



3/30/2016

Weston Civic Center

A place with a restaurant in the Old Library where Weston residents can meet for a pleasant lunch or dinner with friends, where Art and Cultural events can take place, and where some of the Town's key civic organizations can have a home in the Tavern at nominal rent. The site will be managed by a non-profit organization, run by a Town-focused Board of Residents. It will be fully self-sustaining financially without subsidy, and taxpayers will be relieved of the responsibility and cost of maintaining the buildings. We expect that there will be \$ 40K or more returned to the Town each year.

Table of contents:

	page
1. Summary	3
2. Construction and Renovation	5
3. Ongoing Operations	6
4. Sustainability	7
5. Citizen's Survey	9
6. Management	10
7. Open Issues	11
8. Exhibits	
a. Citizen's Survey results	12
b. Letter of intent from "Trail's End" owners	13
c. "Trail's End" menu	14
d. Metro-west e-mail re: septic system	15
e. Donor letters	16
f. Tenant letters	18
g. Provisional space allocation in Old Library and Josiah Smith Tavern	20
h. Plot plan	22
i. Restoration cost estimates – Old Library	23
j. Restoration cost estimates – Josiah Smith Tavern	24
k. Letter from Kevin Sheehan, Boston Hospitality Services	25
l. Letter from Hendren Associates, Architects and Planners	27
m. Access issues, per Dusty Reeder, AIA	30

Summary:

1. The Old Library and the Josiah Smith Tavern will be repurposed into a “Civic Center” to serve the residents of Weston and their friends.
2. The structure of the Old Library will be restored by the Town of Weston in Phase 1, just as is currently proposed for the Weston Art and Innovation Center. The restoration of the Josiah Smith Tavern will also be done by the Town, but in a second phase as a separate project. Both the Old Library and the Josiah Smith Tavern will be renovated and made code-compliant for full public access, using mainly CPA funds. The historic elements of both the Library interior and the Josiah Smith Tavern will be fully respected and preserved. Buildout of the restaurant and commercial space(s) will be done by the occupants at their expense.
3. A private Town-focused non-profit 501.c.3 Weston Civic Center LLC will be established to enter into a long-term lease with the Town, and will manage the day-to-day operation once the buildings and the site has been restored. Weston Civic Center LLC will be managed by a Board of respected, volunteer residents (who will be approved the Board of Selectmen to ensure that their entire focus will be on the benefits to the Town of Weston.)
4. Together, the two buildings will become a lively and active Civic Center where Weston residents and their friends can enjoy convivial lunch or dinner, participate in art and cultural events, and it will also become the home for some of the more important non-profit organizations in Town.
5. In the Old Library, there will be:
 - a. A small (80 seat), friendly and professionally run restaurant in the rear “stacks” section, coupled with a waiting area with a few tables and a bar near the entrance. It will be open 6 days a week for lunch and dinner. The space will be leased to a quality restaurateur, who will pay for buildout.
 - b. The historic Reading Room will become art gallery/event space, managed in cooperation with other Town organizations, such as the Public Library.
 - c. The lower level will house a prep area and storage for the restaurant, and commercial rental space.
6. When restored, the Josiah Smith Tavern will become the home for non-profit civic organizations, with office, storage, meeting and display space available at nominal rent. The current users – the Weston Historical Society and the Women’s Community League - will occupy their current spaces (or larger space, in the case of the Weston Historical Society). Office space for other non-profits, like the Weston Forest and Trail Association or Weston Dads will be available at nominal rent. The Ballroom will be restored and made available for events, exhibits, etc. and managed either by the Women’s Community League or the Art/Cultural sub-committee of the Weston Civic Center LLC.

The Barn and Connector will continue to be available for private events, exhibits and shows, the clothing exchange, etc. and managed by Women’s Community League as part of their civic activity, just as it is now.
7. Operation of the “Civic Center” will be fully self-sustaining financially with no need for Taxpayer subsidy. The Old Library will be the “financial engine” for the Center, with rental revenue from the restaurant and commercial space providing most of the funds to make the operation fully self-sustaining. This also enables charging only a modest rent to the non-profit tenants in the

Tavern, in keeping with their limited resources. Our projections provide for at least \$40,000 annually returned to the Town.

8. Both buildings are in need for major restoration of the interior, and most of this work will be eligible for CPA funds. The cost for restoring the Old Library is estimated to be in the \$2-2.5MM range, and for the Tavern it is estimated to be \$3.5-\$4.5 MM in light of the old structure, the need for ADA access (elevator) to the second floor and constraints posed by the historical preservation restriction.
9. It will be desirable for the Old Library project to be done first, followed by a vote for the work on the Josiah Smith Tavern in the future. This would also allow for better logistics, in that some of the activities in the Tavern can temporarily take place in the Old Library while the Tavern is being renovated.

Construction and Renovation:

1. **Up Front costs** : The interiors of both buildings are heavily deteriorated. In the case of the Old Library, it has been largely unused for 20 years. Most of the functional systems in both buildings need updating to meet current codes. In addition, the regulations for public access and conformance to ADA requirements will need to be met. Detailed cost estimates would be part of phase 1 of the project. Extrapolations from prior work suggest that the construction costs (apart from buildout for the restaurant which would be at the restaurant operator's cost) would be:
 - a. **For the Old Library: \$2,000,000 to \$2,500,000**
 - b. **For the Josiah Smith Tavern: \$3,500,000 to \$4,500,000**
 - c. **Septic and Common services: \$350,000 to \$450,000**

We expect that, if this proposal is accepted by Town Meeting, there would be a "phase 1" article to develop an accurate, current engineering estimate and a bid package for the construction work.

2. **Sources of funds:** Since both of the buildings are historic in nature, the lion's share of the restoration work would qualify for CPA funding. Buildout for the restaurant would be paid for by the operator of the restaurant, and the same would apply to any commercial tenant in the lower level of the Old Library. Some costs would not qualify for CPA funds, and we estimate that around \$100,000 of private money would have to be raised. There is already a contingent commitments for \$60,000,(see exhibit e) so we see this as entirely feasible.

Ongoing Operations:

Once the Buildings are rehabilitated, the ongoing costs would be covered by rental income, plus a small contribution of interest from the existing Josiah Smith Tavern Trust Fund.

There would be no ongoing costs to the taxpayers of Weston.

The detailed revenue forecast is shown on the table below:

Operating Revenue for the Old Library and Josiah Smith Tavern		OC: CivicCenter LLC		
2/21/2016 15:51				
	JST Non profit	JST Private	Library upper	Library lower
annual rent \$/sq ft	\$ 6.50	\$ 10.00	\$ 25.00	\$ 10.00
Revenue		sq. ft.	User	Annual Rent
Josiah Smith Tavern				
Floor 1	office 1	230	WHS	\$ 1,495
	office 2	230	WHS	\$ 1,495
	office 3	280	WHS	\$ 1,820
	office 4	310	WHS	\$ 2,015
	office 5	310	Mgr.	\$ -
	office 6	328	WHS	\$ 1,700
	Total		adjusted	\$ 6,000
Floor 2	office 7	230	private	\$ 2,300
	office 8	230	WFTA	\$ 2,300
	office 9	200	OC/storage	\$ -
	office 10	230	private	\$ 2,300
	Ballroom (20 uses/yr x \$ 250/use)	1050	OC/WCL	\$ 5,000
	Total			\$ 11,900
Barn and Connector				
	Barn	1710	WCL flat rate	\$ 6,000
	Connector	1210		
	Total	2920	adjusted	\$ 6,000
WHS rent agreed				\$ 6,000
WCL Rent agreed				\$ 6,000
WFTA rent agreed				\$ 2,300
Private Rent per Travis Powell				\$ 9,600
Total JST rent				\$ 23,900
JST Trust income @ 3% of current value of \$ 366,000				\$ 10,980
Total JST Revenue				\$ 34,880
Old Library (useful area)				
Upper	Stacks Area	1600	Restaurant	\$ 40,000
	Reading Room	400	Restaurant	\$ 10,000
	Reading Room other	900	OC	\$ -
	Entry area	500	OC	\$ -
Lower	Lower level front a (Rest.)	610	Restaurant	\$ 6,100
	Lower level front b (storage)	700	OC	\$ -
	Lower Level rear (per Travis Powell)	1200	Commercial	\$ 12,000
	Total useful	5910		\$ 68,100
Restaurant Rent (see note)				\$ 56,100
Commercial Rent lower level				\$ 12,000
Total from Old Library				\$ 68,100
Total from Josiah Smith Tavern				\$ 34,880
Grand Total Revenue:				\$ 102,980
Note: Kevin Sheean est. rent for 75 seat restaurant was \$ 55,000/year, but felt this was the low end of feasible rent.				

