



Mass Cultural Council - Cultural Facilities Fund - Capital 2019
Middlesex Canal Association Inc.
Application #CFF-C-0101

Primary Contact: Mr. J. Jeremiah Breen
Phone: (978) 688-4322
Email: jj@middlesexcanal.org

Document Generated: Friday, January 11th 2019, 6:17 pm

Applicant Profile

Applicant Type	Organization
Legal Name	Middlesex Canal Association Inc.
Date of 501(c)3 incorporation	03/05/1964
Address1	71 Faulkner Street Billerica, Massachusetts 01862 UNITED STATES
Telephone	(978) 670-2740
Primary Contact	Mr. J. Jeremiah Breen president Phone: (978) 688-4322 Email: jj@middlesexcanal.org
Applicant Status	Organization - Non-Profit
Applicant Institution	Historical Society
Applicant Discipline	Multidisciplinary
Grantee Race	No single race/ethnic group listed above made up more than 25% of the population directly benefited
FEIN / TAX ID	51-0176731
DUNS Number	000000000
Web Address	http://www.middlesexcanal.org



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Project Overview

Executive Director Name:

J. Jeremiah Breen

Title:

president

Email:

jj@middlesexcanal.org

Telephone:

9786884322

How many years has this Executive Director (or equivalent) been serving?

Seven

Organization's web address:

www.middlesexcanal.org

Organization type:

501c3 Cultural Organization

Name of Subject Facility

Middlesex Canal Visitor Center/Museum

Street Address of Subject Facility

71 Faulkner Street

City of Subject Facility

Billerica

State of Subject Facility

MA

Zip of Subject Facility

01862

Date incorporated as a 501(c)3

March 5, 1964

If you selected 'Municipality' above, please indicate the square footage of your facility:

And, if you selected 'Municipality' please also indicate the percentage of the building that is dedicated to arts and cultural purposes:

And, if you selected "Municipality", please indicate the age of your building:

Has your organization ever applied to the Cultural Facilities Fund?

No



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Has your organization previously received a Cultural Facilities Fund grant?

No

If 'yes', has your organization fully drawn down the grant funds?

Grant request:

\$200,000

Total project cost:

> \$600,000

Project type:

Renovation/Repair

New Construction/Expansion

Fixed/Integrated Equipment

Indicate the approximate stage your project is in:

Advanced planning stages

In a couple of sentences, provide a summary of your project. This language may be edited for use in contracts and to notify the Legislature.

Adaptive reuse of a 150-year-old, wool cloth storehouse at 2 Old Elm Street, Billerica MA 01862, as a visitor center/museum. The new visitor center will replace the existing, rented, 4,400 sq. ft. visitor center at 71 Faulkner Street, Billerica.



Organization Information

Total operating expenses for your organization's most recently completed fiscal year:
\$22,000

Number of full-time equivalents (FTEs) employed at your organization:
None.

Provide a brief summary of the organization, its programs, and services.

The Association was incorporated in 1964 and is the successor to the Middlesex Canal Co. incorporated in 1793. The Association has as its motto, ". . . this work designed for the benefit of the present & all Future Generations", words from the invocation at the groundbreaking for the canal. Three notable achievements since 1964 have been
(1) creation of a Special Collection in 1971 at the UMass Lowell Library to make available to the public the records of the Middlesex Canal Company. The records had been ordered stored by the Supreme Court of Massachusetts in the Middlesex County Courthouse in 1860 after the dissolution of the company. The county commissioners a century later transferred them to the Middlesex Canal Special Collection at UMass Lowell.
(2) establishment in 1977 by the legislature of the Middlesex Canal Commission with authorization for a Middlesex Canal Heritage Park. The legislature has funded the Commission with \$600,000 since 1977.
and (3) opening in 2001 of the visitor center/museum at the summit pond of the canal. The visitor center is located where watered canal is on both sides of the summit pond and near the only visible remnant of twenty locks exists. The future center is located at the spot on the summit pond/Concord river bank of the ceremonial first shoveful of the groundbreaking in 1794. Part of the invocation at that groundbreaking became the motto of the Association, ". . . for the benefit of the present & all Future Generations."

