



White Cliffs Downtown Collaborative Workspace & Venue Proposal

Historic Artifact Preservation Organization

in development partnership with

Nashoba Valley Building Services
and
Container Built Group

December 8, 2022

Downtown Collaborative Workspace & Venue Proposal

Table of Contents

Project Partners	2
Project Summary	4
Objectives	4
Development Tasks	4
Description of Proposed Use	4
Historic Mansion Use	5
Replica Greenhouse Use	9
Sustainable Accessory Units	10
Property Layout	11
Gardens & Grounds Use	11
Proposed Ownership Structure	13
Financial Consideration	13
Anticipated Operating Strategy	14
Downtown Collaborative Workspace	14
White Cliffs Garden & Event Venue	15
Financial Statements	16
Leased Units Income Table	16
Source & Use of Funds	18
Discussion of Community Benefits	19
References	21

Downtown Collaborative Workspace & Venue Proposal

The Downtown Collaborative Workspace & Venue Project is led by the Historic Artifact Preservation Organization, in development partnership with Nashoba Building Services, and Container Built Group. Additionally, support from the MassDevelopment Collaborative Workspace Program is anticipated, contingent on acquisition of the property.

Historic Artifact Preservation Organization

The Historic Artifact Preservation Organization (HAPO) is a non profit entity founded by the late William Smith. HAPO is a member and volunteer based organization operated by volunteers and funded through private donations and corporate support. Our mission is to "preserve historically and culturally significant artifacts for the benefit and education of future generations". We believe in historical 'preservation through use' and welcome visitors and community members to enjoy and experience the artifacts HAPO has preserved. We engage and complete preservation projects through Project Groups.

For this preservation and development project, Historic Artifact Preservation Organization will undertake the contract and engagement of qualified and licensed construction/building companies to complete the new development. Post the new construction efforts, Historic Artifact Preservation Organization will operate and maintain the grounds and facilities.

Nashoba Valley Building Services

Nashoba Valley Building Services, LLC is a licensed building and construction company with over 30 years of experience. Nashoba Valley Building Services has significant experience with redevelopment and new construction buildings, including projects for municipalities and non profit organizations.

For this preservation and development project, Nashoba Building Services will construct the replica greenhouse, and support larger preservation aspects of the historical property.

Container Built Group

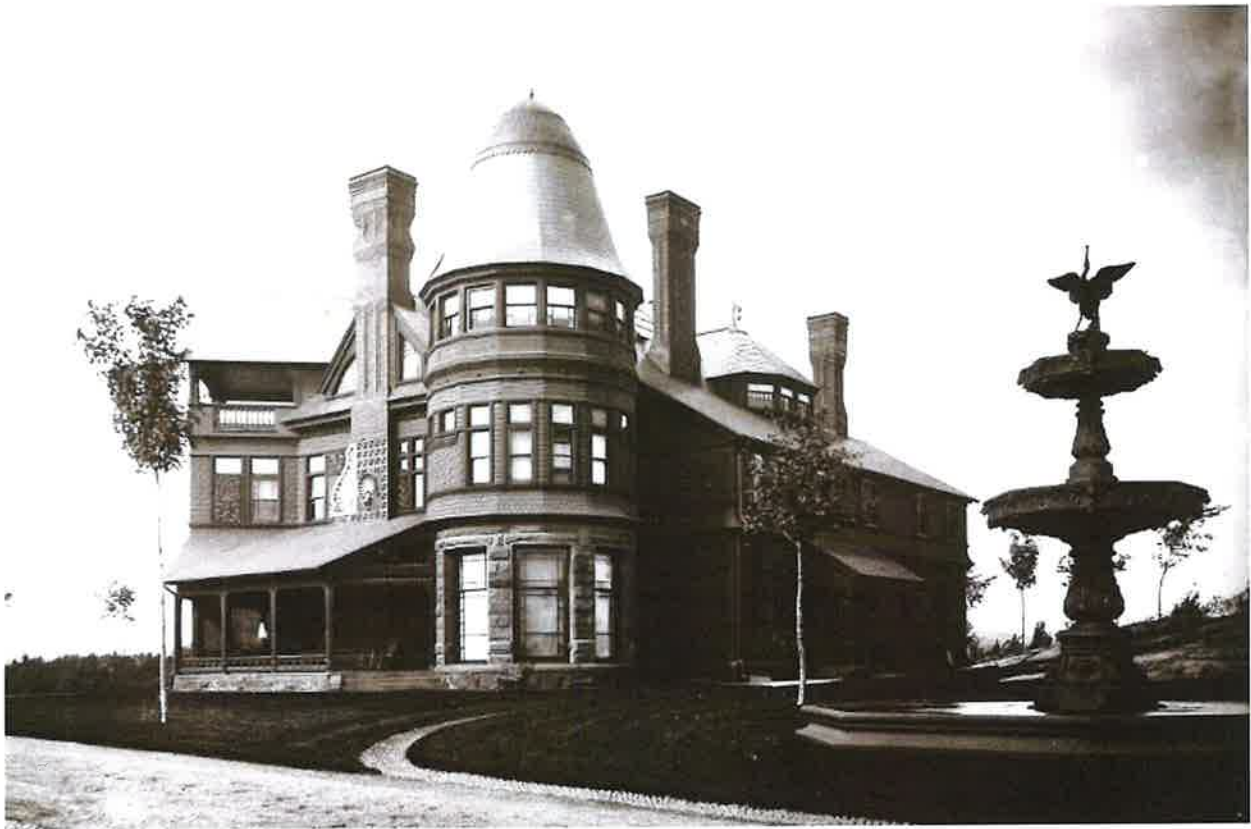
Container Built Group, LLC (CBG) designs and builds Sustainable Accessory Units for commercial use. CBG utilizes sustainable building practices to develop eco friendly and low impact Sustainable Accessory Units with various configurations and uses.

