

CITY OF WESTON, OREGON



Source: <http://westonoregon.com>

Capital Feasibility Study

*Prepared by PARC Resources
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Chapter 1: Introduction

The purpose of this analysis is to examine the potential and preferred uses for the Weston City Hall building and especially the unused second floor, as well as the ground-level space formerly used by Gismo. Further, this examination was done to consider the feasibility and operating parameters for the identified uses of the space in City Hall. The examination includes consideration of the use of the spaces in the City Hall building as stand-alone undertakings, or as part of potential other proposed developments. Proposed developments could include retail space, rental space, community event space, and multiple use space. The City of Weston expects the analysis to answer the following six questions:

1. What would the community like to see in the identified spaces?
2. What are the relevant market features and conditions that bear on the feasibility of those uses?
3. What are the costs associated with the preferred uses, including cash expenses and opportunity costs?
4. What revenues are associated with the preferred uses?
5. What uses are practical and meet the largest number of needs, or the needs of the largest number of people?
6. What unique conditions exist in Weston that create opportunities for renovating the space, including partnerships, fundraising or other factors that may influence the feasibility of the proposed uses?

To answer these questions, PARC Resources has undertaken a comprehensive review and analysis of the proposed renovation. The analysis includes a survey of public opinion and identified likely demand for the potential services. The analysis also includes an identification of likely expenses and a recommendation for a preferred operating strategy. To arrive at the preferred model, this document begins with a chapter that offers a thorough review of the building and follows that with a consideration of the costs to bring the second floor up to code so that it could be used for public purposes.

The subsequent analysis focuses on the spaces available in the community and a review of community preferences. Once the document discusses the ways the community would like to use the City Hall, the balance of the analysis focuses on coming to recommendations based on considerations of cost, competition, market forces and other constraints. The document is organized as follows:

- Chapter 1: Introduction
- Chapter 2: Weston and City Hall Profile
- Chapter 3: Budget for Base Improvements to City Hall
- Chapter 4: Survey of Available Space in the Community

- Chapter 5: Community Comments and Preferences
- Chapter 6: Methodology
- Chapter 7: Options Evaluation & Recommendations
- Chapter 8: Sustainability
- Chapter 9: Capitalization Opportunities
- Chapter 10: Conclusions
- Chapter 11: Source Document



Source: <http://simbullistic.com>

Chapter 2: Weston and Building Profile

The population that will benefit most from the renovations to City Hall is the residents of Weston. As such this brief discussion focuses on Weston's demographics as well as local economic considerations.

Weston Profile

As of the writing of this document, the complete 2010 U.S. Census Data is not complete for small cities and only certain demographic characteristics are available. Therefore this document uses 2000 U.S. Census data for comparisons between city, county, and state statistics. Appendix A of this document provides more current demographic data that is currently available for the City of Weston from the U.S. Census Bureau.

The City of Weston is located in northeastern Oregon in Umatilla County. According to the 2000 U.S. Census, Weston was home to 717 people.¹ Since that time, the 2010 U.S. Census Bureau determined the population of Weston has declined to 667.² This represents a 6.9% decline over 10 years or 0.7% annually. The 2000 Census puts the 97886 zip code population at 1,266 and zip code populations from the 2010 Census have not yet been released.

The median age in Weston is 37.2, older than both the County and State at 34.6 and 36.3 respectively. The percentage of the population over the age of 65 is comparable across the City, County and State however the percentage of children is higher. In Weston, 28.2% of the population is under the age of 18. This percentage is slightly higher than Umatilla County's 27.8% and much higher than Oregon's 24.7%.

Race

The most current demographic information on Weston comes from the 2000 U.S. Census as the 2010 Census data on small cities is not yet available. However, there is no reason to suspect that the City has experienced many fundamental demographic changes over the past decade. Weston's most significant racial groups are 79.4% White, 15.8% Hispanic, and 3.3% Native American.

Income Levels

Weston has similar poverty rates to Umatilla County and both are higher than the State. In Weston, 10% of families and 12.9% of individuals live in poverty, which compares to 9.8% of families and 12.7 percent of individuals in poverty in Umatilla County. In Oregon, 7.9 percent of families and 11.6 percent of individuals live in poverty.

