).

The concrete retaining wall at the perimeter of the porch has deflected inward causing damage to the masonry piers that support the porch columns. This in turn has resulted in skewing of the wood columns supported on the brick piers (see Photo 7). The brick wing walls on either side of the porch steps have bowed out and cracked due to movement of the concrete retaining wall and this movement has caused the columns above to become skewed. This inward pressure has resulted in cracking of the concrete retaining wall and is probably caused by a combination of lateral forces from the grade being retained and because no provisions were made for relieving pressure due to rain saturation of the adjacent earth.

The rear (east) porch was also constructed soon after the beginning of the 20th century. The square built-up wood columns are supported on a concrete porch slab that extends the length of the house and around to the addition at the north. The wood roof framing is exposed from the underside. This roof is also covered with relatively new asphalt shingles.

The condition of the roofing and the roof framing is good. The sheet metal gutters and downspouts have deteriorated and need replacement. A section of the concrete porch slab has settled at the southeast end of the porch. Continued settlement, if not checked, will allow settlement of the columns.

It is assumed that the painted surfaces include lead-based paint to some degree, probably not on the exposed surface, but on underlying layers. This needs to be verified by testing. The

extent to which removal versus encapsulation will be required will depend on the future use of the building.

▪ **Front Retaining Wall – Condition Assessment**

The stone retaining wall parallel to the front of the house has been parged using a cementitious material, but the stone coursing is still visible. Numerous cracks and shifting of the wall has resulted from the failure to provide a method for draining water that falls on the ground retained by the wall (see Photo 8). To the north of the sidewalk, only two drains in 75 feet of wall length were provided. As a result the thrust against the wall has caused problems similar to those at the porch retaining wall.

▪ **Detached Kitchen – Condition Assessment**

To the rear northeast corner of the main house is the original brick kitchen building (see Photo 9). The brick load bearing walls appear to virtually unchanged. The gable roof with wood shingles has a steep pitch and is supported by wood framing.

On the interior, the building has been converted to living quarters with a combination living room-kitchen below and a single bedroom above. Finishes on the first floor include resilient tile flooring, wood base, and plaster walls and ceiling. Kitchen cabinets and a china cabinet have been installed. Room for a toilet and lavatory has been created on the first floor with a tub/shower located on the second floor. On the second floor is wood flooring with shallow wood base, plaster walls, and gypsum board ceilings.

The condition of the historic kitchen is generally good. Brickwork is solid without evidence of joint failure, the wood shingles are in good condition, and exterior doors and windows are also in good condition. The wood roof framing is not accessible, but there was no evidence to suggest problems of any kind. On the interior, the wall and ceiling condition is good as is the wood flooring on the second floor. The resilient flooring on the lower floor is bad, probably as a result of moisture penetrating through the concrete slab. The stair opening at the second floor does not have a guard rail which results in a dangerous condition.

It should be assumed that lead-based paint exists on painted surfaces throughout the building's interior, the extent of which can only be determined by testing. The treatment of the lead-based paint will depend on the future use of the building. At a minimum, appropriate measures will have to be taken during construction to protect the workmen when the paint surfaces are being scraped or sanded. In many instances, lead-based paint may simply be encapsulated although some uses, such as residential, will probably require complete removal. The cost of mediation will vary considerably depending on the type and extent of mediation required.

Mold and mildew is evident on wall and ceiling surfaces throughout the house. It appears that most of the apparent mold is the result of moisture in the walls combined with the fact that the house has been closed which means there has been little, if any, temperature control or ventilation. Even though countless spores are always present in the air, if humidity and temperature are kept low, there should be no difficulties with mold or mildew. Light, dryness, and moving air are the enemies of such plant life. Mold and mildew are also important as indicators of a climate that is hospitable to otherwise unnoticeable organisms with greater

appetites. It is anticipated that the installation of an appropriate heating, ventilating, and air conditioning system will alleviate the mold and mildew problems. The existing mold and mildew should be easily removed by washing, although an independent analysis of this issue should be undertaken prior to any future renovation.

▪ **Outbuildings – Condition Assessment**

To the southeast rear of the house is a grouping of late 19th to early 20th century outbuildings. There is a board-and-batten two-car garage with a gable front roof and large sliding doors. Near it to the south is a two-story board-and-batten, gambrel-roofed stable with a porte cochere to its north front. It has large sliding barn doors, and single-story, board-and-batten sheds attached to either end. To the east of these is a two-story bank barn with gambrel roof. Further to the east is a wood framed springhouse.

At the garage, no structural defects were evident. However, at the one side the soil is only a few feet below the top of the roof and vegetation has begun to grow up the side of the wall and run up part of the roof.

The most significant structural damage to any of the outbuildings occurs at the bank barn. The unbalanced soil condition has caused the building to tilt away from the grade. This has caused the wood post and beam framing at the grade side of the building to tilt approximately 6-inches out of plumb (see Photo 10). At the cantilevered ends of the upper floor joists, shear cracks have developed at the ends of the second floor joists (see Photo 11). Additionally, two shear cracks were observed in the exterior perimeter concrete foundation walls (see Photo 12). This condition will eventually cause the collapse of the building.

At the stable, minor structural defects were evident. A small portion of the existing porte cochere roof has rotted and collapsed and many of the existing rafter tails have rotted off due to the failure of the gutter (see Photo 13). Deformation is evident at several locations in the main roof. It appears that this deflection is due to either lateral movement of the balloon framed studs which extend several feet above the loft level or by the absence of mechanical connection between the ends of the rafters and wood top plate.

At the small storage shed, there is a significant sag evident at the mid-span of the rafters at the rear of the shed. The existing roof is supported by a cripple wall which has skewed relative to the post and beam framing below (see Photo 14) The wall occurs directly below a splice location in the rafters which could compromise the overall stability of the roof.

Surfaces where painted may contain lead-based paint although utilitarian structures such as these were often painted with cheaper paint that did not contain lead. As with painted surfaces elsewhere on the property, testing to determine the presence of lead-based paint should be undertaken. Treatment of any lead-based paint will depend on the future use of the buildings.

▪ **House Interior – Existing Condition**

It should be assumed that lead-based paint exists on painted surfaces throughout the building's interior, the extent of which can only be determined by testing. The treatment of the lead-based paint will depend on the future use of the building. At a minimum, appropriate

measures will have to be taken during construction to protect the workmen when the paint surfaces are being scraped or sanded. In many instances, lead-based paint may simply be encapsulated although some uses, such as residential, will probably require complete removal. The cost of mediation will vary considerably depending on the type and extent of mediation required.

Mold and mildew is evident on wall and ceiling surfaces throughout the house. It appears that most of the apparent mold is the result of moisture in the walls combined with the fact that the house has been closed which means there has been little, if any, temperature control or ventilation. Even though countless spores are always present in the air, if humidity and temperature are kept low, there should be no difficulties with mold or mildew. Light, dryness, and moving air are the enemies of such plant life. Mold and mildew are also important as indicators of a climate that is hospitable to otherwise unnoticeable organisms with greater appetites. It is anticipated that the installation of an appropriate heating, ventilating, and air conditioning system will alleviate the mold and mildew problems. The existing mold and mildew should be easily removed by washing, although an independent analysis of this issue should be undertaken prior to any future renovation.

Basement

The full-height basement is within the entire original part of the house and consists of brick floors, exposed brick bearing walls, and the exposed wood framing for the first floor. It is in generally good condition except for structural deficiencies that are described in the information on first floor framing. The basement is at the grade level of the exterior to the south and a door opens directly to the exterior. The door opening on the west wall that originally opened to the exterior was filled in when the existing porch was constructed. There is no basement under the addition to the north.

First Floor

The original portion of the house has a center hall with one large room to the south and two rooms to the north. The addition to the north has been significantly revised through removal of partitions and is now a contemporary interior. The stair hall to the center runs the depth of the house, with an entry at either end. The current Colonial Revival stair that was installed circa 1904 is along the north wall.

Basic first floor finishes consist of wood flooring that is not original, nor even very old, wood baseboard, and plaster walls and ceilings. The walls in the parlor have a paneled wainscot with larger panels above, separated by a heavy wood molded chair rail. Panels are covered with wallpaper. The dining room has a wood paneled wainscot with chair rail consisting of a wide band flanked with wood molding. In the library, center hall, and stairway, lincrusta was installed when the stairway was constructed. It has studded projections and a floral design and serves as the wainscot in those rooms. A heavy decorative plaster cornice is in all first floor rooms of the original house. Fireplace mantels vary in age from Federal-style mantels in the parlor and library to a marble Victorian mantel in the dining room. The dining room also has a corner china cabinet that was installed as part of the major renovation that occurred in the early 20th century.

All of the first floor framing is visually accessible from the basement below. At the north and south ends of the house, the floor joists span in the east/west direction and at the center hall they span north/south. All joists are approximately 3-inches wide x 8 ¾-inches deep. Each joist has been retrofitted with a 1 ¼-inch x 5-inch deep nailer that is used to fill a 1 ½-inch gap that exists between the top of the floor joists and the underside of the wood sheathing at mid-span of the joists (see Photo 15). This gap resulted from deflection of the joists and is the reason why there is a noticeable deflection of the floor in the parlor, dining room, and library. At the south end, in the basement furnace room, a wood beam 11 ½-inches wide x 13 ½-inches deep is used to support the joists at the center of the room. A built up steel frame using angles and 2 pipe columns has been used to support the beam at 1/3 the clear span. A 12-inch wide x 12-inch deep wood beam supports the south end of the interior beam adjacent to the chimney. A 2x6 wood ledger has been used to support the ends of the joists at the central beam in order to supplement the existing mortise and tenon connections. All of these temporary repairs and shoring appear to be work done as a result of the recent floor collapse in the parlor.

Wood shims have been added to the bearing condition of the first floor joists at the southwest side of the basement where the condition of the brick has deteriorated (see Photo 16). One of the central joists at the east side of the joists has split in half (see Photo 17). A similar condition was observed at the joist located adjacent to the interior masonry wall at the northeast side of the house where the joist has been supplemented by the addition of a W6 steel beam and 2 adjustable steel columns (see Photo 18).

The current live load capacity of the first floor has not been calculated, but visual evidence suggests that it is not sufficient to meet current code requirements for a use other than single-family residential. However, the fact that it is accessible from the basement means that the first floor loading capacity can be increased relatively easily. It is recommended that a timber grader be employed to determine the strength characteristics of the existing wood members. Current lumber doesn't have the strength characteristics of historic lumber so, as a result, structural calculations don't give full benefit to the historic framing unless the actual characteristics are known.

The condition of first floor finishes varies throughout the floor. In many instances, it appears that the deterioration is related to movement of the structural framing or the load bearing walls. Doors and the interior trim for windows is generally good throughout.

In the parlor, the wall plaster is badly cracked at the exterior walls and has settled in the southwest corner (see Photo 19). The decorative cornice is badly damaged due to horizontal cracking (see Photo 20). All of this appears to be the result of wall movement that relates to our concern over the issue of wall stability and the need for monitoring. The plaster ceiling is sagging due to deflection of the floor above and has already been repaired at least once.

The only apparent deterioration in the center hall is the badly damaged plaster cornice. The recent attempts to patch the cornice have only served to exacerbate the problem. It appears that the only remedy is to run a new decorative plaster cornice. The library has no apparent deterioration needing correction.

In the dining room a new ceiling has been installed and may be of gypsum board. Unfortunately, the installation was not done properly and has resulted in a noticeable gap

between the ceiling and the top of the plaster cornice. The cornice itself has significant cracking and deterioration. The cause for this is not evident although some along the exterior wall may be the result of moisture infiltration.

The north addition has been recently remodeled through the addition of a restroom with shower at the north end. This was done by the removal of original partitions and the filling-in of an original door opening. The condition of the finishes in both the existing kitchen and this new restroom is generally good.

Second Floor

The second floor follows the same basic plan as the first floor below. The stairway enters into a large center hall that runs the depth of the house. Over the large parlor below are two bedrooms, each with a corner fireplace. On the opposite side of the center hall, two bedrooms are located over the dining room and the library. A bathroom with raised floor has been created in the northwest bedroom and a closet has been created in the northeast bedroom by installing $\frac{3}{4}$ -inch thick wood paneling. The space above the current kitchen and bathroom in the addition has an open stair into a single large space that has been subdivided using $\frac{3}{4}$ -inch thick vertical wood plank.

Basic second floor finishes consist of wood flooring that is not original except, perhaps, for some in the center hall and in the bedrooms to the north of the center hall. Walls in the northwest bedroom are papered, but all other rooms are painted. Rooms also have wood baseboard and plaster walls and ceilings. The wood chair rail in all rooms is the same as in the parlor below. Picture mold 12 inches below the ceiling has been recently installed in the two rooms to the south. The original fireplace mantel in the northeast bedroom is missing. All other fireplaces have simple wood Colonial Revival mantels. A paneled built-in wood closet has been installed in the southeast bedroom. Inappropriate tall cabinets have also been installed in the center hall. Windows in all rooms have paneled interior shutters. Finishes in the second floor of the north addition consist of original wood floors, new wood base, plaster walls, and gypsum board ceilings. The fireplace has been enclosed although the original brick hearth is still evident.

None of the existing floor framing for the second floor can be seen because of the plaster ceilings on the first floor. Based on the direction of the wood decking and the nail pattern observed in the decking, it appears that all of the floor joists are spaced at 15-inches to 19-inches on center and span in an east/west direction. The exception to this occurs at the central hall where the span direction changes to north/south. Numerous cracks are evident in the wall plaster throughout the 2nd floor. The most severe cracking appears to be concentrated at the north and south exterior walls. A crack approximately 1-inch in width was observed between the ceiling plaster and the north wall (see Photo 21). There is a smaller gap evident on the south side of the house at the exterior wall where there are three star anchors with tie rods located in plane with the second floor.

