

**Response to the Request from Proposals for the Transfer,  
Reuse and Redevelopment of the Nichewaug Inn located in  
the Town of Petersham Massachusetts**



**Prepared by  
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**February 28, 2015**

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February 28, 2015

Petersham Select Board  
2 South Main Street  
P.O. Box 486  
Petersham, MA 01366

***RE: Coverletter to RFP***

Dear All,

It is with great pleasure that I submit, for your consideration, the attached response to your RFP on the Redevelopment and Reuse of the property known as the Nichewaug Inn. I would first like to commend your community for taking an aggressive and proactive position in preserving this wonderful piece of Petersham's history. There is a relevant preservation quote;

***"When you bulldoze your built heritage you become just anywhere."***

The Nichewaug Inn has, been contributing to the Petersham community for generations. In its early days, it supplied wonderful accommodations to this beautiful New England Town, putting Petersham on the map as a destination. As time passed, its repurpose as a private, Catholic Residential School brought youth to the centre of town and meaningful memories for many. That history and many contributions should not be discarded. Today, the future of the Nichewaug is in question, its purposes abandoned and its function obsolete.

As a former resident of Petersham Common area, I understand, more than most, the significance this property has in the overall tapestry that makes Petersham a unique and special jewel of Central Massachusetts. Petersham holds a very special place in my heart and, for that reason; I am stepping forward with my expertise and passion for its preservation.

As a next door neighbour who shared a property line with the Nichewaug Inn for most of the 1980's, I spent countless hours on that property and envisioned its many possibilities. I explored developing this property in 1985 while it was still in the possession of the Catholic community. At that time, there were many obstacles standing in the way of the development. Septic issues coupled with a high price tag and an unstable lending climate were among the development risks that could not be overcome.


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Over the years, I have maintained close relationships with many Petersham residents and have visited on many occasions. Witnessing the properties decay and realizing its bleak future has saddened me and many others. You can only imagine my enthusiasm to hear that the property is in possession of the town which is actively seeking a future for the Nichewaug Inn.

Attached, you will find a detailed outline of my plan and vision. This will hopefully allow the community to see what could be, how it would unfold and the long term sustainable economic growth that can be realized. This project will not come together without the interest, support and involvement of many, along with the willingness of all.

I look forward to your response and the opportunity to present my plan to the people of Petersham.

Respectfully,

A handwritten signature in dark ink, appearing to read "Mike Tavares", written over the printed name.

Michael A. Tavares

Adaptive Reuse Restoration Developer

## **Section I**

### **Applicant Information**

## **Section I**

***Applicant Information: At this point the only person making this application is the Developer. This list will be expanded as the project unfolds.***

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## **Section II**

- 1. The long-term preservation of the Nichewaug Inn property and surrounding landscape**
- 2. The surrounding buildings**
- 3. The historic value of the Nichewaug property**
- 4. The natural environment of The Petersham Common Historic District**

## **Section II**

### **Compatibility**

**1.**

#### **The long-term preservation of the Nichewaug Inn property and the surrounding landscape.**

The primary focus of this proposal is the continued existence of the Nichewaug Inn's historic building. This historic structure has been a major contributor to the tapestry of the Common for well over 100 years. Its visual contribution adds greatly to the over all attractiveness of the area and the picturesque appeal of this New England Town. **This project will not move forward if it means destroying key elements of the historic structure.** This development plan recognizes the importance of finding a new use for the building, which not only preserves the core structure, but under private condominium ownership, creates an income stream that will maintain and operate it well into the future. This development benefits the community substantially by creating multiple new private tax accounts from the historic structure. It will also enable the community to realize long term sustainable economic growth as it allows allowing for other desirable programs.

**2.**

#### **The surrounding buildings**

One of the most impressive elements about the Town of Petersham is the harmony of its historic streetscapes. The Town of Petersham is very fortunate to have an intact historic tapestry of antique homes and buildings maintained so beautifully. Petersham is an architectural jewel in Central Massachusetts. The preservation of the Nichewaug Inn will maintain the assembly of the buildings in the Historic District preserving this community's streetscape consistency for generations. The restoration and repurpose of the Nichewaug Inn will hold, as its highest priority, the architectural authenticity which underpins the overall visual appeal of the Town's Common.

This restoration project will create 38 residential units on the Nichewaug site. In addition, there will be a 24 hour management team on site. The home owners, renters and employees will bring an economic base for goods and services that do not presently exist in the center of Petersham. There will be an increased demand for for goods and services from every business enterprise in Petersham.

The ripple effects associated with this project will directly benefit the economic success of the town, its organizations and businesses.



Any increase in use of public services will be offset by the benefits of 40 new tax generating accounts to the Town's income. Long term sustainable economic growth and job creation will result in Petersham's ability to grow and prosper.

**3.**

**The historic value of the Nichewaug property.**

The most important element of this project is the location of the Nichewaug Inn within the Petersham Common Historic District which is itself distinction and Historic National Landmark. The protections carried by this status ensure the continued existence of the buildings in the area.

Our proposed Nichewaug Association Board would include a seat for a rotating member of the Historic Commission and a Town appointed individual. Neither of these would be abutters, residents or tenants of the Association. These positions on the Board would ensure that the community could participate in the long term management and governance of this privately owned property.

**4.**

**The natural environment of The Petersham Common Historic District.**

The natural environment of the Common adds greatly to its appeal and to the quality of life in the area. The continued maintenance of the Common, its streetscapes and landscape are what make this location uniquely appealing.

The trees on and around the Common are as important as the historic buildings and structures they surround. Additionally, technology advancements in septic drainage from this property provide options to protect the environment. The Nichewaug Association will take full advantage of technological innovations and, wherever possible, will implement the use of the most advanced infrastructure.

The Association will also play a financial role in the maintenance and upgrades to the public areas of the Common. Maintenance of the Bandstand and grounds keeping will become less of a burden to the taxpayers of the Town by way of the new taxation realized in the creation of a substantial tax base increase to the whole community.

### **Section III**

## **Redevelopment Plan Summary**

### **Section III**

#### **Proposed: Redevelopment Plan Summary**

The Nichewaug Inn is comprised of several buildings. This outline will address each structure, as we know it, identifying the new use and occupancy for each. In no way is this outline to be considered a final summation. A final design will evolve as the buildings are more closely examined and measured. This outline is intended to give an understanding to the reader of our vision.

#### **The historic 1890's Buildings**

From our examination of the property in the walk thru on December 9th, and from our photos and recollection, the Front Structure is a three story wood frame post and beam building.

The main floor is comprised of a series of Parlors and Lobby.

Attached to the rear of the main building is a one story Dining Hall.

Off to the northeast is a one story Music Room (Chapel).

Along the rear of the main building, to the west, is a one story Sun Room.

Off the Dining Hall, to the north, is a three story structure with a series of kitchens on the first floor; above are two stories of bedrooms.

An elevator would be incorporated into the design. Location to be determined.

#### **Main Front Building (First Floor)**

We envision the Main Floor Parlors and Lobby to be completely restored and used as a Public Common Area. This space would make up part of the Nichewaug's Common Area to be used by the residents of the Complex and/or leased for private functions and events to the general community.

#### **Main Front Building (Second and Third Floors)**

We envision the second and third floors to be repurposed into Adult Residential Condominium units. The exact number of units to be determined. These units would be specifically designed and sold to a 55+ population of owner occupants and make up part of the 22 units specifically created for the Nichewaug's future.

### **Dining Hall/Kitchen Wing**

This area would be completely restored. Its future function would be to create a Public Restaurant leased to a private Restaurantor. This leased area would include the Commercial Kitchen.

The second and third floor, above the Commercial Kitchen, would be repurposed into Adult Residential Condominium units. The exact number of units for this location to be determined and will make up the balance of the 22 units specifically allocated for the 55+ population at the Nichewaug.

### **Music Room (Chapel)**

This room and its connecting rooms would be retained by the Condominium Association and used as a Public Common Area. We envision this space to be available to the residents of the Nichewaug Condominiums and the general public for entertainment and events such as Movie Nights, Musical Presentations, Dancing and other recreational activities. In addition, this space could be leased, to the general public, for purposes of private occasions and events.

Weddings and Formal occasions are but a couple of proposed uses providing income generating benefits to the Condominium Association. Other uses would include presentations and events from outside groups and organizations such as Library discussions, Auctions, Art Gallery openings, Town events, Committee meetings etc.

### **Sun Room**

This room would be completely restored and used by the residents as a common space. It could also be used by residents of the Town. It could be leased for occasions and events from the Condominium Association to the general public for private gatherings.

**NOTE: The total number of Residential Condominiums catering to the 55+ population proposed for these two buildings will not exceed 22.**

### **Unattached Garage Building**

Located behind the Kitchen Wing of the Main Building, is an unattached two car garage. Presently, this space is occupied by the Town of Petersham as storage for the Vintage Fire Trucks owned by the Town. This area would need to be further discussed.

One idea would be to retro fit this building for the Historical Societies use and occupancy. We are not discounting the present use by the Town.

Another idea that we envision for this building, would be to build an extension off the rear of the structure to accommodate use of the building as an Adult Day Care Facility.

There are probably other uses for this space that have not yet been identified. This space would be an independent condominium and leased to the future user. Parking for this space would be developed behind the building in an area presently paved for parking.

**NOTE: This buildings future needs to be examined to determine the best use for the Nichewaug Community.**

### **Institutional Buildings**

Connected to the rear of the Main Historic Building are two Institutional Buildings. These buildings are two story wood structures faced in masonry. Because of water issues, the structural integrity of this connection hall between these buildings to the historic building is in question and would need further exploration. If that connection hall is deemed to have deteriorated beyond repair, a new connection hall would be built to replace the existing structure.

#### **Institutional Building One (Closest to the historic building)**

##### **Community Amenities Facility**

This building would supply the Nichewaug Residents and the Residents of Peterham with a fully functional activities centre. We envision this building to be equipped with an indoor Olympic Sized Swimming Pool, a full Health and Fitness Gym, Dance and Yoga Studios, Offices for local organizations and a Conference Room.

This facility would be fully staffed by the Condominium Association supported in part by the Condominium Association Fees. Local residents of the Town would be able to purchase memberships for use of the facility services. In addition, office space would be available, for lease, to local groups and organizations. A formal Conference Room would also be created for use by its members.

We envision a partnership being established with the Town of Petersham to create a swimming program for local youths.

The swimming pool is being explored to serve the property as a reservoir connected to the sprinkler system with pumps and back up generator.

Parking for this facility would be determined in the final design.

## **Institutional Building Two (Largest building on the Complex)**

This building would have a multitude of uses and would be equipped with a private elevator. This structure has three full floors; the lower level is partly above grade on the south. There is also a very large attic. Uses for this space are to be explored.

Due to the fact that this structure is so large and open it has not been fully evaluated at this time. We have determined the following uses, given what we presently know about the structure. We are open to further conversations for additional uses once we have had an opportunity to examine the possibilities.

### **Lower Level**

This level has a ceiling height of over 10 feet. To the south, it has windows allowing for ample light. We envision a portion of this level to be retained as a Mechanical Plant for the entire property. The remaining area presently is a workshop. We envision storage lockers being created for the residential owners. The workshop area would be outfitted as a community workspace for the condominium owners who wish to have a space for projects and artistic expression shared in common and managed by the Condominium Association.

### **Second and Third Levels**

The first one third of this structure, closest to the Amenities Centre (Institutional Building One), would be dedicated to the creation of 10 residential condominiums. These units will have a variety of sizes and layouts and be marketed, on the open market, to anyone, any age, desiring condominium home ownership. They will all be owner occupied. Discussion is still under way concerning parking and outside private space which will be determined as the design is finalized.

The second one third of this structure will also be for residential use. We envision the creation of 5-6 units, retained by the Condominium Association as rental income property. The primary focus for tenant selection to the units will be individuals in the community who require some customized amenities for those with limited physical abilities. The exact design of these residential homes, to be determined by the development team, once further exploration and understanding of the space is evaluated.

The remaining one third of this structure needs further exploration. One use we see as priority is the creation of a first floor office space. This space would be given to the Town of Petersham, free of charge, as a condominium for the development of Town Offices under Town ownership. The rear façade of the structure, to the west, would be designed with the Town Office use as a consideration. Parking would be created along this west wall dedicated for town employee use. The build out and retro fit for this space would be the responsibility of the Town. The office condominium will become a

member of the Condominium Association with the only cost to share in the Associations Monthly Fees.

There is still a sizable space left with use to be determined. We are open to suggestions for this remaining space and will work closely, with members of the community, to determine the best fit for the Nichewaug property.