For this preservation and development project, Container Built Group will design and install 15 Sustainable Accessory Units.

Downtown Collaborative Workspace & Venue Proposal

Project Summary

The Historic Artifact Preservation Organization's intent is to restore the historic 1886 White Cliffs mansion and grounds for public use and benefit, while operating an indoor/outdoor collaborative workspace, leased offices, and event venue on the property. Funds generated from the lease/use of the facilities and grounds will be utilized to fund the preservation efforts, as well as ongoing operating expenses of the property.



The *White Cliffs Downtown Collaborative Workspace & Garden Venue Project* aims to satisfy The Town of Northborough's desire to; (1) restore and preserve the historic structure, (2) enhance the relationship to the community, while allowing for public access, and (3) most importantly revitalize our downtown. Additionally this project will; (4) reduce the White Cliffs burden on municipal finances, and (5) enhance and improve the natural beauty and landscaping of the property.

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Objective - The Objective of the *White Cliffs Downtown Collaborative Workspaces & Venue Project* is to (a) Preserve the historic 1886 White Cliffs mansion as a historic artifact and town landmark for public use, while (b) operating the grounds to generate funds to ensure for ongoing preservation, and community enjoyment of the property for future generations.

The project involves four development tasks; (1) the historic restoration and preservation of the 1886 mansion to an original state, including the demolition of all non original additions. (2) installation of sustainable accessory units for the collaborative workspaces, (3) the new construction of a scaled down replica of the original 1880s greenhouse that was present on the property from 1886 until ~1920s, and (4) the installation of a public 'grand country estate' style garden, plantings, and areas of significant landscaping beauty to bring back the original look of a grand country estate, along with a public walking trail.

Development Tasks

1. Historic Restoration and Preservation of the Historic 1886 Mansion
2. Installation of Sustainable Accessory Units for Collaborative Workspaces
3. New Construction of Greenhouse Replica for use as Venue and Event Center
4. Installation of Grand Country Garden and Grounds to enhance natural beauty and landscaping

Historic preservation and development will occur in three phases; (1) immediate preservation and community use, (2) new construction, and (3) future preservation and community use.

- ❖ Phase 1: Immediate Preservation and Community Use
- ❖ Phase 2: New Construction
- ❖ Phase 3: Future Preservation and Community Use

Description of Proposed Use

Use of Property

The White Cliffs Historic Mansion and property will be open to the public for use and benefit, while being financially sustained by operating a collaborative workspace and event venue on the property.

The property will be used to house the Downtown Collaborative Workspace, and White Cliffs Garden Venue & Events Center.

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- ❖ Downtown Collaborative Workspace
 - "Collaborative workspaces are shared work environments that catalyze community, inspiring collaboration, exploration and experimentation among and between local entrepreneurs, artists, designers, scientists, inventors, and small business owners. Collaborative workspaces provide users with access to resources, ideas and networks. These spaces are critical to the growth of the Massachusetts innovation economy, and the proliferation of entrepreneurial activity that they support fosters economic health in their host communities." (MassDevelopment)
- ❖ White Cliffs Garden Venue & Events Center
 - Used for weddings, corporate functions, community events.
- ❖ Historic Manson
 - Open to public visiting, exploring, and community use.
 - Second and third floor used to support the Downtown Collaborative Workspace.
- ❖ Grounds & Garden
 - Installation of 'grand country estate' style gardens, public pavilion, community garden, picnic area, and designated parking spaces for free public downtown parking. "Park and bike/walk/scoot Downtown"

The use of the property is divided into three sections; (1) Historic 1886 Mansion Use, (2) New Construction Use, and (3) Grounds & Gardens Use.