There is a severe sag in the floor of the two rooms above the parlor with the bottom of the sag located in the doorway between the two rooms (see Photo 22). Repairs to the plaster ceiling in the parlor are a result of this excessive deflection. It appears that the floor framing is structurally inadequate at this location and the installation of the dividing partition with no

supporting partition below has made a bad situation even worse. The public should not be allowed into these two rooms until the framing is made safe.

At the two rooms on the north side of the center hall, the sag is much less severe due the presence of a partition below that assists in supporting the weight of the one on the second floor. The stair stringer located between the first floor and the first to second floor landing has been notched at mid-span (see Photo 23).

The current live load capacity of the second floor has not been calculated. On the south side of the center hall it is obvious that the loading capacity is not even sufficient to carry the dead load of the materials, let alone being capable of supporting live load. The rooms at the north side of the center hall have far less deflection, but experience with other houses of this age tend to indicate that the loading capacity is not adequate to meet current codes for any use including residential. It is recommended that inspection of the second floor framing through removal of sections of the first floor ceiling be carried out in the near future.

As with the first floor, finishes on the second floor vary throughout the floor. In many instances, it appears that the deterioration is related to movement of the structural framing or the load bearing walls. This is especially true in the two bedrooms to the north where significant cracks appear at the junction between the exterior north brick wall and plaster on brick partition between rooms (see Photo 21). Similar cracking appears on the bedroom side of the center hall wall (see Photo 24). Severe cracking also exists at the ceiling adjacent to the wall cracks. Doors and the interior trim for windows is generally good throughout.

The two bedrooms to the south have recently been renovated and finishes are in excellent condition. What is unknown, unfortunately, is what the condition of the plaster was prior to remodeling. If cracking similar to that at the north was patched without finding the causes, then those cracks will reappear within a relatively short period.

In the center hall, the paint on walls and ceilings is peeling badly. It appears that the problem may be the result of having used an incompatible primer prior to installing the finish coat. There is significant cracking in the northwest corner of this room as well.

Finishes in the rooms of the north addition are in excellent condition.

Attic

The plan of the attic as created by the wood framing is essentially the same as below, with a center hall and two rooms to either side of the center hall. Only one of these spaces has been finished off, probably as a servant's room.

A small portion of the existing attic floor framing is visible between gaps in the wood decking. It appears that the typical floor framing consists of 2 ½-inch x 8 ¼-inch wood joists spaced at 17 to 19-inches on center. The joists span between the exterior brick walls at the east and west sides of the house and a 9-inch wide x 8-inch deep wood beam at the center of the house. Each of the joists is connected to the beam with a mortise and tenon joint. The 9-inch wide x 8 ¼-inch deep bottom chord members of each of the trusses are located in the same plane as the floor joists.

Masonry cracks are visible on the interior face of the south chimney at the east side of the flue (see Photo 25). It appears that the masonry in this area has undergone several previous repairs. A large gap has developed between the edge of the attic floor sheathing and the exterior brick wall at the south side of the house. The width of the gap varies between 5/8-inch at the southeast side of the wall to 1 3/8-inch just east of the chimney to 4-inches at the west side of the chimney (see Photo 26). Three star anchors with tie rods are visible on the exterior face of the south wall at this location.

At the stair landing between the 2nd and 3rd floors, the header appears to be pulling away from the sheathing and floor boarding (see Photo 27). Some minor plaster cracks were observed in the wall adjacent to this location.

▪ **Baseline Condition Cost Summary**

Based on the analysis described above, some actions should be taken to repair and stabilize the main house regardless of the specific use scenario chosen. These actions include:

- Structural repairs including supplementing floor framing to provide code-required loading for proposed use
- Masonry restoration
- Front porch repair
- Repair/restore/replace deteriorated or missing wood trim on exterior and interior
- Remove second floor wood flooring and partition to allow leveling of deflected floor at south rooms; reinstall following structural repairs
- Replace deteriorated gutters and downspouts
- Install insulation in attic
- Restore existing windows and doors; provide new hardware as required
- Install new interior storm windows
- Restore all plaster trim and surfaces
- Install new ceiling in Parlor following structural repairs above
- Refinish all interior and exterior surfaces
- Install forced air HVAC system, but investigate possibility of mixed system utilizing existing radiators for heating
- Install smoke and fire alarm system

The cost for carrying out the above repairs is estimated at \$ 1,529,079. This estimate is based on current costs and will have to be adjusted for escalation if construction occurs later than Summer 2003.



Photo 1



Photo 2



Photo 3



Photo 4



Photo 5



Photo 6



Photo 7



Photo 8



Photo 9



Photo 10



Photo 11



Photo 12



Photo 13



Photo 14



Photo 15



Photo 16



Photo 17



Photo18



Photo 19



Photo 20



Photo 21



Photo 22



Photo 23



Photo 24



Photo 25



Photo 26



Photo 27

C. ASSESSMENT OF MARKET CONDITIONS IN THE BLADENSBURG AREA

▪ Population

The Washington metro area's population increased by 16.6 percent between 1990 and 2000, adding about 700,000 people. Of the 25 jurisdictions that comprise the Washington Metro, Prince George's County ranked 20th in growth, with an increase of 72,000 people or 9.9 percent. Even so, Prince George's County had the 4th largest numerical increase in the metro after Fairfax, Montgomery, and Loudoun counties. Prince George's County still has the third largest population among jurisdictions in the Washington metro area, with an estimated 817,000 people.

▪ Employment

Prince George's County did not share in the economic expansion of the last several years to the same extent as other area jurisdictions. Employment increased by 5.2 percent in Prince George's County, a modest increase compared to the overall growth in Maryland employment of 12.4 percent. Prince George's County's share of the state's employment base declined from 13.5 percent in 1990 to 12.6 percent in 2000. Still, the county added 15,000 jobs during the ten-year period, and while manufacturing employment declined throughout much of the state and the nation, the number of manufacturing jobs in Prince George's County actually increased between 1990 and 2000. Furthermore, Prince George's County did not experience the drastic downturn in technology experienced by other, more tech-focused jurisdictions.

Much of the increase in jobs has been in services. Prince George's County added 14,600 service jobs during the ten-year period, for an increase of 22.2 percent. At the same time, the county lost 1,700 (12.3 percent) of its finance, insurance, and real estate (FIRE) jobs. FIRE jobs represent an important tenant base for office space. The county also lost jobs in transportation, communications & utilities (TCU) and trade. These trends are summarized in Table 1.

The overall annual Prince George's County unemployment rate for 2000 was 3.9 percent, up slightly from 1999 and higher than the metro Washington average.

Five of the six largest employers in the county are in the public sector: University of Maryland (13,260), Andrews AFB (12,600), NASA-Goddard Space Flight Center (8,188), U.S. Bureau of the Census (4,420), and the U.S. Postal Service (4,220). The largest private sector employer is Giant Foods, with 6,031 employees. Other large private employers include Verizon Communications (2,738), Safeway (2,400), and United Parcel Service (2,300).

▪ Office Market

The Prince George's County office market has traditionally trailed neighboring Montgomery County in terms of achievable office rents, occupancy, and delivery of new space. There is a total supply of 17.1 million square feet of office space in Prince George's County. This represents only 27.9 percent of the Suburban Maryland sub-market (as compared with 69 percent in Montgomery County) and only 5.7 percent of the total Washington regional

market. While Prince George's County has seen the addition of almost 12 million square feet of office space since 1983, there has been remarkably little new construction since 1995.

An average of more than 920,000 square feet was added each year to the Prince George's market between 1983 and 1995. However, only 160,000 square feet per year has been added on average since that date. Only one new building, the 33,340 square-foot Woodmore Professional Center (11721 Woodmore Road in Bowie) was delivered in 2001. There are two buildings under construction with a total of 233,757 square feet. The 178,000 square-foot Prince George's Metro Center Four project in Hyattsville is 100-percent leased to GSA. Even so, most of the county's existing stock is aging and Class B & C buildings now account for over half of the county's multi-tenant space.

Primarily as a result of the stagnating supply, vacancy rates in Prince George's County reached historic lows during the past two years. Prince George's vacancies averaged only 7.4 percent in 2000, down significantly from 20 percent, where they hovered during much of the 1980s and 1990s. Table 2 summarizes inventory, vacancy, and absorption trends in Prince George's County since 1983.

Office space absorption in the county peaked at 2.3 million square feet in 1987 and again at 1.5 million in 1989, but remained significantly lower throughout much of the 1990s. Not surprisingly, there was negative absorption during the real estate recession of 1992. However, absorption has also been negative in 1997 and 2001. The 2001 downturn followed absorption of over one million square feet in 2000. Absorption averaged 580,000 square feet per year from 1983 until 1995, but has been averaging 340,000 square feet since that year. Vacancies have increased regionally and are now up to 10% in Prince George's County in 2002. However, vacancies within the county's Class A space are remaining near the record low of 2.5 percent.

According to Spaulding & Slye, Prince George's County has not experienced large increases in the amount of sub-leased space. This factor compares favorably with the other sub-markets in the Washington region. Overall, the county has a 2 percent subleasing rate. Still, Prince George's rents trail the rest of the region, ranging from \$20 to \$23.50 per foot for Class A space and \$17 to \$20 for Class B. The booming national economy did not have as great an impact on Prince George's County as it did in other area jurisdictions, as indicated in the employment figures. Thus, rental rates have remained relatively flat. Spaulding & Slye expects rents to remain relatively flat throughout 2002.

Historic houses, such as Bostwick House, offer limited office space and serve a niche market for small office tenants. The immediate area surrounding Bladensburg has a very limited supply of small office space and little of the quality level potentially available at Bostwick.

▪ **Retail Market**

Prince George's County per capita incomes average an estimated \$29,550, which is 3.5 percent higher than the national average. With TPI of more than \$24 Billion, the county has significant spending power. Sales increased by 5.3 percent between 1999 and 2000, a healthy jump indicative of the county's gradually increasing incomes. Even so, the county has had difficulty attracting high-quality retail in part due to image and also due to competition

from more affluent portions of the Washington metro area. Overall retail sales average about \$7 billion per year, suggesting significant outflow.

The county's two largest private sector employers are retailers – Giant Foods and Safeway, but much of this employment is in the companies' regional distribution facilities. Few high-end retailers have located in Prince George's County, despite efforts to attract them.

The county has seen some limited retail construction in recent years, averaging about 650,000 square feet per year during the late 1990's. The completion of Bowie Town Center was significant as the first major new retail development in many years. The center is anchored by Hecht's and Sears and has a total of 86 stores including Anne Taylor, Barnes & Noble, Pizzeria Uno, and Olive Garden. This project will help re-capture some of the leakage to neighboring jurisdictions.

The Town of Bladensburg has a limited number of restaurants and food outlets with no high-end restaurants. The Town's limited inventory of restaurant space includes several fast food operations, with limited sit-down dining opportunities.

▪ **Flex/Industrial Space Market**

According to Advantis, the Washington region has a total inventory of 63.5 million square feet of industrial and 42.4 million square feet of flex space. Prince George's County is a significant sub-market for both industrial and flex space, with more than one-third (21 million sf) of the region's industrial space and 22 percent (9.1 million sf) of the area's flex space. Prince George's County has two-thirds of suburban Maryland's industrial space. This space is located in almost 500 leasable industrial and flex buildings throughout the county.

Within Prince George's County are two major sub-markets, Beltsville and Landover/Largo/Lanham. Beltsville has 4.2 million square feet of industrial and 2.4 million square feet of flex space. Landover has 5.9 million square feet of industrial and 3.5 million square feet of flex.

Prince George's County is under-performing the market in leasable industrial space, with 12.2 percent vacant (2.6 million sf) compared with 7.8 percent market-wide and 5.4 percent in Montgomery County. However, the county is out-performing the region in flex space, with a current vacancy rate of 8.5 percent versus the regional average of 11.5 percent. (Based on 2001 annual numbers).

The county has the lowest industrial and flex rents in the region, at \$5.35 psf and \$10.81 psf, respectively, in 2001. Regionally, rents are averaging \$6.33 for industrial and \$11.76 for flex space, according to Advantis. Prince George's industrial rents declined in 2001, from \$6.78 in 2000. This is consistent with the overall decrease in industrial rents market-wide. Similarly, flex rents continued to increase last year, both in Prince George's County and regionally.

Recent Prince George's County industrial/flex sales include the following sales with an average sales price of \$97.11 per square foot:

1. Washington Business Park 23 (Lanham) – 82,000sf @ \$126.44psf.
2. Lottsford Business Center (U Marlboro) – 126,400sf @ \$65.66psf.

3. Washington Business Park 16 (Lanham) – 95,850sf @ \$74.52psf.
4. 9921 Business Parkway (Lanham) – 45,060sf @ \$141.06psf.
5. Washington Business Park 17 (Lanham) – 79,582sf @ \$77.86psf.

▪ **Housing Market**

Prince George's County had 302,400 housing units in 2000. There was an average of 3,040 units built in the county between 1999 and 2001, representing 7.9 percent of Metro Washington residential construction. The county had 9.4 percent of metro area single-family construction, but only 3.3 percent of multi-family construction during the three-year period.

Comparatively lower land costs and the availability of large tracts have favored the development of lower-density single-family development over higher-density and multi-family development.

There were almost 37,000 homes sold in Prince George's County between 1998 and 2001, according to Metropolitan Regional Information Systems (MRIS). Prince George's County saw an average of 9,235 home sales per year during this period. Thus, the county captured 14.9% of the home sales in the Washington metro region. Interestingly, the county had the third highest percentage increase in home sales (56.6 percent) out of the ten largest area jurisdictions, behind Loudoun County (105.6 percent) and Prince William County (104.4 percent).

Prince George's County has by far the most affordable housing prices in the metro area, with an average sales price of only \$146,336 in 2001, according to MRIS. This compares with the next highest average price of \$190,911 in Prince William County. Prices are significantly lower than in neighboring Montgomery County (\$274,522) and the District of Columbia (\$303,371). The regional average was \$255,273 in 2001.