### **Open Space Land Use**

The property consists of over six acres of land. Much of the land is covered with structures however there is still much space to be allocated and discussed. One major concern is the exact amount of land required to meet the needs of the newly created septic leach field. That will be determined once the calculation for drainage is completed.

We envision the existing Tennis Court to be restored for use by the Nichewaug residents and members of the Amenities Centre. There has been discussion of a portion of land allocated and designed as a community garden. This discussion needs further examination but is a high priority for the Nichewaug's future.

Talks are underway concerning the expansion of the Library. We are willing to work closely with the Library Board to determine their exact land requirements for their plan. Additionally, our plan would be to connect the Library into the newly created Septic System by way of a Utility Easement. The details of this have not been finalized but are a high priority for the Nichewaug Development.

### **Covered Parking**

As part of the Nichewaug's Design, we feel strongly that a new structure must be created to supply the Residents with deeded covered parking. Because the open land presently available to the Nichewaug Inn is limited, we have begun conversations with the abutting property owners of Winterwood, to acquire that property for the benefit of the Nichewaug property, subdividing two acres from that parcel and amalgamating it to the Master Deed of the Nichewaug's existing land. This needs further discussion and will be on going as the final design is further explored and developed.

### ***In Closing,***

We are excited and passionate about the potential this property holds, however the redevelopment of the Nichewaug Property has many unknowns at this time. The above outline is meant to be a working plan, highlighting the Nichewaug's overall assembly. We are open to discuss anything proposed to better meet the needs of the residents and abutters of the Town of Petersham.

## **Zoning Requirements**



## **Zoning Requirements**

The list below addresses the mixed Zoning required to achieve the repurpose of the Nichewaug Inn Complex. We expect there will be much discussion on this topic and it will take the willingness and creativity of all involved to achieve. Nothing in this outline is carved in stone and we expect dialogue and suggestions from all involved.

### ***In no particular order:***

- Condominium Residential Use for up to 40 Residential Units.
- Condominium Commercial Uses
- Places of Assembly
- Restaurant Service (Indoor and Outdoor)
- Liquor License (Indoor and Outdoor)
- Food Service
- Entertainment Use
- Meeting Use
- Occasions Use
- Licensed Commercial Kitchen for Use by the Complex
- Institutional Uses
- Adult Day Care Use
- Long Term Respite Care Facility
- Public Office Condominium
- Human Service Uses
- Amenities: Pool, Gym, Meeting Rooms, Movement Studio's etc.
- Parking Structure and Requirements
- Outside Parking
- Outside Activities
- Shared Utility Easements (i.e. Library)

***NOTE: I have attached a copy a section of the Land Use By-Law from the Town of Yarmouth Nova Scotia. This section deals with a New Zone we created for a project entitled the Business Floating Zone (BF Zone) as an example of multiple and mixed uses on one property under one ownership. This information is being supplied as an example to be used as a reference tool in this process.***

**Zoning Example  
From  
Town of Yarmouth Nova Scotia  
Land Use By-Law**

## **Part 30 - Business Floating (B-F) Zone**

### **30.1 B-F Zone Permitted Uses**

In the Business Floating (B-F) zone, no development permit shall be issued except for one or more of the following uses:

- \* Personal Service Shops;
- \* Business Offices;
- \* Professional Offices;
- \* Internet Web Site Development;
- \* Municipal, Provincial and Federal Government Offices;
- \* Public Parks;
- \* Institutional Uses;
- \* Day Nurseries;
- \* Medical Clinics;
- \* Guest Homes (Maximum of six (6) rental bedrooms or suites);
- \* Coffee and Tea Shops (Eat in only - inside or outside eating);
- \* Antique Shops;
- \* Art Galleries;
- \* Inns with Function Room Facilities (Maximum of eight (8) bedrooms or suites);
- \* Convention Centres;
- \* Restaurants (Eat in only - inside or outside eating );
- \* Residential dwelling units up to a maximum of four (4) units per lot.

### **30.2 Zone Requirements**

In a Business Floating (B-F) zone, no development permit shall be issued except in conformity with the following:

Minimum Lot Area	750.0 m <sup>2</sup> (8,000 ft. <sup>2</sup> )
Minimum Lot Frontage	21.3 m (70 ft.)
Minimum Front Yard	6.1 m (20 ft.)
Minimum Flanking Yard	4.6 m (15 ft.)
Minimum Rear Yard	6.1 m (20 ft.)
Minimum Side Yard	3.0 m (10 ft.)
Maximum Height of Main Building	10.7 m (35 ft.)

### 30.3 Parking Requirements: B-F Zone

For every building or structure to be erected, occupied, or enlarged, or where there is a change in use to a building or structure in the Business Floating (B-F) zone, on-site parking shall be provided and maintained on the same lot as the use having unobstructed access to a public street in conformity with the following schedule. For the sake of clarity, in a multiple-occupancy building, each type of occupancy shall satisfy the parking requirements for each type of use. Where there is multiple use of the same space, the parking requirements shall be based on the highest parking requirement use. Notwithstanding, the on-site parking requirement may be satisfied with off-site parking provided the parking area is within 92 m (301.8 ft.) of the location it is intended to serve; provided the parking area is located within the same zone; and provided a copy of the parking space easement recorded at the Land Registry Office in favour of the property it is intended to serve is filed with the development officer.

USE	PARKING REQUIREMENTS
Function Room and Convention Facility	One (1) parking space for each 14 m <sup>2</sup> (150 ft. <sup>2</sup> ) or fraction thereof of gross floor area excluding vestibules, washrooms, closets and storage areas.
Guest Homes and Inns	One (1) parking space per suite or rental unit plus one (1) additional parking space for staff plus one (1) additional parking space for each 14 m <sup>2</sup> (150 ft. <sup>2</sup> ) or fraction thereof of floor area devoted to public use excluding public vestibules, public lobbies, public washrooms, public hallways and storage areas.
Restaurants	One (1) parking space for each 14 m <sup>2</sup> (150 ft. <sup>2</sup> ) or fraction thereof of gross commercial floor area excluding vestibules, washrooms, closets and storage areas.
All other Commercial/Institutional Uses	One (1) parking space for each 32.52 m <sup>2</sup> (350 ft. <sup>2</sup> ) or fraction thereof of gross commercial floor area, excluding vestibules, washrooms, closets and storage areas.
Residential dwelling units.	One (1) parking space for each dwelling unit.

### 30.4 Parking Lots

In a Business Floating (B-F) zone, no development permit shall be issued for any parking space (required or not) unless all parking spaces have a minimum set-back of 2 m (6.6 ft.) from any common lot line abutting any residentially (R-1, R-2, R-3) zoned property. All parking spaces shall be screened from any public view along any public street either by fencing or by other landscaping means to soften the visual impact of the parking areas from any public street.

### **30.5 Parking in Front Yard Prohibited**

In a Business Floating (B-F), no parking space (required or not) shall be located in the front yard, flanking yard or otherwise located between any main building and any public street.

### **30.6 Loading Space Requirements - Commercial Uses Only**

For every building or structure to be erected, occupied, or enlarged, or where there is a change in use to a building or structure other than for residential uses, business offices or professional offices in the Business Floating (B-F) zone, one (1) on-site loading space shall be provided and maintained for every 1858.0 m<sup>2</sup> (20,000 ft.<sup>2</sup>) or fraction thereof of gross commercial floor area excluding hallways, aisles, vestibules, washrooms and closets. The provision of such space shall be optional for buildings with less than 464.5 m<sup>2</sup> (5,000 ft.<sup>2</sup>) of gross commercial floor area.

### **30.7 Visibility at Street Intersections - Corner Vision Triangle**

On a corner lot in the Business Floating (B-F) zone, a fence, sign, hedge, shrub, bush, tree or any structure or vegetation shall not be erected or permitted to grow to a height of greater than 1.2 m (4 ft.) above the grade of the street that abut the lot within the triangular area included within both street lines for a distance of 6.1 m (20 ft.) from their point of intersection.

### **30.8 Multiple Main Buildings B-F Zones**

Nothing in this By-law shall prohibit the construction of more than one (1) main building on any lot in the Business Floating (B-F) zone provided:

- (1) That the minimum separation distance between main buildings shall be 6.1 m (20 ft.) or is otherwise an existing building as defined in this By-law;
- (2) That all parking and loading space requirements for each main building and/or use are satisfied; and,
- (3) That all other requirements of this By-law are satisfied.

### **30.9 Accessory Buildings B-F Zones**

A maximum of two (2) accessory buildings may be erected or placed on a Business Floating (B-F) zoned lot provided:

- (1) They shall not be used for human habitation;
- (2) They shall not be located in the front yard;
- (3) They shall not be located closer than 4.6 m (15 ft.) to any public street (open or closed);
- (4) They shall not be located closer than 0.6 m (2 ft.) to any side yard lot line;

- (5) They shall not be located closer than 0.6 m (2 ft.) to any rear yard lot line;
- (6) They shall not exceed 4.6 m (15 ft.) in height;
- (7) They shall not exceed a combined floor area of 140 m<sup>2</sup> (1507 ft.<sup>2</sup>) or ten (10) percent of the total lot area, whichever is the lesser.
- (8) They shall not be located closer than 1.8 m (6 ft.) to any main building or accessory building;
- (9) They shall not have any building elevation more than twice the length of its shortest building elevation; and,
- (10) They shall be strictly used exclusively for accessory uses to the main uses located on the same lot.

### **30.10 Restriction on Open Storage, Outdoor Displays and Utility Structures B-F Zones**

The following restrictions shall apply to open storage and outdoor displays in the Business Floating (B-F) zone:

- (1) No outdoor displays shall be permitted.
- (2) Any open storage including any garbage, recycling or compost receptacles and utility structures including but not limited to fuel tanks, air conditioning units, compressors, transformers, heat pumps, propane tanks, power generators and similar devices shall:
  - a) Be wholly enclosed within a 1.8 m (6 ft.) high opaque fence or otherwise be screened from public view from any public street with sufficient landscaping materials;
  - b) Not exceed the height elevation of the opaque fence or the landscaping material as the case maybe;
  - c) Not be located in the front yard, flanking yard or otherwise located between any main building and any public street.;
  - d) Not be located closer than 2 m (6.6 ft.) from any common lot line abutting any residentially (R-1, R-2, R-3) zoned property;
  - e) Be strictly accessory to the main use located on the same lot;
  - f) Not exceed ten (10) percent of the total lot area; and ,
  - g) Be clean and maintained in a tidy state at all times.

### **30.11 Special Architectural Restrictions B-F zone**

No exterior alterations to any existing main building shall be made which would change the “residential” appearance of the building. Construction of any new building within the Business Floating (B-F) zone shall have the appearance of a “residential” structure rather than a “commercial” structure in such a fashion to be compatible with the adjacent and nearby residential properties.

### **30.12 Minimum Main Building Width - Architectural Design Features**

No main building located within the Business Floating (B-F) zone shall have a width between any two (2) main walls of less than 6.1 m (20 ft.). For the purpose of this Part, a main wall is any exterior wall of the building running a linear distance of fifty (50) percent or more of the overall length or width of the building.

### **30.13 Parking of Commercial Motor Vehicles**

No motor vehicle used for commercial purposes such as ambulances, hearses, motor buses, tractors, trailers or tractor/trailer combined, vans exceeding a gross vehicle weight of 2,268 kg. (5,000 pounds), transport trucks, dump trucks, backhoes, front end loaders, construction vehicles and other similar vehicles, whether or not same contains commercial licences or signage shall be parked or kept on any Business Floating (B-F) zoned lot or along any Business Floating (B-F) zoned street. The maximum number of commercial vans not exceeding a gross vehicle weight of 2,268 kg. (5,000 pounds) which may be parked or kept on any Business Floating (B-F) zoned lot shall be one (1) provided the vehicle is owned or operated by the occupant and parked or kept at the side or rear of the main building. Commercial vans not exceeding a gross vehicle weight of 2,268 kg. (5,000 pounds) parked or kept on any Business Floating (B-F) zoned street shall not be regulated pursuant to this By-law.

### **30.14 Transportation Vehicles and/or Shipping Containers Use Prohibited**

(a) No automobile, recreational trailer, camper, truck, bus, coach body, truck body, mobile classroom, mobile storage compartment, tractor, trailer, or tractor trailer combined, including any plane, train, boat, construction vehicle, shipping container, transport vehicle, transport container, cargo container or any other similar type of structure or enclosure shall be used as a main or accessory building in any Business Floating (B-F) zone, whether or not same is mounted on wheels or on a foundation.

(b) Notwithstanding Part 30.14(a), a recreational trailer may be sited on a lot and used for human habitation purposes provided the use does not exceed thirty (30) days in any calendar year.

### **30.15 Drive-thrus**

Drive-thrus shall be prohibited in the Business Floating (B-F) zone.