Note 1. The restaurant will serve lunch and dinner, 6 days a week. We have used a conservative figure of \$800,000 a year, but our professional advisers indicate that it is much more likely that the restaurant will generate \$1.2-1.4MM. Our arrangement with the restaurant will include profit sharing once the minimum revenue is achieved, so that this would provide an even greater return of money to the Town.

Note 2. 3% interest on the JST Trust Fund is considered conservative. For reference, the WFTA endowment fund has averaged 3.6% annually over 15 years.

Sustainability:

An advantage of this proposal is that it is clearly self-supporting financially, with the professionally run Restaurant in the Old Library as the main source of income. We have a letter of intent from one of the best and well-established restaurant operators in Concord (see exhibit b) to confirm the proposed rental fee, and the leading restaurant broker in Boston assures us that – in the event this proposal is accepted by the Town – other similar or better options will be available if the restaurant is located in the Old Library. As the table below shows, we anticipate cash available to share with the Town of \$ 40,000 a year or more, although some of that may be diverted to a “Board Restricted Fund” for unanticipated future contingencies.

From a timing standpoint, It makes sense, politically, financially and logistically to split the project into two phases: First, the Old Library and then at a later stage, the Josiah Smith Tavern. This proposal is well suited to such an approach, because the Library portion by itself is even more financially self-sustaining than the total project.

The Table below illustrates that:

Financials for "Historic Gateway" by segment							
3/1/2016 17:29							
					Phase 1	Phase 2	Phase 1
				Historic Gateway combined	Old Library	Josiah Smith Tavern	Parking, Waste treatment
Capital Costs							
Restoration and Renovation cost for public access				\$ 7,500,000	\$ 2,500,000	\$ 4,500,000	\$ 500,000
Assessed value before restoration				\$ 3,800,000	\$ 1,200,000	\$ 2,600,000	
Total				\$ 11,300,000	\$ 3,700,000	\$ 7,100,000	\$ 500,000
Operations (end year 1)							
Revenue							
	restaurant rent	est.	\$ 56,100		\$ 56,100	\$ -	
	WHS Rent	est.	\$ 6,000		\$ -	\$ 6,000	
	WCL rent	est.	\$ 6,000		\$ -	\$ 6,000	
	office rent	est.	\$ 14,300		\$ 12,000	\$ 2,300	
	2nd floor rent	est.	\$ 9,600		\$ -	\$ 9,600	
	endowment interest	at 3%	\$ 10,980		\$ -	\$ 10,980	
	donations		\$ -		\$ -	\$ -	
	TOTAL REVENUE		\$102,980		\$ 68,100	\$ 34,880	
Expenses							
	Heat/cool/electrical		\$ 11,000		\$ 3,000	\$ 8,000	
	Insurance		\$ 8,000		\$ 3,000	\$ 5,000	
	Maintenance & repairs		\$ 16,000		\$ 8,000	\$ 8,000	
	Depreciation reserves		\$ 15,000		\$ 7,000	\$ 8,000	
	Management		\$ 13,000		\$ 6,000	\$ 7,000	
	Contribution in lieu of taxes		\$ 40,000		\$ 20,000	\$ 20,000	
	TOTAL COSTS		\$ 103,000		\$ 47,000	\$ 56,000	
	NET RESULT		\$ (20)		\$ 21,100	\$ (21,120)	

Notes:

1. To be conservative, the rental revenue from the restaurant in the Old Library is shown as \$56,000 in the forecast, which is the “base rent” discussed with the potential operator based on annual baseline revenue of \$800,000. It is expected that the restaurant will do far better than that (some estimates are in the \$1,000,000 to \$1,500,000 range), and there will be sharing of profits beyond that baseline revenue, which could provide significant additional return to the Town, likely around \$50-60,000 a year .
2. The restaurant in the Old Library will represent the “financial engine” needed for the project to be self-sustaining, and a full-service restaurant in the Old Library represents a relatively low risk. There are a number of successful examples in the area, and a successful operator in Concord has provided a letter of intent and formally expressed interest in running it. Professionals in the field agree that the Old Library is by far the preferred space for a viable restaurant in Weston. We will be able to attract a highly qualified operator and chef.
3. While a restaurant/culinary center in The Barn/Connector of the Tavern is part of the proposal from the “Friends of the Tavern”, professional opinion from several sources indicates that this location is significantly inferior to the Old Library both in cost and functionality. A restaurant/culinary center in the Barn/Connector would - according to several professionals in the field (see p. 25-28) – cost more to build-out, service access would be more difficult, there is need for Historic New England to agree to the modifications under the preservation restriction. It would be a novel approach in the area and thus more risky, and thus there is less assurance that it would attract good chefs and solid and stable restaurant operators. In fact, to our knowledge there is no evidence of a professional restaurant operator coming forward with a formal, credible statement of interest in the Barn and Connector.
4. While the restaurant in the Old Library is the main source of revenue, and we also have confidence - and confirmation from professional sources or from the potential tenants - that the rental income for the other spaces, whether commercial space in the lower level of the Old Library or the spaces for the non-profits in the Tavern, that the figures used are realistic, possibly even conservative. (see p. 18).
5. Each tenant will take care of and pay for their own maintenance and operating costs, so that the Weston Civic Center LLC will only be responsible for the general management of common areas not leased to tenants, for landscaping and snow plowing etc. The cost figures used are based on discussions with professional suppliers of these services. We are advised by a commercial real estate manager/broker (Travis Powell) that management fees for commercial sites such as this run in the \$1000 to \$1500/month range, and we have built that into our cost forecast.
6. Since the renovation will be done by the Town with CPA funds, no provision for interest on the cost of capital is included in the P&L for Weston Civic Center LLC.

Citizen's Survey

The Citizen's Survey reported in 2014 (see p.12) clearly demonstrated a desire on the part of the Town to see the site used for

- i. A restaurant
- ii. A venue serving art/cultural interests and events
- iii. Support for important non-profits
- iv. Financial self-sufficiency, so there would be no ongoing cost to taxpayers

This proposal responds to all of those interests. It protects and preserves the good work done by the Women's Community League whose Clothing Exchange and Barn facility will continue to operate under much improved conditions. It provides expanded facilities for the Weston Historical Society and space for the Weston Forest and Trail Association and other non-profits in a updated Tavern building.

The Old Library reading room and the Tavern Ballroom will be used for a range of art and cultural events, under the guidance of a subcommittee of the Board of Directors of the "Weston Civic Center LLC", and will be available to other private and municipal Town organizations especially the Public Library.

This proposal provides a range of benefits to a large number of Townspeople and represents a prudent and efficient use of CPA funds.

Management:

We plan that the non-profit “**Weston Civic Center LLC**” will be overseen by a Board of experienced volunteer Weston residents with a range of appropriate backgrounds. Our group (see website at www.westongateway.com for “about us”) will form the core of the Board initially, other residents will be solicited to join and participate. We also expect to include representatives of all the tenants. We expect the Board to eventually have between 12-15 members. To insure that the Board is focused on the benefit and interest of Weston, the Board of Selectmen will be asked to approve the members of the Board.

The role of the Board would be largely governance, with the actual work outsourced to selected and reputable professional organizations.

Open issues:

1. **Liquor license:** The current situation is that the liquor license legislation only covers the Tavern, and a Town Meeting vote and subsequent action by the Legislature will be necessary to provide a liquor license for a restaurant in the Old Library. The leading liquor license law firm in Boston assured us that this is feasible in a 12-18 month maximum time frame. They arranged for a similar license for the Weston Golf Club in 8 months. There is ample time while the restoration work is under way for this to be done.
2. **Parking:** About 23 spaces “on site” are required for an 80 seat restaurant under the current zoning regulations. The Old Library lot provides for 6-8 spaces off of School Street. In addition, a 20 space parking lot is planned for the west side of the Tavern building, with sidewalk access to the Old Library. In the initial phase which involves only the renovation of the Old Library, this parking lot, combined with parking spaces on the street should be sufficient and there will be no need for added parking on the Tavernside park area. (see item 4, Zoning” below). Whether additional parking needs to be provided when the Tavern is restored in Phase 2 will be decided as part of that project.
3. **Septic system:** A possible septic system at the front of the Library would be small, and severely limit the occupancy and use of Old Library, and thereby limit the financial sustainability of whatever use is made of the Old Library. And if the Tavern is to be restored and reused, a new septic system will be required in any case.

Therefore it makes sense to provide for a common septic system, such as was planned for the Webber proposal in 2009. Rob Gemma of MetroWest Engineering confirms that a modest redesign of the advanced septic system that they designed and permitted for the Webber proposal in 2009 could serve both the Old Library and the Tavern activities, and that the cost would be in the range of \$350,000 to \$450,000. **Zoning:** The Old Library and the Josiah Smith Tavern are sited on separate lots. In order for a common septic system to be shared by both buildings, the lots will need to be combined or some other arrangement made with the Zoning Board. This will also be needed for the parking lot to be used by both buildings.