1. Historic 1886 Mansion Use

The Historic 1886 Mansion will be managed by White Cliffs Preservation Organization. When preservation and development efforts conclude, the 1886 Mansion will be used as gathering spaces, office spaces, and meeting rooms to support the Downtown Collaborative Workspace.

Based on the current conditions, revenue generating needs, and feasibility studies the following uses have been outlined for each floor of the historic 1886 Mansion.

- ❖ First Floor - Historically Preserved Public Access Floor "*preservation through use*"

The First Floor of the mansion will be open to the public, with intended use for public and private gatherings, meeting spaces, and educational purposes.

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The First Floor contains the most lavish and historically preserved aspects of the historic property. Woodwork, hardware, and finishes are mostly intact and in good condition.

The first floor will be restored to “museum quality”, with an emphasis on “preservation through use”.

Based on observations contained in the December 7, 2020 White Cliffs Assessment and Reuse Study, the first floor of the original mansion appears to be in its near original layout from 1886. This original layout includes a grand entry hall, library, parlor, dining room, and original kitchen (since removed).

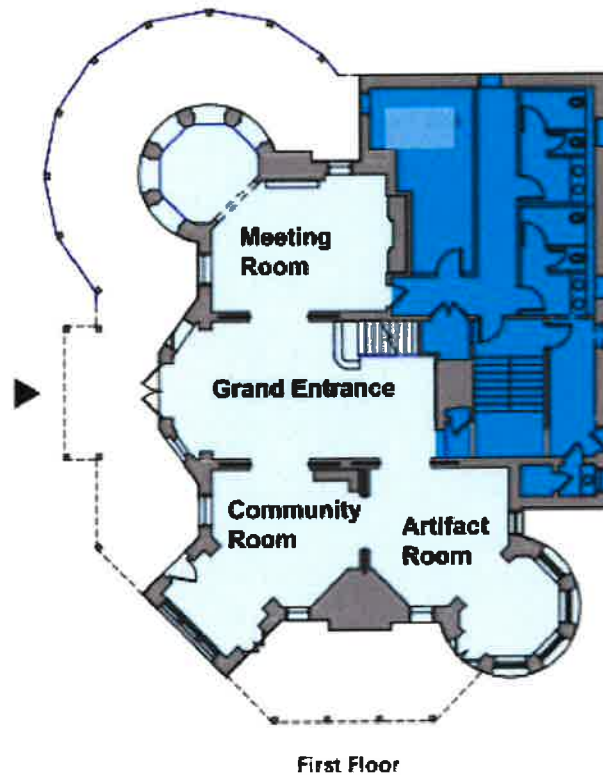
Given the **first floor is the main historical aspect of the property**, all efforts and consideration will be spent to preserve the first floor for historic authenticity and original quality.

The first floor will be open to the public for both public and commercial use, as well as for admiration and viewing of the historical beauty and artifacts.

The original rooms of the first floor will be restored and open to the public.

- Grand Entrance Hall: open for public viewing and gathering. Area to welcome guests, and for the White Cliffs information kiosk.
- Library: the original library will be used as an “Artifact Room” - a room designated to hold and showcase historic artifacts for public viewing. This room will be open to the public.
- Parlor: used as a “Community Room”. A room designated for public use and enjoyment. This room will open for configuration as either a meeting/conference room or exhibit style configuration based on the need. This room will be open to the public for booking/reserving for community and/or group use.
- Original Dining Room: restored and configured for meetings, and other conference needs. A large and of the period antique conference table and chairs will be sourced and added to support the authentic original layout of the room.

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The first floor will be open to the public, visitors, and workspace members.

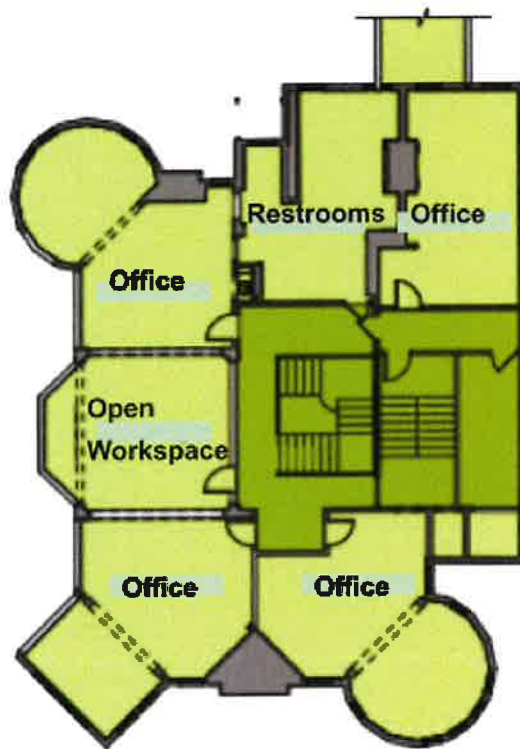
- ❖ Second Floor - Collaborative Workspace, Offices and Meetings Rooms
"preservation through use"

The Second Floor of the mansion will be used for private offices, collaborative workspaces, and meeting/conference rooms. These offices and meeting/conference rooms will be leased and managed by the Downtown Collaborative Workspace.