### **30.16 Signage**

The following signage restrictions shall apply in the Business Floating (B-F) zone.

(1) The signage provisions of Part 6 of this By-law shall not apply in the Business Floating (B-F) zone. Any sign not permitted within the Business Floating (B-F) zone shall be prohibited. No sign within the Business Floating (B-F) zone shall be internally illuminated but may be externally illuminated provided such illumination is exclusively focused solely upon the sign. All signs shall be done in a tasteful manner and have colours that compliment and are compatible with the colour scheme of the main building. Off-site signage shall be strictly prohibited.

(2) The following signs shall be permitted within any Business Floating (B-F) zone provided all other requirements of this By-law are satisfied:

#### **(2.1) Ground Signs:**

A maximum of one ground sign per main building may be permitted to be erected in the Business Floating (B-F) zone provided such sign shall not:

(a) Not have more than four (4) sign faces and shall not exceed 4 m<sup>2</sup> (43.1 ft.<sup>2</sup>) of sign area for a single face; 8 m<sup>2</sup> (86.1 ft.<sup>2</sup>) for two (2) faces combined; 12 m<sup>2</sup> (129.2 ft.<sup>2</sup>) for three (3) faces combined; or 16 m<sup>2</sup> (172.2 ft.<sup>2</sup>) for four (4) faces combined;

(b) Not exceed a height of 3 m (9.8 ft.) from grade level to the highest part of any portion (base, post, frame, structure or face) of the sign;

(c) Not have any portion (base, post, frame, structure and face) located closer than 1.5 m (5 ft.) to any public right-of-way or common lot boundary; and,

(d) Not be located within the corner vision triangle unless all portions (base, post, frame, structure and face) of the sign are less than 1.2 m (4 ft.) in height;

#### **(2.2) Facial Wall Signs**

A maximum of one (1) facial wall sign may be erected per building elevation provided no sign shall:

(a) Exceed 8 m<sup>2</sup> (86.1 ft. ft.<sup>2</sup>) of sign area;

(b) Extend above the top of the wall nor beyond the extremities of the wall upon which it is attached; and,

(c) Project out further than 0.3 (1 ft.) from the supporting wall.

#### **(2.3) Canopies and Awning Signs**

A maximum of one (1) canopy or awning sign may be erected per building elevation provided no sign shall:



- (a) Exceed 4 m<sup>2</sup> (43.06 ft.<sup>2</sup>) of sign area;
- (b) Extend above the top or bottom of the canopy or awning upon which it is attached;
- (c) Extend beyond the extremities of the canopy or awning upon which it is attached;  
and,
- (d) Extend or project further than 0.3 m (1ft.) from the supporting canopy or awning.

#### **(2.4) Other signs permitted**

In addition to the signs permitted pursuant to this Part, the following signs shall be permitted:

- (a) Signs regulating or denoting on-premise traffic or parking, or other signs denoting the direction, function or feature of buildings or parts of a building or premise (including security signs) provided such signs are less than 0.5 m<sup>2</sup> (5 ft.<sup>2</sup>);
- (b) Memorial signs or tablets and signs denoting the date or erection of a structure provided such signs are less than 0.5 m<sup>2</sup> (5 ft.<sup>2</sup>);
- (c) Flag, pennant or insignia of any government or of any religious, charitable or fraternal organization.

#### **30.17 Conflict with Architecturally Sensitive (A-S) Area**

Where there is a conflict between the provisions of the Business Floating (B-F) zone and the Architecturally Sensitive (A-S) area, the higher or more stringent regulation shall prevail.

## **Proposed Milestones**

### **Proposed: Milestones**

February 28, 2015 - RFP Submission

March – Public Presentation

April – Town Vote  
Town initiates process of disposing of Surplus Property  
Establish Corporate Board of Directors

May – Write the Corporate By-Laws  
Record and Establish Corporation  
Secure Liability Insurance  
Enter into a Purchase and Sales Agreement with the Town  
Work with the Town and Submit Zoning Application (six month process)  
Site Visit to Begin Design Drawings

June – Documentation and Assessment of the buildings and site  
Identify Lending Partners  
Establish Marketing Plan  
Determine Development Partners

July – Work on Drawings and Design  
Begin Marketing  
Begin Bidding Process for Development Construction  
Determine Abatement Requirements  
Determine Septic and Water Design and Requirements

August – Draft Condominium By-Laws  
Work with Development Partners to finalized Plans and Designs  
Begin work on Development Budget

September –Continue with Zoning and Public Process  
Survey Property  
Develop Master Deed  
Develop any Easements  
Draft Relationship Agreements with Abutters (easements)

October – Finalize all agreements with Town and Abutters  
Finalize Conveyance Agreements with the Town  
Finalize Zoning with the Town  
Finalize Agreements with the Town

November Apply for financing

December Convey Property to the newly established Corporation  
Enter into Construction Contracts

### **Additional Items to be Determined**

- Town's involvement concerning abatements
- Town's interest in receiving space for Town Offices in the Development
- Septic Leach Field Requirements (Town and Government)
- Utility Easement with Library
- Expansion of Library and impact on existing lot lines
- Storage for Vintage Fire Trucks during construction and long term
- Other items as we proceed

**Engineer's Response  
From  
Dale Gienapp, AIA**

**February 18, 2015**

**TO: Michael Tavares**

**FROM: Dale Gienapp**

**RE: Answers to questions from Engineer pertaining to Septic, Well and Pool**

**Dear Michael,**

**We discussed, just to get some level of understanding of the septic system I reviewed it with one of our Civil Engineers that designs systems.**

**I know it is not very accurate, but to set the size I assumed:**

- 1. 70 Bedrooms in residential units**
- 2. Restaurant/function hall with 100 seats.**

**I know there are other program areas but:**

**A. The above puts us over 10,000 gallons per day. These means that in addition to Petersham Board of Health, it really will be under the jurisdiction of DEP.**

**B. Since under DEP and 10,000 gallons per day, the system will probably need some form of pretreatment. That is not so much a space issue but a maintenance cost.**

**C. I did not get into the pool. I don't know if that specifically will impact it, but of course the showers and toilet rooms that go with it.**

**C. Depending on soil, just for the residences and restaurant, the leaching field will require 20,000-30,000 sf active leaching. This has to be doubled as you need a reserve area equal to the active area. Therefore, the leaching field will require 1 to 1.5 acres. While there are some opportunities to put it under paving, it is discouraged and may further increase the size. There will be additional area for the tanks and pump chamber, but those can be under paving.**

**The bottom of the leaching field needs to be not less than 4 feet above the high water table. Given that the basement is flooded, and I think the Winterwood site is lower-lying, it may mean the whole area will need to be filled to elevate the field.**

D. There is no town water. So, we will need a well that is legally a 'Public Water Supply'. That is going to have many regulations starting with the well will likely have to be at least 400 ' from the leaching. This is set by a long formula as well as testing of the direction of underground flow of groundwater. So, the separation distance could be larger.

E. The Town's septic report concluded the same about the septic and recommended uses that would stay under the 10,000 gpd discharge rate. They estimated as system with over 10,000 gpd would exceed \$1 million.

In your text, you 'offer' an indoor 'Olympic-sized pool. I will encourage you to think of tempering that to 'a pool'. There is a major cost.

An Olympic pool is 25 meter x 50 meter. For us, 82 x 164 feet.

That is going to mean a covered area 'building' for just the pool at least 125 x 250 (probably larger). That is 31,000 sf. Those spaces require huge air handlers to deal with the humidity, and operating cost is high.

But, plumbing related, the Building Code sets the occupancy at 1 person per 50 sf of the pool and 1 person per 15 sf for the decks. That puts a 31,000 sf building with pool at 268 persons in the pool and over 1,000 people on the deck. - say you trim the deck occupant load to even 500.

For 700 persons = 350 men and 350 women, the plumbing code requires 11 women toilet fixture and 5 men's toilets. Then add the showers. It will have a big impact on the septic. Imagine the impact on parking.

On somewhat separate note, with 37 units, 100 seat function area and miscellaneous other, I would imagine we will need a minimum of 250 parking spaces. That is about 2 acres of land.

So for general:

2 acres septic + 2 acres parking + 0.5 acres building footprint = 4.5 acres out of 6.6 acres total site. This is about 30% open space. It may be more workable than imagined. But, I'm not sure we can get the well and the septic worked out. I know you are picturing the Inn next door. But, it all adds up.

Sincerely,

Dale Gienapp

## **Section IV**

### **Sustainability**



## **Sustainable Development**

Climate change is a pressing global issue. At a development level it is a business and shareholder value issue, affecting strategy, risk management and both financial and design performance. Progressive communities such as the Town of Petersham recognize that capitalizing on economic growth opportunities will depend on successfully tackling attendant environmental and social issues.

Climate change requires communities and developers to position their projects for success in a low-carbon economy. We believe that developers, designers and communities whose products and services reduce their greenhouse gas emissions and carbon footprint will see an increase in customer demand and earn an enhanced reputation. The developments that flourish will be the ones that make the transition to a sustainable pattern of production and consumption that operate within the biological capabilities and limits of their country, state and local community.

By offering the Nichewaug Inn Property for transfer, reuse and redevelopment, the Town of Petersham is seeking developers who will ensure that a site within an existing urbanized area of the town is favoured to increase efficiency of energy and infrastructure, protect existing ecosystems and greenfield sites, strengthen the existing commercial, social and cultural aspects of their communities, and reduce sprawl.

## **Integrated Design Team to Deliver Sustainability**

Environmental issues present both a challenge and an opportunity for design professionals. The challenges are to develop integrated approaches and practices that address immediate environmental concerns and that adhere to the emerging principles and dictates of sustainability. The integrated design team for this development will include but not be limited to landscape architects, LEED™ accredited architects, preservation architects, community planners, urban planners and engineers. Principal members of the integrated design team have experience in the renovation and adaptive reuse of existing buildings, have made a commitment to environmentally responsible design, building preservation and educational programs to attain the necessary skills, and are proactive in aspiring to and delivering projects with higher performance levels.

## **Measurement and Verification of Sustainability**

Measurement and verification is a means of disclosure to investors, governments and other stakeholders. Common assessment tools for rating buildings include the *US Green Building Council* (USGBC) LEED rating system, BREEAM GREEN LEAF Rating System and Green Globe, to name a few. This development will utilize the *US Green Building Council* (USGBC)

LEED Green Building Rating System™ to quantify the overall environmental performance of the development.

To monitor and increase the environmental performance of the design ANSI/ASHRAE Standard 140-2007 and ASHRAE 90.1-2007 (LEED™ Energy) compliant simulation software will be used along with 3D Building Information Modelling (BIM) of existing structures from the start of predesign to the completion of construction documents. This process will test the building's envelope systems and equipment against the project's environmental and sustainability goals to ensure that the project is designed for optimum settings.

The new ASHRAE Guidelines: "Energy in Historic Buildings" will be utilized by the design team if released prior to the commencement of design.

### **Technological Path Toward Sustainable Performance**

Because measurement of the project's goals during all phases of the design and construction is crucial, the path to sustainable design begins in the predesign phase with the measurement and forensic assessment of the existing buildings. The outcome will be a 3D Building Information Model (BIM) and Building Energy Model (BEM) to enable the determination of the embedded carbon and carbon footprint of the existing buildings. This data will be used to control the addition of embedded carbon into the existing buildings during subsequent design phases to reduce the size of the developments final carbon foot print.

3D Building Information Models (BIM) and Building Energy Models (BEM) are industry standard building design software and energy analysis tools that enable architects, engineers and authorities to simulate, monitor and control all design parameters that influence building energy performance. By using BIM and BEM this development team will place standard-compliant energy analysis at the heart of the design process.

By means of BIM and BEM models, building systems can be assigned to a multiple thermal block building energy model to produce detailed output that includes energy demand, energy consumption, primary energy, carbon footprint and building energy performance ratings in the hands of an integrated design team with experience in the renovation and reuse of existing buildings.

### **Sustainable Implementation Strategy and Principles**

Our development team will follow proven green building design methodologies that include the key processes of establishing sustainable goals, life cycle assessment and an Integrated Design Approach (IDA). We will use measurement and verification to ensure that the final development is designed, constructed and operated to its optimum. The objectives will be to negate the impact

of the building on the site, conserve water, reduce energy consumption, reduce pollution, and conserve materials and resources.

Negating the impact of a building on a site can have far-reaching effects on the health of surrounding ecosystems. This development will endeavour to reduce site disturbance, control erosion and sediment, design the landscape for sustainability, manage the water system, reduce “heat islands” and support sustainable transportation. Every non-residential unit in this development will receive complementary cargo bicycles. Every residential unit will received a complementary bicycle and their own garden space.