Services for the present generation, two centuries after John Hancock and his compatriots began the canal, are a website and Facebook page with all 57 years of the journal, Towpath Topics, now published three times-a-year, online; walks on the towpath, twice a year, co-sponsored with the Appalachian Mountain Club; bike tours of the canal, twice a year; guest speakers at Association meetings, three times a year; host 16 classes of 3rd graders for a history lesson with funding from the Barker Foundation; staff the visitor center and have it open to the public, 100 days every year.

Incidental services, not scheduled, not programmed, occur. Three examples,
(1) an admirer of Henry Thoreau wanted to place a wayside exhibit aside the canal where he boated between the Concord and Merrimack Rivers in 1839. The Association sponsored her effort and received \$1600 from a real estate developer for the exhibit, now in place.
(2) a cub scout leader wanted a guide to the canal for his pack. A proprietor - the Association has two levels of membership, proprietor and associate - volunteered. One of the requirements of the cubs Bear Paws for Action Badge is to learn about two famous Americans. Coincidentally, the proprietor was a grandson of Loammi Baldwin, famous for building the canal.
and (3) a builder of a twelve-story apartment tower at Haymarket Square, Boston, wanted a painting for its entrance pavilion. The tower is named after its address, One Canal Street, and the visitor center's resident artist, Dahill, was commissioned and created The Canal that Bisected Boston for the pavilion, hung at 7' by 20'.

List any planning, capital, or preservation grants received for this facility from the Commonwealth of Massachusetts within the past 10 years.

None.



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Briefly interpret your organization's recent financial history and ability to undertake this project. If your audits are not up to date, please explain the circumstances:

The Association's financial history is recorded in the treasurer's monthly reports, summary reports, to the board of directors and audits done by a director. See Box folder, financial - Association/Treasurer. The reports are for more than two years.

The "Financial Report Executive Summary" in Box folder, "financial - Association, presents a snapshot of the Association's accounts by the treasurer, 6/28/2018. Examining monthly reports to the most recent, Dec 2018, at the first page, income and expenses, shows the flow of funding to the project, e.g., Oct 2018.

What are the start and end dates of your most recent strategic plan?

No plan - small organization



Facility Information

Indicate the type of facility:

Museum
Other

If "other", explain:

Visitor center for the Middlesex Canal Heritage Park, authorized by Mass. Acts of 1977, ch. 403, and for the Billerica Mills Historic District, MACRIS No. BIL.E, both on the National Register of Historic Places, #09000936 and 83003996, respectively.

Do you have maintenance staff on payroll?

No

If not, who is charged with maintenance?

Is the building currently listed on the National Register of Historic Places?

Yes

What is the square footage of the facility or site that is the subject of this proposal?

4,800

Type of ownership of the facility:

Owned

If "other", explain:

If there is debt, what is the term of the debt financing?

What is the current outstanding principal balance of the debt?

Who is listed as the owner on the title?

MIDDLESEX CANAL ASSOCIATION, INCORPORATED a Massachusetts nonprofit corporation

Be sure to provide a copy of the lease when mailing in your required materials.

What is the term (start and end dates) of your current lease?

If your lease is expiring within 2 years, applicants should make the case for investment.

What are the owner's responsibilities for building maintenance and repair as stated in the lease?

What are your responsibilities for building maintenance and repair as stated in the lease?

If none of the above apply, briefly explain:

Two Old Elm Street is owned by the Middlesex Canal Association, and the Association is without debt.



Project Information

Briefly summarize the facility project that is the subject of this application.

The project is primarily the adaptive reuse of an 150-year-old wool cloth storehouse as a visitor center/museum. It will be the center for the 27-mile canal, the Billerica Mills Historic District, Billerica's Garden Suburb, the Yankee Doodle Bike Path, and the Billerica & Bedford RR. Secondly, the project is the development of the summit pond, river, and river bank for public recreation.