¹ 2000 US Census. All figures in this section are from this source unless otherwise noted.

² 2010 US Census

The income levels in Weston are well below Oregon’s income levels and are marginally lower than the Umatilla County levels. The table below reports income levels in Weston and compares them to county and state income levels. While more current income data exists for Umatilla County and the State of Oregon, none exist for the City of Weston. Therefore, the table below uses income data from the 2000 Census for comparison.

	Median Household Income	Median Family Income	Per Capita Income
Weston	\$36,905	\$39,063	\$13,089
Umatilla County	\$36,249	\$41,850	\$16,802
Oregon	\$40,916	\$48,680	\$20,940
City as a % of County	101.8%	93.3%	77.9%
City as a % of State	90.2%	80.2%	62.5%

These numbers suggest that Weston residents are struggling financially. While the Median Household Income is higher than the County and only 10% lower than the State, the Median Family Income and Per Capita Income are much lower than both the County and the State. In Weston, 30.8% of households in Weston are home to families with children under the age of 18. Based on the low family and per capita income levels, these are the households that are struggling the most financially.

Educational attainment of individuals 25 and over tends to be lower in Weston than in Umatilla County or the State of Oregon. The percentage of residents in Weston that completed high school is 67.3 compared to Umatilla County and the State of Oregon whose residents completed high school at the rates of 77.8% and 85.1% respectively. In addition, the percentage of Weston residents holding a bachelors degree or higher is 4.6. In Umatilla County, residents holding a bachelor’s degree or higher is 16% and in the State of Oregon, this rate is 25.1%. Lower levels of educational achievement in Weston is likely one factor in the lower income levels in Weston compared to Umatilla County and Oregon, as education is a leading predictor of income.



Source: <http://westonoregon.com>

Building Profile

The building that City Hall is currently located in is a historic building built in 1891 and is one of the properties listed on Weston’s Historic District registered with the State Historic Preservation

Office (SHPO).³ The address of the building is 114 E. Main St and the building sits in the heart of downtown Weston. According to the Weston Chamber of Commerce webpage, the building materials consist of locally manufactured brick and, “the two-story building is rectangular in plan and presents a frontage of approximately 62 feet on Main Street, approximately 72 feet on Franklin Street.” The building has three entrances – one each on Main and Franklin streets and the main entrance is on the corner of the building.

The ground floor of the building has gorgeous architecture dating to its construction in 1891 with large windows, arched doorways, and cast iron detail. The upstairs has beautiful views of Weston and the Blue Mountains in the back drop. The view can be seen to the East and North of the building through tall, arched windows.

The building has four spaces – three downstairs and one upstairs. The interior of the downstairs is well maintained and currently houses the City Hall and Police

Department in two of the three sections. The southern room of the building is separated by a partial wall from the back

end of the Police Department and is currently used for storage. In the past this room housed a museum of science projects built by students of the Athena-Weston Middle School called the Gismo Science Museum. The museum no longer exists as its proponent moved out of the area.



Source: PARC Resources



Source: PARC Resources

The upstairs portion is not used at all due to much needed renovations and a new stair access. Housed upstairs are two potential entryways or storage areas that lead into a spare room with a closet, kitchen, dining room, and large open space with a raised platform around the sides of the space. At each end are taller platforms that form a stair structure. This study focuses on the feasibility and sustainability of potential uses for the upstairs and former Gismo Science Museum spaces.

³ Weston Chamber of Commerce, “Weston Commercial Historic District”. May 28, 2008. Viewed on April 11, 2011. All facts in this section are from this source unless otherwise noted.

Historically, the building was the Farmers Bank and on SHPO's register, the building is still listed as the Farmers Bank Building. The original bank safe still exists in the downstairs portion of the building where the bank resided. The upstairs was used for a variety of meeting and gathering purposes and was used as an Odd Fellows Lodge as evidenced by the record and receipt books still stored in the space.