Conservation of water begins with education and awareness. This development will use water-efficient plumbing fixtures and appliances and endeavour to reduce the demand for freshwater, support innovative wastewater treatment, reduce wastewater and promote sustainable landscaping techniques and efficient irrigation systems.

By reducing energy consumption for cooling, heating and power the greatest environmental impact of a building is addressed. This development team accepts the relationship between pollution and energy use and understands that resource extraction, transportation and manufacturing generate pollution. It will work to reduce construction and deconstruction energy through the design process and building energy consumption by the use of passive systems and energy efficient products. Preference will be to given to the selection of renewable energy sources. Some of the renewable features to be considered by the design team are solar collection, heat recovery from grey water, grey and black water separation, grey water recycling, wood pellet fuels and technology, and ground source heat pumps.

Conserving materials and resources centers on their efficient use. This development will reduce the use of building materials through reuse, salvage and renovation by designing for flexibility, construction waste management and demountability. Deconstruction will take precedence over demolition. New building assemblies will be designed and constructed for demountability and deconstruction.

*The **LEED Green Building Rating System™** is a major program of the US Green Building Council (USGBC). The USGBC enjoys wide representation from the construction industry including product manufacturers, building owners, environmental leaders, design professionals, contractors, builders, utilities, governments agencies, building controls contractors, research institutions and the financial industry. The **LEED™** program is a voluntary, consensus-based, and market-driven building rating system based on proven technology. It evaluates environmental performance of a series of criteria over a building's life cycle. **LEED™** is based on accepted energy and environmental principles and aims at striking a balance between accepted practices and new sustainable technologies. **LEED™** is a self-assessing system.*

## **Section V**

### **Accessibility**

## Accessibility outline by Gienapp Design

The renovation of the Nishewaug Inn will provide a fully accessible facility in accordance with CMR 521 Massachusetts Architectural Access Board (MAAB) regulations, also known as the 'handicapped code'.

The building areas will comply with two different aspects of the MAAB; one for residential units and one for public spaces. For the MAAB regulations 'Public' means publicly or privately owned facilities that are open to the general public: examples include restaurants, health clubs, retail, and offices that deal with the public (lawyer, doctors, insurance). There are only a limited number of commercial establishments that are not considered 'public' and are therefore 'employee only' facilities: examples are manufacturing areas, warehouses, and telemarketing call centers.

All of the public spaces of this project will be fully accessible. This includes not only wheelchair (stairless) access, but adequate clearances, the correct type of hardware and visual and audible signals for alarms. In renovating historic buildings, the introduction of ramps and achieving the dimensional clearances required for accessibility can be challenging, and are often alarming and of great concern to those concerned about preserving the historical character of the structure. We are confident that both, preservation and accessibility can be accomplished as we have done on many other projects. This is accomplished primarily through creative ideas and careful design.

However, the Variance process is an additional tool available to the Owner and Design Team to accomplish code compliance. A variance granted by the MAAB is not a waiver from providing accessibility. Instead, it is a legal means to provide accessibility in a creative or alternative way that does not meet the written letter of the code. A variance is sometimes granted to allow a minor deviation in dimensions or to avoid providing a ramp at ceremonial entrance when there are equally user-friendly options available. On past projects we have used the variance process for many individual items where the variance allowed us to avoid alternations to existing construction where the changes would have resulted in little, if any, benefit to the end user. Examples include installing concealed door operators rather than demolition of historical and monumental door frames and trim and providing a more useful designated entrance than necessarily the ceremonial front entrance (the letter of the code requires all entrances to be accessible). On one project, we used the variance process to allow the use of enclosed lifts rather than an, where the elevator penthouse would have been visually detrimental to a dramatic steep sloped Victorian roof.

For the residential areas of the project, the MAAB regulations require that the common areas of the residential portion of the property meet the requirements of public areas. This will include any common areas such as lobbies, corridors, function rooms, laundries, etc.

In addition, 5% of the dwelling units must comply with the MAAB's regulations for type Group 2A residential units. While there are many detailed requirements, this essentially means that 5% of the units must be able to be easily converted to accessible units. This means that toilet rooms do not need to be finished with grab bars and similar features, but need to be constructed so these can be easily added. There is a similar requirement for kitchens. In practice, this means that these apartments/condos do not need to be outfitted with accessible devices, and do not need to appear to be 'handicapped' units. However, some of the dimensions within the unit may be larger in case the unit is purchased, or rented, by a person with these needs. In practice, we find this is usually accommodated with little change to the design of the typical units.

Since scope/cost of the proposed renovations will exceed 30% of the fair value of the building value (land excluded), the entire building needs to be made code compliant. If the cost of renovations was less than 30% of the value of the building, then any areas not otherwise being renovated would not need to be altered only to meet MAAB requirements; this does not appear to be applicable to this project. As a point of clarification, there is no 'grandfathered' clause or exception for 'historic' buildings in the MAAB regulations. However, both of these are attributes that are of some value in seeking variances. As an existing building, rather than new construction, there is a lesser requirement for the elevator; it does not need to accommodate a stretcher although this will likely be advantageous and therefore provided. Since the project is not new construction, no Group 1 dwelling units, which have greater 'built-in' accessibility provisions, are required. Only Group 2A units as described above must be provided. However, the project may include units that are full equipped for the disabled as part of the development program.

## **Section VI**

### **Experience and Qualifications**

## **Section VI**

### **Experience and Qualifications**

The attached represents the Experience and Qualifications of the Developer and the Development Team

Michael A. Tavares, Developer

Dale Gienapp, Architect

Jerry MacNeil Architects

Gregory MacNeil, Architect



**Michael Anthony Tavares**

## **Tavares Career Portfolio**

**1977-** Labourer for a real estate developer of single family homes in a residential sub division in Westport Massachusetts. All tasks associated with the general labour of a large scale construction build out.

**1978-81-** Educated at Framingham State University and Trinity at Oxford. Focused on child centered learning and development minoring in Contemporary Social Problems in Urban Societies.

**1981-83-** Social Service Provider to Agencies funded by the Department of Mental Health in Boston. Responsibilities: Day Program Training Facility Manager, Residential Program Manager, Job Placement Coordinator.

**1983-1992-** Real Estate Broker and Developer

Duties

-Principle. Duties: Full service real estate brokerage located in the South End of Boston. Supervised 22 full time residential and commercial real estate agents. Supervised 5 full time property managers and maintenance crew whose portfolio included over 100 mixed use properties in Boston Proper. Supervised 5 full time leasing agents.

### **1983-1992: Development Projects and Roles**

Owner/Partner/Project Construction Manager/Project Administrator: Legal and Professional/Sales and Marketing through above brokerage/Designer/Broker.

#### **Address: 577 Tremont Street, Boston: Circa 1910**

Restoration project of a 5 unit mixed residential/commercial building.

Conversion into 3 residential/2 commercial units.

Project Cost: \$600,000.

#### **41-43 West Newton Street, Boston: Circa 1840**

Restoration/Conversion of 3 brownstone townhouse mansions of over 45,000

Sq. Ft. into 27 luxury residential condominium units.

Project Cost: \$5,000,000.

#### **587-589, 773 Tremont Street, Boston: Circa 1860's**

Project Management of 12 residential and 2 commercial condominiums

#### **34 Milford Street, Boston: Circa 1840**

Restoration of a 15 room, 5 story brick townhouse with one income unit.

Project Cost: \$500,000.

#### **6 West Street, Petersham: Circa 1830**

Restoration of an antique home just off the common.

Project Cost: \$350,000.

**McKinnon's Neck, Glenwood Nova Scotia: Circa 1770**

Restoration and Preservation of a 200 acre peninsula located on the Southwest Shore of Nova Scotia with over 7 miles of ocean frontage. Historic Homestead on 10 acres composed of a residential farm compound. Participated in the preservation of the American Bald Eagle hosting one of Nova Scotia's 4 Eagle feeding stations and working through the Department of Wildlife partnered with the Quabbin Reservoir in Massachusetts in a relocation program. Commercially operated a 46 acre patch of organic low bush wild blue berries for commercial and international markets. This project spanned 20 years: 1987-2007  
Project Cost: \$1,500,000.

**7-9 and 49 West Main Street, Orange Massachusetts: Circa 1888 and 1780's**

Adaptive Reuse of a 35,000 Square Foot Vaudeville Opera House into 25 Artist Live/Work units and 2 Retail Storefronts. Completed: Zoning, Permitting, Plans and Design, Abatements, 21E Hazardous Waste Assessment, Interior Demolition, Financing, Secured Investors through a Limited Partnership Offering with Joint Stocks raising \$500,000.  
Project Cost: \$1,500,000. (Details to Follow)

**1992-1998**

**Full Time Residential Real Estate Broker, Key West**

High End Residential Vacation Property Broker for Prudential Knight Realty.

**Full Time Property Manager, Key West**

Managed 25 multi million dollar vacation homes for International Owners with a staff of 8 professionals.

**Tropical Landscape Design Reinstatement Developer**

Researched historic landscape architectural designs from the 1920's restoring and reinstating the original landscapes to over 100 South Florida Residential Antique Homes and Properties.

**1998-2015**

**MacKinnon Cann Inn Complex, Yarmouth Nova Scotia**

For the past 16 years, I have developed and presently own a high end Inn Complex comprised of 6 historic buildings on 7 lots in the centre of Town. This Complex is located one block off Main Street and two blocks from the Waterfront. This project has many of the same requirements that will be needed in order to develop the Nichewaung Inn. Zoning was the biggest accomplishment. We created a new zone for the Town called the Business Floating Zone whereby, "as of right" we created 15 mixed commercial/residential uses for the property. This new zone is governed to protect the historic tapestry of the District without compromising use and occupancy. The property

is located in the Heritage Conservation District and represents 30% of the whole. All buildings are provincially and municipally registered to protect them for future existence.

**Addresses: Charles Richard House, 17 Collins Street, Yarmouth: Circa 1893**

This 7,000 Sq. Ft. home is one of two brick mansions ever built in the Province of Nova Scotia. When purchased in 1998, it was a condemned 3 unit apartment building. It had been vacant for 10 years. Today it is a 5 star historic Bed and Breakfast serving the traveling public to the region.

Project Cost: \$600,000.

**MacKinnon Cann Inn, 27 Willow Street, Yarmouth: Circa 1887**

This 10,000 Sq. Ft. building was last used as a 4 unit apartment building. When purchased it had been vacant and condemned for 18 years. Today it is a 4.5 Star historic Inn with 7 Guest Room, 2 Restaurants and a 60 Seat Function Facility.

Project Cost: \$1,500,000.

**Charles Moody House, 25 Willow Street, Yarmouth: Circa 1872**

This 5,000 Sq. Ft. Victorian home was last used as a three unit apartment complex and sat vacant for 5 years. Its restoration created three luxury corporate relocation residential units.

Project Cost: \$650,000.

**Anne Spinney House, 15 Collins Street, Yarmouth: Circa 1892**

This 5,000 Sq. Ft. Victorian home was last used as a single family. Its development as taken full advantage of it's "as of right" zoning and has been used for offices, lodging and retail. Presently it is being assigned a new use as an Art Gallery.

Project Cost: \$425,000.

**The Carriage House, On the Complex, Yarmouth: Circa 1872**

This lovely Carriage House suffering from the wears of time was last used as storage shed. Its restoration is a wonderful example of historic transportation buildings for the late 19<sup>th</sup> century and is a jewel in the middle of the Complex. Its present use is that of an Archetectual Antique Shop.

Project Cost: \$60,000.

**Turn of the Century Garage, On the Complex, Yarmouth: Circa 1900**

This building sits behind 15 Collins Street adjacent to the Carriage House and is an excellent example of the evolution of time with regards to transportation building infrastructure. It is presently used as a maintenance workshop.

Project Cost: \$15,000.

As part of my responsibilities on the Board of Directors of the Heritage Trust of Nova Scotia I have undertaken numerous community projects with regards to preservation. Two notable projects are as follows.

**Maritime Conservatory of the Performing Arts, Halifax: Circa 1880**

This project involved the restoration of the main entrance to the Conservatory. This is the oldest Conservatory in Canada. The entire project was completely funded by fund raising efforts and donations.  
Project Cost: \$60,000.

**Gardiners Mill Dam Reinstatement, Gardners Mill NS: Circa 1830**

This project involved the restoration and reinstatement of the oldest known dam infrastructure in the Maritimes. It was privately owned when the project began and with the cooperation of the owners, I personally, was the only individual in the country to obtain approval from Fisheries Oceans Canada to restore it and reinstate the community's lake. Today the property is owned by a Homeowners Association, which I personally formed. The property is now Provincially Registered and was completely funded by fundraising efforts.  
Project Cost: \$120,000.