Exhibits

a. Results of Town Survey in 2014



Here are the Town's preferences, as expressed in the 2014 Citizen's Survey sent to a representative sample of the Town (~360 respondents/1100 queries sent), in response to the question:

The Town of Weston has determined that the Josiah Smith Tavern and the Old Library buildings located in Weston Center near the Town Green are no longer needed for the operation of Town government, but should be protected by exterior historic preservation regardless of who owns them or how they are used. Please indicate how important, if at all, each of the following are to you:

Item	Essential, very important or Somewhat Important	Not Important
Minimizing cost to Taxpayer - ongoing operations	95%	5%
Minimizing cost to Taxpayer- upfront capital	93%	7%
Minimizing traffic and parking impact related to reuse.	91%	9%
Public Access to interior of Tavern	66%	34%
Public Access to interior of Old Library	60%	40%
Town ownership of the Tavern	52%	48%
Town ownership of the Old Library	52%	48%

1

Tuesday, November 24, 2015



Here are the Town's preferences, as expressed in the 2014 Citizen's Survey sent to a representative sample of the Town (~360 respondents/1100 queries sent), in response to the question:

Please indicate how much you support or oppose the following uses for the Josiah Smith Tavern and the Old Library buildings in Weston Center, with the understanding that some uses will involve sale of the building(s) and some uses will involve continued Town ownership and potential cost to taxpayers

Potential use	Strongly support	Somewhat support	Total
Restaurant/cafe	41%	37%	78%
Arts/cultural Center	40%	44%	84%
Function Space for rent	24%	50%	74%
Museum/artifact space	25%	46%	71%
Office space for non-profits	17%	50%	67%
Bed & Breakfast	17%	38%	55%
Clothing Exchange	15%	36%	51%
Affordable Housing	18%	26%	44%
Market Rate Housing	12%	28%	41%

1

Tuesday, November 24, 2015

b. Trail's End Café

We have had extensive discussions with Jim White and his daughter Elizabeth, owners and operators of "Trail's End", one of the best and most successful small restaurants in neighboring Concord. They visited the site, and expressed interest only in the Old Library for a restaurant. While they indicated a desire to take over the entire building (see letter of intent below) we explained that for now we were limiting our proposal to not more than 80 seats, and needed to reserve the reading room for an art gallery/cultural space. They agreed to that limitation.

Trail's End Cafe, LLC
97 Lowell Road
Concord, MA 01742

October 29, 2015

Tom Seldorff
c/o "Historic Gateway to Weston" Group
Weston, MA 02493

Re: reuse of Weston's Old Library for a restaurant

Dear Tom,

We very much appreciate that you think that Trail's End Cafe is an example of the type of "cozy, friendly, professionally run" restaurant that Weston residents would like to have in the Old Library. Concord residents have certainly enjoyed our restaurant, which provides that type of dining experience.

As you know from our conversation when you showed us through the space, we think the Old Library is a lovely building that can be converted to a very attractive restaurant, worthy of its Weston Center location. Based on the information you have shared with us and our experience in Concord, here is our present thinking about reuse of the Old Library for a restaurant of 60-80 seats:

1. The entire building would be used by the restaurant, which would provide catering in addition to dining. Your information shows 3,500 sf on the first floor and 2,300 sf on the lower level, for a total of 5,800 sf. Trail's End Cafe has approximately 4,500 sf, but could use more space.

We note that, if there were to be another use, it would have to occupy space on the lower level, not the first floor, and would have to be designed so that it did not conflict in any way with the restaurant operation (hours of operation, parking, waste disposal, building access, etc). We believe another use would not be desirable and that there would inevitably be a tension of some sort between the uses. Our use would replace potential revenue from a lease of lower level space to another use and thus eliminate that tension.

2. The reuse plan proposed by "The Historic Gateway of Weston" contemplate 60-80 seats, presumably including a bar and outside seating. Based on the "Historic Gateway" figures in the proposal you have shared with us, the rent structure shown in those figures, and the capital investment the town will make in restoring the property to make it ready for the buildout (FFE) of the kitchen and other restaurant fixtures, we think a restaurant of that size is definitively viable. If additional seating were possible without compromising quality-of-life concerns of Weston residents, the economic viability of the restaurant would improve, but that can be addressed later based on experience.

3. How adequate parking and an adequate septic system will be provided needs to be addressed, if the Town decides to proceed. However, we assume that, if there's a will do solve those issues, there's also a way.

We think that a "local" restaurant of the type Weston residents want for the Old Library is exactly what should be put there. It will fill the same need in Weston that our restaurant has filled in Concord. Should it arise, we would welcome the opportunity to discuss our operating a restaurant in the Old Library.

Trail's End Cafe, LLC

Elizabeth Akghurst-Moore

James B. White

c. Menu from "Trail's End" (October 2015)

DINNER MENU



Appetizers

Soup of the Day cup 5/bowl 8
Simple Greens tomato, cucumber, balsamic vinaigrette 7
Caesar Salad* shaved Parmesan, croutons, housemade anchovy dressing 8
Quinoa Salad goat cheese, roasted vegetables, red onion marmalade 9
Baby Arugula grilled peaches, bleu cheese, spicy pecans, mustard vinaigrette 9
Cheese Plate chef's selection, accoutrements, grilled bread 12
Mussels Marinière slow roasted tomato, shallots, white wine, thyme 10
Mediterranean Platter hummus, tabbouleh, herbed feta, olives, grilled pita 12
Grilled Flatbread portobello mushrooms, caramelized onions, goat cheese, arugula 12
Crispy Calamari olives, capers, sundried tomato, lemon aioli 9

Main Courses

Seared Cod* parsnip & celery root puree, baby spinach, spicy mussel broth 20
Potato Gnocchi sweet corn, tiny tomato, kale pesto 18
Grilled Pork Porterhouse* ciabatta panzanella, arugula, heirloom tomato vinaigrette 19
Moroccan Skirt Steak* horseradish whipped potato, sweet corn, red wine cipollini onions 21
Atlantic Swordfish chorizo whipped potato, baby zucchini, patty pan squash, saffron butter 22
Pan Roasted Chicken fingerling potatoes, broccolini, lemon-thyme sauce 19
Steak Frites* grilled flat iron steak, crispy truffle frites, watercress & shallot salad, truffle vinaigrette 25
Trail's End Burger* Creekstone Farm angus, aged cheddar, caramelized onion, horseradish aioli, pretzel bun 15 **add North Country applewood smoked bacon 2 **add a Chip-In Farm egg 2
Rigatoni Bolognese pancetta, veal & beef ragu, tomato cream, ricotta salata 18

Sides 6

Roasted Garlic Whipped Potatoes
Sauteed Spinach, Lemon, Garlic
Roasted Fingerling Potatoes
Grilled Broccolini
Truffle Fries
Baby Kale & Tomato

Consumption of raw or undercooked egg, dairy, meat or seafood may result in food-borne illness. Before placing your order, please inform your server if a person your party has a food allergy

Chef Stefano Zimei

d. E-mail from Rob Gemma, President of MetroWest Engineering ref. septic system

Based on the values that you provided, the design flows are as follows:

Old Library: 5412 gallons per day
JST & Connector: 1794 GPD
Barn; 1500 GPD

Total flow = 8706 GPD

In 2009 we designed a system for the then-proposed re-use of both buildings with a design flow of 9157 GPD. This disposal field was in the park, adjacent to St. Julia's Church. That design plan could likely be re-permitted, perhaps with some adjustments based on the new program.

I don't have a construction estimate for the cost of that system, but I would guess it to be in the broad neighborhood of \$400,000. You could engage a construction estimator to put an actual bid number on the plan, if you move forward.

Best regards,

Rob
Robert A. Gemma, PE, PLS
President
MetroWest Engineering, Inc.
75 Franklin Street
Framingham, MA 01702
P: (508) 626-0063
F: (508) 875-6440
<http://www.mwengineering.com>

From: Tom Selldorff [mailto:Tom@selldorff.com]
Sent: Monday, January 04, 2016 5:48 PM
To: Robert Gemma <RGemma@mwengineering.com>
Subject: RE: Old Library and Josiah Smith Tavern reuse

Thanks, Rob

Here's the estimated spaces:

Old Library:

Reading Room: 100 people limit for lectures or exhibits

Restaurant : 80 seats

Lower floor: 8-10 people at a time. 1500 sq. ft.