Prince George's County also had the lowest price increase over the four-year period from 1998 through 2001, at only 9.8 percent. This current-dollar increase compares with the regional average of 28.5 percent overall and 40.9 percent in D.C. Prices in Montgomery County increased by 21.0 percent over the period.

Despite the low prices, Prince George's homes stay on the market the longest before they sell. In 2001, P.G. homes were on the market an average of 83 days, compared with only 35 regionwide (and 29 days in Montgomery County). Still the number of days Prince George's homes stay on the market declined by 32 since 1998.

Table 1: Employment Trends by Place of Work, Prince George's County, 1990-2000

Industry	1990		2000		1990-2000 Change	
	Number	Percent	Number	Percent	Number	Percent
Manufacturing	12,100	4.2%	13,300	4.4%	1,200	9.9%
Construction	25,100	8.7%	27,900	9.2%	2,800	11.2%
Trade	81,800	28.4%	76,400	25.2%	(5,400)	-6.6%
TCU	17,300	6.0%	17,000	5.6%	(300)	-1.7%
FIRE	13,800	4.8%	12,100	4.0%	(1,700)	-12.3%
Services	65,700	22.8%	80,300	26.5%	14,600	22.2%
Government	68,900	23.9%	71,800	23.7%	2,900	4.2%
Other	2,900	1.0%	3,000	1.0%	100	3.4%
TOTAL	288,100	100%	303,100	100%	15,000	5.2%

Sources: MD Office of Labor Market Analysis and Randall Gross.

**Table 2: Office Absorption and Occupancy Trends,
Prince George's County, 1983-2001**

Year	Total Inventory	Vacancy Rate	Absorption (Sq. Ft.)
1983	5,057,721	N/A	511,451
1984	6,303,845	19.8%	(3,318)
1985	7,234,623	19.2%	790,050
1986	8,772,862	17.6%	1,385,574
1987	11,067,429	13.8%	2,311,331
1988	13,184,190	20.4%	953,937
1989	14,368,032	16.8%	1,465,852
1990	15,384,570	18.9%	517,895
1991	16,027,133	19.0%	509,655
1992	16,103,934	19.7%	(51,668)
1993	16,103,934	17.7%	315,727
1994	16,223,934	18.4%	(9,533)
1995	16,114,911	17.5%	53,396
1996	16,266,934	15.0%	537,277
1997	16,478,239	16.7%	(99,566)
1998	16,510,666	14.8%	325,573
1999	16,717,477	11.7%	697,807
2000	17,021,392	7.4%	1,000,886
2001	17,054,732	8.4%	(142,230)
Change 83-01	11,997,011		
Ann Av 83-01	666,501		582,637
Ann Av 95-01	156,637		339,020

Sources: Spaulding & Slye / Colliers, and
Randall Gross.

**Table 3: Residential Building Permits, Metro DC Area &
Prince George's County, 1999-2001**

Type	Metro Area		Prince George's County		
	Number	Percent	Number	Percent	% of Metro
SF	87,165	75.4%	8,187	89.8%	9.4%
MF	28,385	24.6%	933	10.2%	3.3%
Total	115,550	100.0%	9,120	100.0%	7.9%

Sources: U.S. Bureau of the Census and Randall Gross.

DEVELOPMENT OF ALTERNATIVE USE SCENARIOS

III. DEVELOPMENT OF ALTERNATIVE USE SCENARIOS

A. PROCESS OF DEFINING ALTERNATIVES

The first step in the process of defining a broad range of potential alternative uses for the Bostwick house and property focused on obtaining an in-depth understanding of the constraints and opportunities of the resource itself. The results of this analysis are described above. Then, the team explored models used elsewhere that might be applicable to the Bostwick site. These models were identified in several ways:

- At one of the initial Workgroup meetings at which members of the group were asked to identify examples of adaptive reuse of historic properties that might serve to inform the Bostwick study process
- Through key person interviews, particularly those related to local facilities that represent adaptive reuse of historic properties
- Through an Internet search to identify various historic properties that are currently being used in a variety of ways. This search focused on properties dating from the 18th and 19th Centuries, those that were primarily within the Mid-Atlantic region of the United States, and, where possible, those of a similar size to Bostwick. The latter information was not always available from the data provided. (The results of this search are provided in the Appendix to this report.)

The potential uses that emerged as a result of this effort included the following:

- Conference Center (without lodging facilities)
- Retreat Center (with lodging facilities)
- Reception/events Facility
- Heritage Center/Museum
- Art Gallery
- Offices (for the Town government administration; or for a non-profit or for profit entity)
- Bed and Breakfast/Country Inn
- Day Spa
- Educational Center (public or private entity that could include a university/community college satellite campus; adult education center; private school)
- Community Center (for meetings, events, programs)
- Child Care Center

Information regarding site opportunities and constraints, building conditions, market considerations, and the suggested range of possible uses was presented to the Workgroup at a four-hour workshop. Participants then discussed additional use options and identified those combinations of uses that merited further consideration. The options initially suggested by participants included:

- **A conference center combined with a reception/events facility.**
The group felt that a large governmental entity, such as the Department of the Navy (given the connection of the Naval history of the site) might be interested

in leasing Bostwick for this use. Several participants expressed the view that overnight accommodations should not be provided on-site for conference use, but that the facility could establish a relationship with existing lodging facilities in the area.

- **Reception/events facility.** Several people felt that the house and site could accommodate receptions and other events as a single use, so that other, additional uses would not be necessary.
- **Museum/heritage center.** The group felt that this should not be a single use option, but should be combined with other, non-conflicting uses such as offices or a Navy training facility.
- **Office use.** Group sentiment was mixed regarding use of the facility for offices. Some felt that this use should be combined with more public, culturally oriented uses, even if this meant constructing a new structure to accommodate the office space. Others felt that it would be difficult to attract office uses to this property until the area had a stronger office market.
- There appeared to be consensus among participants to eliminate both the Bed and Breakfast and Child Care uses.
- **Restaurant.** The idea of a small restaurant was generally supported, particularly if this were to be combined with other related uses.
- **Outdoor theater.** This was a new use suggested and supported by the group. It was felt that this use would be compatible with the area's proposed Gateway Arts District. Participants felt that use of the house as a restaurant would fit in with this option.
- **Special purpose education center.** Several participants felt that the facility could serve a more focused educational purpose – for example, as a music school, a religious school, or a school tied to an institute of higher education. It was suggested that auxiliary buildings might be needed to adequately accommodate such use.
- **Community-focused facility.** There was some support for use of the property as a community-oriented center, but it was felt that this use should be accommodated in a separate building on the site, and should not be the sole use for the property.

Finally, the group was asked to “vote” for their three most favored options. Ranked by frequency of mention, from most often to least often mentioned, were these options:

1. Conference center and reception/events facility
2. Restaurant and outdoor theater
3. Country inn with restaurant and outdoor theater
4. Educational facility with public meeting space
5. Professional offices and museum (possibly combined with outdoor theater or reception use)

B. THE THREE ALTERNATIVES STUDIED

Following the workshop, the consultant team evaluated the use options discussed. This evaluation was based on factors of: market feasibility (i.e., probable market demand and revenue potential; likelihood of local economic spin-off); overall costs to develop and

sustain; likely opportunities for program and development partnerships; preservation of the historic resource; and suitability of the property for the use. Based on this evaluation, the team developed three alternative use scenarios for the Bostwick house and property. These are described below and are illustrated in Figures 8, 9 and 10.

- **Alternative 1: The Bostwick Conference Center and Events Venue (Figure 8)**

Under this scenario, Bostwick would become a facility that could accommodate conferences for up to approximately 200 persons, as well as receptions and events such as weddings for up to the same number of persons. Events could be held both outdoors, under a large tent, or indoors in both the existing, renovated mansion (for smaller meetings/receptions) and in a new structure built exclusively for these purposes. The site, with its renovated landscape and gardens, would offer a beautiful setting for both formal and informal events.

For this alternative, the existing mansion would be renovated to allow for the following programs:

- ❑ Meeting space in two of the first floor rooms (with each capable of accommodating approximately 35 persons in audience style seating); additionally, all of the space on the first floor could be used as reception space for events.
- ❑ A "museum"-type of display area in the entrance lobby and the front parlor, with changing exhibits concerning the history of the house, the area, the Bladensburg community
- ❑ Renovation of the current kitchen space as restroom facilities
- ❑ Rooms on the second floor for use as: dressing/staging rooms for receptions/events, an office for the facilities manager, and a bedroom/bathroom suite for a property caretaker.

A new building, of approximately 3,500 square feet, would be constructed to accommodate meeting/reception space for up to 150-200 persons (2,250-3,000 s.f.), a new warming kitchen containing two convection ovens, two refrigerators, and three tables/counters (400 s.f.), and two unisex bathrooms (approximately 50 s.f. each).

Several of the property's outbuildings would be renovated. The original kitchen structure could serve as an additional meeting/break out space. Additionally, were funds available, the structure could be restored (at least in part) as an 18th century kitchen display. Additional meeting space, with a restroom facility, would also be provided in the stable/workshop building. The remaining smaller structures could be used for storage of furniture and equipment. The bank barn structure would be demolished.

Renovation/redesign of the landscape under this option would include the construction of a semi-permanent tent structure for receptions (approximately 2,500-3,000 s.f.); and the restoration of the gardens adjacent to the mansion.

Finally, parking space for 80-90 cars would be provided on the flat lot to the north of the house, with the possibility of providing space for up to 100 cars with the future purchase of an adjacent lot. Primary service access from the parking lot would be via a service drive connecting the parking lot to the east (rear) of the house.

- **Alternative 2: The Bostwick Center for the Arts (Figure 9)**

The second scenario proposes the creation of an Arts Center with related facilities. The center could provide space for art exhibits, classes, and performances. In addition, space would be available for a small café as well as an outdoor amphitheater. The latter facility could accommodate up to 300 people. This scenario proposes the replacement of the bank barn building with a new focal point barn structure. This alternative could not effectively be implemented in phases, since the house would require renovation before it could be put to the suggested uses. The outbuildings, however, could be renovated while the house is functioning for Art Center activities.

The complete program under the Arts Center scenario includes:

The existing mansion would be renovated to accommodate the following:

- ❑ Use of the first floor parlor and entrance hall for exhibit space.
- ❑ Café in dining room and library (with seating for approximately 30 persons). This space might also contain a small stage for performances.
- ❑ Renovated kitchen and bathrooms in existing kitchen area.
- ❑ Second floor rooms for studios, classes, rehearsal space; an office for the facility manager.
- ❑ Addition of an elevator (outside elevator tower) to accommodate ADA requirements.

The outbuildings would also undergo renovation as follows:

- ❑ Original kitchen building to be used for studio/classroom space.
- ❑ Artist studio space (and restroom) to be provided in the stable/workshop.
- ❑ Garage to be converted to restrooms for outdoor theater and storage space.
- ❑ Bank barn demolished and new barn erected in its place to create a focal point for the amphitheater area. This structure could also be used for storage.

Landscape changes would include a permanent or semi-permanent covered stage (400-600 sq. ft.) to be constructed in front of the stable/workspace building, as well as construction of an outdoor amphitheater with seating for up to 150 people and lawn space for an additional 150 people on the hillside leading up to the orchard. The landscape would further accommodate a ticketing /refreshment area, restoration/replanting of the orchard, and restoration of the mansion's formal gardens.

This alternative proposes to accommodate parking for approximately 80-90 vehicles on the former bowling alley site. During outdoor performances,

additional parking may be needed. This could be accommodated in two ways: through an arrangement with owners of adjacent parking lots for use of those spaces during “off” hours, or through the acquisition of additional land for parking. A more detailed definition of these “spill over” parking accommodations, as well as an engineering study of the former bowling alley site, will need to be undertaken in Phase 2 of the Bostwick Plan.

Primary service access, as well as pedestrian and handicapped accessible access, would be via a service drive and ramped path connecting the parking lot to the rear of the house. The existing entrance gateway to be widening to accommodate emergency vehicles.

- **Alternative 3. The Bostwick Office/Museum Complex (Figure 10)**

The third scenario proposes a mix of uses that would allow for leasing of much of the space contained in the house and several outbuildings for office use, while providing public access to a small museum facility for interpretive purposes. In addition, the property (both the house and grounds) could support reception/events functions. A new structure is not proposed under this scenario; therefore, receptions would likely be limited to approximately 60-70 people in the house, and about 100 on the grounds. Similar to the first option, this scenario could also allow for phasing via the use of the grounds for receptions prior to the total renovation of the house.

The program for this third option includes:

Renovation of the existing building to accommodate:

- ❑ Creation of a small museum in the front parlor and entrance hallway. This facility might interpret the history of the house; the role that Bostwick played in the history of Bladensburg, Washington, and the nation; and the relationship between Bostwick and other historic sites within the Anacostia Trails Heritage Area. This space could also be used for small receptions.
- ❑ Conference/meeting space for the office facility in the dining room and library. These spaces might also be used for receptions if needed.
- ❑ Spaces on the second floor for 2-4 office suites.
- ❑ Restrooms and a small warming kitchen in the existing kitchen wing. This kitchen would serve the office staff and would function as a warming kitchen for catered events.
- ❑ Addition of an elevator to accommodate ADA requirements.

The outbuildings on the property would allow for:

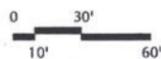
- ❑ Creation of additional office space (with bathrooms) in workshop/stable structure.
- ❑ Creation of a meeting room in original kitchen building.
- ❑ Demolition of the bank barn.
- ❑ Use of the remaining outbuildings for storage.

The property's landscaped grounds would include construction of a semi-permanent tent (approx. 2,500 – 3,000 s.f.); restoration of the mansion's formal gardens (perhaps in the period of significance of the property); the planting of additional trees to buffer noise from, and views to, Kenilworth Avenue; and a replanting/restoration of the orchard.

Parking under this option would be provided on the former bowling alley site to accommodate 80-90 vehicles. This should be sufficient for the uses proposed in this option. In addition, **service and emergency vehicle access** would be through the existing entry gate, which would be widened to accommodate these functions. Finally, **a pedestrian/ADA accessible walkway** to be provided from the parking lot to the house.