With consideration of historical conditions, and intended redevelopment activities the second floor would house two large office suites, one meeting/conference room, one large open space for collaborative work desks, and public bathrooms.

The second floor will be open to workspace members, and open to the general public for visiting and viewing.

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Second Floor

- ❖ Third Floor - Collaborative Workspaces, Offices and Meetings Rooms
"preservation through use"

The Third Floor of the mansion will be used in the same capacity as the second floor. This floor will be used for private offices, collaborative workspaces, and meeting/conference rooms. These offices and meeting/conference rooms will be leased and managed by Downtown Collaborative Workspace.

With consideration of historical conditions, and intended redevelopment activities the third floor would house two medium office suites, one meeting/conference room, and one medium sized open space for collaborative work desks.

The third floor will be open to workspace members, but closed to the general public unless invited.

- ❖ Attic Floor - no use

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The attic floor of the mansion will not have a designated use. Additionally as enhanced fire precautions, there will be NO storage of items in the attic.

The attic floor will be closed to workspace members, and the public.

❖ Basement - Collaborative Workspaces *"preservation through use"*

The basement floor of the mansion will be used to support the collaborative workspaces and venue.

The basement will be renovated into three units. The exact fit up will be based on needs and requirements of the lessee.

Based on market needs, and state/local licensing and requirements, one basement unit will be fit up for use as a pub/bar.

The basement floor will be open to workspace members, and the public.

2. New Construction Use

New construction on the property will consist of the construction of a scaled down replica of the original greenhouse located on the property as well as the installation of 15 sustainable accessory units built by Container Built Group.

❖ Replica Greenhouse

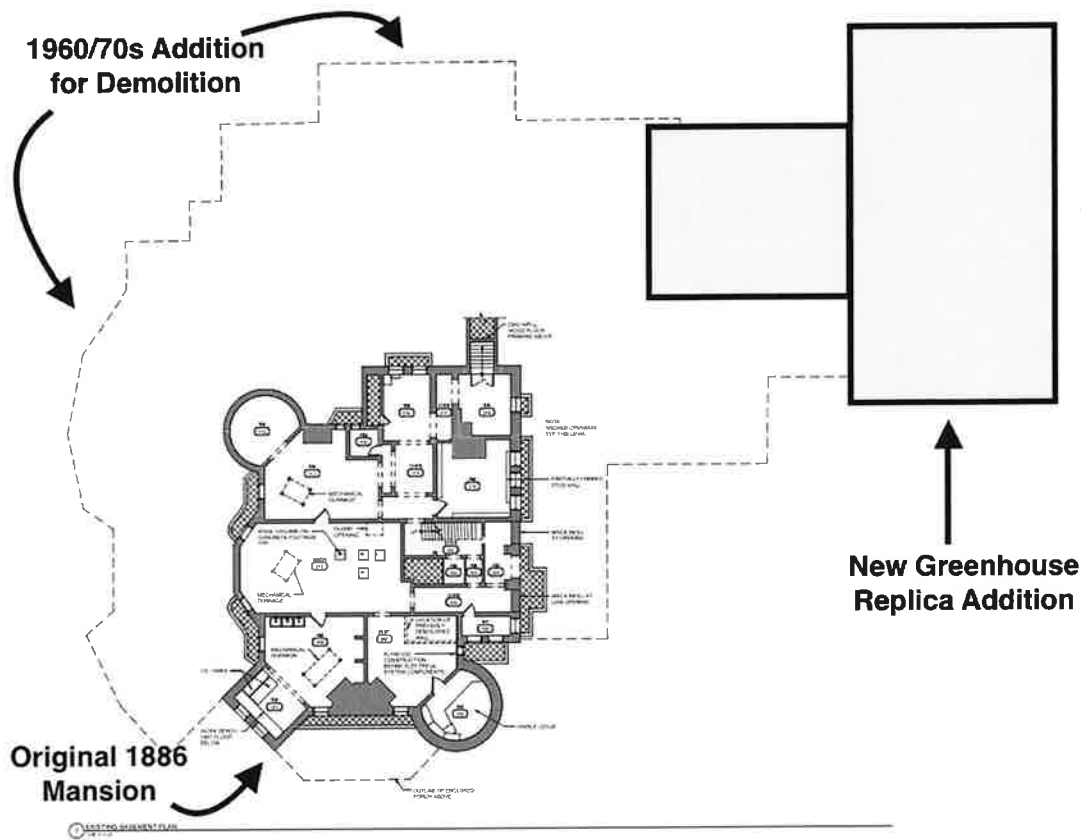
The newly constructed scaled down replica of the original greenhouse will be the main venue and event space on the property.