Josiah Smith Tavern

Main Building:

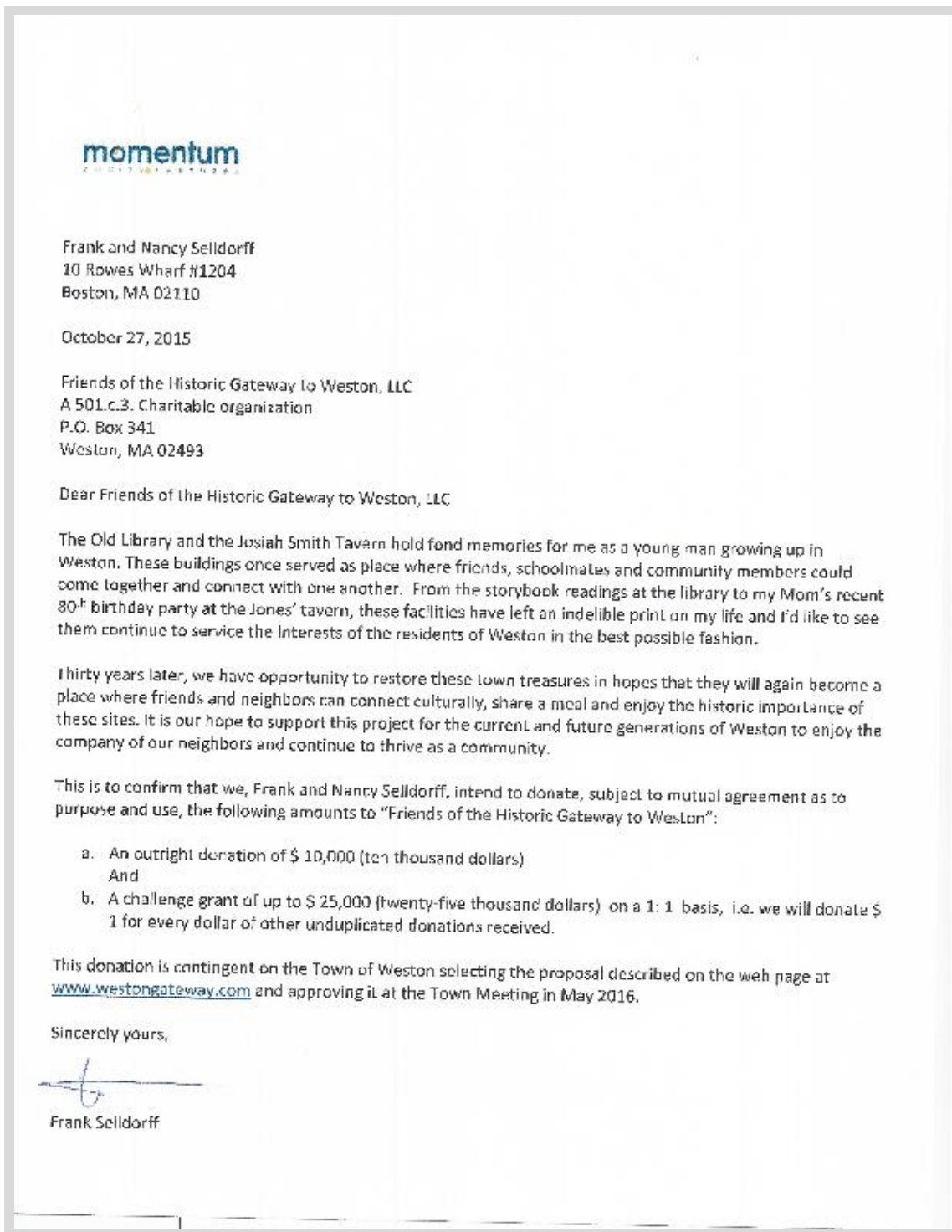
First floor: Weston Historical Society: 6-8 people at a time. 1700 sq. ft.

Second Floor: Ballroom: 100 people limit for lectures, offices: 4-6 people at a time. Total square footage of office area: 1000 sq. ft.

Connector: Clothing Exchange: 8-10 people at a time. 1210 sq. ft.

Barn: occasional exhibits or private events: max 100 people.

e. Donor letters



Tom and Jenny Seeman

100 Highland Street • Weston Massachusetts 02493 • Phone 781 891 5585

November 12, 2015

"Friends of the Historic Gateway to Weston" LLC

A 501.c.3. Charitable organization

P.O. Box 341

Weston, MA 02493

Contingent donation letter

This is to confirm that Tom and Jenny Seeman of 100 Highland Street in Weston, MA intend to donate, subject to mutual agreement as to purpose and use, the following amounts to "Friends of the Historic Gateway to Weston":

An outright donation of \$5,000.00

This donation is contingent on the Town of Weston selecting the proposal described on the web page at www.westongateway.com and approving it at Town Meeting for implementation.

Sincerely yours,

Tom Seeman

Thomas W. Seeman

- f. Letters from potential tenants

From George Bates, Treasurer of Weston Forest and Trail

*Historic Gateway to Weston
c/o Selldorff
14 Pollywog Lane
Weston, MA 02493*

Dear Friends,

Our Association is interested in renting some office space in the Josiah Smith Tavern if that becomes possible. We would need about 300 square feet. There is a room on the second floor that was used in the past by the Weston Historical Commission that would be perfect for us. We could pay rent, if the amount was not too high; in the range of \$300 per month.

*Sincerely,
George P. Bates
Treasurer*

From Travis Powell, Commercial Real Estate Broker:

Good morning Tom.

Pursuant to our conversation last Friday, I believe that a Fair Market value for the proposed small office space we reviewed in the Lower Level of the redeveloped Library would be \$10.00-\$15.00 per RSF NNN. This assumes that the space would be delivered in a reasonable, new move in condition .

Travis



**Weston Historical Society
Box 343
Weston, MA 02493**

February 10, 2016

Historic Gateway to Weston
c/o Tom Selldorff
14 Pollywog Lane
Weston, MA 02493

Dear Tom,

This will confirm the discussions we have had about the interest of the Weston Historical Society in having space for our offices and collections in the Josiah Smith Tavern, should your proposal for the future of that building be accepted.

You have indicated in your email of January 13, 2016, that we would be able to rent the first floor (excluding the shed and the back room now used by the Weston Community League), approximately 1378 square feet, for the amount of \$500 per month or \$6000 per year.

If your proposal goes forward, we would anticipate coming to an agreement on the necessary details. Thank you for considering the Weston Historical Society as you develop your plans.

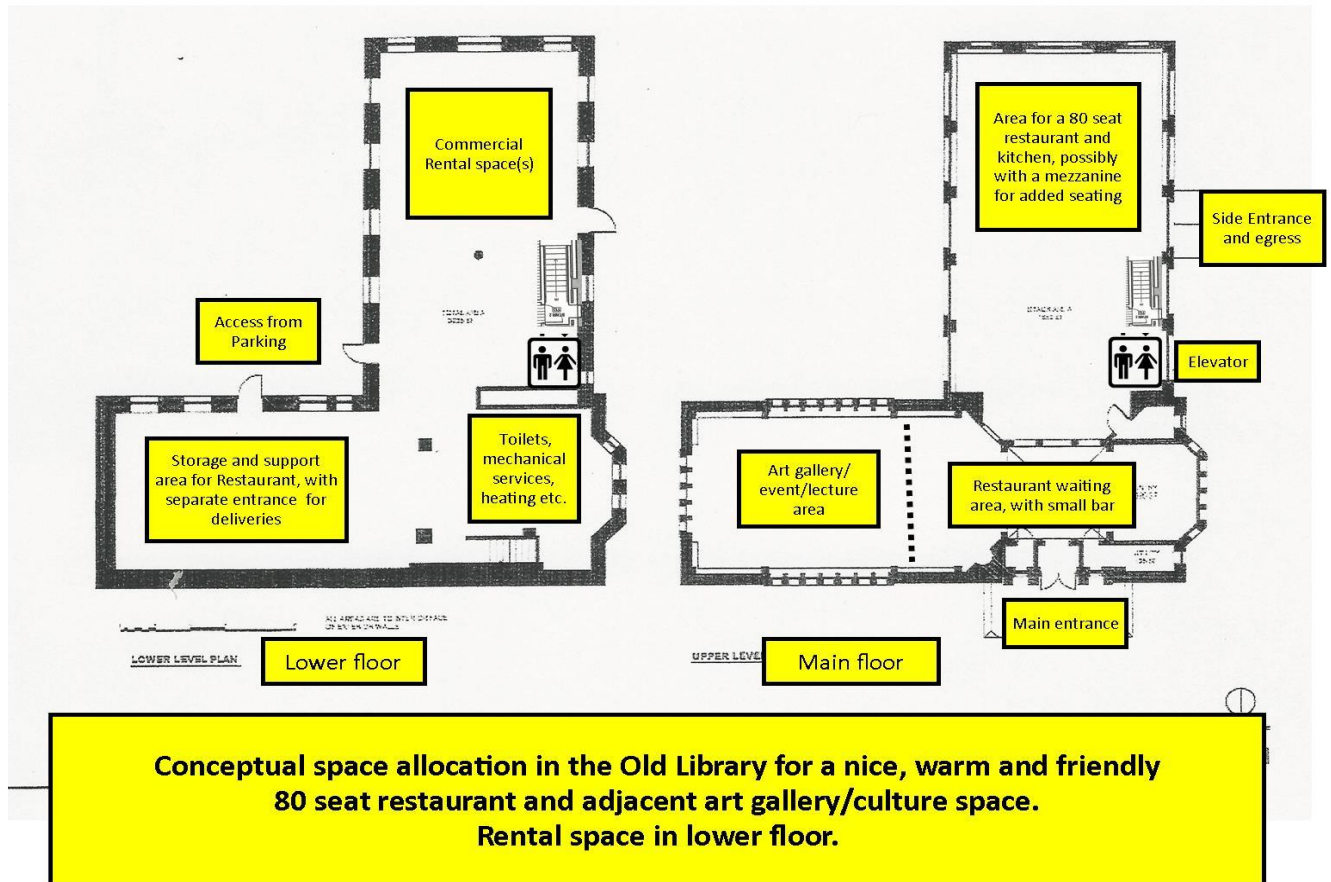
Sincerely,

A handwritten signature in cursive script that reads "Pamela W. Fox".