Bostwick House / Property Feasibility Study
Bladensburg, Maryland



Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.

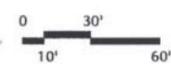
Conference Center and Events Venue
Figure 8
September 2002



Bostwick House / Property Feasibility Study
Bladensburg, Maryland

Arts Center, Cafe and Outdoor Theater

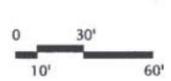
Figure 9
September 2002



Rhodeside & Harwell, Incorporated
Bay Area Economics
John Milner Associates, Inc.
A. Morton Thomas and Associates, Inc.



Bostwick House / Property Feasibility Study
 Bladensburg, Maryland



Rhodeside & Harwell, Incorporated
 Bay Area Economics
 John Milner Associates, Inc.
 A. Morton Thomas and Associates, Inc.

Private Office with Museum
 Figure 10
 September 2002

ALTERNATIVES ANALYSIS

IV. ALTERNATIVES ANALYSIS

A. CRITERIA USED TO ANALYZE ALTERNATIVES

The criteria used to evaluate each of the three alternatives for use of the Bostwick property were developed during the workshop session discussed in more detail in Chapter 3. These criteria represent the factors that need to be taken into account when determining the feasibility of a proposal, including the costs that would be involved in implementing the project; the financial returns – revenues and other economic incentives – that are anticipated from the project; potential sources of project funding; the risk/long term stability of such a venture; potential impact of the proposed uses on the historic resources; how well the project can be accommodated on its site in terms of parking, access and site suitability issues; how well the proposed project “fits” within its surrounding context; and the overall public value of the uses being proposed.

For the evaluation of the three Bostwick alternatives, we used the following specific criteria:

• COSTS

A number of specific factors must be considered in determining the overall cost of a project. These include both “one time” capital costs and recurring operations/maintenance costs.

- ❑ Capital Costs
 - ❖ Renovation and new construction
 - ❖ Additional land acquisition
 - ❖ New/upgraded infrastructure (including stormwater management)
 - ❖ Site development and grading
 - ❖ Landscaping
 - ❖ Ancillary costs (e.g., furniture, exhibits, etc.)
- ❑ Recurring Costs/Overhead
 - ❖ Operating costs
 - ❖ Maintenance costs

Costs estimates were calculated for each of the three alternatives. In all instances, alternatives were then rated according to how costly they were likely to be, both in terms of developing the proposed uses and sustaining them. All else being equal, a use that will cost less to establish and maintain was given a more favorable rating than one that would involve greater cost implications.

• REVENUES

Each of the scenarios contains aspects that can be identified as either revenue-generating or non-revenue generating. These two categories measure the ability of each mix of uses to contribute to the operating, maintenance and rehabilitation costs associated with the Bostwick house and property. These costs are the “overhead” cost of managing and operating Bostwick for a variety of uses and change only slightly based on the specific needs of each alternative.

- ❑ **Revenue generating uses** include commercial uses (such as meeting or event facilities) that can cover their direct costs (thus generating a profit for meeting planners, caterers, or other vendors) in addition to yielding a sizable flat fee or percentage of receipts revenue for the facility owner, the Town of Bladensburg. For the purpose of this study, the rehabilitation costs associated with each use are assumed to be paid in full by an additional funding source. When available, the revenues generated from these uses may serve as reimbursement to this additional funding source or can provide funding for ongoing building maintenance.
- ❑ **Non-revenue generating uses** include those that are able to cover their direct costs of operation or conducting programs (whether through use or entry fees, philanthropic funding, or other sources) but are not able to provide sufficient revenues to cover the overhead costs of managing and operating Bostwick. Typically, these are the uses that contribute to the significance of the facility and attraction for the general public, such as a public museum or arts center.

The challenge for ensuring the self-sufficiency and appropriate long-term preservation of Bostwick is determining the best alternative mixed-use combination that covers its overhead costs. Each alternative must have enough demand from the immediate and regional area to reach its projected revenue goals. It may take time to raise the full amount required for capital improvements, so alternatives with the ability to phase-in rehabilitation and generate revenue at the same time are more desirable.

• **FUNDING AVAILABILITY**

All three of the proposed alternatives will look for sources of funding to support both capital improvements and on-going operations and maintenance costs. It seems likely that none of the alternatives will provide sufficient revenue to cover major capital improvement costs. The Town will, therefore, need to find other ways to pay for the renovation and other construction activities needed to implement any of the proposed programs. The historic status of the Bostwick house and property make it eligible for the following special funding to support capital improvement efforts:

- ❑ **Federal Historic Preservation Tax Credits.** If the property is involved in a revenue-generating venture and is depreciable, it is eligible for a Federal tax credit equal to 20 percent of qualified rehabilitation expenditures. This would require a transfer of ownership to a taxable entity and lease of the building to a for-profit business. The applicability of these credits to the proposed use scenarios will be discussed under the evaluation of each alternative later in this Chapter. Claiming of tax credits is limited by Internal Revenue Service regulations. The credits are most often sold to investors whose tax liabilities allow them to meet those regulations. The syndication of these credits provides the owner of the property with an infusion of cash equity from investors.
- ❑ **State of Maryland Heritage Preservation Tax Credits.**¹ The Maryland tax credit program is administered by the Maryland Historical Trust. It provides a 20-percent credit for qualified rehabilitation costs against the taxpayer's State income

¹ <http://www.marylandhistoricaltrust.net/2taxcr.html>

tax liability with a per project maximum credit of \$3 million. The Maryland program allows participation by 501(c)(3) non-profit corporations, but the structure cannot be owned by a governmental entity. The program is scheduled to sunset on June 1, 2004 unless otherwise directed by the Maryland General Assembly. Unlike the Federal credit, the State credit is fully refundable; that is, the taxpayer can receive a refund for the amount of the credit in excess of his or her tax liability. This eliminates the need for syndication.

- **Maryland Historic Preservation Capital Grant Program.**² The Maryland Historical Trust administers the Historic Preservation Grant Fund, which provides capital grants to non-profit organizations, local jurisdictions, business entities and individual citizens. Awarded on a competitive basis, grants are limited to \$50,000 per project per year, though there is no limit on the number of times application can be made.
- **Maryland Historic Preservation Loan Program.**³ The Maryland Historical Trust also makes loans to nonprofit organizations, local jurisdictions, business entities and individuals to assist in the protection of historic property. The loans can be used to acquire, rehabilitate, or restore historic properties listed on the National Register. Granted on a first-come, first-served basis, the average loan has been \$100,000, with loans as large as \$300,000. The loans require conveyance of a perpetual historic preservation easement to the Trust.
- **Anacostia Trails Heritage Area.**⁴ The Management Plan for the Anacostia Trails Heritage Area (ATHA) calls for the restoration of Bostwick House as part of the Port Towns Target Investment Zone. As part of a Certified Heritage Area Target Investment Zone, Bostwick is eligible for matching grants of up to 50 percent and loans to local jurisdictions for property preservation and restoration. Loans for economic development projects are also possible from the proceeds of revenue bonds sold by the Maryland Heritage Area Authority.
- **Maryland's Neighborhood Business Development Program**
The State's Neighborhood Business Development program, administered by the Maryland Department of Housing and Community Development (DHCD), provides flexible gap financing to small businesses starting up or expanding in locally designated neighborhood revitalization areas. Loans are made to Maryland-based small businesses or to nonprofit organizations whose activities contribute to the revitalization effort. Loans and grants are available in amounts of \$25,000 to \$500,000 for up to 50 percent of total project cost. Funds may be used for market/planning studies, real estate acquisition, new construction or rehabilitation, leasehold improvements, machinery and equipment, working capital and other costs. Program criteria include project viability, neighborhood impact, exterior improvements, introduction of needed neighborhood goods or services, jobs created and readiness to proceed.

² <http://www.marylandhistoricaltrust.net/2taxcr.html>

³ <http://www.marylandhistoricaltrust.net/2taxcr.html>

⁴ <http://www.marylandhistoricaltrust.net/2taxcr.html>

In addition, the Town might seek funding from a variety of foundations and other public and private sources through a well-coordinated fund raising program. Many of these resources, however, seek reassurance that the entity to which they are contributing will be able to sustain itself in the future. Alternatives that can provide revenues to support the operation and maintenance (O&M) of its facilities and programs will be more attractive to investors than those that are unable to do so. Therefore, it is likely that non-revenue generating uses will need to seek continuous funding to support their on-going O&M costs. Such funding might come from sources such as corporate or foundation sponsors that have an interest in supporting the kinds of programs occurring at Bostwick. These sponsors may be challenging to identify and will require a significant on-going marketing/fund raising effort. The likely availability of funding sources for O&M purposes will be discussed later in this Chapter for each alternative.

• **ECONOMIC SPIN-OFF**

In light of all of the Town's on-going activities to strengthen the economic base of Bladensburg, it is desirable that the future uses at Bostwick have a strong, positive economic impact on its surrounding community. This may be achieved in any of the following ways:

- ❑ By raising the visibility of the area to those who would not usually visit here.
- ❑ By improving the image of the area as a good place in which to locate a business.
- ❑ By providing opportunities for businesses that would complement or support the uses at Bostwick.
- ❑ By bringing additional people to the area who will then support the area's businesses.
- ❑ By coordinating with on-going programs currently being planned in and around the area (such as the ATHA program) that will allow Bladensburg to have a significant role in such activities.

In evaluating each of the proposed alternatives, those with stronger potential for providing economic spin-off through any of the above means will be rated more favorably on this factor than those that are not likely to do so.

• **LONG-TERM STABILITY**

This factor addresses the issue of risk. Some ventures present more risk than others in terms of their probability to succeed and survive. For example, Bed and Breakfast facilities are often a "high risk" use since many find it difficult to sustain operation over the long term. One of the factors to be considered with regard to risk is that discussed above --- the ability of a program to sustain itself by achieving the level of revenue/support needed to cover its operation and maintenance activities. Therefore, we have rated options with the greatest likelihood of success and longevity most favorably in this category.

• **HISTORIC AND CULTURAL CONSIDERATIONS**

As a significant historic resource, it is critical that the uses occurring at Bostwick recognize and respect that status. Therefore, each alternative will be evaluated in terms of how well the proposed uses protect and preserve Bostwick's historic resources. In addition, the property is

encumbered by an easement held by the Maryland Historical Trust that defines specific elements of the property that may not be changed without the review and approval of the Trust's Director. These elements include: "the three-story main house and adjoining structures, the spring house, the barn, the two-story frame workshop and stable with adjoining concrete pad, the one-story frame garage, the approximately 22-foot square frame chicken coop, the series of stone walls and steps that make each level of terracing west of the house accessible, the stone well and brick pad structure, and the freestanding wall to the west of the one-story barn on the Property." However, the easement also notes that "new buildings or structures necessary to promote the preservation and maintenance of the Property, create a conference center, or otherwise enhance the Property's historical, cultural, scenic, or aesthetic character may be constructed with the express written consent of the Director."

Since the property is listed in the National Register of Historic Places, it is assumed for the purposes of this evaluation that all actions that would be undertaken to renovate or otherwise improve the property would be carried out in accordance with the Secretary's Standards for Historic Properties established by the Department of the Interior.

Moreover, M-NCPPC recommended in a 1996 memo that, with regard to restrictions on any future use of the Bostwick property, the building floor plan; ceiling heights; and original floors, wood work and windows be conserved.⁵ In addition, the memo recommends protection of the property's open space, its historic farm setting, and its landmark significance. As such, the agency will require that any alterations and/or additions go through its Historic Work Permit process.

Finally, each alternative was assessed according to the degree to which it contributes toward strengthening the sense of history and culture in the Bladensburg community.

• **SITE CONSIDERATIONS**

Site related concerns are focused on how well the site is suited to accommodate the uses proposed. Items considered within this category are as follows:

- How well do the proposed use(s) "fit" on the site --- would additional land (and, likely, additional costs) be needed in order to adequately accommodate this alternative?
- Can the parking requirements for the proposed uses be accommodated adequately and unobtrusively on the site?
- Can the site accommodate safe and convenient access for visitor vehicles, pedestrians, and service vehicles?
- Can the site adequately accommodate ADA requirements without significant alteration to the house or the property?
- Do the proposed uses allow for significant tree conservation on the site?

⁵ Memo from Gail Rothrock re restrictions on future use of Bostwick as part of the Town Center development, 1996.

- **CONTEXTUAL CONSIDERATIONS**

An acceptable program of uses for Bostwick must also fit within its community context. This context includes conformance with current zoning for the site, compatibility with surrounding land uses, and compatibility with the on-going Town plans/ATHA plans for the Bostwick vicinity.

The property is currently zoned as “Open Space.” As such, permitted uses include: offices (professional), child or family day care center, private school, public health facility, cemetery, library and other public buildings, conference center (and accessory uses), recreation courts, recreation programs, and private spa. Uses permitted with special exception include: antique shop, adult day care center, philanthropic institution, medical campus, adaptive use of a historic site, private club, commercial recreation, community building, museum/art gallery/cultural center, community spa, housing for the elderly, and a country inn.

The land uses currently surrounding the site include: residential uses on the south side including several single family homes and the Kenilworth Gardens apartment complex; playing fields for the Bladensburg Elementary School on the east side; the school itself at the northeast corner; and the back portion of commercial uses that face Annapolis Road.

Current major planning efforts within the Town of Bladensburg with which future uses for Bostwick should be compatible are: further development of the Bladensburg Waterfront Park, development of a Town Center on Annapolis Road, continued study of the Port Towns Enterprise Zone and the Port Towns/Peace Cross Redevelopment Area, and implementation of the ATHA plan.

Finally, several of the Partners felt that the program of uses established at Bostwick should provide value and benefit to the public in general and, more specifically, to the residents of Bladensburg. It was felt that this is particularly important given the fact that the property is owned by the Town. The factors that might be considered as beneficial for residents, in addition to revenue generation and historic resource preservation, include opportunities for education/historic interpretation and appreciation as well as entertainment.