The storehouse is brick and wood on a granite foundation. A 7" thick x 18" high granite facing is in place of two exterior wythes on top of the foundation. The top of the facing is el. 115.6' (NAVD 1988), and the 100-year FEMA flood is el. 113.9'. The granite facing has not moved after 150 years indicating the granite foundation likely extends to and bears on the bedrock which formed the Billerica Falls.

The 40' x 60' walls are 18" and 20" thick, respectively. The Talbots, first owners of the woolen mill, arrived in Billerica in 1837, and when building the storehouse with the profits from wool during the Civil War - no competition from cotton -, they had the experience and money to build lastingly. Unfortunately, in recent decades the leaking roof has not been replaced. While granite and brick tolerate dampness, wood rots. The building needs to be gutted, leaving just granite and bricks. A demolition contractor quoted three weeks and \$70,000. As the cost of seeking permission from government regulators for work at 2 Old Elm is thousands of dollars, whether a simple gutting in three weeks or a visitor center in six months, the Association committed to seeking permission one time for a complete visitor center. The cost of the environmental specialist and supporting civil engineer for permission from the Conservation Commission alone is already more than \$25,000.

The new visitor center will have roughly the same exhibit space as the present one. It will have a much larger archive in an attic loft, 14' x 60'. The deck aside the entrance to the canal north to the Merrimack and overlooking the summit pond is expected to increase the number of visitors and renters.

Because of the MA Riverfront Protection Act administered by the Billerica Conservation Commission, several hundred feet of riverbank will be landscaped as mitigation for the changes at 2 Old Elm. The owner of the lot, known as 6 Old Elm St, south of the canal, in granting an easement for visitor center parking, will be making it possible for boaters and anglers to access the river.

Briefly describe your existing facility(ies) if different.

The existing visitor center is 4,400 sq. ft. on the ground floor of the renovated Faulkner Mill. It is two large exhibit rooms with adjoining kitchen, office, and rest rooms. A library is a cubicle within a large room. The plank ceiling is 10' high on wood beams. Storage is in the basement. Parking is across Faulkner St. except handicap at the rear door. Utilities are paid by the town except for water. The rent is \$1,700/month.

If you are a municipality, describe how 50% or more of the facility is programmed for arts, humanities, or interpretive sciences. (Include schedule of events, marketing materials, web sites, etc. in the supplementary materials.)

If you are a college or university, describe how this facility provides service and open access to the community and general public outside of the regular educational mission.

Describe the challenge or opportunity that led to the development of the proposed facilities project:

The owner of the dilapidated storehouse at 2 Old Elm offered to gift the building to the Association. The Association as stated in its Articles of Organization has a purpose of acquiring property along the route of the canal for public recreation and education. The 1/10 acre of 2 Old Elm is the most important site along the 27-mile canal, the site of the ceremonial groundbreaking in 1794.

The owner in 2009 granted an easement to the Commonwealth's Middlesex Canal Commission for a park on a large part of the owner's property, including the lot across the 30'-wide canal from 2 Old Elm St. A Commission plan for the lot as part of a \$3 million park in the easement has 64 parking spaces. The lot, commonly known as 6 Old Elm St, has ample space today and in the



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future for parking on the same side of the street as the visitor center.

Two Old Elm St. is at the center of significant remnants of the historical canal. On the north is the Billerica Falls Dam, built in granite two centuries ago with the profits from hauling cotton to the mills in Lowell, Nashua, and farther up the water highway between Boston Harbor and Concord, NH. The Port of Boston in 1835 received 90,109 bales of cotton. On the east is the summit pond formed by the dam to supply Concord River water to fill the canal and power its twenty locks. On the west, across Elm St, is the only remnant of the twenty locks. On the south is the canal and the mooring rings for the floating towpath across the summit pond.

Henry Thoreau here in 1839 left the Concord River. In A Week on the Concord and Merrimack Rivers, he described the Middlesex Canal, its then present and future, as he traveled on the canal to the Merrimack. He wrote, "in the lapse of ages, Nature will recover and indemnify herself, and gradually plant fit shrubs and flowers along its borders." Here on the west bank of the summit pond begins two miles of canal which can be walked north to Chelmsford. During the advertised, public walk on the Thoreau Towpath, the guide will halt the crowd to read aloud Thoreau's prediction of the canal's future after a lapse of nearly two centuries.