Pamela W. Fox
President, Weston Historical Society

g. Provisional Space allocation for Old Library and the Tavern

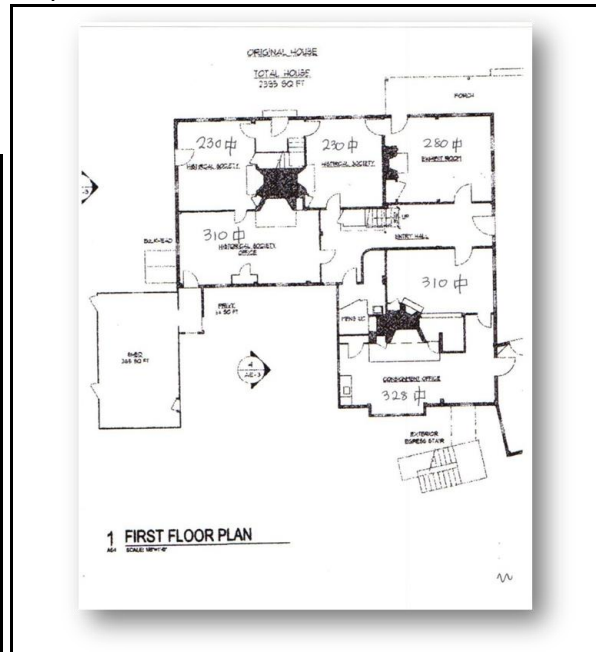
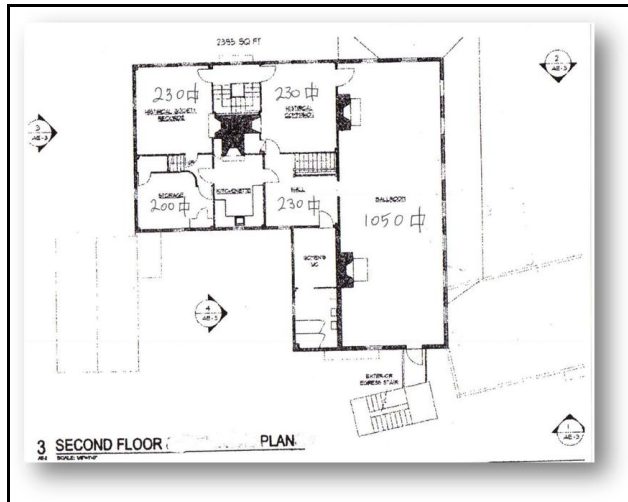
For the Old Library:



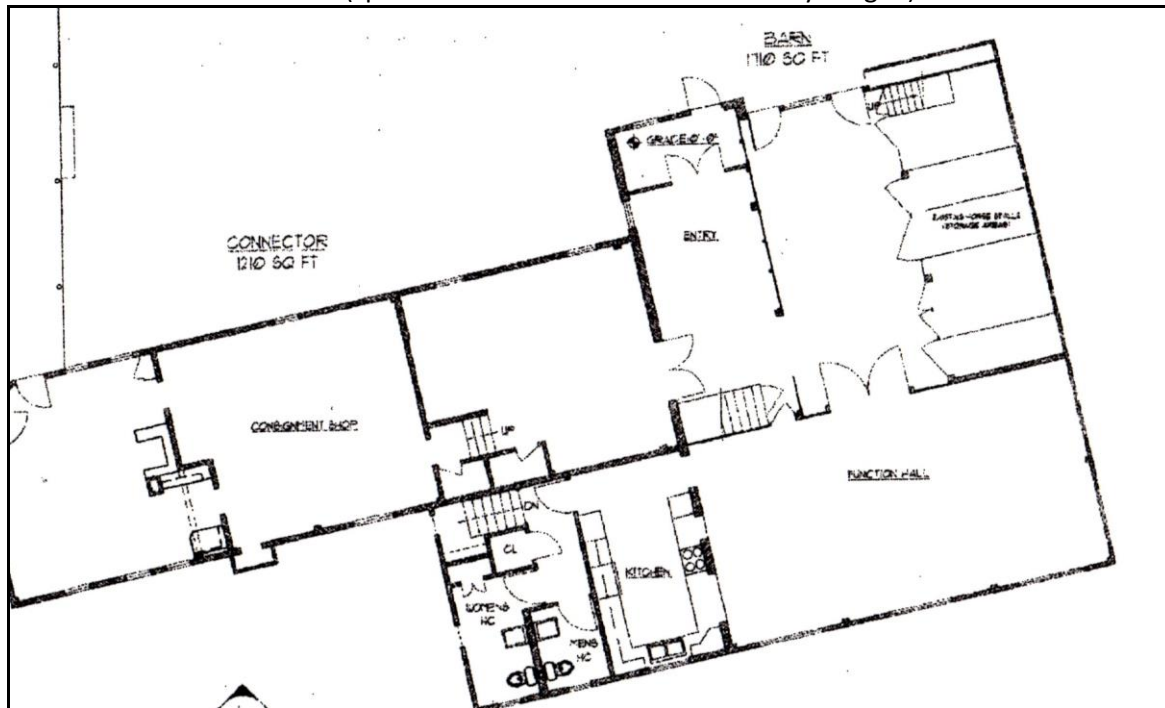
For the Josiah Smith Tavern Main Building:

First Floor: Weston Historical Society

Second Floor: other non-profits, and exhibit/event space in the Ballroom

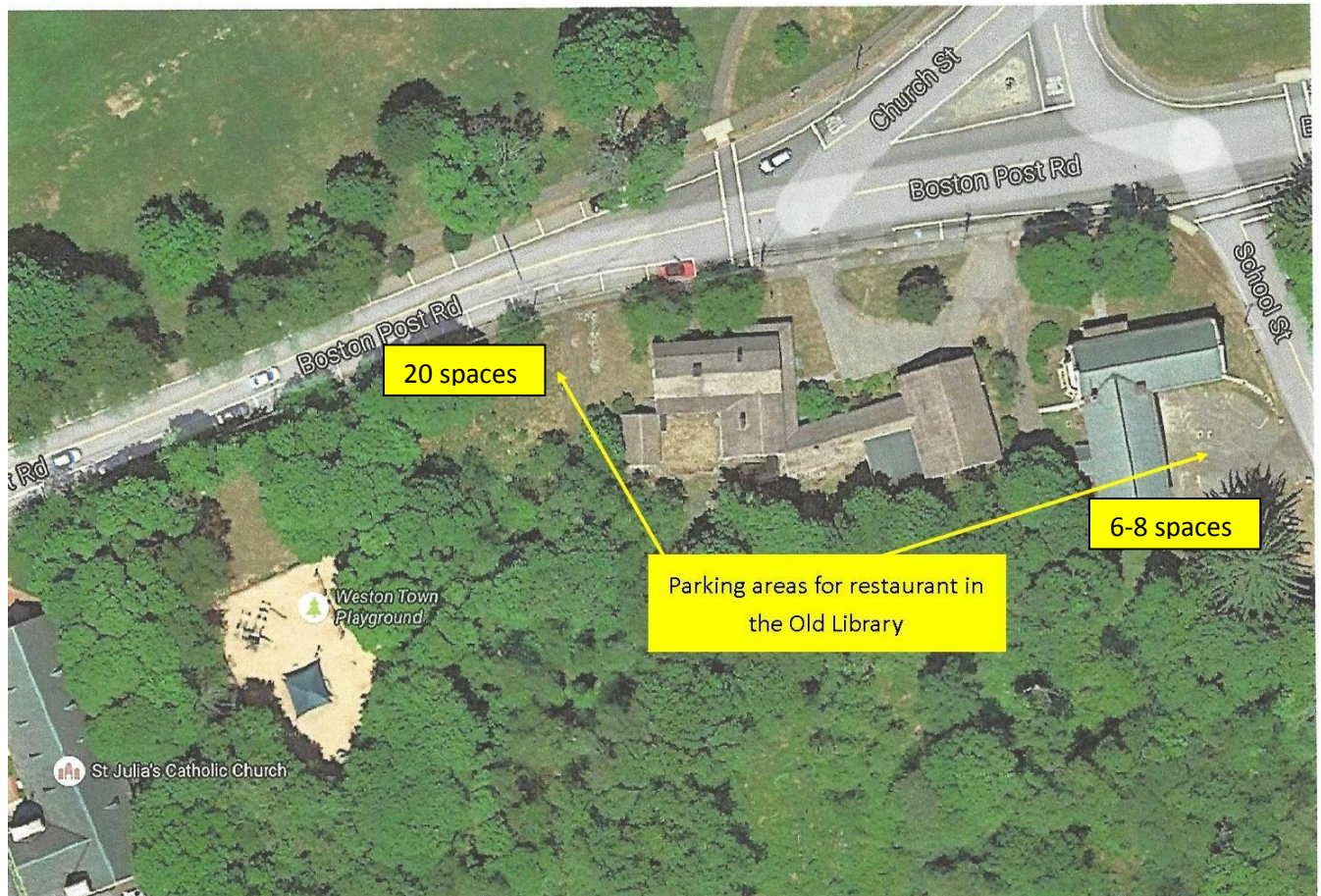


For the Connector and Barn (space for for the Women's Community League)



h. Proposed Plot plan for Civic Center showing parking

Note: The Tavernside playground will NOT be needed for parking for the 80 seat restaurant in the Old Library. It may eventually be required when the Josiah Smith Tavern is restored for public use, but this is not necessary for phase 1 of the proposal.



i. Construction cost estimate for Old Library (except restaurant buildout)

Note: this is abstracted from the WAIC proposal which is more extensive than needed for the restaurant. The estimate presumes that the work will be done by the Town of Weston.

Construction cost estimate for Restoration and Renovation of the Old Library				
1/9/2016 12:45				
	Item		Restaurant/ commercial space Conceptual Cost	
A	Division 2			
	1 Demolition		\$ 71,400	
	2 Site Work			
	Site Preparation		\$ 25,500	
	Sanitary (septic) System		\$ 75,000	(shared with Tavern)
	Misc. Utilities		\$ 40,000	
	Asphalt Paving		\$ 25,000	
	Landscaping		\$ 15,000	
	3 Subtotal Div. 2			\$ 251,900
B	Division 3			
	1 Concrete			
	1st and 2nd floors		\$ 35,700	
	Mezzanine		\$ 15,000	
	2 Subtotal Div. 3			\$ 50,700
C	Division 4			
	Brick Masonry			\$ 30,000
D	Division 5			
	1 Structural Steel			
	1st and 2nd floor		\$ 36,720	
	Mezzanine		\$ 55,000	
	2 Miscellaneous Metal			
	1st and 2nd floors		\$ 45,000	
	Mezzanine		\$ 25,000	
	Subtotal Division 5			\$ 161,720
E	Division 6			
	1 Carpentry			
	Rough Interior		\$ 30,600	
	Finish interior		\$ 50,000	
	Exterior		\$ 5,000	
	2 Cabinets and Countertops		n.a.	
	Subtotal Division 6			\$ 85,600
F	Division 7			
	1 Insulation		\$ 56,100	
	2 Sealants		\$ 10,000	
	3 Subtotal Division 7			\$ 66,100
G	Division 8			
	1 Doors, Frames and Hardware		\$ 18,750	
	2 Glass and Glazing		\$ 2,500	
	3 Subtotal Division 8			\$ 21,250
H	Division 9			
	1 Finishes			
	Plaster		\$ 120,360	
	drywall		\$ 204,000	
	acoustic ceilings		\$ 2,040	
	wood flooring		\$ 31,800	
	resilient flooring		\$ 10,500	
	carpet		n.a.	
	Painting		\$ 51,000	
	2 restoration		\$ 24,400	
	3 Subtotal division 9			\$ 444,100
I	Division 10			
	1 signage		n.a.	
	2 Wall and Corner guards		n.a.	
	3 Toilet fixtures /accessories		\$ 25,000	
	4 fire extinguishers		\$ 1,224	
	5 Subtotal division10			\$ 26,224
J	Division 11			
	1 Kitchen Appliances		by tenant	
K	Division 12			
	1 Entry Floor Mats and Frames			\$ 2,500
L	Division 14			
	1 Elevator		like Tavern	\$ 85,000
M	Division 15			
	1 Fire Protection		\$ 85,600	
	2 Plumbing		\$ 155,000	
	3 HEVAC		\$ 315,650	
	4 subtotal division 15			\$ 556,250
N	Division 16			\$ 315,650
	Electrical			
X1	Hazardous Material removal			\$ 120,000
O	Total Construction			\$ 2,216,994
P	Markups			
	1 General Conditions	10%		\$ 221,699
	2 GC OH&P	3%		\$ 66,510
	3 Subtotal item P			\$ 298,689
Q	Total Construction and Markup (O&P)			\$ 2,515,683
R	Contingency @ 5% Q	5%		\$ 125,784
S	Total + Markup + Coningency			\$ 2,641,467
Interior fit-out				
	For the Maker Space			
	For the Media Center			
	For the Restaurant			by tenant(s)
	For the Art Gallery			\$ 10,000

j. Construction cost estimate for Josiah Smith Tavern

Josiah Smith Tavern and Barn
Conceptual Cost
September 29, 2015

	Scheme A - Restaurant	Scheme B - Non-Profit
Site		
Parking lot for 20 cars (\$5,000/car)	100,000	100,000
Supplemental parking lot for 32 cars (\$5,000/car)	160,000	160,000
New septic system	75,000	50,000
New water service	25,000	25,000
Site improvements: Driveways, walks, landscape, plantings	60,000	60,000
Excavation, backfill for Addition	15,000	20,000
Accessible Entrance to Tavern	30,000	30,000
Exterior dining patio	15,000	0
Subtotal	\$480,000	\$445,000
Exterior Envelope Repairs at Tavern and Barn		
Window and door repairs, selective repairs to siding and trim (Assumes no roof repair to existing buildings, and painting will be limited to new work)	40,000	40,000
Subtotal	\$40,000	\$40,000
Structural modifications for floor loading and Tavern, Link and Barn		
1st floor joist modifications at Tavern, Link and Barn. Beam modifications for second floor of Tavern. Includes removals of finishes to access work and replacement of finishes when complete.	250,000	250,000
Subtotal	\$250,000	\$250,000
Interior Improvements		
Interior carpentry, doors and hardware	200,000	200,000
Wheelchair lift	40,000	40,000
Interior painting & finishes (\$12/sf x 9,270 sf)	112,240	112,240
Subtotal	\$352,240	\$352,240
Additions for egress, elevator, and toilet rooms		
Foundations and Basement Construction	480,000	520,000
Elevator Equipment and Installation	50,000	60,000
Catering/Services Kitchen Equipment	85,000	85,000
	by Tenant	50,000
Subtotal	\$615,000	\$715,000
MEP/FP*		
Heating and Ventilation - No AC except Ballroom (\$20/sf x 9,270sf)	185,400	185,400
Plumbing (\$10/sf x 9,270sf)	92,700	92,700
Fire Protection - Sprinkler (\$10/sf x 9,270sf)	92,700	92,700
Electrical and Fire Alarm Upgrades (\$15/sf x 9,270sf)	139,050	139,050
New Electric Service and Switchgear	30,000	30,000
Subtotal	\$539,850	\$539,850
Sub-Total Trade Costs	\$2,277,090	\$2,342,090
Contractor's General Conditions (10%)	227,709	234,209
Escalation to Mid-point of Construction 2Q 2017 (6%)	150,288	154,578
Sub-Total Construction	\$2,655,087	\$2,730,877
GC's fee (10%)	265,509	273,088
Estimating Contingency (10%)	265,509	273,088
Construction Contingency (10%)	265,509	273,088
Total Construction	\$3,451,613	\$3,550,140
Architect & Engineering Services (11%)	379,677	390,515
OPM and Clerk-of-the-Work Services (5.5%)	189,839	195,258
TOTAL PROJECT ESTIMATE	\$4,021,129	\$4,135,913

* Scheme A - Restaurant: Provides Heating and Ventilation Only. AC by Tenant.
Kitchen Equipment Supplied and Installed by Tenant.
Kitchen Exhaust by Tenant.

Note: Table taken from Kalsow report.

- k. Letter from Kevin Sheehan, principal of Boston Hospitality Services which is associated with the "Boston Restaurant Group", the leading restaurant broker in the Boston area.