**In Closing:**

As you can see, my career has been focused on all aspects of real estate development and management. In the past 30 years, I have successfully completed all projects I have undertaken. The only time in history that I experienced a hiccup occurred in Orange in the late 1980's. Ancient history! That project was a complete success from a development standpoint. Its problem occurred when the banking system collapsed and it lost its construction financing. Due to the economic times there were no lenders interested in a project of that scale. This was completely out of my control yet I was honorable to all involved. My career history speaks volumes as to my ability and determination.

**Awards for my Work**

Nominated for South Florida Gardner of the Year 1997  
Nominated for Entrepreneur of the Year 2008  
LB Jensen Award for Community Economic Spin Offs in Restoration 2005  
Business of the Year 2007  
Mechanical Contractor of the Year 2001  
Restoration of the Year, Charles Richards House 2001  
Business of the Month, Waste Check 2014  
Communities in Bloom, 2001-2010  
Heritage Trust of Nova Scotia, Preservation Award 2009  
Yarmouth Historical Society, 2001 and 2005

### **Membership and Professional Associations**

Theta Chi Fraternity: (1979-81), President (1980-81)  
Petersham Historic Commission: (1984-87) Board Member  
Tremont Street Business Assoc. Boston: (1985-1989), President (1987-88)  
Blackstone Park Neighborhood Assoc. Boston: (1984-89), President (1986-87)  
Mass. Board of Realtor: (1984-91)  
Blackstone Park Condo Assoc. Boston: (1985-01), President (1991-92)  
Key West Board of Realtor: (1992-98)  
Clear Creek Condo Assoc. Ft. Lauderdale: (1996-01), President (1997-98)  
Yarmouth Nova Scotia Zoning Board: (2001-09)  
Heritage Trust of Nova Scotia: (2002-15)  
    Chair: Communities Committee: (2004-07)  
    Chair: Buildings at Risk Committee: (2007-13)  
    Chair: Places of Worship Committee: (2014-Present)  
Yarmouth Arts Regional Council: (2001-03) Finance Chair  
NS Assoc of Unique County Inns: (2005-09) President (2007-09)  
Steering Committee: Yarmouth's Downtown Blueprint (2008-09)  
Yarmouth Development Corporation: (2005-09)  
Yarmouth Chamber of Commerce: (1998-Present)  
Yarmouth and Acadian Shores Tourism Assoc. (2009-Present)

### **Borrowing Credit History and Banking Relationships**

Athol Credit Union, Athol	\$98,000.
1 <sup>st</sup> American Bank for Savings, Boston	250,000.
BayBanks, Cambridge	150,000.
Blackstone Bank and Trust Company, Boston	1,300,000.
Workingmen's Cooperative Bank, Boston	5,500,000.
Wells Fargo, CA	10,000.
Chase Manhattan Bank, NY	120,000.
Bank of the Florida Keys, Florida	15,000.
SunTrust Bank, Florida	15,000.
Canadian Imperial Bank of Commerce, NS	335,000.
Royal Bank of Canada, NS	700,000.
TD Canada Trust, NS	400,000.
Atlantic Canada Opportunities Agency, NS	250,000.
Yarmouth Regional Development Bank	160,000.
Nova Scotia Business, Inc. NS	250,000.
Capitol One, NY	15,000.
Dept. of Economic Development, NS (Employ Subsidies)	50,000.
Tourism, Culture and Heritage, NS (Grants)	55,000.
Energy Nova Scotia (Retro Fit)	15,000.
7 Private Investors	<u>800,000.</u>
<b>TOTAL BORROWING POWER:</b>	<b>\$10,488,000</b>



S. Clifford Hood, Q.C.  
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February 18, 2015

FILE NO. 15HMISC

**BOARD OF SELECTMEN  
TOWN OF PETERSHAM  
3 South Main Street, P.O. Box 486  
Petersham, Massachusetts 01366**

GREETINGS:

**RE: NICKEWAUG IN PROJECT**

Michael Tavares has requested me to address a letter supporting his plans to act as a developer (advisor) through a condominium corporation involving a 100,000 square foot redevelopment of an historic property located in the centre of your historic town.

By way of background, I wish to inform you that in addition to practicing law as a profession I had a practical background arising from my pre-law training in the field of engineering. I was, along with practicing law, a developer of new build construction and a restorer of older buildings in our town. I focused on the practice of law and service to my town as a councillor, deputy mayor and chair of many committees including the planning advisory committee. I first served as solicitor for the Town beginning in 1974 and participated in the preparation of our first municipal development planning strategy and land use by-law.

I was elected councillor in 1982 and continued to serve as a councillor until the electors retired me in 2008.

Our Town was settled initially in 1761 by New Englanders, mostly from the Cape Cod area.

It is a good deal like much of New England in the way it developed, prospered and relied on an textile industry and shipping. The Town enjoyed a period of great prosperity in relative terms in the mid-1800 and on into the early twentieth century. There were many substantial homes built in the central district of the Town by sea captains and ship owners.

Overtime, as the industries either changed or failed or became non-existent, many of these homes as their owners passed on became subject to neglect.

Michael Tavares and his partner arrived in our Town in 1998 and their first project, the Charles Richards House, is well known to me. I was chair of the planning advisory committee during the initial formation of what was called in our town "The Collins P" which was a conservation preservation district. In 1998 the Collins P project which had been put together by a group of well-intentioned locals who were struggling to

find direction. The Charles Richard House was a very substantial brick building which had, after the original owners passed on, been used during the Second World War for a different purpose, then as a library and then in another incarnation had been used by a group of resident who had adhered to an alternative lifestyle. It had fallen substantially into disrepair by the time Michael Tavares acquired it.

He and his partner took on the project and transformed the building. It is located dead centre in the historical district of our Town. The building is located directly across the street from the Yarmouth County Historical Society's Museum, which has as its centre piece a repurposed protestant church. The location of this Museum and the adjacent Fuller House are centre pieces of the conservation preservation district.

The restoration of the Charles Richards House saved the concept of the conservation preservation district in my opinion. What is more important is that Mr. Tavares did not stop with his first project. He and his partner have taken on three additional projects adjacent to the Charles Richard House, all of which have involved the restoration and repurposing of residences adjacent to their first project. Michael and his partner currently own seven lots upon which there are six buildings, totaling 30,000 square feet of restored renovated and repurposed heritage buildings. Each of them have been restored and repurposed and retained their historic accurate character.

The contributions of Mr. Tavares and his partner resulting in the restoration of these important historic buildings located in the centre of our Town have, in my respectful opinion, resulted in a significant contribution to the economic and social wellbeing of our community. This includes the benefits of increased employment and the contributions that an historically accurate restoration gives to the overall efforts of town council to promote the town as an historic seaport town. As important, is the effect the restoration efforts have on others who are encouraged to follow the lead of the Tavares developments in their own projects on other premises.

Mr. Tavares will present himself as a passionate advocate for the project. In doing so, he will be push vigorously for what he perceives to be the most accurate renovation and restoration of the project building tempered only by the practical requirements to ensure the repurposing includes ongoing sustainable financial success for the project.

I recommend Michael Tavares for consideration in taking on this project which I understand is to be one of about 100,000 square feet.

The square footage is not in my view is not significant outside the scale of projects Mr. Tavares has undertaken before which I understand include projects state side which were created to prior to his work here in our Town.

I would therefore ask that you consider Mr. Tavares' proposal in a positive light and I extend to the Select (persons) of your good township good wishes for the success of the projet.

Yours very truly,  
HOOD FRASER



S. CLIFFORD HOOD, Q.C.  
SCH/las



February 18 2015

To whom it may concern,

In the late 19th century, Yarmouth was one of the leading seaports in the world. With a thriving harbor and ship building industry came much wealth, accompanied by beautiful, stately homes throughout the town and surrounding area.

Over time, some of these homes, because of their size and cost to maintain, were turned into multi-unit dwellings and many of these homes fell into disrepair.

In the geographical center of our town, there were numerous examples of these formerly majestic homes. With many of these homes being demolished or destroyed, there is one great example that shows how vision and passion can recreate a historic district, and the MacKinnon Cann complex was the cornerstone of such a redevelopment.

The town of Yarmouth is the first town in Nova Scotia to create an app for a heritage district tour, and the McKinnon Cann complex is at the heart of this tour. The MacKinnon Cann was derelict and close to demolition. But Michael Tavares had a vision, not only for the repurposing of the Inn, but the entire block.

As you can imagine, in a project of this magnitude, there are many opportunities for tradesmen and craftspeople to be employed and learn new skills about old techniques, which continued to be used in other refurbishment projects in our town and surrounding area.

Being a town councilor and former mayor, I can easily see the contribution this complex has made to our town, not only in increased taxation on the improved properties, but also to showcase a long neglected part of our community, and this was the first in a domino effect in the area.

With a renewed ferry link to the Northern United States, this area will be showcased for many years to come.

Phil Mooney  
507 Brunswick Street  
Yarmouth, N.S.  
902-742-6112

February 17, 2015

To whom it may concern:

I have worked with Michael Tavares on three different renovation projects in the past. These projects were the renovation of existing buildings to create residential units, the creation of a bed and breakfast and an inn restaurant combination. I found Michael to be quite knowledgeable about the codes and building regulations of the day. His attention to detail makes him very good at restoring heritage buildings to uses which compliment the existing features of the buildings. I believe these qualities would be a asset to any project which involves restoration while complying to codes and regulations. Michael will do well at any restoration project, mainly because of his knowledge and zeal when involved in the rehabilitation of a building.

A handwritten signature in dark ink, appearing to read 'Edward W Thibeu', with a stylized, flowing script.

Edward W Thibeu  
Former certified Building Official  
Town of Yarmouth

February 15<sup>th</sup>, 2015

Petersham, Massachusetts,

To whom it may concern,

**Re: Reference for Michael Tavares - The Nichewaug Inn,**

Michael and I have worked on several developments over the years, however, one that I am particularly proud of is the development of the Business Floating Designation and zone surrounding downtown Yarmouth, NS. The regulatory standards provided for a smoother transition between the commercial centre and the surrounding residential areas.

This transition area also provided the means of economically maintaining the large historic buildings in the Collin's Heritage Conservation District by providing for low impact office, retail and personal service uses. Michael has transformed almost an entire block of the district, maintaining the historic streetscape for all to enjoy.

He has shown how to make successful projects while respecting our built heritage. Michael's respect for built heritage and his sensitivity to their surroundings, in my opinion, will help to enhance Petersham's built and natural environments.

I wish you all the best in your future endeavors.

Regards,

Arthur MacDonald MCIP, LPP  
Former Director of Planning,  
Town of Yarmouth, NS

428 Crosby Road  
Woodstock,  
Nova Scotia  
B5A 5L8

February 16, 2015

Re: Proposal Nichewaug Property

To Members of the Petersham Select Board:

I have known Michael Tavares since 1998, when he and his partner first purchased a derelict historic house within the Collins Heritage Conservation District in Yarmouth, Nova Scotia. At the time, I was the Heritage Officer for the Town of Yarmouth, and came to know Mr. Tavares and his excellent work ethic quite well over the following years. Thanks to him, that derelict house and several others within the conservation district have been saved, which may otherwise have been demolished. Those properties have subsequently been registered as heritage properties by him and have been maintained appropriately.

Michael has been tireless in his passion and determination to save the built heritage in our town and province. The vast majority of the work to restore the buildings he owns has been done by Michael and his partner. He has been a force to be reckoned with whenever the integrity of the heritage conservation district has been threatened by indifferent property owners, and has been instrumental in preventing a number of inappropriate changes being made to any of those protected buildings. He has also been the "go-to guy" and an invaluable resource for many, many other homeowners in the general Yarmouth area who have wanted to restore or make appropriate changes to their historic homes. He has saved innumerable individual historic elements from loss, either by reusing them himself in his restorations, or making them available to others who value their workmanship.

Michael served for several years as a member of the Planning Advisory Committee in the Town of Yarmouth, where his knowledge and experience were very influential in assisting that Committee to make significant decisions affecting planning matters in the town. He has been a valuable resource person for the Heritage Advisory Committee in Yarmouth as well, and for heritage-oriented organizations throughout the Province of Nova Scotia. For several years he has been an active and very involved member of the Board of Directors of the Heritage Trust of Nova Scotia, and was a valued member of the Board of Directors of the Provincial Heritage Properties Owners Association of Nova Scotia.

It would take many pages to itemize all the ways that Michael has made Yarmouth a better place and contributed to its economy. His businesses, including a bed and breakfast, a five star inn, and a highly rated restaurant featuring fine cuisine, have brought commerce to the town that would not otherwise have occurred, that added commerce being a highly valued commodity in these economically challenging times. In very general terms, he has been and continues to be a valued asset to Yarmouth, and to Nova Scotia.