As a free-standing building at a busy river bridge, the visitor center will attract more attention and be more memorable than as a tenant in a mill complex with twenty tenants. The Association with its own building may modify it as it sees fit and will not be subject to future large rent increases.

If you have already been the recipient of a Cultural Facilities Fund Capital grant, please describe how this project is distinct from the previously funded project:

If you have already been the recipient of a Cultural Facilities Fund Feasibility & Technical Assistance grant, please describe how the planning has informed the capital project:

Please indicate whether the project includes any of the following:
Energy Efficiency Measures / Green & Sustainable Building Practices
Americans with Disabilities Act (ADA) Compliance



Threshold Criteria #1 - Statutory - Community Impact

Describe the community need for this project:

The Middlesex Canal Association was founded in 1962 as the result of a rousing talk about the Middlesex Canal at the 1961 annual meeting of the Billerica Historical Society. The speaker challenged those present to preserve the historic canal. When the Association applied for incorporation in 1963, among the Billerica addresses of the signers of the Articles of Organization were those of Lexington, Woburn, Shirley, Cambridge, Winchester, showing its community of supporters was already larger than Billerica.

In 1977, Woburn supporters convinced the legislature of the need for a Middlesex Canal Commission. A photo of Gov. Dukakis and other supporters in a canal boat in Woburn is in the Box miscellaneous folder along with the law authorizing a Middlesex Heritage Canal Park. The Commission has spent more than \$200,000 on plans for a Middlesex Canal Park at the summit pond, including 6 Old Elm St, the lot across the canal from the new visitor center. Plans for the park are in Box, folder miscellaneous/park at summit pond.

In 1983, a gift of 14 acres in Wilmington with a beautiful 0.8 miles of canal was received by the Association. A flyer for the 2018 walk of the property led by the Appalachian Mountain Club and the Association is in the Box miscellaneous folder.

In 1997, the Medford Historical Society and others, 200 years after the building of the canal, realized the need for a book on the canal and sponsored *The Incredible Ditch: A Bicentennial History of the Middlesex Canal*.

Above are a few items from the nine municipal communities* in which the canal was built and which indicate the demonstrated need to keep alive the canal for the benefit of present and future generations. The visitor center is part of the present and future.

*Nine Middlesex Canal communities: Boston, Somerville, Medford, Winchester, Woburn, Wilmington, Billerica, Chelmsford, Lowell. Maps in Box folder miscellaneous.

Describe the tourism impact of your organization. Tourism is defined as a person traveling 50 miles or more one way to a destination or who stays overnight.

A review of the first 100 addresses in the visitor log has among those, in sequence, tourists from British Columbia, Canada; North Stonington, CT; Ledyard, CT; Upland, CA; Portland, OR; Palomar Mountain, CA; Venice, FL; Lewis, NY; Plainville, CT; Bristol, RI; Anchorage, AK; Bristol, RI; Tucson, AZ; indicating 13 % of visitors who signed the log were tourists. Notable is the lack of a tourist from England as canals are popular there with a consequent interest in America's greatest canal before the Erie located near the tourist destination of Boston. File uploaded, "Visitor Log of Tourist Addresses", in folder miscellaneous.

The English engineer, William Weston, who was a consultant in 1794 to the American, Loammi Baldwin, who was the builder of the canal, has some fame in England. In 2017, Pamela Gardner wrote from England to share information on Weston. Gardner is the author of *Billingsley, Brampton and Beyond: In Search of the Weston Connection*. Tourists from overseas are mostly English, one time French.

Canal societies from other States have joined with the Association in scheduling a weekend of tours and talks on the Middlesex and Lowell canals.

Describe the financial need for this grant:

After the gift of the building in 2014, the Association consulted an architect and a structural engineer for conceptual drawings at a total cost of \$5,830. The general contractor recommended by the engineer provided an estimate > \$600,000. After pledges of > \$600,000 to the building fund, the Association began spending again on the new visitor center in August 2017, signing a \$20,160 agreement with Cavendey Architects for schematic drawings. A description of spending is in "Detailed Project Budget - June 28, 2018" The spending as of January 2019 is greater than \$140,000. Spending is itemized in the treasurer's monthly reports. See Box folder, Finances - Association for supporting documents.