See <http://www.bostonrestaurantgroup.com/>

Boston Hospitality Services

February 6, 2013

To the Selectmen of the Town of Weston:

Over the past few months, I have been an interested participant in the discussions regarding the location for a small restaurant in Weston, the two options being the Old Library or the Barn/Connector portion of the Josiah Smith Tavern. My interest in historic preservation and my extensive experience in the restaurant business, both as an owner/operator of three award-winning locations and now as a broker/consultant, has led me to work closely with the Historic Gateway group in developing their proposal. I am well aware of the alternative proposal of a restaurant in the Old Horse Barn and Connector portion of the Tavern. I feel strongly that the Old Library is, by far, the better choice for a suitable restaurant for Weston.

Over the past ten years, the restaurant industry has experienced accelerated movement away from what was generally regarded as its traditional model. In the past, there were two relatively separate service formats, one which primarily served the "dining" market and one which served the "function/catering" market. Rarely did these two formats mix, and the respective environments and menus of each were somewhat static. The menus were, at best, changed yearly with the guest structures and environments rarely changing at all.

With the emergence of new social and business trends, this traditional model has become obsolete. Business has become more casual and the social model is one of constant and rapid change. This is directly reflected in the current purpose of restaurants, as they have become the new social and business watering hole. Also, due to the emphasis on the "casual" business model, more restaurants are becoming an integral part of the day-to-day business life.

These changes have demanded that restaurants become more flexible and dynamic in their structure and offerings. The market now demands that restaurants service parties from two to forty, with food that reflects world tastes in settings that are impressive yet unobtrusive. Chefs and owners are acutely aware of how these issues directly impact success. Consequently, they are looking for locations which will meet these new demands. While there will always be those who adhere to the traditional model, sustainable success demands a more forward thinking and adaptive philosophy.

The Josiah Smith Tavern is a rare historical gem. It is something that could, with a minimum of change, be utilized in a manner that best showcases its uniqueness. Transforming this three hundred year old, rambling, wood-framed structure into a 60-80 seat restaurant would dramatically compromise this

purpose. Wholesale changes would be necessary to meet the current building, fire and health codes and drastically alter this historic structure. In addition, the cost of renovation in a building of this type would be burdensome to any potential operator and therefore compromise his/her success. And, after all this, one is left with a "traditional" space with little or no flexibility to meet the current market demands.

In contrast, the library's structure and characteristics are far more adaptable and desirable. Due to the physical structure of the library (steel framed, open floor plan), the build-out costs should be considerably less. Generally, the major build-out costs are those of the infrastructure. The library's open space makes the installation of systems such as electric, plumbing and fire suppression considerably easier, and therefore, less expensive. The building also has better access for the public and for deliveries. Taking into consideration all the variables, from ease/cost of build-out to attractiveness to a potential operator, the library holds a decisive edge. In this case, the finished product would be a highly flexible space, bright, airy and easily adaptable to any concept and configuration.

The cost of buildout can vary enormously depending on infrastructure and level of finish, but the average cost for a typical 2000 sq. ft. restaurant is \$250 per sq.ft., which means the potential operator will commit about a half a million dollars. It will be far easier to attract a serious, capable operator to make a long term investment on that scale in the Old Library than in the Barn/Connector. (In fact, I understand that there is already a letter of intent with the owner of a similar restaurant in nearby Concord, and I expect that other potential operators would be easy to find when the time comes). On

the other hand, while it may well be possible to find someone to operate a traditional establishment in the Barn, their path to success may prove more difficult.

In conclusion, I am fully convinced that repurposing a portion of the Old Library into a modest 80-seat restaurant, making it a convivial place with an interesting, modern menu, a warm and friendly atmosphere to meet friends for dinner or lunch, will be in the best interests of Weston. It would be a much better choice than converting the Barn and Connector to that purpose.

Sincerely,



Kevin Sheehan

I. Letter from Gary Hendren, AIA Architect and Planner, who has worked with the Boston Restaurant Group



**HENDREN ASSOCIATES
ARCHITECTS + PLANNERS**

119 Braintree Street, Suite 209
Boston, MA 02134

T: 617.782.6003
F: 617.782.6063

February 8, 2016

Dear Sir or Madam:

Opinion of Development Potential of the Old Library and the Josiah Smith Inn and Tavern

The purpose of this opinion is to highlight the issues and benefits of the re-use of the Old Library and the Josiah Smith Tavern as a restaurant or art gallery. This opinion is based upon an on-site tour of each building, the review of past reports and drawings of the buildings and my 38 years of experience as an architect and land use planner with experience in commercial development and several restaurants. This opinion is not influenced by any ties to any individual or group with an interest in the properties addressed by this paper.

For development to occur in either building, there are common issues to be resolved which have been identified in previous reports such as the septic system, parking, building systems replacement, energy code compliance and additional toilet facilities. This paper recognizes the necessity of that work and highlights the differences between the two buildings in evaluating the redevelopment potential under consideration.

A. Josiah Smith Inn and Tavern

The Josiah Smith House and Tavern is a rambling series of rustic connected buildings including a "main house" consisting of two floors with a "connector" leading to a "barn" style building. The complex is on three distinct levels with one to four steps between the levels. The rooms are small with narrow passages or hallways connecting the spaces.

The building is wood timber frame with a basement or crawl space underneath. The floors are uneven with obvious settlement or deflection of the floor framing. The ceiling heights vary from average height of 8 feet at the primary house to low ceilings at the connector to high lofty spaces at the front portion of the barn section.

The existing kitchen within the barn section is inadequate for a "commercial" use and the restrooms are in a difficult to access location and would require new commercial fixtures. The mechanical systems are

limited to a boiler providing radiant heat and there is no air conditioning. There is limited handicap accessibility at the secondary entrance located at the barn.

Restaurant Pros:

1. The building was once a tavern.
2. The existing site includes a paved access to the entrance and some parking close to the building.
3. The rough hewn beam structure has a rusticambiance.
4. The rooms are small and intimate.

Restaurant Cons:

1. A large portion of the building is currently in use by members of the community as a clothing exchange which would have to be relocated.
2. The rooms are small and rambling making it difficult to circulate for both the patrons and wait staff.
3. The floor framing must be leveled and reinforced to meet the loading requirements per the building code.
4. The spatial adjacencies will result in inefficient staffing making the economic success of a restaurant difficult.
5. If the second floor of the house were to be included as a public space for dining or functions, an elevator would have to be installed for ADA compliance. There is not an adequate space within the house for the elevator, therefore, an independent building would be required adjacent or connected to the historic building for the elevator and fire stair.
6. The rustic elements of the existing building will limit the styles of food and expectations of the potential chef and dining patrons.
7. If the basement level was to be utilized for the food preparation or service functions, the head height is inadequate and would require lowering the floor, a new concrete slab and extensive utility installation.
8. The cost to renovate this building would be far greater than the cost of utilizing the old Library as a restaurant while the rental rate would be lower thereby providing a lower return on investment to the Town.

Art Gallery Pros:

1. The building contains many rooms of various sizes and volumes which would allow for natural divisions for the exhibition of a wide range of art objects or paintings.
2. The circulation is linear allowing for a progression of the viewing experience and promotes a smooth flow through the gallery.
3. The quantity and quality of natural lighting varies depending on the location and exposure of each room which can be utilized to accent a wide variety of artistic styles.

Art Gallery Cons:

1. The rambling nature of the building will make security difficult to monitor or require extensive staffing or a large number of security cameras.
2. The floor level differences will require ramps which will use valuable floor space.
3. Humidity and air quality control will be compromised in an old wooden enclosure with leaky walls and windows.
4. The rustic aesthetic style of the building will limit the range of art or require extensive interior renovations.
5. The existing building does not look like an art gallery.

B. Old Library

The Old Library is a stately brick structure with a grand formal entrance and strong street presence. The first floor layout is simple and elegant with two main spaces connected by a columned foyer. Each space has high ceilings, large windows and a clear span without any interior columns or walls. The building includes a lower level with at grade access, high ceilings and large windows on three sides.

The building has been closed for several years and will require all new mechanical systems and an accessible elevator to connect the two floors.

Restaurant Pros:

1. The exterior facade is strong and impressive.
2. Buildout for a restaurant will be relatively adaptable and easy
3. Good access for deliveries to rear of lower level

Restaurant Cons:

1. The building has been neglected and will require extensive remedial work to replace the building systems and bring the building into compliance with current building codes.
2. There is no adjacent parking for handicap access at the main entrance, however a waiver could be obtained to permit the HC entrance at the Lower Level where parking is available.
3. Restrictions must be put in place to govern the extent of any tenant build-out to preserve the integrity of the original architecture.

Art Gallery Pros:

1. The large open spaces can be reconfigured with portable partitions for a wide variety of exhibits.
2. The limited number of windows and exposures will allow for maximum control of the natural and artificial lighting.
3. The existing ceiling heights will permit large pieces of art or hanging sculptural objects.
4. The open floor plan will be easy to provide security with a limited number of staff.