The replica greenhouse (pictured right) will be designed to support two main functions. The first function is to support the event venue, while the second function is to house six workspaces to support the Downtown Collaborative Workspace.



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The 1960/70s additions will be removed.



❖ Sustainable Accessory Units (SAUs)

The main aspects of the Downtown Collaborative Workspace are the fifteen sustainable accessory units installed on the property.

The fifteen SAUs will come in five different designs; four food service units, four makerspace units, four art studio units, two office units, and one brewery unit.

- Food Service Unit - 20' Sustainable Accessory Unit
 - Configured with kitchen equipment, sinks, refrigeration units, prep space.
- Makerspace Unit - 20' Sustainable Accessory Unit
 - Configured for use as shop space.
- Art Studio Unit - 20' Sustainable Accessory Unit
 - Large open configured for studio style use.

Downtown Collaborative Workspace & Venue Proposal

- Office Unit - 20' Sustainable Accessory Unit
 - Configured for private office use.
- Brewery Unit - 40' Sustainable Accessory Unit
 - Configured for mico-brewery use.

Installation of the Sustainable Accessory Units are low impact and require minimal and low cost site development. Additionally the modular aspect of these units allow for them to be removed from the property at a future date without major demolition efforts. The use of the Sustainable Accessory Units allows for property to generate



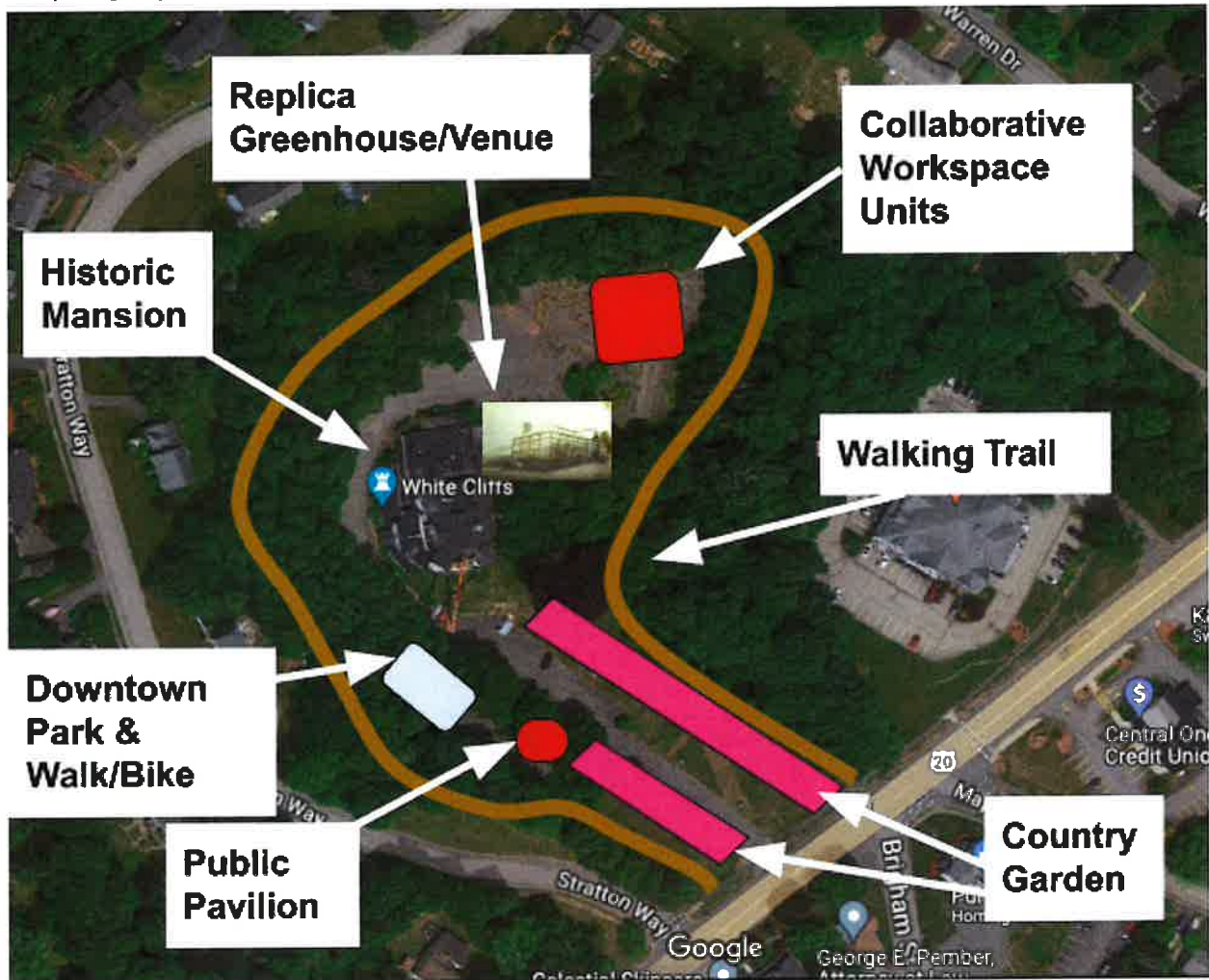
revenue, while not significantly impacting the property in terms of additional major development.