The receipt of money pledged is also itemized in the monthly reports. Two Old Elm St. was gifted to the Association in March 2014. The treasurer's report for April 2014 lists an expense of \$880 for fundraising. No money is listed for building. Unobligated operating cash is \$49,473 which can be spent on the new visitor center. The report for Dec 2018 lists \$33,734 in the building fund.



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This is after more than \$140,000 has been spent on the building upto Dec 31, 2018. The pledged money to building the new visitor center/museum is ahead of spending by \$33,734, the money now in the building fund.

The Association on Dec 31 had \$45,208 in unrestricted operating cash, for which the known use is paying a year's rent of \$20,400. It also had \$100,626 in its Endowment Fund, the use of which is restricted by the Association's bylaws.

By the time of grant announcement in June, the Association will have spent \$200,000, and the town lawyer will have written the easement for the Community Preservation grant. If the Council matches the Association's cash and spending after September 2018, the Association and historic district will be assured of a weather-tight, usable storehouse even if the receipt of pledge money does not keep its \$140,000 pace.

Describe local support for the project (In terms of your organization and/or programming.):

Town of Billerica Grant of \$100,000.

On September 6, 2018, the Community Preservation Committee recommended that \$100,000 be granted to the Middlesex Canal Association for the visitor center/museum at 2 Old Elm St. At the fall 2018 town meeting, town meeting members voted a grant of \$100,000 to the Middlesex Canal Association.



Threshold Criteria #2 - Financial Capacity

Describe your ability to raise the funds required to complete the project.

The general contractor estimated a cost of > \$600,000 in 2015 based on the preliminary drawings of the consulting architect and structural engineer. Two years later with pledges of > \$600,000, the Association contracted with an architect (Aug 2017, phase 1 design services, \$20,160) and other professionals. Upto December 31, 2018, the Association has spent more than \$140,000 on the project.

In March 2014 when the gift of 2 Old Elm was recorded, the unobligated cash available for building was \$47,059. The treasurer's report for Dec 2018 lists \$45,208 in unobligated cash and \$33,734 in the building fund. In other words, after spending \$140,000 on the project, cash from pledges is ahead of building spending by > \$33,000, the money now in the building fund.

(N.B. The Association on Dec 31 had \$100,626 in its Endowment Fund, the use of which is restricted by the Association's bylaws.)

By the time of grant announcement in June 2019, the Association will have spent \$200,000 (\$140,000 + 33,000 + additional spending covered by pledged receipts) and the town lawyer will have written the agreement/easement for the \$100,000 Community Preservation grant. In other words, the Association has demonstrated the ability to raise, say, \$300,000 cash since spending began again in August 2017 with the contract for the architect's phase 1 design fee.

If the Council matches the Association's cash and spending after August 31, 2018, the Association and Billerica Mills Historic District will be assured of a weather-tight, usable storehouse even if the receipt of pledge money does not keep its \$140,000 pace well ahead of spending.

Treasurer's reports are in Box folder finances - Association/Treasurer.

**What percentage of matching funds are committed at the time of this application submission?
(All grants require a 1:1 match.)**

100%

What percentage of the total project costs are committed?

40%

Does your organization have dedicated capital replacement cash reserves?

No

Please describe how you fund the ongoing your capital maintenance and replacement costs of your facility:

The foreseeable capital expense in a re-newed building is re-shingling in 30 years, cost \$20,000. When the fans in the HVAC system wear out, the expensen is << \$20,000. In the Dec 2018 treasurer's report, the Association has \$45,208 in unobligated cash, used for paying rent of \$1700/month. The immediate cost of capital maintenance and replacement would be done from funds on hand with replenishment of the cash from grants and gifts.

If you are expanding a current facility, building a new facility, and/or increasing programming, describe how you will financially support the new venture.