Art Gallery Cons:

1. The building will be underutilized and not generate the potential income of a restaurant.

When considering the merits of the redevelopment of either or both of the subject buildings, several pertinent considerations must be determined:

1. What is more important to the future viability of these buildings? An income stream to provide for the maintenance and upkeep of the property or an amenity supported by the Town taxpayers?
2. How many residents actually use or visit the buildings now?
3. Would the residents be more likely to come to a good restaurant or an art gallery and how often?
4. Can the restaurant and gallery co-exist?

In summary, my recommendation is to place the restaurant in the Old Library with a covenant to allow the art group to exhibit paintings and small objects in designated locations within the space advertising the larger art gallery located in the Josiah Smith Inn.

The Inn would be divided into 3 wings for a variety of styles of art; the lower level reconstructed for art storage and workshops and the barn to remain an open space for use by non-profit community groups, art classes or traveling exhibitions.

In this way the two buildings support each other and provide for the highest rate of return for the Town. Buildings left unused will simply deteriorate from lack of air movement, even with heat and a water tight roof. These buildings need life within to be preserved and should be brought back soon for the benefit of all.

Thank you for the opportunity to tour the buildings and provide this brief opinion letter. The Town has a great resource in these properties and I look forward to seeing the renovations move forward. If you need any further assistance, please feel free to contact me as needed.

Respectfully submitted,

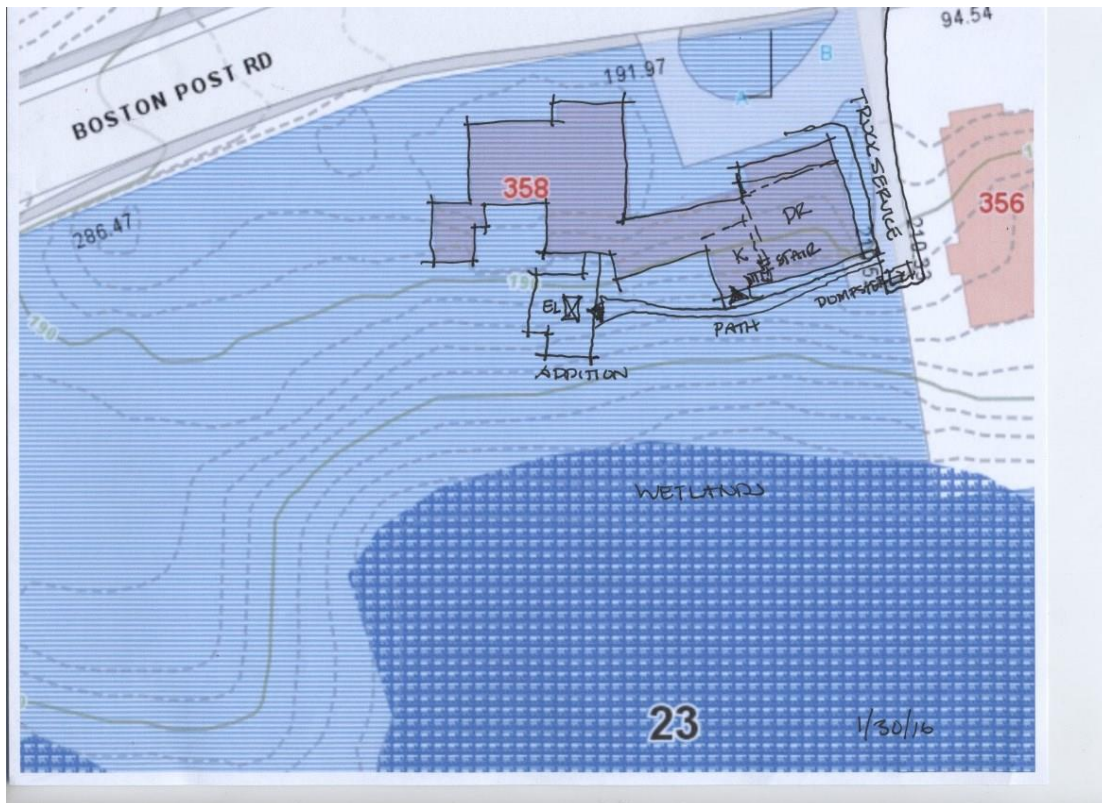
G. Hendren

Gary Hendren
Mass. Reg. Architect

m. **Comments by Dusty Reeder, AIA, retired Chairman of major Boston Architectural firm, about structural and service truck access if a restaurant is considered for the Tavern:**

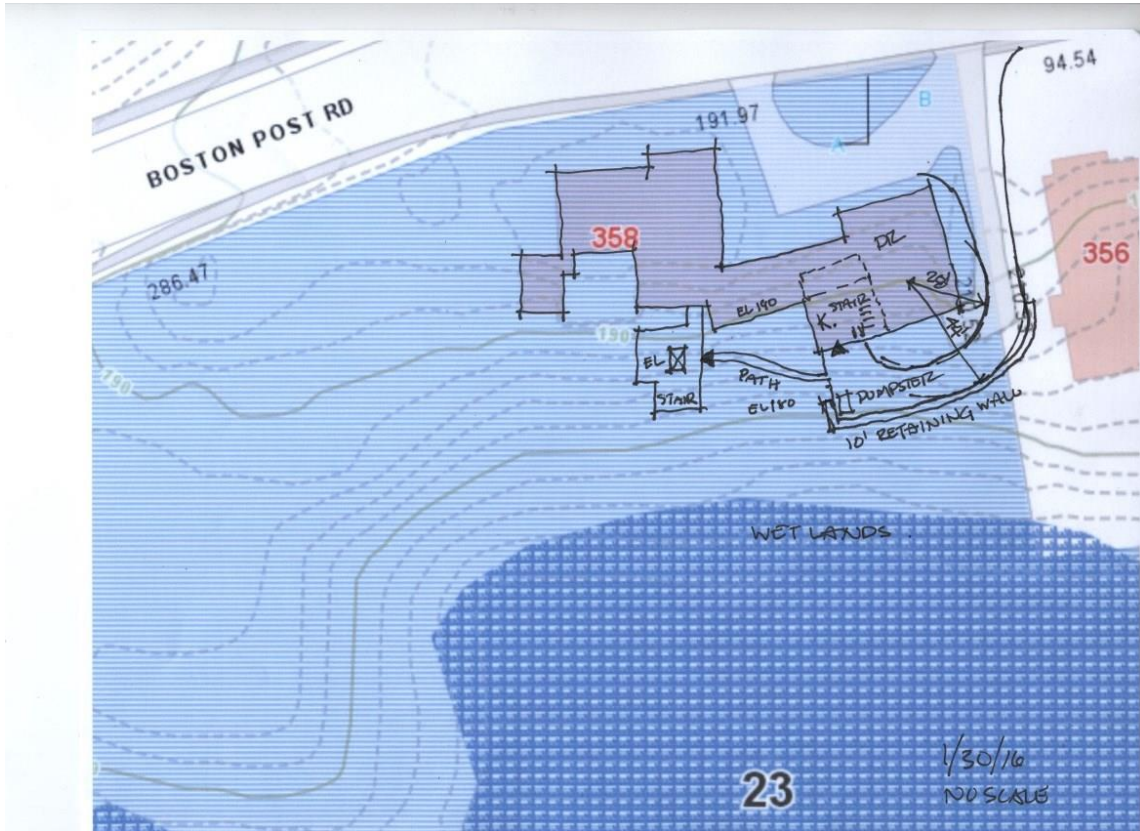
1. The tavern, in order to be used as a restaurant will carry the burden of reframing the entire floor area, adding a service entry road and access and is severely limited to having only the image of Ye Olde Inn in terms of who it attracts as a Restaurateur. Further there will need to be serious negotiations with the Historic Committee on the impact of a restaurant and commercial kitchen on the existing structure. (The buildout for a restaurant in the JST requires ventilation, OSHA issues and other important structural modifications etc. which have never been discussed with HNE). The stack area of the library is not encumbered with beams, flooring, paneling, and other historically significant finishes.
2. Access issues:

Service 1



Service 1. Shows the easiest from the construction side and the worst from the operator's side. You widen the road and back down the hill to the dumpster. The dumpster is filled from paths leading to the service entries. One is at the elevator in the addition and one is at the bottom of the stairs for the kitchen above.

Service 2



Service 2. Shows an attempt to have the truck be able to back around a corner. This may be impossible to achieve without substantial retaining walls at the edge of the wetland. Even then, the turning radius is at minimums. Better from service standpoint, but with high construction costs and with permitting issues as well. Turning diagrams are for reference and represent beer trucks and garbage truck requirements,

I am without drafting abilities and am guessing at the scale of the drawings, but it does indicate that what is easy elevator accessible service from the library is severely compromised at the JST.