Aside from all of the above, Michael's attributes of responsibility, honesty, integrity, and knowledge strongly recommend him for any heritage-oriented project he wishes to undertake. He is first-hand familiar with all the challenges associated with working on a property within a heritage conservation district, as evidenced by his successful restoration and reuse of four buildings within the heritage conservation district within the Town of Yarmouth, Nova Scotia. Each of his redevelopments has been respectful of and emphasized the historic importance of the building and the people who built and occupied it through the years. I believe Michael Tavares to be uniquely suited for the position of developer for the preservation, redevelopment and viable reuse of the Nichewaug Inn property and its environs.

Respectfully,

Linda Campbell  
(Former Heritage Officer, Town of Yarmouth, Nova Scotia)

68 Masons Point Rd.

Head of St. Margaret's Bay  
N.S. Canada B3Z 2A8

February 19, 2015

To Whom It May Concern,

I am writing with regard to Michael Tavares, a Heritage Trust of Nova Scotia colleague, who is responding to a Request for Proposals to repurpose the Nichewaug Inn in Petersham, Massachusetts.

While president (2000-2003; 2010-2013) of the Heritage Trust of Nova Scotia, Canada's oldest built heritage advocacy group, I had the pleasure of working closely with Michael Tavares who was, and continues to be, a member of the Board of Directors of the Trust.

During the past ten years, Michael has served in a leadership capacity as Chair of a number of Board committees including the Communities Committee, the Buildings-at-Risk Committee and currently, the Sacred Places Committee. In each of these positions he has shown great energy, creativity and commitment. Two very successful projects which he initiated and brought to fruition, were the reinstatement of an historic dam, the Gardiner's Mill Dam, in Yarmouth County and the restoration of the main entrance to the Maritime Conservatory of Music, Chebucto Rd., Halifax, N.S. In both projects he worked closely with members of those communities to achieve outcomes of high quality while paying scrupulous attention to historic detail and authenticity.

As a Heritage Trust Board member, Michael has offered advice to many groups and communities contemplating adaptive reuse of heritage buildings, and been a frequent speaker on issues of built heritage, across the province. As you will know, Michael has been involved in a number of excellent restoration projects in Yarmouth, Nova Scotia. I am certain that you would be well served by Michael Tavares should you choose him to repurpose the Nichewaug Inn. Please do not hesitate to contact me if you require any further information.

Yours Sincerely,

Peter Delefes  
Past-President, Heritage Trust of NS

Telephone (home) 902-826-2087  
E-mail: [pdelefes@eastlink.ca](mailto:pdelefes@eastlink.ca)

**Kenneth T. Langille** FRSA  
31 Carleton Street,  
Yarmouth, Nova Scotia. Canada  
B5A 2C5

February 20<sup>th</sup>, 2015

To Whom It May Concern

Re: Michael Tavares

**M**ichael Tavares is a well known heritage developer living in Yarmouth, Nova Scotia and has established, I understand, an excellent reputation for same in parts of the United States.

He has been a resident of our town for more than two decades. During that time, he has played an integral role in restoring, converting and developing several heritage properties into to sustainable community landmarks.

Michael is very passionate with heritage and has devoted his life to heritage preservation and development. He prides himself in accuracy and perfection. He uses authentic materials and is very meticulous in his work.

Michael has been very active in the local and provincial heritage community. He has offered workshops and has been a key player in the Heritage Trust of Nova Scotia.

When Michael takes on a project, he follows it to completion. No challenge is too big for him and I admire him for his tenacity.

As a former government heritage consultant, present heritage property owner, Chair of the Nova Scotia Minister's Advisory Council on Heritage and the Chair of the Yarmouth Heritage Advisory Committee, I feel Michael has a great deal to offer anyone interested in developing heritage homes and similar properties into some form of sustainable structure.

I wish him the best in future endeavours.



Kenneth T. Langille FRSA

To Whom It May Concern:

I write in support of Michael Tavares' proposal to develop and repurpose the Nichewaug Inn, in Petersham Massachusetts.

As the Provincial representative for the Yarmouth area, I have seen first hand Mr. Tavares' ability to take on a significant development project and see it to successful completion.

The MacKinnon Cann Inn Complex in Yarmouth is such a transformative project. Mr. Tavares and his partner, Mr. Hisgen, repurposed what was a deteriorating housing block into a unique and beautiful tourism accommodation complex with a fine dining feature. This has rejuvenated the Historic District of the Town of Yarmouth and restored the esthetic beauty that once was the hallmark of this area.

What was an area of deteriorating value to the Town of Yarmouth has become a high quality destination that has significantly enhanced the attractiveness of Yarmouth's downtown for tourists and visitors. The economic impact of this project has been meaningful for the tourism sector, as well as for employment and services to the community.

The MacKinnon Cann Inn Complex provides a clear demonstration of Mr. Tavares' capacity as a developer and his ability to restore historical beauty. His impact on Yarmouth will be lasting, as will his impact on Petersham, given the chance.

Yours truly,

The Honourable Zach Churchill  
Member of the Legislative Assembly of Nova Scotia for Yarmouth, Minister of Natural Resources



**Dale Gienapp, AIA**

**GIENAPP DESIGN ARCHITECTURE**

**Gienapp Design Associates** is a full service architectural firm serving public and private clients. Our practice is guided by a few main objectives; 1) specialize in challenging projects using a problem-solving approach, 2) develop partnering relationships with our clients and consultants, 3) maintaining an efficient production group and 4) utilize the most current techniques for design presentations through construction documents. It is our goal to provide quality service with our role custom-tailored to our clients' needs. We frequently work with our clients to define a unique Scope of Services that is responsive to their own skills, capabilities and convenience. We understand the traditional role of the architect is not always the best way to deliver services. Our ability to successfully collaborate with owners, engineers, construction managers and other architects has allowed us to offer unique and advantageous project teams to our clients.

We believe it is our dedication to problem solving and effective communication that distinguishes Gienapp Design. These strengths are key elements of any successful project.

Dale Gienapp, owner of the firm, has over 30 years of professional experience in Massachusetts' public and private institutional projects. His experience ranges from Master Planning for large institutions to hands-on involvement in the smallest of modernization projects. The firm has five architectural staff and has enjoyed a steady increase in the quality and quantity of projects since it was founded in 2000.

We are experienced with many project types including modernizations, new construction, extensive renovations and buildings on the National Register of Historic Places. Our experience includes numerous projects with complex permitting and approval requirements, from health care licensing to environmental issues. We take pride in our technical expertise. However, we are never reluctant to engage specialized consultants when it is in the best interest of the project and our client.

Our project experience demonstrates our ability to make high quality presentations at all levels from one-on-one summaries for a Senator to formal Town Meeting presentations. We emphasize the need for clear communication throughout all phases of a project.

Our practice is approximately equally divided between public and private projects with a huge range of project budgets from a few thousand dollars to more than \$50 million. We are equally adept at planning studies, building design and construction documents.

Our project experience includes a broad range of municipal and private projects including Town Halls, business, educational, justice, library and multifamily residential facilities. We are experienced in exterior renovations/restorations including many façade improvement projects. We are experienced in working with municipalities, state agencies and grant programs. We have performed extensive work for the Massachusetts's Division of Capital Asset Management (DCAM). Our practice is concentrated in eastern Massachusetts, primarily in or near the I-495 loop. Our current and recent projects include work in Boxford,

## B. Firm Profile



IT IS OUR GOAL TO PROVIDE  
QUALITY SERVICE WITH OUR  
ROLE CUSTOM-TAILORED TO  
OUR CLIENTS' NEEDS.

G I E N A P P  
D E S I G N  
ARCHITECTURE



Lynnfield, Bedford, Lexington, Rowley, Winthrop, Norwood, Fitchburg, Lowell, Lynn, Salisbury, Salem, Peabody, Danvers and other communities.

Gienapp Design enjoys a reputation for hands-on involvement of the principal and senior staff. We have gained a wide variety of experience with working on historical buildings, from assessments to renovations and/or additions to historic buildings. ■



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QUALITY SERVICE WITH OUR  
ROLE CUSTOM-TAILORED TO  
OUR CLIENTS' NEEDS.



GIENAPP  
DESIGN  

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ARCHITECTURE

## Dale Gienapp, AIA, LEED AP BD+C

PROFESSIONAL EXPERIENCE	1999-	Gienapp Design Associates, LLC	Owner and Principal
	1998-99	CSS Architects, Inc. Wakefield, MA	VP of Operations
	1990-98	DiNisco Design Partnership Boston, MA	Vice President
	1982-90	Stopfel Associates, Inc. Boston, MA	Associate
	1980-82	Jung/Brannen Associates Inc. Boston, MA	Designer/Draftsman
REGISTRATION/ CERTIFICATIONS		Massachusetts #6578 New Hampshire #3366 LEED AP BD+C MCPPO Certification	
EDUCATION	1985	Harvard University Graduate School of Design	Master in Architecture
	1980	Iowa State University College of Design	Bachelor of Arts, Architecture
	1975-77	Drake University Des Moines, IA	Physics Engineering
EXPERIENCE		Project Manager for projects \$5,000 - \$40M for all project phases Programming through Construction Administration Project Designer Master Plan and Feasibility Studies Programming Lynn Historical Commission, Chairman (former)	
PROFESSIONAL AFFILIATIONS		American Institute of Architects Boston Society of Architects NCARB	U.S. Green Building Council International Code Council Rotary International
AWARDS AND HONORS		DCAM Excellence in Studies, Falmouth Trial Court Iowa State University, House of Tiles Competition	
CONTINUING EDUCATION		Public Libraries: Planning & Design; Harvard University GSD Designing Court Facilities, National Center for State Courts, Phoenix, AZ Architectural Photography; Harvard University GSD Terra-cotta and Limestone Repair; Columbia University Professional Liability Management; DPIC Companies Architectural Services Contracts; Boston Society of Architects Legal Seminars: AIA Documents 101 and 201 (O/A and O/C Contractor Agreements); Burns & Levinson, Attorneys Massachusetts State Building Code, 7 Seminars, Boston Society of Architects Massachusetts Architectural Access Board, 2 Seminars, BSA Massachusetts Energy Code, State Board of Building Regulations and Standards International Building Code, BSA	



**GIENAPP  
DESIGN**  
ARCHITECTURE

## Michael S. Nee, RA

PROFESSIONAL EXPERIENCE	2009- 2001-09 1995-2001	Gienapp Design Associates, LLC Salley Associates Salley Associates	Project Architect/Designer Project Architect/Designer Designer/Draftsman
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REGISTRATION	Massachusetts #10735
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EDUCATION	1993	Roger Williams University	Bachelor of Architecture
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PROJECT EXPERIENCE	<i>Pavilion Building</i>	<i>Salisbury, MA</i>
	Design and Construction of a complete renovation of a 50,000 sf. arcade building for three new functions: 1) Seaglass Restaurant (175 seats), 2) Seaglass Function Hall (100 seats) and 3) Blue Ocean Music Hall, 650 seat performance center.	

	<i>Mullikan Way Commercial Building</i>	<i>Newburyport, MA</i>
	Prepared a design for exterior renovation of this large two story commercial building. The solution included the design of two steel entry canopies and the color selections for the facade.	

	<i>My Low Carb Life</i>	<i>Danvers, MA</i>
	Generated the construction documents for the retail tenant fit out that included spatial organization, accommodation of client's equipment needs, and addressed both life safety and egress requirements.	

	<i>Norwood Town Hall</i>	<i>Norwood, MA</i>
	Construction Administration for limestone and masonry restoration. Replacement and reconstruction of granite tower with ornate limestone pinnacles, slate roofs, and ornate metal railings.	

	<i>Sudbury Town Homes</i>	<i>Sudbury, MA</i>
	Design of 22 town homes to complete a previous phase of an over 55 development. The initial phase was two mid-rise buildings by another development team. That initial phase did not market well and did not have a favorable proforma. Gienapp Design worked with a new developer to assume the project and change the masterplan from three additional mid-rise buildings to multiple townhome buildings.	

	<i>Colchester Properties:</i>	<i>Methuen, MA</i>
	This is the design of a new 36 unit townhome and flat condominium project. While this project is not age restricted, it includes many single-story grade level units that are in market demand for the aging population of the area. There are 20 enclosed garages and 10 additional covered parking spaces that can be purchased. The units are designed to allow easy customization to provide three bedroom or two-bedroom with study units.	

	<i>Wadsworth Village:</i>	<i>Danvers, MA</i>
	Wadsworth Village is specific zoning district that was created to allow this unique multi-use project constructed in 1980. The Village includes the original 1890's wood-framed Wadsworth school. There are 6 additional buildings, all of which were historic buildings that were relocated to the site. Gienapp Design has worked with both of the two recent owners of the properties to renovate and modernize the buildings while maintaining the historical character of the building and the village as a whole.	