The Association presently pays a rent of \$20,400/year funded by member dues, annual appeal, sales, grants and donations.

The operating costs of the Association in the new building will be less.



Project Planning

Are you conducting maintenance in a building or site that is currently offering cultural programming?

Yes

Have you recently had a comprehensive capital needs assessment (for all your properties) done in-house or by a third party qualified professional?

No

Describe how you identify capital maintenance needs and what is your process for addressing these needs.

Inspections for fire alarm, sprinkler, and elevator identify maintenance on critical items. In the present 44,000 sq. ft., which opened to the public in 2001, capital maintenance has been replacing a fuse, \$240, replacing an AC condensate pump, \$50, etc. In the new visitor center/museum, similarly, when equipment fails it will be replaced.

Are you either expanding square footage in your current space or planning a new construction project?

Yes

If yes, do you have a business plan for this expansion?

No

If you are building a new facility or expanding square footage in your current space, describe the evidence of 'market demand' that justifies the expansion of square footage and/or new construction.

The Association presently rents the Reardon Room in the existing visitor center for \$200 plus \$10/hour for an attendant. The attendant is a volunteer. The renters do the setting up and cleaning afterwards, knowing that the center/museum is open every weekend. The volunteer rental coordinator uses Google Voice to speak and reach agreement with the renter.

While the venue is expected to be more popular because of the riverside location, the new visitor center is being built because it is the site of the ceremonial groundbreaking in 1794 and its centrality to the State's Middlesex Canal Heritage Park.

In 1977, the legislature established Middlesex Canal commission. In 1981, it established the Blackstone River and Canal Commission. Today the Mass Department of Conservation and Recreation Central Regional Office is in the Blackstone Heritage Corridor Visitor Center which opened in 2018. The future Middlesex Canal Park at the summit pond might lead to a DCR office for the Middlesex Canal Commission as described in the following Worcester Telegram article from 2018: <https://www.telegram.com/news/20181022/blackstone-heritage-corridor-ready-to-unveil-worcester-visitor-center>
<http://tinyurl.com/yctf5na3>

If expanding, please describe what planning and preparation your organization has undertaken to address the impact the expansion will have on staffing and operations. (There is an opportunity to address how you will financially support this expansion in the financial section of this application).

This is more change of location than expansion.



Transformative Impact

Describe the transformative impact of your project. Include in this narrative a description of the urban or village center in which your project is located and to what extent your project will improve the appearance of the immediately surrounding area.

Description of mill village is in the Billerica Mills Historic District inventory, see Box folder, Architectural Plans, etc.

Mill Village walking tour begins with a map and guide at the visitor center.

Dilapidated, 2½ story, 40' x 60' storehouse will have new woodwork, repaired and repointed brickwork. Now private parking lot will be opened for public use by eighteen cars. The river bank will now be accessible for the launching of canoes, kayaks, and fishing. Non-native invasive plants will be removed and the river bank landscaped.

A town engineer has said Old Elm St will be rebuilt with new sidewalks on both sides as was done to Faulkner, Rogers, and Mt. Pleasant Streets on the north side of the river. Old Elm will be rebuilt after the Association has torn up the street for its 270' of sewer connection.

Describe how your project creates opportunities for additional private investment in the surrounding area due to vacancies, blight, or underutilized properties and what opportunities for additional private investment exist in the vicinity of your project.

Six Old Elm Street is owned by Pace Industries, which gifted the adjacent 2 Old Elm to the Association. Six Old Elm is approx. 1-3/4 acre and has a storehouse even larger than 2 Old Elm. The community development director last year gave a tour inside to a brew pub developer. Pace Industries has mentioned condos.

Identify neighborhood public or private partners who will participate in your efforts to spur transformative impact and identify any specific private or public investment in the surrounding area.

Pace Industries, community development director, town engineer, as above.

N.B. Pace granted an easement to the Middlesex Canal Commission for a \$3 million park on Pace's property between the Concord River at 6 Old Elm and the Middlesex Canal's Red Lock near the firehouse at 20 Lowell St. See Box folder /miscellaneous/park at summit pond.