B. ANALYSIS OF EACH ALTERNATIVE

- **ALTERNATIVE 1. THE BOSTWICK CONFERENCE CENTER AND EVENTS VENUE**

- Costs

Costs can be broken down into two categories: costs to develop the project and costs to sustain use. With regard to the first category, cost estimates were prepared for each alternative. These include costs for architectural work to the mansion and its outbuildings; new building construction, where appropriate; site work and landscaping; and engineering and utility work. Summaries of all cost estimates are found in Appendix C of this report.

For Alternative 1, the cost estimate breakdown is as follows:

Architectural Work	\$ 3,333,235
Site work/Landscaping	\$ 964,613
<u>Engineering/Utilities</u>	<u>\$ 180,500</u>
Total Estimated Cost	\$ 4,478,348

Unlike Alternatives 2 and 3, the estimate for Alternative 1 includes construction of a new 4,200 square foot building, as well as grading and landscaping to accommodate this new structure. It is not surprising, therefore, that the cost for Alternative 1 is higher than those of the other two options: 11% higher than Alternative 2 and 27.5% higher than Alternative 3.

Total annual operating expenses for this conference center/events venue are estimated at \$113,430. This includes both salaries and operations/maintenance expenses related to the continuous upkeep of a busy event facility. (The specific breakdown of these expenses is provided in Appendix Table A-1.) The operating expenses for Alternative 1 are slightly lower than those for Alternative 2 (by approximately 4%), but are 20% higher than those for Alternative 3. These operating expenses, however, need to be considered in light of operating revenues, discussed in the next section.

□ Revenues

Given the historic nature of the grounds and topographic constraints on redeveloping the orchard, Bostwick could not easily accommodate on-site living quarters for a conference center. This restricts the types of meetings that Bostwick can attract. Most businesses that are looking for meeting or conference facilities seek out spaces that have accommodations on-site or nearby, while offering nearby amenities such as shopping or entertainment. However, Bostwick could appeal to corporate, government, church and non-profit users for one-day meetings, training sessions, retreats and seminars. In addition, groups associated with the University of Maryland and other educational facilities in the area may want to use Bostwick for small ceremonies or meetings.

To increase its use as a meeting or conference facility, Bostwick should build a relationship with one of the local hotels that lacks meeting facilities, such as the Comfort Inn in Landover Hills. A contract with the Comfort Inn, or similar hotel, would provide a stable base of meeting activity to the facility. This analysis assumes partnerships with off-site hotels. On average, Bostwick could attract up to 24 meetings or conferences per year at an average facility rental fee of \$600. Meal service would be provided by an outside caterer at an additional cost.

Demand exists within both the county and region for an events venue for area meetings and business retreats, with an even greater demand for weddings and similar social events. The Maryland-National Capital Park & Planning Commission operates a number of historic houses as event venues, achieving high utilization rates. The quality of Bostwick's house and property, along with its convenient close-in location, should allow it to attract a wedding or social event almost every weekend from April through September.

The niche market attracted to Bostwick’s historic house and property is estimated to attract a total of 28 weddings per year at an average fee of \$2,500. The average size of a wedding party seeking a historic setting in Prince George’s County is approximately 125 people. As with the business meetings, the bride and groom would contract separately with a caterer. Bostwick could choose a preferred caterer or work with different area caterers.

With competitive pricing, the unique character of the Bostwick property could also attract smaller family and social events to fill in the weekends or weekday evenings when larger events are not occurring on the site. Social events, such as graduation parties, church events, wedding & baby showers, family reunions and holiday parties, could comprise an estimated 30 percent of total activity. The history of the site and the semi-secluded feeling of the area contribute to Bostwick’s attractiveness for these types of events.

The following table details the potential usage of Bostwick by month in the first stabilized year of operations:

Potential Usage for Weddings, Social Events & Meetings			
Month	Weddings	Other Social Events	Meetings/Conferences
January	0	2	2
February	1	2	2
March	0	2	2
April	3	1	2
May	7	0	2
June	6	0	2
July	4	0	2
August	5	0	2
September	5	0	2
October	3	1	2
November	0	3	2
December	0	8	2
Total	34	19	24

Source: BAE, 2002.

Financial Performance. Shown in Appendix Table A-1, Alternative 1 for reuse as an events and conference facility could achieve financial sustainability. This reuse alternative could achieve annual operating profits of over \$27,000 once the operation has reached stabilization, following several initial years of building the market and getting Bostwick’s name known.

This scenario incurs some initial capital costs beyond those associated with the house and grounds renovation. A semi-permanent tent costs between \$9,000 and \$11,000, depending on the size of the tent and the side covering options. Regular maintenance for

the tent, which includes cleaning and repair, costs approximately \$500 to \$1,000 annually. Initial capital costs for chairs and tables are estimated at \$20,000 to \$25,000.

The operating revenues are not sufficient to support debt service payments for capital construction costs. Capital funding would need to be raised from outside sources.

Implications for the Physical Facility. Meeting facilities in the existing house could probably accommodate up to 30 people per meeting space. There are two large first-floor rooms and two smaller, second-floor rooms as well as small out-buildings that could be converted to meeting rooms. To accommodate receptions and larger events, a semi-permanent tent accommodating 150 to 200 people would need to be installed on the front lawn. As funding permits, the addition should be constructed to accommodate events during the winter and during inclement weather, to eliminate the need for a tent.

The rehabilitation of Bostwick should address the facility requirements for indoor and outdoor meetings and events. These include providing lighting appropriate for meeting and event use; sufficient electrical outlets throughout the structure and outdoors; telecommunication runs so that cabling needed to connect high-tech equipment can be hidden; finishes or other treatments as needed to soften sounds; window treatments to allow rooms to be darkened for audio-visual presentations; and a warming kitchen that facilitates efficient food service by outside caterers. Maintaining one separate room downstairs and two upstairs in a historically compatible manner would provide options for break-out rooms, event support, and an on-site office. Adequate restroom capacity for larger groups is essential. Adequate heating and air conditioning will be needed to make Bostwick comfortable for use year-round.

Opportunities for Phasing. Because most weddings occur on weekends during the spring and summer, the Bostwick property could be renovated for outdoor use of the tent during the initial phase of development. This would require an upgrade to the restroom facilities in the house, the addition of a warming kitchen suitable for caterers, restoration of the gardens and construction of the parking lot. The remainder of the renovations to the house and grounds could be staged as funds are raised.

□ **Funding**

The funding options described above, in Section A, are all relevant as ways to cover at least some of the capital expenses involved in Alternative A. It is likely, however, that additional funding will be needed to pay for all of the improvements needed. This money will likely need to be raised through a fund raising campaign to large corporate sponsors, or through a joint venture.

The fact that the conference/events venue proposed in Alternative 1 is estimated to produce a cash flow of \$25,000 after operating and maintenance expenses means that it would not be necessary for the Town to continually seek O&M funding for these uses after the first several years of operation. In addition, the fact that events could be held in a tent, prior to incurring major renovation costs, can help support some of the operational costs at the facility, even in the short term.

Some of the Historic Bostwick House Partners had expressed the hope that the Navy would be interested in sponsoring and/or funding some of the improvements to the facility, given its noteworthy Naval history. However, feedback from the Meeting and Events Planners at the U.S. Naval Academy indicate that the Navy discourages use of outside meeting and events venues for budget reasons. This is not to say, however, that were the Partners able to stimulate interest in Bostwick among key members of the Navy, a role for that organization in Bostwick's future might not be possible. At this time, however, the consultants were unable to identify that level of interest.

□ Economic Spin-off

Alternative 1 is likely to achieve a moderate level of positive economic impact in its surrounding area in the following ways:

- ❖ It will bring visitors to Bladensburg who may not typically come to the Town.
- ❖ It will generate businesses for nearby hotels, particularly if a partnership or partnerships can be established with one or several of these businesses.
- ❖ It will complement other proposed ATHA activities to attract tourists to the heritage area.

On the other hand, it is unlikely that the uses proposed under Alternative 1 will, by themselves, bring significant new development activity to the area. Yet, as part of a larger improvement program for Bladensburg, the uses proposed for a revitalized Bostwick can make a significant contribution to overall economy of the Town.

□ Long-Term Stability

Given the history of similar facilities in the area, the strong anticipated market demand for a conference/events venue, and the projection of a positive cash flow of approximately \$25,000 per year, the long-term viability of this option is deemed to be good.

□ Historic and Cultural Considerations

Although it is assumed that all renovation work that would occur under this option would conform with the Secretary of the Interior's Standards for Historic Structures, this alternative is evaluated lowest of the three with regard to the protection and preservation of Bostwick's historic resources. This assessment is largely based on the fact that Alternative 1 calls for the construction of a new structure behind the existing mansion. Although it is altogether possible to achieve a building that will be compatible with the site's existing fabric, it was felt that this option altered the site more significantly than did either Alternatives 2 or 3. The Town, and its designers, will need to work closely with staff of both M-NCPPC and the Maryland Historical Trust to site and design the new building in a way that will be acceptable to both entities.

In addition, of the three options considered, it was felt that Alternative 1 provided the least frequent opportunities for the community to use the Bostwick site as a cultural/historic linkage. The facility will largely be restored as an events venue, rather than a museum. Moreover, it will largely be used by "outsiders," who will rent the space on an events basis. The Town could, however, overcome this problem by working with the County's School

Board to plan interpretive tours of the house and grounds at times when events are not occurring.

□ **Site Considerations**

Alternative 1 can be accommodated on the current site with relative ease. The plan does, however, call for a major site change with the new addition. This will have implications with regard to grading, landscaping, and tree conservation issues.

□ **Contextual Considerations**

Use of the site as a conference facility (with accessory uses) is permitted under current zoning. In addition, such uses are deemed to be compatible with the current uses in the surrounding area, and with the future plans for the area by both the Town and the ATHA program.

• **ALTERNATIVE 2. THE BOSTWICK CENTER FOR THE ARTS**

□ **Costs**

Alternative 2 includes use of the main buildings, as well as some of the outbuildings, as an art center. In addition, the main building would contain a small café, and the grounds would accommodate an outdoor theater.

The capital cost estimate breakdown for Alternative 2 is as follows:

Architectural Work	\$ 2,974,625
Site work/Landscaping	\$ 821,856
<u>Engineering/Utilities</u>	<u>\$ 180,500</u>
Total Estimated Cost	\$ 3,976,981

Of the three options considered, Alternative 2 is the “mid-range” option with regard to cost. This option is 12.6% less expensive than Alternative 1, but it is 18.6% more expensive than Alternative 3. Part of the increased cost in the second alternative is the result of a need for an elevator in this option. In Alternative 1, it has been assumed that persons unable to reach the second floor of the mansion for either dressing room use or office use, could be accommodated elsewhere on the property for these functions. In Alternative 2, however, it is proposed that classrooms be located on the second floor, thereby necessitating ADA-appropriate access to that level.

In addition, while the bank barn building would be demolished under this option, as it is in Alternative 1, in the second alternative this structure would be rebuilt for use as artists’ studios and/or for uses related to the theater. The garage would be converted to public restrooms to accommodate theater goers, and the stable has been proposed for renovation as an additional classroom/artist’s studio. Finally, the outdoor theater itself requires both grading and some new construction to accommodate seating and a stage setting.

It should also be noted that, in order to accommodate 300 people at the proposed amphitheater, additional parking will be needed on the site. This might be accommodated through either the purchase of additional adjacent property, or the leasing of nearby parking areas for performance periods.

The total annual operating costs for Alternative 2 are estimated to be \$115,728 (see Appendix Table A-2). Of the three options, these O&M expenses are the highest, and include theater production expenses, café operating expenses, and other regular maintenance requirements.

□ Revenues

Reuse of Bostwick as a small arts center and café with an outdoor amphitheater offers the opportunity for a public use with access for the larger community. This arts- and entertainment-orientated scenario builds on the community's need for better-quality food outlets in Bladensburg, the desire to work with the University of Maryland and other arts programs, and the naturally sloping topography of the Bostwick property.

The consultant was unable to identify a lead organization that would sponsor an arts center at Bostwick; however, there is some demand for an arts center or gallery space. The University of Maryland has sufficient facilities for its programs. Prince George's Community College (PGCC) teaches art and music classes to supplement the lessons of home-schooled children in order to meet State standards. At the current time, enrollment at PGCC exceeds 100 children. Bostwick could be an appropriate location for additional classes.

Gallery space and art shows can be low-maintenance operations with the cooperation of a local arts program and artists. Within the region, there are artists interested in showcasing their work. PGCC has an arts outreach program and may be interested in operating gallery space in one portion of the Bostwick House as part of its community outreach effort. PGCC would have the potential to contribute to a portion of the facility's operating costs.

An arts-oriented activity at Bostwick could complement the proposed development of the Prince George's Gateway Arts District in Mount Rainier, Brentwood, North Brentwood and Hyattsville. That program proposes to create live/work space for artists and their families as well as an arts-related, community-focused use at each of four sites. Often the presence of an arts district increases the area-wide demand for complementary services, such as art classes or gallery space. Depending on the amount of space available within the district, art classes and businesses could work well at the Bostwick site.

A privately operated gallery is unlikely to be successful at the Bostwick location. Privately operated boutique galleries require a seasoned gallery manager to operate and, most importantly, market the artwork. A similar operation in an historic home near Charlottesville, Virginia, has had a difficult time breaking even despite a veteran gallery management and a more affluent surrounding community. This type of arts-related entity might cover its direct costs of operation but would be at high risk of failure and could not contribute significantly to the capital cost of restoring Bostwick.

The outdoor amphitheater with a permanent or semi-permanent covered stage and seating capacity of up to 300 people accompanies the arts-related use of the building at the back of the property near the stables. This type of use provides a unique performance venue for the Bladensburg community. The grassy slope of the existing topography, and secluded location on the property, make for a lovely outdoor theater setting. The size of the amphitheater may be constrained by the available parking.

