

June 24, 2019

Ellen O'Brien Cushman, Town Clerk
Belmont Town Hall, Town Clerk's Office
455 Concord Ave, Ground Floor
Belmont, MA 02478



Lauren Meier, Board Member
Land Management Committee for Lone Tree Hill
Homer Municipal Building, Community Development Office
455 Concord Avenue, 2nd Floor
Belmont, MA 02478

Re: McLean Barn Reuse – Community Process

Dear Ellen and Lauren,

Thank you for providing this opportunity to propose a work plan for a community process related to the reuse of the Brick Barn at Lone Tree Hill. The Barn sits at the confluence of Lone Tree Hill and Rock Meadow, which form part of the regional open space system of the Western Greenway. I understand that the property was conveyed to the Town with certain use restrictions, notably that the Barn

may be renovated (including new infrastructure), used, and maintained for such uses as environmental education, the storage of materials and equipment associated with management of the Premises or management of the cemetery area, and office space for staff of the cemetery and or the Premises. (Conservation Restriction B-1, IV, B.15).

The Town also agreed to reuse and rehabilitate the Brick Barn similar to the standards set for McLean, including protecting the building from serious deterioration and reusing or rehabilitating consistent with the U.S. Secretary of the Interior Standards and Guidelines for Rehabilitation (Attachment G, Historic Preservation Agreement, S. 1). The building is a contributing resource of the McLean Hospital National Register District. A Conditions Assessment was conducted by Spencer, Sullivan & Voigt in April 2018, and funds are being expended to stabilize the building until a use can be found.

There are many stakeholders with an interest in the future of the Barn. The Town owns it; the Land Management Committee of Lone Tree Hill governs it; the Trustees of the Reservation hold the conservation easement; the Historic Commission has oversight on the Preservation Agreement; Belmont Police and the DPW respond to trespassing and vandalism calls; the Board of Selectmen have a fiduciary interest among other; and the Town administration and various Town departments also have a stake in the building's future and the potential for its reuse.

McLean Hospital is a party to the Memorandum of Agreement, and is also an abutter with the long-term perspective of an institution as well as with interests in future development on its campus. Also, the Conservation Commission manages the adjacent Rock Meadow, which also has a *Friends of Rock Meadow*; the State Department of Conservation and Recreation (DCR) manages the adjacent Beaver Brook; and Mass Audubon manages the nearby Habitat Education Center and Wildlife Sanctuary. Within the community at large, residents have various and overlapping interests, including open space (walking, community gardens, environment), historic preservation, education, arts and culture, abutters, and likely other.

As a sole proprietor, I look forward to working closely with the Town and the Committee in orchestrating a community process. I have an extensive background in achieving civic goals through repurposing historic properties, including two current projects, the Cambridge Foundry and the Worcester Auditorium, as well as previous work on the Watertown Arsenal while at Sasaki. These and my many other projects involve working with multiple stakeholders to find not only a shared vision and purpose, but also a feasible implementation plan. A proposed work plan for this project is presented below, along with my deliverables and a proposed set of responsibilities to be provided by the Town.

Proposed Scope of Work

1. **Initial Stakeholder Outreach:** Meet with the Land Management Committee (Committee) and work with the Town staff and Committee representatives (Project Working Group) to identify key stakeholders and interest groups. Organize these into focus groups and/or one on one sessions, schedule up to eight (8) meetings, fine tune questions, lead conversations, and document findings.

Consultant Deliverables

- *Set of questions for guided conversation, ranging from aspirational uses to operational practicalities*
- *Summary of key issues, reuse themes, and operational challenges.*
- *Meetings: one with Committee, one with Project Working Group, and up to eight with stakeholders.*

Town Role

- *Help identify stakeholders and contact information. Schedule meetings in a suitable venue such as Town Hall.*

2. **Community Forum:** Develop an agenda for a community forum, working closely with the Project Working Group, to highlight possibilities as well as key challenges to reuse of the building. Identify room set up and materials; assign responsibilities. Develop flyer and work with Town on outreach strategy. Identify and document a few key precedents of similar projects, which might be suggestive of different scenarios, to inform community discussion. Lead community forum and document findings.

Consultant Deliverables

- *Agenda, list of materials, and flyer in preparation for forum*
- *Graphic summary of key precedent projects*

- *Summary of community forum discussion and findings*
- *Meetings: one with Project Working Group; lead community forum*

Town Role

- *Identify venue for forum; conduct outreach such as mailings, website postings, and other social media; print materials for forum; help staff community forum*

3. **Strategy for Next Steps:** Meet with Project Working Group to process findings to date and fine-tune potential scenarios for going forward, including the need for additional information to inform decisions. Document strategy and findings in a narrative format useful for a potential RFP for design and development feasibility studies. Participate in a meeting with the Committee to discuss findings.

Consultant Deliverables

- *Strategy document outlining next steps*
- *Meetings: one with Project Working Group; one with Committee*

Town Role

- *Help formulate strategy for next steps based on Town and Committee interests as governing bodies.*

Schedule and Fee

I understand that the project schedule might involve preparation and some stakeholder meetings over the summer, with other meetings and the community forum occurring during the early fall. This project would likely be completed by the end of October. For this project, I propose a fixed fee based on the following allocation:

1. Initial Stakeholder Outreach	\$3,700
2. Community Forum	\$3,700
3. Strategy for Next Steps	<u>\$2,600</u>
TOTAL	\$10,000

Please let me know if you would like to discuss any aspect of this proposal or if you need additional information. I hope to work together with you on the challenging issue of the future of the Brick Barn, knowing that its reuse will make such a difference in the life of the Town.

Sincerely,



Kathryn J. Madden, AICP
Principal