Provide statement regarding opportunity for this project to attract an increased number of visitors to the facility and area.

The project will provide public parking for the visitor center and for access to the Concord River.

See the SITE plan for the conservation commission at Box folder /Architectural Plans, etc.

See Pace's letter fully supporting the project in Box folder /Middlesex Canal Association.



Implementation

Identify the key members of the project planning, design, construction or maintenance team. Briefly describe their qualifications, roles and, responsibilities in the project. (Please indicate whether they are staff, board or contracted personnel) . Resumes and CVs should also be included as supplementary materials, but these should complement, not substitute for, the descriptive information provided in the narrative.

Describe how the project will be ready to proceed by December 2020. Be specific about any preparation (eg: financial readiness, contracts, design plans, project planning) supports your timeframe for implementation.

On January 10, 2019, the building committee of the Association and Caveney Architecture, the Association's architect since August 2017, talked with the general contractor, SPEC Process Engineering & Construction, Inc, for the second time. The talk was a conference call to discuss the status of SPEC's work and project timeline/expectations. Minutes of the meeting if written:

1. SPEC has prices from its sub-contractors but has a few questions to be answered by the architect to narrow the range of sub-contractors' prices.
 2. SPEC will contact the environmental consultant to provide the construction schedule wanted in time for the 4th ? public meeting on February 13 with the conservation commission.
 3. SPEC will contact the civil engineer to assist with the building commissioner and Zoning Board of Appeals.
 4. SPEC will provide to the Association details, prices and SPEC personnel by 5 PM, January 11.
- It does appear the regulators will approve the project in time for the demolition sub-contractor, Cogley Construction, to gut the building this year.

The Association has a consulting contract with Bill Cogley. The Association has the cash for a contract retainer with the general contractor and \$100,000 confirmed from Billerica Community Preservation to pay the demolition contractor.

Name #1

Christina McMahan

Organization

Caveney Architecture

Title

Project Lead

Describe this person's role in the project and provide a brief summary of their relevant experience:

See Caveney Overview, page 7, in Box folder /Architectural Plans, etc.

If a third party, are they currently under contract?

Yes

Name #2

John Caveney

Organization

Caveney Architecture

Title



Principal

Describe this person's role in the project and provide a brief summary of their relevant experience:

See Caveney Overview, in Box folder /Architectural Plans, etc.

If a third party, are they currently under contract?

Yes

Name #3

Betty Bigwood

Organization

Middlesex Canal Association

Title

Lead Director, Building Committee

Describe this person's role in the project and provide a brief summary of their relevant experience:

The most persistent motivator of project personnel.

A proprietor of the Association since the 1970s

A designer of the existing visitor center/museum opened in 2001.

Curriculum vitae of the directors of the Association is in Box folder /miscellaneous.

If a third party, are they currently under contract?

Name #4

Steve Savage

Organization

SPEC Process Engineering & Construction, Inc., Burlington MA 01803

Title

Project Manager

Describe this person's role in the project and provide a brief summary of their relevant experience:

When Bill Cogley, the previous general contractor, recently said he didn't have time for the paperwork, he volunteered Steve.

Rick Shaw, the steel sub-contractor, praised Steve, "worked with him many times ... fully capable."

See Box folder /SPEC general contractor.

SPEC is a Class A engineering and construction firm, <https://www.spec-eng.com/>

If a third party, are they currently under contract?

No

Name #5

Organization

Title



Describe this person's role in the project and provide a brief summary of their relevant experience:

If a third party, are they currently under contract?

Name #6

Organization

Title

Describe this person's role in the project and provide a brief summary of their relevant experience:

If a third party, are they currently under contract?

Name #7

Organization

Title

Describe this person's role in the project and provide a brief summary of their relevant experience:

If a third party, are they currently under contract?

Name #8

Organization

Title

Describe this person's role in the project and provide a brief summary of their relevant experience:

If a third party, are they currently under contract?

Be sure to include the following in your Required Materials:

Provide a timeline for implementation, detailing what happens when. Please provide as an attachment in table format.

Provide a clear project budget with the status of "sources" and "uses" of funds.