Unfortunately, there is no discernable demand for outdoor performance venues in Bladensburg or greater Prince George's County. In nearby College Park, the University of Maryland recently opened its Clarice Smith Performance Center with a 1,100-seat concert hall, 300-seat recital hall, 650-seat stage, and dance, land and studio theaters totaling over 400 seats. In addition to these venues, the University of Maryland Departments of Music and Theater retained their former performance spaces, which includes an old concert hall and an outdoor amphitheater that is not used. An outdoor theater might entice local dance or theater groups to use the space for performances. While Publick Playhouse has no interest in an outdoor performance venue, some organizations might be willing to perform once a year at such a facility. Typically, these types of users do not attract large audiences and charge very little or nothing for their performances. Therefore, those groups interested in utilizing an amphitheater do not generate ample revenue to contribute to the capital cost of operating Bostwick or of constructing the theater itself.

The Bostwick management would likely be forced to produce shows itself in order to generate revenues to support the amphitheater's operations. Given the size of the facility, these are likely to be small musical groups. Finding and booking such groups is a major undertaking and one fraught with risk. It is very difficult to operate an outdoor amphitheater successfully without on-going subsidies.

The last suggested use for this scenario is a small 20- to 25-seat café that would support the arts center and amphitheater and operate independently for the Bladensburg community. The café would provide light refreshments and snacks for the amphitheater performance audience and sandwiches/salads for those using the gallery or arts center. However, the size of the arts center and the lack of visibility severely constrain the café's potential market. Even with selling refreshments at amphitheater events, the café is unlikely to break even, let alone contribute to Bostwick's operating expenses.

Financial Performance. Shown in Appendix Table A-2, the potential operating statement for the arts center/café/amphitheater alternative shows an annual shortfall of almost \$54,000. This includes 15 performances produced by Bostwick and 10 amphitheater rentals to outside groups at an average fee of \$250. While the café is projected to generate almost \$38,000 in annual revenues, those revenues would not cover its costs of food, supplies, labor and marketing. Similar to Alternative 1, fundraising would be needed for the Art Center alternative in order to meet capital costs of construction.

In conclusion, the mixture of an outdoor amphitheater, small café and arts center is a non-revenue generating alternative for Bostwick. While this type of use may be compatible with the needs and desires of the community, it will not significantly contribute to the long-term operational costs of Bostwick. However, this alternative could be reworked to be more feasible by eliminating the amphitheater and adding weddings and

other events. Weddings, receptions and other outdoor events could be held on the grounds with a semi-permanent tent.

Opportunities for Phasing. With the addition of ticketing, restroom and parking facilities, the amphitheater's operation could begin in the initial phase of rehabilitation. Phasing the project and allowing the theater to begin operations limits the initial financial burden of full renovations.

All arts-related uses, such as classroom and gallery space, require the house to be fully rehabilitated before operations begin. Phasing the project in a series of steps to eliminate the financial burden of full renovations to Bostwick would be difficult with the art center and café uses, although renovation of the outbuildings could be phased in over time.

□ **Funding**

Although several of the funding programs discussed earlier in this chapter will apply as possible sources of capital funding for Alternative 2, if the proposed entity were to be operated by a government body or non-profit entity (which seems likely), the Federal Historic Preservation Tax Credit program would not be applicable. The National Park Service, who administers this program, reports that:

Property used by governmental bodies, nonprofit organization, or other tax-exempt entities is not eligible for the rehabilitation tax credit if the tax-exempt entity enters into a disqualified lease (as the lessee) for more than 35% of the property. A disqualified lease occurs when:

- *Part or all of the property was financed directly or indirectly by an obligation in which the interest is tax-exempt under Internal Revenue Code Section 103(a) and such entity (or related entity) participated in such financing; or,*
- *Under the lease there is a fixed or determinable price for purchase or an option to buy which involves such entity (or related entity); or,*
- *The lease term is in excess of 20 years; or,*
- *The lease occurs after a sale or lease of the property and the lessee used the property before the sale or lease.”⁶*

In addition, given the shortage of funds currently available for the arts, many of the organizations that might be interested in partnering with the Town to provide an arts facility at Bostwick would be unlikely to be able to contribute significantly to the facility's initial capital costs.

On the other hand, arts foundations and other such organizations may have both the interest and potential to provide for a portion of the facility's operating costs. In fact, in terms of long term funding, a strong partnership with a successful arts-related organization could assist in covering the operating and maintenance shortfalls expected from this use.

⁶ <http://www2.cr.nps.gov/tps/tax/brochure2.htm#intro>

□ **Economic Spin-off**

If the theater could attract strong performances and, therefore, consistent audiences, the impact on the surrounding economy could be a positive one in terms of some increased demand for restaurants, cafes, and related food services. Some, but not all, of this need will be accommodated in the on-site Bostwick Café, but additional eating/drinking venues would likely be needed.

In addition, the program proposed by this alternative is compatible with ATHA's plans to attract more tourists to the area.

□ **Long-Term Stability**

As stated in the "Revenue" section above, the program proposed under Alternative 2 is fraught with risk, both as an art gallery and as a successful performance venue. Continuous and significant operational expenditures will have to be made to create a performance program that can attract patrons from around the region. In addition, the operational expenses of the option far exceed its anticipated revenues. The key to success for the arts center component will be identifying a strong partner who can help operate and support this facility.

□ **Historic and Cultural Considerations**

Alternative 2 is rated well with regard to this factor. Although use of the interior of the mansion as art classrooms, the addition of an elevator, and creation of the outdoor amphitheater all require modification of the historic resources, the structures and landscape remain generally intact. Careful collaboration will be needed with both MHT and M-NCPPC to ensure that these new features are added in compliance with County, State, and Federal standards.

With respect to the issues of community culture/community value, this alternative is, perhaps, the most responsive of the three. It allows access and community-related cultural activities to occur within the buildings and on the site of the Bostwick property. It brings Bostwick back to the Bladensburg community to a great extent.

□ **Site Considerations**

Alternative 2 was assessed as the least successful of the three options in its ability to appropriately "fit" its program to the site. A large part of this negative rating stems from the inability of the property to accommodate on-site parking for a 300-person amphitheater, thereby requiring the purchase or leasing of additional lands for this purpose. In addition, it was felt that the possibly "messy" uses associated with an art school might not be wholly compatible with the historic character of the mansion. Nevertheless, in spite of these concerns, it was felt that the property could accommodate the uses proposed.

□ Contextual Considerations

Use of the facility as an arts center/outdoor theater would likely require a special exception under current zoning; uses permitted under the special exception category include “museum/art gallery/cultural center,” and also “adaptive reuse of a historic site.”

The art center/theater uses are compatible with current and proposed surrounding land uses. It is unlikely that the amphitheater would attract the kinds of concerts that would disturb surrounding residences, although this is certainly a concern that will need to be addressed by the Town. In this light, it is advantageous that the proposed amphitheater facility is closest to the Bladensburg Elementary School site, which would likely not be in session during performances.

• **Alternative 3. The Bostwick Office and Museum Complex**

□ Costs

Alternative 3 comprises the least expensive of the three options with regard to capital costs. These are as follows:

Architectural Work	\$ 2,534,075
Site work/Landscaping	\$ 530,781
<u>Engineering/Utilities</u>	<u>\$ 180,500</u>
Total Estimated Cost	\$ 3,245,356

Thus, capital costs for Alternative 3 are 38% less than Alternative 1 and 23% less than Alternative 2. This third alternative involves the most straightforward level of renovation to both the house and grounds, although it does include the installation of an elevator in the main building to accommodate access to second floor offices. The stable would be converted to office space, and the historic kitchen structure would be renovated to accommodate a meeting facility.

Operating expenses for Alternative 3 are also the lowest of the three options, at \$88,510 per year. This number is 28% less than the operating costs for Alternative 1, and 31% less than those for Alternative 2. This calculation includes the use of the facility for small events/receptions in addition to its functions as a private office and public museum in Alternative 3.

□ Revenues

Reuse of the Bostwick property as private office space and a public museum supports the community need for a public use and suggests a self-sustainable future for the property with the revenue derived from the office rental. This scenario assumes private office tenants in the house with one room, or an outbuilding, used as a museum for drop-in tourists. To improve the potential financial performance of this scenario, it is assumed to include a semi-permanent tent for weddings and other events.

Bostwick’s historic nature and beautiful grounds suggests it would make an ideal location for small office users. The house could accommodate up to four non-profit or

professional office users (e.g., attorneys, architects, consultants) with approximately 2,400 square feet in total space for rent. The outdoor stables could be renovated for office uses as well.

The precise demand for this type of office space in the Bladensburg and greater Prince George’s County market area is difficult to measure. On average, 160,000 square feet of office space is added each year to Prince George’s office supply of approximately 17.1 million square feet, indicating a relatively slow office market. However, Bostwick offers a unique setting with a grandeur and prestige not offered by modern office buildings in the area. With restoration and appropriate upgrading of the building’s amenities, the space should be very marketable.

This analysis assumes that the museum use would comprise displays in the main parlor of the house. It would be open limited hours (e.g., Sundays) and by appointment for school or tour groups. Historic house museums typically attract fewer than 5,000 visitors per year, particularly if they are not staffed for full-time operation. The small scale of the Bostwick House, and the large supply of similar facilities within the surrounding area, limits the potential for visitation. The Bladensburg museum established in the George Washington House in 1976 lost money during its years of operation and eventually closed due to the lack of visitors and support.

The potential use of Bostwick for events and weddings decreases slightly in the office setting due to dependence on an outdoor tent and inaccessibility of indoor spaces for events. The following table estimates the potential use of the tent and the grounds for weddings and other social events.

Potential Usage for Events			
Use	Number of Events	Fee per Event	Potential Fee Revenue
Social Events	6	\$800	\$4,800
Weddings	22	\$2,000	\$44,000
Total	28		\$48,800

Source: BAE, 2002.

Financial Performance. As shown in Appendix Table A-3, the potential operating statement for office, museum and events use could generate an annual operating profit of not quite \$10,000. The revenues are constrained by the lack of an indoor facility for weddings and other events, and by the operating cost of the museum.

Office users with 2,400 square feet of space would pay approximately \$48,000 annually in rent. This revenue, in addition to the events revenue, would cover the costs of operating the house for the office and would provide some minimal support for the larger capital costs associated with Bostwick Museum. Few, if any, museums are self-sustaining. For their operation, museums depend upon a combination of admission fees, retail

revenues generated on site, and endowment, philanthropic, or public funds. For most small museums, philanthropic or public funding is needed to compensate for the operating shortfalls. The Bostwick museum is expected to incur an annual operating shortfall of roughly \$7,000 and could not contribute to the on-going Bostwick operating and maintenance costs. This alternative could not support debt service payments for capital construction costs. Capital funding would need to be raised from outside sources.

Opportunities for Phasing. As with the weddings and events alternative, the use of the Bostwick grounds for weddings and events could proceed early in the house's rehabilitation. Following construction of restrooms, a warming kitchen and parking as well as restoration of the gardens, weddings and events could be used to start generating annual income using a tent on the front lawn.

□ **Funding**

Funding for capital expenses may be available from the sources described earlier in this Chapter. Some additional funding arrangements might be reached with a private office tenant, who may be willing to contribute to partial renovation expenses in return for tax credits (or in lieu of rent for a period of time).

The need for outside funding sources for O&M expenses will likely be less critical, given the anticipated projection of an annual cash flow net of almost \$10,000.

□ **Economic Spin-off**

As was true for the two earlier alternatives considered, Alternative 3 is likely to achieve a moderate level of positive economic impact on its surrounding area. Any impact will likely result from:

- ❖ Additional workers brought to the area who will need places in which to eat and shop (although the number will be relatively small).
- ❖ Visitors coming to Bladensburg who may not have come to the Town without the draw of the museum or events venue.
- ❖ Compatibility of the museum with ATHA's plans to bring tourism to the heritage region.

Once again, it is unlikely that the uses proposed under Alternative 3 will, by themselves, bring significant new development activity to the area. Yet, as part of a larger improvement program for Bladensburg, the uses proposed under Alternative 3 can make a significant contribution to the Town.

□ **Long-Term Stability**

Typically, museums have a difficult time surviving over the long-term, without a consistent source of outside financial support. The advantage of the mixture of uses proposed by Alternative 3 is that, if they are successful, they will provide on-going support for the potentially weaker museum use. If this occurs, the projected long-term stability for this option is good.

□ **Historic and Cultural Considerations**

Assuming close collaboration with both M-NCPPC and MHT in the renovation of the property, it is anticipated that this option can very satisfactorily preserve and protect Bostwick's historic resources. Moreover, through its small museum, Alternative 3 offers to potential to provide an important historic/cultural link to the Bladensburg/Prince George's County community. The facility could be particularly significant as a venue for documenting and exhibiting the history of the African American community in Bladensburg and Prince George's County. This assumes, however, that the museum portion of the property would be open to the public for formal and informal tours on a regular, and somewhat frequent, basis. If those occupying the office space limit public access to the museum to the "rare occasion," the public value of that facility will be significantly diminished.

□ **Site Considerations**

Of all three options, Alternative 3 rates the highest with regard to its ability to "fit" well on the site. Parking can be easily accommodated on site, with no additional land required. No major site issues are anticipated.

□ **Contextual Considerations**

Office uses are allowed on the site under current zoning, and museum use will be permitted with special exception. These uses are compatible with the office, residential, and businesses uses in the surrounding area. In addition, they complement both the Town and ATHA's plans for future development in the area.

SYNTHESIS AND CONCLUSIONS

V. SYNTHESIS AND CONCLUSIONS

A. SUMMARY EVALUATION MATRIX

The detailed analysis of the three alternatives presented in Chapter IV highlights the fact that each option brings to the Bostwick site both assets and liabilities. In attempting to decide on a single course of action, it is critical to compare the strengths and weaknesses of each in terms of the evaluation criteria used. This has been accomplished in summary form through a Comparative Evaluation Matrix of Alternatives (Figure 11).