The SAUs can be modified, moved, and have their use/configuration changed over time. At the conclusion of the SAUs lifespan and/or the need to repurpose the property, the SAUs can be removed with little to no negative impact left on the property.

Additionally, SAUs are high efficiency requiring proportionally less energy use per sf when compared to traditional built buildings.

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Property layout:



3. Gardens & Grounds Use

The gardens and grounds will be restored to the original beauty of the property. This includes the installation of a “grand country estate” style garden on the main lawn lining the driveway.

The gardens and grounds will be used to support the wedding and event venue, as well as for the public benefits and enjoyment.

The grounds will include the following;

- ❖ Public Walking Trail
- ❖ Public Flower Gardens

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- ❖ Open to Public Greenhouse
- ❖ Community Garden
- ❖ Community Pavilion
- ❖ Downtown Public Parking
- ❖ Public Picnic Area

Proposed Ownership Structure

The Historic Artifact Preservation Organization (HAPO) would acquire the White Cliffs Property located at 167 Main Street through a purchase of the fee simple interests.

The Property would be retained as one parcel, with the full lease of the entire parcel to the White Cliffs Preservation Organization (WCPO), a non profit corporation.

Historic Artifact Preservation Organization (HAPO) is responsible for ensuring preservation efforts are effectively managed, and the historic property is adequately preserved for generations to come.

The White Cliffs Preservation Organization (WCPO) is responsible for the; (a) preservation of the historic mansion, (b) on-going maintenance and property management, (c) contracting the construction of the replica greenhouse and SAUs, and (d) generating income through the lease of facilities and aspects of the property.

Financial Consideration

Given the enormous restoration and redevelopment costs associated with the historic nature of the property, and expensive on-going preservation and management efforts the Historic Artifact Preservation Organization presents the following offer in consideration for the transfer of the property.

- The Historic Artifact Preservation Organization offers to purchase the Town Owned property at 167 Main Street, known as the "White Cliffs" for \$1,886.00 plus the following options;
 - Town of Northborough to retain the right of first refusal to re-purchase the property at the time of future sale for \$100.00.

Downtown Collaborative Workspace & Venue Proposal

- Option for Town of Northborough, or other Town Owned entity, to secure the lease of the entire property, or part of the property for any and all public use or town business use at fair market value, less 25%.
- Right in perpetuity for town residents and the general public to use the publicly designed areas free of charge or hindrance.
- Right in perpetuity for designated parking spaces to be used for free public parking for downtown access.
- Furthermore the transactions agreement would include a preservation restriction, preservation easement, or other agreeable mechanism to formalize the future preservation of the White Cliffs Mansion, in accordance with CPA requirements.
 - Additionally, the Historic Artifact Preservation Organization will pursue historical landmark recognition and certifications.

**Please note the Historic Artifact Preservation Organization is flexible in their offer and proposed ownership structure. HAPO is open to adjustments in consideration and ownership structure to best benefit the Town of Northborough and community.*

Anticipated Operations Strategy

The White Cliffs facilities and grounds will be managed by the White Cliffs Preservation Organization (WCPO).

WCPO will function to support the two project objectives; (A) preserve the historic 1886 White Cliffs mansion as a historic artifact and town landmark for public use, while (B) operating the facilities and grounds to generate funds to ensure for ongoing preservation, and community enjoyment of the property for future generations.

To achieve these two project objectives, WCPO will operate (via legally formed d.b.a) two separately branded business divisions under the same management team and structure.

Downtown Collaborative Workspace

Business Division One will do business under the brand "Downtown Collaborative Workspace". This business division will market and manage the collaborative workspace, lease of our available offices, business shops, market stalls, and other leasable facilities for economic benefit to support the preservation efforts. Offices, business shops, market stalls, and other leasable facilities will be leased in short, long term, and/or fractional arrangements, though a limited offering business model.