GIENAPP  
DESIGN  
ARCHITECTURE

## Kevin A. Latady

PROFESSIONAL EXPERIENCE	2009-	Gienapp Design Associates, LLC	Designer
	2000-	Latady Architectural Design Studio	Principal
	1994-00	Tappe Associates, Inc.	Project Architect
	1992-92	Amsler Woodhouse MadLean, Inc	Project Manager/Designer

EDUCATION	Boston Architectural Center	Bachelor of Architecture
	Boston, MA	

New England School of Photography, Boston, MA	Certificate, Professional Photography
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Bennington College  
Bennington, VT

PROJECT EXPERIENCE	<i>Hosmer House</i>	<i>Sudbury, MA</i>
	Comprehensive assessment of the physical structure for recommendations for preservation and restoration.	

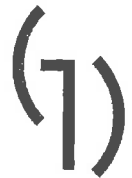
*DMR Wrentham Heffron A and B* *Wrentham, MA*  
Assessment and design of a vacant residential facility of the Department of Developmental Services. New HVAC, electrical, and plumbing system, site drainage, accessibility and interior finish repair including asbestos abatement.

*Facade Improvements* *Fitchburg, MA*  
Design, construction documents and construction administration, and renovation of historical facade improvements for multiple buildings. Projects include facade improvements for the Theater Block Building and New Players Theatre Guild.

*Sudbury Grange* *Sudbury, MA*  
This architectural investigation and historical survey consisted of field investigations to document existing architectural, structural, mechanical and electrical conditions of the Sudbury Grange Hall

*Goodnow Library* *Sudbury, MA*  
Schematic design through construction administration of 22,000sf addition and 8,000sf renovation of a historic 19th century library (including additional services of applying for and winning a \$100,000 matching grant from the Massachusetts Historical Commission to complete the major historic restoration of the 19th wing).

*Christian Renewal Church* *Salem, MA*  
Comprehensive assessment of the physical structure for recommendations for preservation and restoration.



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ARCHITECTURE

## John Maloney, AIA, CSI, CCS, NCARB

PROFESSIONAL EXPERIENCE	2013-	Gienapp Design Associates, LLC	Project Manager
	2010-2012	LPBA Architects	Project Manager
	2009-2010	CBI Consulting	Project Manager
	2005-2009	Bargmann Hendire + Archetype	Project Manager
	2000-2003	Edwards and Kelcey	Project Manager
	1996-2000	University of Massachusetts	Project Manager
REGISTRATION/ CERTIFICATIONS		Massachusetts #09513 MCPPO Certification	

EDUCATION	1992	Boston Architectural Center	Bachelor of Architecture
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PROJECT  
EXPERIENCE

*Norwood Town Hall* *Norwood, MA*  
Construction Administration for limestone and masonry restoration. Replacement and reconstruction of granite tower with ornate limestone pinnacles, slate roofs, and ornate metal railings.

*Fernald School for the Developmentally Disabled* *Waltham, MA*  
Renovation of an historic multi-unit residence for developmentally disabled residents. Project included interior re-design creating cafeteria, commercial kitchen, and office spaces. The re-design required the disconnection of campus steam heating system and the creation of a new mechanical room with stand alone boilers. The masonry walls and slate roof were also repaired.

*Newgate Prison Museum* *East Granby, CT*  
Preservation of four buildings at the 18th century Newgate Prison site. Contract drawings, specifications writing and estimating for three historically significant buildings and one contemporary building. Project included cedar shingle roofs, masonry repair and structural work to the 250 year old guardhouse.

*Plymouth Rock Portico* *Plymouth, MA*  
Produced contract drawings and specifications for restoration of granite masonry structure. Worked as a team member on this project with the Director of Preservation at BH+A. Project included masonry restoration, new EPDM roof and structural repairs

*Ames Mansion* *Easton, MA*  
Two historic preservation projects at the Ames Mansion in Borderland State Park. Restored existing stone masonry and existing wood windows. Also selective replacement of EPDM roof.

*George's Island, Harbor Island National Historic Park* *Boston, MA*  
Project Manager for the rehabilitation of bluestone walkways, and historic steel bar fencing at Fort Warren. Contract drawings and specifications writing.

*Building Evaluation Reports* *Boston, MA*  
Project Manager of a team of Architects and Engineers that have performed a number of building evaluation reports on buildings. Clients have included the Nordblom Company, Pilot Development, Harvard University Planning & Real Estate, and the Town of Belmont, MA.



**Jerry MacNeil, Architect**  
**Gregory MacNeil, Architect**

**Jerry MacNeil Architects, Ltd.**



**Roderick J. MacNeil, B. Arch, M. Arch, MNSAA, FRAIC**

President

**REGISTRATION**

Licensed Architect - Member of the Nova Scotia Association of Architects (MNSAA)

**EDUCATION**

Pratt Institute of Design, New York, New York, United States of America

- Master of Architecture (with Honours), 1977

Nova Scotia Technical College, Halifax, Nova Scotia, Canada

- Bachelor of Architecture, 1973

Saint Dunstan's University, Charlottetown, Prince Edward Island, Canada

- Pre-Engineering, 1969

**ACADEMIC AWARDS**

Alpha Rho Chi Medal in Architecture

- Pratt Institute of Design, New York, New York, United States of America, 1977

Alpha Rho Chi Medal in Architecture

- Nova Scotia Technical College, Halifax, Nova Scotia, Canada, 1973

**CERTIFICATE COURSES**

West Dean College / English Heritage, North Chichester, West Sussex, United Kingdom

- Measured Survey for Cultural Heritage Summer School, 2011

Oxford University / English Heritage, Oxford, United Kingdom

- Archaeology Survey: Analysing and Recording Historic Landscapes, 2010

Harvard University Graduate School of Design, Boston, Massachusetts, USA

- Certificate Course Creating Environments for the Elderly: Design Basics, Emerging Trends, and Marketing, 1992

- Certificate Course Museum Design, 1990
- Certificate Course Certificate Course in Lighting, Sunlighting, and Perception, 1989

Association for Preservation Technology International (APT), Springfield, Illinois, USA

- Capturing the Past for future Use: Integrating Documentation with Repair, Design and Construction in Historic Building Rehabilitation, Los Angeles, USA, 2009
- Traditional Lime and Brick-dust Mortars for Restoration, San Juan, Puerto Rico, 2007
- Conservation Project Management Symposium, Halifax, Canada, 2005
- Professional Development Program in Engineering for Older Buildings, including Heritage Buildings, Materials & Pathologies, Portland, Maine, USA, 2003
- Stained Glass Conservation and Protection, Toronto, Ontario, Canada, 2002
- Modern Historic Concrete, Monterey, California, USA, 2001
- Coatings for Architectural Surfaces, Philadelphia, Pennsylvania, USA, 2000
- Exterior Wood – Conservation & Protection, Banff, Alberta, Canada, 1999

**CAREER DEVELOPMENT**

Upon graduation from Pratt Institute of Design in New York, Mr. MacNeil established Jerry MacNeil Architects Limited in Halifax. Jerry MacNeil Architects is a 37-year-old firm permitted as a corporate entity to engage in the practice of architecture

Since that time he has been involved with multiple new design, renovation, adaptive re-use, conservation projects and building pathology investigations for institutional and corporate clients, including the Roman Catholic Episcopal Corporation of Halifax, Diocese of Antigonish, Provincial and Federal governments, Northwoodcare Incorporated, and Marvin

**Roderick J. MacNeil, B. Arch, M. Arch, MNSAA, FRAIC**

President

Signature Services, a division of Marvin Windows and Doors, Minnesota.

Awarded an Alpha Rho Chi Medal for academic excellence both by the Nova Scotia Technical College, Halifax, and Pratt Institute of Design, New York City he is the only known Alpha Rho Chi Fraternity member to have received this medal twice in its one hundred year history. As a part of his Bachelor of Architecture Degree he studied European Architecture and Town Planning at the Technische Hogeschool in Eindhoven, the Netherlands. In 1989 he was inducted into the Royal Architectural Institute of Canada College of Fellows.

For over 17 years he has directed his firm's conservation consulting services to Marvin Windows and Doors and its Signature Services Division for projects in Canada and the USA that deserve an extraordinary level of customization and expertise. His use of CAD/CAM and BIM technology is a specialized and active part of his conservation work.

His work has demonstrated that with the use of digital technology such as tacheometric survey, photogrammetry, BIM, and survey and damage mapping software that planning and costing reliability can be increased and the design profession can be seamlessly meshed into the production process from field measurement to factory floor. This work has led to the development of manufacturing processes that aid the production and ensures the detailing of the windows is exact to the specifications of the existing windows. The staff at Marvin Signature Services recognize Jerry as a specialist in the replacement of historical architectural millwork and as such his firm has been chosen to take on their large window conservation projects when precise metrics are essential to the success and efficiency of the project. At West Dean College he completed the Measured Survey for Cultural Heritage Summer School taught by the Geospatial Imaging, Graphics & Survey Staff from English Heritage. This intensive training course aimed at professionals working in building conservation covered photogrammetry,

orthophotography and electronic survey instruments including 3D laser scanning.

At Oxford University he completed the Archaeology Survey Course taught by specialists from English Heritage aimed respectively at those engaged in recording and analysing monuments, and historic buildings. This intensive practical training course covered Reflectorless Electronic Distance Measurement (REDM) / Total Station and Global Positioning System (GPS) survey and was aimed at those engaged in recording and analysing field monuments and historic landscapes, using the results for interpretation and conservation strategies.

Appointed by the Federal Government to the Federal-Provincial Advisory Committee on Institutional and Medical Services to study and assess the existing Canadian design guidelines for shelters for the elderly, he co-authored the Health & Welfare Canada Facility Planning Design Guideline for the Elderly.

He was the recipient of the Hourglass Action Award from the Partnership for Access Awareness Nova Scotia (PAANS) for creating barrier-free access by providing designs of special facilities for persons with disabilities, presented by the Premier of Nova Scotia.

His design of Saint Anne's Church, Glace Bay was the subject of a three-part documentary on Art and Architecture co-produced by Vision Television in conjunction with the Atlantic School of Theology. His liturgical furnishings design for Immaculate Heart of Mary Church, New Brunswick was the recipient of an IFRAA/AIA (Interfaith Forum On Religion, Art and Architecture/American Institute of Architects) Honour Visual Arts International Design Award.

**Roderick J. MacNeill, B. Arch, M. Arch, MNSAA, FRAIC**

President

**PAPERS / PRESENTATIONS**

Association for Preservation Technology International

- "Adoption of Tacheometric Survey in Combination with BIM and CAD/CAM Technology for Large Gothic Revival Window (Circa 1900) Replacement", Denver, Colorado, USA, 2010
- "Use and Application of Digital Technology in the Design and Fabrication of Gothic Revival Replacement Windows using CAD/CAM Equipment", Toronto, Ontario, Canada, 2002

16th ICOMOS General Assembly

- "Saint Anne's Church", Quebec City, Quebec, Canada, 2008

UIA XVIII World Congress / AIA National Convention

- "Use of Light, Form and Material in Creating a Sacred Space", Chicago, Illinois, USA, 1993

Heritage Trust of Nova Scotia

- "Making your Place of Worship Accessible", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2012.
- "Measurement and the Management of Change", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2011
- "History as a Part of Living Church Buildings", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2010

**MEMBERSHIPS**

Nova Scotia Association of Architects (NSAA)

- Member, 1974 - 2015

Royal Architectural Institute of Canada,

- Member, 1975 - 2015
- College of Fellows, 1989 - life

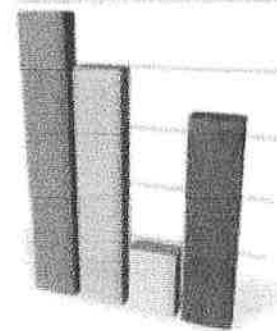
ICCOMOS Canada - Canadian National Committee of the International Council on Monuments and Sites,

- Member, 2008 – 2015

Association for Preservation Technology International

- Member, 1998 – 2010

**CAREER EXPERIENCE AS A PERCENTAGE OF TOTAL WORK SINCE 1973**



■ New Construction  
■ Renovation  
■ Adaptive-reuse  
■ Conservation

**Gregory J. MacNeil, B.A., BEDS., M. Arch. MNSAA, MRAIC**

Imaging and Visualization Services

**REGISTRATION**

Licensed Architect - Member of the Nova Scotia Association of Architects (MNSAA)