The categories listed in the matrix mirror those used to evaluate the three alternatives: costs, revenues, funding availability, economic spin-off, long-term stability, historic and cultural considerations, site considerations, and contextual considerations. For the purposes of this comparison, the evaluation assumed an equal importance among all categories (i.e., cost, for example, was weighted the same as the other seven categories). Each of the three alternatives was assigned a weight for each evaluation factors as follows:

- 1= Unfavorable
- 2= Favorable
- 3= Very Favorable

The evaluation was carried out by the consultant team, based on the detailed analysis of each alternative. Therefore, while the ratings are somewhat subjective, they are based on thorough and careful consideration of both existing conditions and potential impacts. Total scores were added together for each alternative per category; a mean, or average, score is also provided.

In the COSTS category, Alternative 1 rated least favorably because it has the highest capital costs and the second highest operational costs. Alternative 2 closely followed Alternative 1, with the highest operational expenditures and the second highest capital costs. Alternative 3 clearly rated most favorably in this category, from the perspective of both capital costs and costs to sustain operations.

In REVENUES, however, the situation changed. In this category, Alternative 1, the Conference Center/Events Venue, was clearly rated most favorably. It is expected to achieve the highest revenues of all three options. On the other hand, Alternative 2, the Art Center/Café/Outdoor Theater was rated the lowest of the three as it is expected to carry a negative net operating income, based on its inability to cover its expenses through its revenues. Alternative 3 feel in the middle on this category, since it is expected that the revenues from its office and events uses will be able to offset losses from its museum use.

All three alternatives were rated “unfavorable” with regard to the availability of FUNDING options. This does not mean that there are no funding options available. Rather, it serves as a warning that outside funding will be difficult to obtain for all of these options. Moreover, it is likely that funding for any of the options will come from multiple sources. The Town will have to develop well-organized, well-funded marketing and fund raising strategies to identify these sources and to successfully pursue them.

For the category of ECONOMIC SPIN-OFF, all three alternatives were viewed as having a favorable economic impact on the Bladensburg community. However, it was felt that that impact would be somewhat limited, and would have its greatest effect in term of its role as a compatible part of an overall revitalization strategy for the Town of Bladensburg.

The option deemed to have the highest level of long-term stability – thus, the least risk – was Alternative 1. This category is closely associated with the ability of the use to generate sufficient revenues to sustain itself. Thus, the private office/museum alternative (Alternative 3) came in second in this category, while the Arts Complex finished last.

In terms of HISTORIC AND CULTURAL CONSIDERATIONS, Alternative 1 rated lowest overall, due to the proposed addition of a new building on the site, and the fact that the uses included under this option --- a conference center and events venue --- were felt to be the least likely of those proposed overall to link the community with its history through this use.

All three options rated fairly well in terms of SITE CONSIDERATIONS --- that is, the ability of the proposed uses to “fit” appropriately on the site. Alternative 2 rated least favorably because it is unable to fully accommodate the parking requirements for the outdoor theater on the site. Therefore, additional land will need to be purchased or leased for this purpose.

Finally, with regard to CONTEXTUAL CONSIDERATIONS, all three options rated very favorably. All of the proposed uses are allowed within current zoning, or are permitted by special exception. In addition, it was felt that none of the options would conflict with its surrounding uses. And, finally, all three were found to be compatible with the Town’s plans for Bladensburg’s future.

B. CONCLUSIONS

Overall, Alternative 3 (Bostwick Office and Museum Complex) received the highest numerical and mean scores, with Alternative 2 coming in second. Since, however, financial sustainability is a critical Town concern with regard to program options for the Bostwick property, we also calculated the mean scores for the categories of Cost, Revenues, and Long-term Stability. In doing so, Alternative 1 emerges as the best option, followed fairly closely by Alternative 3. Alternative 2, however, does not do well in this combined assessment, rating a low third.

It would appear, therefore, from a purely financial perspective, that the most feasible alternative for the Bostwick property would be to operate as a conference and events venue. The Town must now decide if it wishes to follow this financial path, or wishes to factor other considerations into its decision. It might, for example, be possible to enhance Alternative 1 with the addition of a small public museum/art gallery in one of the property’s outbuildings as an ancillary use. In conclusion, all three of the options studied can be considered “feasible” for the Bostwick property, although each presents the Town with a unique set of uses for this lovely, historic site.

Figure 11. COMPARATIVE EVALUATION OF MATRIX OF ALTERNATIVES

Alt. 1 - Conference Center/Events Venue
 Alt. 2 - Art Center, Café & Outdoor Theater
 Alt. 3 - Private Office & Museum

A. COSTS

1	For renovations and new structures	1	2	3
2	Additional land acquisition	2	1	2
3	New/upgraded infrastructure (including stormwater management)	2	2	2
4	Site development and grading costs	1	2	3
5	Landscape costs	1	2	2
6	Ancillary costs (exhibits, furniture, etc.)	1	2	2
7	Operations	1	1	3
8	Building Maintenance	2	1	3
COSTS SUBTOTALS		11	13	20
COSTS MEAN SCORES		1.4	1.6	2.5

LEGEND

1 = UNFAVORABLE
 2 = FAVORABLE
 3 = VERY FAVORABLE

B. REVENUES

1	Probable market demand	3	1	2
2	Anticipated revenues (sales, rents, leases, etc.)	3	1	2
3	Ability to phase	3	2	3
REVENUES SUBTOTALS		9	4	7
REVENUES MEAN SCORES		3.0	1.3	2.3

C. FUNDING

1	Availability of outside funding sources	1	1	1
FUNDING SUBTOTALS		1	1	1
FUNDING MEAN SCORES		1.0	1.0	1.0

D. ECONOMIC SPINOFF

1	Economic impact of investment on surrounding area	2	2	2
ECONOMIC SPINOFF TOTALS		2	2	2
ECONOMIC SPINOFF MEAN SCORES		2.0	2.0	2.0

E. LONG-TERM STABILITY

1	Risk	3	1	2
LONG-TERM STABILITY SUBTOTALS		3	1	2
LONG-TERM STABILITY MEAN SCORES		3.0	1.0	2.0

Alt. 1 - Conference Center/Events Venue
 Alt. 2 - Art Center, Café & Outdoor Theater
 Alt. 3 - Private Office & Museum

F. HISTORIC AND CULTURAL CONSIDERATIONS

1	Protection/preservation of Bostwick's historic resources	1	2	3
2	Accomodation of MHT and M-NCPPC requirements	2	2	2
3	Strengthening historic/cultural linkages in community/public value	1	3	2
HISTORIC AND CULTURAL SUBTOTALS		4	7	7
HISTORIC AND CULTURAL MEAN SCORES		1.3	2.3	2.3

LEGEND

1 = UNFAVORABLE
 2 = FAVORABLE
 3 = VERY FAVORABLE

G. SITE CONSIDERATIONS

1	"Fit" of use on site; additional land requirements	2	1	3
2	Parking requirements and accomodation	2	1	3
3	Access and Service	3	3	2
4	Suitability of house/site for use	3	2	3
5	ADA accessibility	2	2	2
6	Tree conservation	1	2	2
SITE CONSIDERATIONS SUBTOTALS		13	11	15
SITE CONSIDERATIONS MEAN SCORES		2.2	1.8	2.5

H. CONTEXTUAL CONSIDERATIONS

1	Conformance with allowable zoning	3	2	3
2	Compatibility with surrounding context/land uses	3	3	3
3	Compatibility with enhancement of Town and ATHA plans	2	3	2
CONTEXT SUBTOTALS		8	8	8
CONTEXT MEAN SCORES		2.7	2.7	2.7

TOTALS	51	47	62
TOTAL MEAN SCORES	2.1	1.7	2.2

TOTAL OF MEAN SCORES FOR COSTS, REVENUES, AND LONG-TERM STABILITY	7.4	3.9	6.8
--	------------	------------	------------

APPENDICES

APPENDIX A: FINANCIAL ANALYSIS TABLES

Appendix Table A-1: Conference Center & Events Venue Annual Operating Budget (a)

OPERATING REVENUES

Events and Meetings (b)	\$15,600
Weddings and Family Reunions	\$123,000
Total Operating Revenues	\$138,600

OPERATING EXPENSES

Facility Management/ Booking	\$43,750
Events and Meetings (b)	\$3,120
Weddings and Family Reunions	\$24,600
Facility Operation:	
Janitorial	\$2,880
Landscaping	\$12,000
Security Alarm Monitoring	\$780
Utilities (\$600 a month)	\$7,200
Maintenance	\$3,600
Office Expenses (phone, supplies, etc.)	\$2,000
Insurance (c)	\$3,000
Marketing (d)	\$5,000
Reserve for Capital Repairs, Furniture, Fixtures & Equipment (e)	\$5,000
Total Operating Expenses	\$113,430

NET OPERATING INCOME \$25,170

Notes:

- Does not include capital costs for initial rehab, capital investment, or furniture, fixtures, and
- (a) equipment.
- (b) Based on potential usage estimates (see page 51).
- (c) Insurance based on Town of Bladensburg current policy.
- (d) Advertising costs for marketing publications, brochures and mailing.
- (e) Based on similar properties and replacement program for furniture and fixtures

Source: BAE, 2002.

Appendix Table A-2: Arts Center, Café and Outdoor Theater Annual Operating Budget (a)

OPERATING REVENUES

Bostwick Productions Operating Revenue (b)	\$	18,750
Amphitheater Rental Revenue	\$	2,500
Art Center/ Gallery Space Operating Revenue	\$	3,000
Cafe Operating Revenue	\$	37,800
Total Operating Revenues	\$	62,050

OPERATING EXPENSES

Bostwick Amphitheater Productions Expense (c)	\$	16,200
Amphitheater Rental Expense	\$	-
Art Center/ Gallery Space Operating Expenses	\$	3,000
Cafe Operating Expenses	\$	40,800
Facility Operation:		
Janitorial (4 hours a day, 6 days a week @\$8.50)	\$	10,608
Landscaping	\$	12,000
Security Alarm Monitoring (\$85 a month)	\$	1,020
Utilities (\$1,000 a month)	\$	12,000
Maintenance	\$	3,600
Insurance (d)	\$	3,000
Marketing (e)	\$	8,500
Reserve for Capital Repairs, Furniture, Fixtures & Equipment (f)	\$	5,000
Total Operating Expenses	\$	115,728

NET OPERATING INCOME	\$	(53,678)
-----------------------------	-----------	-----------------

Notes:

Does not include capital costs for initial rehab, capital investment, or furniture, fixtures, and

(a) equipment.

(b) Based on potential usage estimates (see page 56).

(c) Revenues from productions staged by Bostwick management.

(d) Insurance based on Town of Bladensburg current policy.

(e) Advertising costs for marketing publications, brochures and mailing.

(f) Based on similar properties and replacement program for furniture and fixtures

Source: BAE, 2002.

Appendix Table A-3: Office Use, Museum and Events Annual Operating Budget (a)

OPERATING REVENUES	
Office Operating Revenues (b)	\$48,000
Events and Weddings (c)	\$48,800
Museum Operating Revenues (d)	\$1,240
Total Operating Revenues	\$98,040
OPERATING EXPENSES	
Facility Management/ Booking	\$22,000
Office Operating Expenses	\$3,600
Events and Weddings	\$12,200
Museum Operating Expenses	\$8,000
Facility Operation:	
Janitorial (4 hours a day, 4 days a week @\$8.50)	\$6,630
Landscaping	\$12,000
Security Alarm Monitoring (\$65 a month)	\$780
Utilities (\$600 a month)	\$7,200
Maintenance	\$3,600
Office Expense	\$1,500
Insurance (e)	\$3,000
Marketing (f)	\$3,000
Reserve for Capital Repairs, Furniture, Fixtures & Equipment (g)	\$5,000
Total Operating Expenses	\$88,510
NET OPERATING INCOME	\$9,530

Notes:

- Does not include capital costs for initial rehab, capital investment, or furniture, fixtures, and
- (a) equipment.
- (b) Based on \$20 per square foot
- (c) Based on potential usage estimates (see page 60).
- (d) Based on being open one day per week, with average attendance at 10 people and a \$2 entrance fee
- (e) Insurance based on Town of Bladensburg current policy
- (f) Advertising costs for marketing publications, brochures and mailing.
- (g) Based on similar properties and replacement program for furniture and fixtures

Source: BAE, 2002.

APPENDIX B: MATRIX OF COMPARABLE HISTORIC PROPERTIES

Name Location Web Address	Square Footage/ Acreage	Age	Uses	Ownership
Aiken-Rhett House Charleston, SC http://www.historiccharleston.org/museum/arhome.html		1818	Museum	Historic Charleston Foundation
Bel Air Mansion Bowie, MD www.cityofbowie.org/comserv/museums.htm		1745	Museum, tours, rentals, weddings, receptions, and other functions Up to 75 people	
Belmont Elkridge, MD www.chemistry.org/portal/Chemistry?PID=acsdisplay.html&mal=belmont%5Ctour.html	80 acres	1738	Conference center, inn, corporate retreats	American Chemical Society
Billingsley Manor Upper Marlboro, MD www.pgparcs.com/places/historic/billingsley.html	430 acres	1740	Tours, available for rental for small business and social functions Capacity = 50-60	
Bissell Mansion Restaurant and Dinner Theatre St. Louis, MO www.bissellmansiontheatre.com		1820	Restaurant, dinner theatre	
Blandwood Mansion Greensboro, NC www.blandwood.org		1790s	Museum Rented for receptions, dinners, and meetings	Preservation Greensboro Inc. and the Blandwood Guild
Bona Allen Mansion Buford, GA www.turner-events.com	6 acres	1911	Weddings and receptions, corporate events, catering, Sunday brunch served on second Sunday of each month	Leslie Turner and Douglas Thome
Boscobel Garrison, NY www.boscobel.org		1804	Museum, special events and performances, Hudson Valley Shakespeare Festival held on the front lawn every year	
Carroll Mansion Baltimore, MD www.1840splaza.com/shttwr.htm		1811	Museum	Baltimore City landmark
Glebe House Arlington, VA www.ngsgenealogy.org/aglebe.htm		1773	Administrative offices for the National Genealogical Society	National Genealogical Society
Glen Burnie Historic House Winchester, VA www.glenburniemuseum.org	25 acres	mid-18 th century	Museum	Julian Wood Glass, Jr.