Downtown Collaborative Workspace & Venue Proposal

Downtown Collaborative Workspace: Business Model

Our collaborative workspace and office space leasing business model is limited to leasing the facilities, and managing the required aspects of our lease agreements, as well as providing for basic office/shop/commercial space amenities.

White Cliffs Garden Venue & Event Center

Business Division Two will do business under the brand “White Cliffs Garden Venue & Event Center”. This business division will market and manage the lease of the greenhouse venue and aspects of the grounds for weddings, corporate events, and other use purposes. Use of the venue will require a facilities use fee. White Cliffs Preservation Organization will operate this division through a limited offering venue business model.

White Cliff's Garden Venue: Business Model

Our venue business model is limited to the lease of the facility, and grounds. Facilitating the event, coordinating resources, and managing the event day of is the responsibility of the individual or company leasing the venue. All venue lease arrangements will require individuals or companies leasing the venue to provide, and manage their own catering services, linen and dishaware services, Dj/audio services, and all other required parties to support the event.

White Cliffs Preservation Organization, and its two business divisions will be managed and operated by a team of full and part time employees, independent contractors, and preservation volunteers.

The Management and Operations Team Consists of;

- Executive Director- part time, volunteer position.
- Facilities & Operations Director - full time, paid position.
- Preservation Director - part time, paid position.
- Events Director - part time, paid position.
- Events Coordinator - part time, paid position.
- Legal Council - contracted position.
- Preservation Committee - part time, volunteer positions.
- Grounds Committee - part time, volunteer positions.

Income Streams

Downtown Collaborative Workspace & Venue Proposal

Through its two business divisions the White Cliffs Preservation Organization will generate revenue to fund the preservation efforts, and on-going management of the property. Additionally, private and corporate preservation donations will be solicited.

The main revenue stream will be from the lease of offices, workspaces, and sustainable accessory units. In total there will be 33 units of varying type, size and configuration for lease. See units table below. The support revenue stream is through the collection of venue use fees.

The following table outlines Downtown Collaborative Workspace income from leased units.

Downtown Collaborative Workspace					
Leased Units					
	# of Units	Cost per Unit	Total Monthly Income (at 100% Occupancy)	Budgeted Income (at 80% Occupancy)	Total Yearly Budgeted Income (at 80% occupancy)
Historic Mansion Units					
Basement - Small Unit	2	\$600	\$1,200	\$960	\$11,520
Basement - Med Unit	1	\$950	\$950	\$760	\$9,120
First Floor - Public Use	<i>no leased units</i>				
Second Floor - Double Office Suites	2	\$2,050	\$4,100	\$3,280	\$39,360
Third Floor - Single Office Suite	2	\$1,250	\$2,500	\$2,000	\$24,000
Replica Greenhouse Units					
Workspace Suites	6	\$1,400	\$8,400	\$6,720	\$80,640
Sustainable Accessory Units					
Art Studios - 20ft SAU	4	\$750	\$3,000	\$2,400	\$28,800
Food Service Shop - 20ft SAU	4	\$1,000	\$4,000	\$3,200	\$38,400
Markers Space - 20ft SAU	4	\$1,000	\$4,000	\$3,200	\$38,400
Brewery Unit - 40ft SAU	1	\$2,000	\$2,000	\$1,600	\$19,200
Remote Office - 20ft SAU	2	\$1,250	\$2,500	\$2,000	\$24,000
Food Truck					
Exterior Pad	5	\$500	\$2,500	\$2,000	\$24,000
Total	33	\$12,750	\$35,150	\$28,120	\$337,440

Downtown Collaborative Workspace & Venue Proposal

The following table outlines White Cliffs Garden Venue income stream from events.

White Cliffs Garden Venue	
Venue Fees	
Facility Use Fee	\$7,500
Setup Fee	\$1,250
Support Fee	\$850
Total Venue Cost per Event	\$9,600
Events per Year (Average 2 per month)	24
Fee Income per Month	\$19,200
Fee Income per Year	\$230,400

Income Sources:

Income Source	Month	Year
Facility Lease Fees (33 units, 80% occupancy)	\$28,120	\$337,440
Venue Use Fees (2 events per month)	\$19,200	\$230,400
Member Contributions & Donations	\$1,650	\$19,800
Total Income	\$47,320	\$567,840

Income statement:

Income Statement - Year	
Income	
Facility Lease Fees	\$337,440
Venue Use Fees	\$230,400
Member Contributions & Donations	\$19,800
	\$587,640
Costs & Expenses	

Downtown Collaborative Workspace & Venue Proposal

Employee Wages, Benefits, & Taxes	\$116,796
Rent	\$0
Utilities (* non lessee cover portion)	\$25,200
Insurance	\$10,200
Venue Costs	\$44,880
Facility Costs	\$27,000
Grounds Costs	\$43,800
Debt Services	\$170,328
Preservation	\$120,000
G&A	\$11,200
Total Costs & Expenses	\$569,404
Surplus	\$18,236