**EDUCATION**

Technical University of Nova Scotia, Halifax, Nova Scotia, Canada

- Master of Architecture (First-Professional), 1994

Technical University of Nova Scotia, Halifax, Nova Scotia, Canada

- Bachelor of Environmental Design Studies, 1992

Acadia University, Wolfville, Nova Scotia, Canada

- Bachelor of Arts, International Relations, 1987

**CERTIFICATE COURSES**

West Dean College / English Heritage, North Chichester, West Sussex, United Kingdom

- Measured Survey for Cultural Heritage Summer School, 2011

Oxford University / English Heritage, Oxford, United Kingdom

- Archaeology Survey: Analysing and Recording Historic Landscapes, 2010
- Building Survey: Analysing and Recording Historic Buildings, 2009

Norwegian University of Science and Technology, Trondheim, Norway

- ICCROM 12th International Course on Wood Conservation Technology, 2006

Catholic Theological Union, Chicago, Illinois, USA

- 3 year Certificate Course in Liturgical Design, 1997

Harvard University Graduate School of Design, Boston, Massachusetts, USA

- Certificate Course in Language of Design Graphics, Products, and Interiors, 1992

Association for Preservation Technology International (APT), Springfield, Illinois, USA

- Decorative Paint Workshop, Galveston, Texas, USA, 2004
- Professional Development Program in Engineering for Older Buildings, including Heritage Buildings, Materials & Pathologies, Portland, Maine, USA, 2003
- Stained Glass Conservation and Protection, Toronto, Ontario, Canada, 2002
- Seismic Retrofit for Historic Buildings, Monterey, California, USA, 2001
- Modern Historic Concrete, Philadelphia, Pennsylvania, USA, 2000
- Exterior Wood – Conservation & Protection, Banff, Alberta, Canada, 1999

**CAREER DEVELOPMENT**

Gregory MacNeil joined Jerry MacNeil Architects, 1994 as a graduate architect. He currently oversees the firm's measured and image-based building documentation and visualization services and has extensive training and experience in building conservation. Jerry MacNeil Architects is a 37-year-old firm permitted as a corporate entity to engage in the practice of architecture.

In 2012 he was the sole presenter for a Traditional Building Magazine Webinar "Heaven Sent: A Historic Church Seizes a Window of Opportunity", a 90 minute American Institute of Architects Accredited Continuing Education Credit Course focused on wood window conservation. Learning objectives included establishment of the project team, effective work processes, techniques for physical inspections, surveys and measurements used in the rehabilitation of large windows.

At West Dean College he completed the Measured Survey for Cultural Heritage Summer School taught by the Geospatial Imaging, Graphics & Survey Staff from English Heritage.

**Gregory J. MacNeil, B.A., BEDS., M. Arch. MNSAA, MRAIC**

Imaging and Visualization Services

This intensive training course aimed at professionals working in building conservation covered photogrammetry, orthophotography and electronic survey instruments including 3D laser scanning.

At Oxford University he completed the Archaeology Survey Course and the Building Survey Courses taught by specialists from English Heritage aimed respectively at those engaged in recording and analysing monuments, historic landscapes and historic buildings. Both of these intensive training courses emphasized skills and covered observation, investigation, analysis and broad spectrum of recording methodologies.

In Oslo, Norway he completed the 6-week course ICCROM (International Centre for the Study of the Conservation and Restoration of Cultural Property) 12th International Course on Wood Conservation Technology, sponsored by the Norwegian Directorate for Cultural Heritage. Two years later at the ICCROM 13th International Course on Wood Conservation Technology he lectured in Oslo on the subject of historic Gothic wood windows, photogrammetry and measured building survey.

His West LaHave farmhouse (circa 1916) conservation project, was featured at the AIA (American Institute of Architects) Seattle Symposium on Sustainability in 2005.

In 1997 he accepted an invitation to work with the Diocese of Augsburg, Germany in their Building and Planning Office (Diozesanbauamt). This office controls and co-manages with the Bavarian State Historic Conservation Commission approximately 5,000 registered historic structures and 8,000 registered historical monuments. The Diocesan Building and Planning Office consisted of architects, art historians, and finance officers and maintained one of the best collections of Baroque Architecture in the world including a UNESCO world heritage site. His work consisted of daily field inspections and conservation planning in conjunction with the Bavarian State Historic Conservation Commission to determine

urban planning issues, building, artifact and object conservation issues, documentation and recording historic objects.

**PAPERS / ARTICLES / LECTURES / VIDEO**

Association for Preservation Technology International

- "Adoption of Tacheometric Survey in Combination with BIM and CAD/CAM Technology for Large Gothic Revival Window (Circa 1900) Replacement", Denver, Colorado, USA, 2010
- "Stabilization of Neighbourhoods as an Accidental Effect of Over-cladding", Atlanta Georgia, USA, 2006
- "Use and Application of Digital Technology in the Design and Fabrication of Gothic Revival Replacement Windows using CAD/CAM Equipment", Toronto, Ontario, Canada, 2002

European Association of Archeologists

- "Unraveling the 3D Cultural Landscape within a Tablet Interface", Pilsen, Czech Republic, 2013
- "Surveying the Surveyor General's Office – Documenting, Recording and Modeling a Transient Building", Oslo, Norway, 2011

Heritage Trust of Nova Scotia

- "The Conservation of Buildings Over-clad with Vinyl Siding", Places of Worship Lecture, Yarmouth, Nova Scotia, Canada, 2014
- "The Effects of Over-cladding with Vinyl Siding", Places of Worship Lecture, Truro, Nova Scotia, Canada, 2011
- "Documentation for the Conservation of Historic Places", HTNS Lecture, Halifax, Nova Scotia, Canada, 2012
- "Making your Place of Worship Accessible", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2012

**Gregory J. MacNeil, B.A., BEDS., M. Arch. MNSAA, MRAIC**

Imaging and Visualization Services

- "The Effects of Over-cladding with Vinyl Siding", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2011
- "The Documentation and Recording of Buildings", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2010
- "The Repair and Replacement of Church Windows", Places of Worship Symposium, Halifax, Nova Scotia, Canada, 2010

Le Festival de Clare-té

- "Who are the Saints? Are they not the people that the light shines through?", Church Point, Nova Scotia, Canada, 2014

Lunenburg County Historical Society

- "Conservation and Painting of Historic Wood Facades", Lahave, Nova Scotia, Canada, 2006

Nova Scotia Heritage Conference

- "Unraveling the Cultural Landscape", Liverpool, Nova Scotia, Canada, 2013

Marvin Windows and Doors

- "St. Mary's Church, Potsdam New York - Historic Renovation", Potsdam, New York, USA, 2011

<http://www.youtube.com/watch?v=q7LKSovCC4>

Old House Journal Magazine, Boulder, Colorado, USA

- "Getting Under Second Skins", Old House Journal; Aug 2007, Vol. 35 Issue 4, p48.

Traditional Building Magazine / AIA Continuing Education Accredited Webinar

- Heaven Sent: An Historic Church Seizes a Window of Opportunity, Boulder, Colorado, USA, 2011

**MEMBERSHIPS**

Royal Architectural Institute of Canada (RAIC)

- Member, 2014 - 2015

Association for Preservation Technology International

- Member, 1998 – 2015
- Documentation Committee, 2014 - 2015
- Technical Committee on Sustainable Preservation, 2010 - 2015
- Vice President, 2009 – 2011
- Bylaws Chair, 2007 – 2011
- Board of Directors, 2006 – 2011
- Training & Education Co-Chair, 2006 – 2007

European Association of Archeologists (EAA)

- Member, 2011-2014

ICCOMOS

- Member, 2008 – 2015
- International Wood Committee, 2014 - 2015

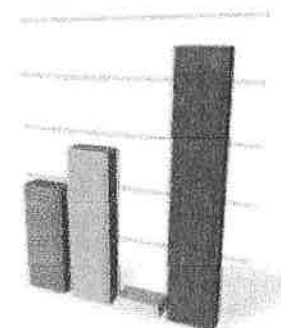
Nova Scotia Advisory Council on Heritage Property

- Member, 2012 - 2015

Royal Nova Scotia Historical Society

- Member, 2013 – 2015

**CAREER EXPERIENCE AS A PERCENTAGE OF TOTAL WORK SINCE 1994**



- New Construction
- Renovation
- Adaptive-reuse
- Conservation

## **Section VII**

### **Miscellaneous Financial Information**



**Canada Trust**

TD Canada Trust  
360 Main Street  
Yarmouth, Nova Scotia B5A 4B2  
T: 902 742 3561 F: 902 742 1512

February 9, 2015

To Whom It May Concern:

Michael Tavares has been a client of TD Canada Trust since 2002, when we supplied him with permanent financing for his first project in Yarmouth, the Charles Richards House Historic Bed and Breakfast.

In 2004, TD Canada Trust was the primary lender involved in the creation of the MacKinnon Cann Inn in Yarmouth Nova Scotia. We supplied Mr. Tavares with his construction financing in the conversion of a condemned 1880's Victorian Mansion into one of Nova Scotia's finest boutique hotels and restaurants. The project took one year to complete. It was completed on time and on budget opening to the general public in December 2004 and has been in operation full time since.

After the projects completion, TD Canada Trust converted the construction loan into permanent financing and presently still holds the first mortgage on that facility. In addition, TD Canada Trust holds his businesses Operating Account.

Mr. Tavares's Inn was awarded the highest recognition by the Tourism Industry of Nova Scotia in 2007, Business of the Year.

Mr. Tavares's accounts have always remained in good standing with the Bank.

We wish him well with his future endeavors and value his business, community commitment and award winning reputation in the Tourism Industry of Nova Scotia.

Sincerely,

Azar Bitar  
Branch Manager  
(902) 742 - 3561 ext 250  
TD Canada Trust Branch 5490  
360 Main St,  
Yarmouth, NS  
B5A 4B2



Member of TD Bank Financial Group





February 17, 2015

Dear Mr. Tavares,

Thank you for giving Hometown Bank an opportunity to review the Nichewaug Inn in Petersham project. After a review of the information you provided and our discussion, Hometown Bank would have a high level of interest in financing the project. However, prior to any formal commitment we would need to fully review and underwrite all aspect of the project.

Again, thank you for the opportunity, and I look forward to working with you in the near future.

Sincerely,

Michael P. Mahlert  
Senior Vice President  
Senior Loan Officer  
Hometown Bank

## **Section VIII**

### **Organizational Structure**

## **Section VIII**

### **Organization Structure**

At this point in the process we have not established the Development Corporation. If our proposal is the successful plan this will be the first item of business.

**Section IX**

**Statement of Tax Compliance**

## **Section XI**

### **Statement of Tax Compliance**

At this point in the process we have not established the Development Corporation. If our proposal is the successful plan this will be the first item of business. Michael Tavares is not a resident of the Commonwealth of Massachusetts but a full time resident of Canada. He holds Dual Citizenship with both Canada and the United States.

## **Section X**

### **Disclosure Statement of Beneficial Interest**

## **Section X**

### **Disclosure Statement Concerning Beneficial Interest**

At this point, this has not been determined.

## **Section XI**

### **Conflict of Interest**



## Section XI

### Conflict of Interest

There are no Conflicts of Interest with this proposal

A handwritten signature in dark ink, appearing to read "Michael A. Tavares", written over a horizontal line.

Michael A. Tavares

A handwritten date "2-18-15" in dark ink, written over a horizontal line.

Date

## **Section XII**

### **Anti-Discrimination**

## Section XII

### Anti-Discrimination

The Proposer agrees that in the construction of the improvements and otherwise in any agreements made pursuant to this Proposal, it shall cause all contractors, tenants and users to comply with all applicable laws, ordinances, regulations and orders from time to time in effect relating to nondiscrimination, equal employment opportunity, contract compliance and affirmative action.

  
\_\_\_\_\_  
Michael A. Tavares

  
\_\_\_\_\_  
Date

## **Closing Statement**

### **Closing Statement,**

It is with great pride that we submit this complete package in response to your Request for Proposal for the Reuse and Development of the Nichewaug Inn. I wish to express my sincere thanks to my Development Team for the countless hours of work involved in assembling and evaluating this project. This effort has produced a clear perspective of our vision and passion for the preservation of Petersham's built heritage tapestry.

The effort of this Team has given the people of Petersham hope in achieving the ultimate goal of preservation. The time involved in preparing this Response is but one of the many gifts my Team will bring to this project. All involved dedicated their time and expertise, free of charge, to realize a comprehensive introduction to this project and for that I am extremely grateful.

There are still many unknowns associated with this project. We have much more to discuss and determine, as a community, to see this project through but I am confident we are up to the task.

We look forward to your response and the opportunity to present a more detailed and visual presentation to the people of Petersham.

Respectfully Submitted,

  
Michael A. Tavares