Glenview Mansion Rockville, MD www.ci.rockville.md.us/glenview/index.html	153 acres	19 th century	Community civic center; receptions; art gallery; performances; adjacent cottage for small gatherings	City of Rockville, MD
Hillsborough House Inn Hillsborough, NC www.hillsborough-inn.com/1	600 sq. ft. meeting room	19 th century	Day spa, bed and breakfast	
Historic Long Branch Millwood, VA www.historiclongbranch.com	400 acres	1805	Picnicking, self-guided tours of gardens, guided tours of mansion, weddings, dances, hot air balloon and wine festival	
Lemp Mansion St. Louis, MO www.lempmansion.com		1860	Bed and breakfast, restaurant, dinner theatre, haunted house, Halloween party, weddings, banquets	The Pointer family
Montpelier Mansion Laurel, MD www.pgparks.com/places/historic/montpelier.html		1785	House museum and rental facility, tours, concerts, teas, festivals, reenactments, exhibits, lectures, and seminars	
Nathaniel Russell House Charleston, SC http://www.historiccharleston.org/museum/nrhome.html		1808	Museum	
Newton White Mansion Mitchellville, MD www.pgparks.com/places/rental/newton.html	600 acres		Weddings, receptions, parties, business meetings, seminars, reunions Capacity = 360	
Oxon Hill Manor Oxon Hill, MD www.pgparks.com/places/rental/oxonhill.html	49 rooms 55 acres	1929	Weddings, receptions, parties, meetings, workshops Capacity = 300	
River Edge Mansion Pennellville, NY www.riveredgemansion.com	4200 sq. ft.	1818	Bed and breakfast	
River House Inn Snow Hill, MD www.virtualcities.com/ons/md/e/mde8501.htm	Over 2 acres	1860	Bed and breakfast	
Riversdale House Museum Riversdale Park, MD www.pgparks.com/places/historic/riversdale.html		1801	Tours, weddings, receptions, luncheons, business meetings Up to 75 people	Maryland-National Capital Park and Planning Commission
The Verandas Wilmington, NC www.verandas.com	8500 sq. ft.	1853	Bed and breakfast	Chuck Pennington and Dennis Madsen

APPENDIX C: COST ESTIMATE ANALYSIS FOR EACH ALTERNATIVE

BOSTWICK FEASIBILITY ANALYSIS – SUMMARY OF COST PROJECTIONS

ALTERNATIVE 1: CONFERENCE CENTER/EVENTS VENUE

Architectural Work

Main House:

- Structural repairs including supplementing floor framing to provide code-required loading for proposed use.
- Masonry restoration
- Front porch repair.
- Repair/restore/replace deteriorated or missing wood trim on exterior and interior.
- Remove second floor wood flooring and partition to allow leveling of deflected floor at south rooms. Reinstall following structural repairs.
- Replace deteriorated gutters and downspouts.
- Install insulation in attic.
- Restore existing windows and doors. Provide new hardware as required.
- Install new interior storm windows.
- Restore all plaster trim and surfaces.
- Install new ceiling in Parlor following structural repairs above.
- Refinish all interior and exterior surfaces.
- Convert north addition to public restrooms.
- Provide ADA accessibility, main floor level only.
- Install new plumbing systems for public and private restrooms.
- Install forced air HVAC system, but investigate possibility of mixed system utilizing existing radiators for heating.
- Upgrade electric service for commercial level of loading.
- Upgrade electric distribution and outlets for commercial use.
- Install new light fixtures suitable for proposed use.
- Install smoke and fire alarm system.
- Install fire suppression system.
- Install security system

Existing Outbuildings:

- Demolish bank barn, retaining components for use in repair of remaining wood framed outbuildings.
- Convert historic detached kitchen to meeting facility. Work to include:
 - Exterior and interior repairs.
 - Provide for ADA accessibility to main level.
 - Restore windows and doors. Install new hardware as required.
 - Install interior storm windows.
 - Interior construction as required for new use and including new interior finishes.
 - New systems including HVAC, electrical, fire and smoke detection.
- Convert stable for use as meeting facility with work to include:
 - Structural repairs
 - New roofing, gutters and downspouts.
 - Perform exterior repairs.
 - ADA accessibility.
 - Upgrade exterior walls as required for inhabited facility.
 - Interior construction as required to provide for new use.
 - Exterior painting and interior finishes.

- Install new systems including HVAC, electrical, fire and smoke detection.
- Convert garage and sheds to storage facilities with work to include:
 - New roofing.
 - Exterior repairs
 - Exterior painting.

New Building Construction

- New detached building with construction compatible with existing house and historic detached kitchen. Connect to existing buildings with covered walkways. ADA accessible. Building to contain meeting rooms, warming kitchen, and restrooms.

Furniture, Fixtures and Equipment

- Purchase of furniture, fixtures and equipment necessary for given site use.

SUBTOTAL - ARCHITECTURAL WORK

\$3,333,235¹

Site Work and Landscaping

- Demolition
- Clearing and grading
- Asphalt paving
- Concrete curbs
- Retaining walls
- Site stairs
- Brick paving
- Concrete paving
- Ramp sidewalls
- Ramp handrails
- Special drainage
- Fine grading and lawns
- Garden areas
- Trees
- Garden structures
- Benches
- Parking area lights
- Walkway lights
- Signage
- Screen walls
- Widening of front gate

SUBTOTAL – SITE WORK AND LANDSCAPING

\$964,613

Engineering and Utility Work

- New fire service brought onto site
- Extension of storm drain up Quincy Place as outfall for proposed surface parking
- Resurfacing of part of Quincy Place
- Upgrading of electrical service

¹ Costs to remediate possible indoor environmental issues may impact overall renovation costs. Costs will vary depending on the extent of the problem defined and the type of building use.

- Stormwater management (underground sand filter or surface facility)

SUBTOTAL – ENGINEERING AND UTILITY WORK **\$180,500**

TOTAL DEVELOPMENT COSTS FOR ALTERNATIVE 1 **\$4,478,348²**

² Costs do not include A/E services. Estimates are based on current construction costs.

BOSTWICK FEASIBILITY ANALYSIS – SUMMARY OF COST PROJECTIONS

ALTERNATIVE 2: ARTS CENTER, CAFÉ, AND OUTDOOR THEATER

Architectural Work

Main House:

- Structural repairs including supplementing floor framing to provide code-required loading for proposed use.
- Masonry restoration
- Front porch repair.
- Repair/restore/replace deteriorated or missing wood trim on exterior and interior.
- Remove second floor wood flooring and partition to allow leveling of deflected floor at south rooms. Reinstall following structural repairs.
- Replace deteriorated gutters and downspouts.
- Install insulation in attic.
- Restore existing windows and doors. Provide new hardware as required.
- Install new interior storm windows.
- Restore all plaster trim and surfaces.
- Install new ceiling in Parlor following structural repairs above.
- Refinish all interior and exterior surfaces.
- Convert north addition to public restrooms and warming kitchen.
- Provide ADA accessibility.
- Install elevator shaft and elevator
- Install new plumbing systems for restrooms and kitchen.
- Install forced air HVAC system, but investigate possibility of mixed system utilizing existing radiators for heating.
- Upgrade electric service for commercial level of loading.
- Upgrade electric distribution and outlets for commercial use.
- Install new light fixtures suitable for proposed use.
- Install smoke and fire alarm system.
- Install fire suppression system.
- Install security system

Existing Outbuildings:

- Demolish bank barn, retaining components for use in repair of remaining wood framed outbuildings.
- Rebuild facsimile of bank barn in same location. Facility to be used as studios or as outdoor theater storage, dressing rooms, carpenter's shop, etc.
- Convert historic detached kitchen to meeting facility. Work to include:
 - Exterior and interior repairs.
 - Provide for ADA accessibility to main level.
 - Restore windows and doors. Install new hardware as required.
 - Install interior storm windows.
 - Interior construction as required for new use and including new interior finishes.
 - New systems including HVAC, electrical, fire and smoke detection.
- Convert stable for use as classrooms, art gallery, and studios, with work to include:
 - Structural repairs
 - New roofing, gutters and downspouts.

- Perform exterior repairs.
 - ADA accessibility.
 - Upgrade exterior walls as required for inhabited facility.
 - Interior construction as required to provide for new use.
 - Exterior painting and interior finishes.
 - Install new systems including HVAC, electrical, fire and smoke detection.
 - Convert garage to public restrooms, with work to include:
 - New roofing.
 - Exterior repairs
 - Upgrade exterior walls as required for inhabited facility
 - Interior construction as required to provide public restrooms
 - Exterior painting and interior finishes
 - Install new systems including plumbing, HVAC, electrical, fire, and smoke detection.
 - Convert sheds to storage facilities
- Furniture, Fixtures and Equipment
- Purchase of furniture, fixtures and equipment suitable for given site use.

SUBTOTAL - ARCHITECTURAL WORK

\$2,974,625¹

Site Work and Landscaping

- Demolition
- Clearing and grading
- Asphalt paving
- Concrete curbs
- Retaining walls
- Site stairs
- Brick paving
- Concrete paving
- Ramp sidewalls
- Ramp handrails
- Special drainage
- Fine grading and lawns
- Garden areas
- Trees
- Garden structures
- Benches
- Parking area lights
- Walkway lights
- Signage
- Screen walls
- Widening of front gate

SUBTOTAL – SITE WORK AND LANDSCAPING

\$821,856

¹ Costs to remediate possible indoor environmental issues may impact overall renovation costs. Costs will vary depending on the extent of the problem defined and the type of building use.

Engineering and Utility Work

- New fire service brought onto site
- Extension of storm drain up Quincy Place as outfall for proposed surface parking
- Resurfacing of part of Quincy Place
- Upgrading of electrical service
- Stormwater management (underground sand filter or surface facility)

SUBTOTAL – ENGINEERING AND UTILITY WORK **\$180,500**

TOTAL DEVELOPMENT COSTS FOR ALTERNATIVE 2 **3,976,981²**

² Costs do not include A/E services. Estimates are based on current construction costs.

BOSTWICK FEASIBILITY ANALYSIS – SUMMARY OF COST PROJECTIONS

ALTERNATIVE 3: PRIVATE OFFICE AND MUSEUM

Architectural Work

Main House:

- Structural repairs including supplementing floor framing to provide code-required loading for proposed use.
- Masonry restoration
- Front porch repair.
- Repair/restore/replace deteriorated or missing wood trim on exterior and interior.
- Remove second floor wood flooring and partition to allow leveling of deflected floor at south rooms. Reinstall following structural repairs.
- Replace deteriorated gutters and downspouts.
- Install insulation in attic.
- Restore existing windows and doors. Provide new hardware as required.
- Install new interior storm windows.
- Restore all plaster trim and surfaces.
- Install new ceiling in Parlor following structural repairs above.
- Refinish all interior and exterior surfaces.
- Convert north addition to public restrooms.
- Provide ADA accessibility.
- Install elevator shaft and elevator
- Install new plumbing systems for restrooms and kitchen.
- Install forced air HVAC system, but investigate possibility of mixed system utilizing existing radiators for heating.
- Upgrade electric service for commercial level of loading.
- Upgrade electric distribution and outlets for commercial use.
- Install new light fixtures suitable for proposed use.
- Install smoke and fire alarm system.
- Install fire suppression system.
- Install security system

Existing Outbuildings:

- Demolish bank barn, retaining components for use in repair of remaining wood framed outbuildings.
- Convert historic detached kitchen to meeting facility. Work to include:
 - Exterior and interior repairs.
 - Provide for ADA accessibility to main level.
 - Restore windows and doors. Install new hardware as required.
 - Install interior storm windows.
 - Interior construction as required for new use and including new interior finishes.
 - New systems including HVAC, electrical, fire and smoke detection.
- Convert stable for use as office space with private restrooms. Work to include:
 - Structural repairs
 - New roofing, gutters and downspouts.
 - Perform exterior repairs.
 - ADA accessibility.
 - Upgrade exterior walls as required for inhabited facility.

- Interior construction as required to provide for new use.
- Exterior painting and interior finishes.
- Install new systems including HVAC, electrical, fire and smoke detection.
- Convert garage and sheds to storage facilities, with work to include:
 - New roofing.
 - Exterior repairs
 - Exterior painting

Furniture, Fixtures and Equipment

- Installation of basic fixtures suitable for rental of office space; furniture/equipment for museum and events venue only.

SUBTOTAL - ARCHITECTURAL WORK

\$2,534,075¹

Site Work and Landscaping

- Demolition
- Clearing and grading
- Asphalt paving
- Concrete curbs
- Retaining walls
- Site stairs
- Brick paving
- Concrete paving
- Ramp sidewalls
- Ramp handrails
- Special drainage
- Fine grading and lawns
- Garden areas
- Trees
- Garden structures
- Benches
- Parking area lights
- Walkway lights
- Signage
- Screen walls
- Widening of front gate

SUBTOTAL – SITE WORK AND LANDSCAPING

\$530,781

Engineering and Utility Work

- New fire service brought onto site
- Extension of storm drain up Quincy Place as outfall for proposed surface parking
- Resurfacing of part of Quincy Place
- Upgrading of electrical service
- Stormwater management (underground sand filter or surface facility)

¹ Costs to remediate possible indoor environmental issues may impact overall renovation costs. Costs will vary depending on the extent of the problem defined and the type of building use.

SUBTOTAL – ENGINEERING AND UTILITY WORK	\$180,500
TOTAL DEVELOPMENT COSTS FOR ALTERNATIVE 3	\$3,245,356²

² Costs do not include A/E services. Estimates are based on current construction costs.