Use and Source of Funds:

Use & Source of Funds	
Development Cost	
Land Cost	\$1,886
Demolition Cost	\$391,662
Site Improvements	\$115,024
Build Cost (Rahab/Preservation)	\$1,789,680
Build Cost (New)	\$1,090,000
Construction Contingency 10%	\$298,637
Soft Costs (5%)	\$149,318
Total Development Cost	\$3,836,207
Source of Funds	
Financing	\$2,100,000
In Kind Donations- Services	\$750,000
In Kind Donations- Material & Supply	\$500,000
Reclaimed Material Donations	\$250,000
Mass Development Grant	\$100,000
HAPO White Cliffs Project	\$150,000

Downtown Collaborative Workspace & Venue Proposal

Support	
Total Funding	\$3,850,000

General Discussion of Community Benefit

The preservation and redevelopment of the White Cliffs Property for the public and community use and benefit is the underlying objective of our White Cliffs Downtown Collaborative Workspace & Venue Proposal.

Our proposal places a major emphasis on the support of the Town's Downtown Revitalization efforts. The White Cliffs Property sits at the 'gateway' to Downtown and will be developed and used to support this. This includes parking spaces on the property designated as free public Downtown Parking, along with a designated area for bikes, scooters, and other non-car modes of transportation. This is to encourage the public to **"park and bike/walk/scoot downtown"**.

We envision the community benefiting year round from the many public offerings the White Cliffs property will deliver. Additionally, the operations of the Downtown Collaborative Workspace will drive positive economic impact for the town, specifically relating to small business development and growth.

The main community benefit is full access to the property to enjoy the historical and natural beauty of the 1886 mansion and grounds. Additionally, the community will benefit from enjoyment of the grand country garden, public walking trails, community garden, and community pavilion.

Secondly, the community will benefit from the "economic engine" of the Downtown Collaborative Workspace.

Thirdly, the community will benefit from the "low impact development" and relative preservation and non development of the majority of the property. Our proposal includes the new construction of a replica greenhouse. The non historic additions to the property will be demolished. The replica greenhouse will be newly constructed mostly within the existing footprint of the demolished parts of the building. Furthermore, the use of Container Built Group's "sustainable accessory units" will allow for (many years down the road) the removal of the accessory units with little to no impact to the property and grounds.

Our proposal enclosed the following public use and community benefit aspects;

Downtown Collaborative Workspace & Venue Proposal

Public Use & Community Benefits

Low Impact Development - Fifteen of the thirtythree Downtown Collaborative Workspace units will be sustainable accessory units. These units require little impact to the property during construction. Furthermore, the units can be removed as the use of the property adjusts with little to no long term impact on the property.

Public Walking Trail - A handicap accessible walking and biking trail would be installed circling the property, with trail extensions leading to historic mansion, community pavilion, green houses and gardens throughout the property.

Public Flower Gardens - Extensive and well manicured 'grand country estate' style gardens will be installed on the main lawn of the property.

Open to Public Greenhouse - Greenhouses (used to facilitate the country gardens) on the property will be "open to the public" for the community to enjoy the benefits, and experience.

Community Garden - An area of the property will be designated for a community garden. This area will be open for use by town residents to plant gardens.

Community Pavilion - a free public use pavilion will be constructed on the property. The pavilion will be open to the public.

Downtown Public Parking - Parking spaces will be designated for free public parking for additional parking to access downtown. A bike rack, and pad for scooter docking station will be installed. *"Park and Bike/Walk/Scoot Downtown"*

Public Picnic Area - An area of the lawn will be well maintained to be utilized as a public picnic area.

Downtown Collaborative Workspace & Venue Proposal

Project Principles:

Nick Foley
14 Rogers Ave
Northborough, MA 01532

- ❖ Owner/Operator of Container Built Group
- ❖ Historical Artifact Preservation Organization member 2011-current
 - 1937 RWK Project Lead September 2020 - ongoing
- ❖ Town resident
 - Graduate of Algonquin Regional High School class of 2010.

Mark Montanari
36 Tahattawan Road
Littleton, MA 01460

- ❖ Owner/Operator of Nashoba Valley Building Services
- ❖ 30+ years building experience, including work municipalities
- ❖ Recent municipal projects included the new construction of the Library for the Town of Norwood as a subcontractor of O'Connor Construction.

References:

Mike Snook
Post Industries
32 Park Street
Suite B
Burlington, VT 05401

Bill Lee
WML Enterprises
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Build 1, Suite 139
Austin, TX 78746

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