The building as a whole needs upgrading to keep it in operation. To protect the structure, the City must stabilize the foundation, tie in the second floor, and repair and seal the bricks. In addition, the building will need a new roof within five years, the building needs to be more energy-efficient, and the upstairs needs an access point. Once improvement projects begin, the City must comply with standard ADA accessibility requirements unless the renovations necessary to meet the requirements will compromise the historic integrity of the building.⁴ A SHPO officer must review the project and determine if ADA accessibility will compromise the structure. If the SHPO officer determines that standard ADA requirements will compromise the historical integrity of the structure, the City must meet the following minimum requirements:

Historic Preservation: Minimum Requirements:

(a) At least one accessible route complying with 4.3 from a site access point to an accessible entrance shall be provided.

EXCEPTION: A ramp with a slope no greater than 1:6 for a run not to exceed 2 ft (610 mm) may be used as part of an accessible route to an entrance.

(b) At least one accessible entrance complying with 4.14 which is used by the public shall be provided.

EXCEPTION: If it is determined that no entrance used by the public can comply with 4.14, then access at any entrance not used by the general public but open (unlocked) with directional signage at the primary entrance may be used. The accessible entrance shall also have a notification system. Where security is a problem, remote monitoring may be used.

(c) If toilets are provided, then at least one toilet facility complying with 4.22 and 4.1.6 shall be provided along an accessible route that complies with 4.3. Such toilet facility may be unisex in design.

(d) Accessible routes from an accessible entrance to all publicly used spaces on at least the level of the accessible entrance shall be provided. Access shall be provided to all levels of a building or facility in compliance with 4.1 whenever practical.

(e) Displays and written information, documents, etc., should be located where they can be seen by a seated person. Exhibits and signage displayed horizontally (e.g., open books), should be no higher than 44 in (1120 mm) above the floor surface.⁵

⁴ "ADA Access Guidelines for Buildings and Facilities (ADAAG)", United States Access Board. Chapter 4.1.7. Available at: <http://www.access-board.gov/adaag/html/adaag.htm#4.1.7%283%29>. 2002. Viewed on 4/15/2011.

⁵ Ibid.

According to these guidelines, the City is not required to install an elevator to reach the second floor. However if installing an elevator is possible, the City should consider doing so to avoid future conflict and to make the second floor available to everyone in the community.

Chapter 3: Preliminary Budget for Core Improvements to City Hall

All discussions of using the space in City Hall, especially on the second floor, are predicated on making a core group of improvements. The following capital budget reflects the known cost for some expenses, such as to tie the roof and second floor to the walls and to re-point, re-grout or repair the bricks. The cost to plumb the second floor is an estimate, as is the electrical expense. Regardless of what uses the community opts for and no matter what uses are most feasible, the expenses below represent a basic set of needs.

Item	Expense
Brick work	\$ 149,000
Roof	\$ 85,000
Tie Roof & Second Floor to Walls	\$ 26,000
Stair Access	\$ 20,000
Elevator	\$ 90,000
Seismic Strengthening	\$ 435,000
Windows & Energy Efficiency	\$ 100,000
Plumbing - restrooms & kitchen	\$ 49,000
Electrical	\$ 19,000
Interior flooring, walls, paint & fixtures	\$ 25,000
Demolition & disposal	\$ 5,000
Kitchen	\$ 20,000
Gismo space	\$ 17,500
Total	\$1,040,500

The costs identified above include only the hard construction cost estimates not the “soft” costs of fundraising, administration, engineering, or contingency. The brick work cost comes from an estimate that the City has for the work. The roof is also a city estimate. The work to tie the roof and second floor to the walls will provide lateral stability, help provide seismic protection and the expense is via a city estimate. The installation of an exterior stair is another estimate provided by the city.

The elevator cost assumes an exterior shaft, which will also provide additional stability and a seismic upgrade. The cost comes from a bid to install a similar elevator on a two-floor unreinforced masonry structure in Canyon City, Oregon in Grant County. The window and energy efficiency upgrades assume that the windows will be re-glazed, sashes repaired and that the building will receive a comprehensive effort to improve the envelope to improve efficiency. The expense also includes a new exterior door on the second floor to connect the new stairway. The plumbing and restroom improvements are a rough estimate, as are the electrical improvements. Depending on the conditions of the systems, the costs could move significantly.

The interior budget assumes that the building will require a range of improvements, including new electrical fixtures, new flooring at least in some places, interior partitions and doors, along with paint and refinishing. Demolition and disposal assumes no premium for hazardous material removal. Worth noting here is that the City suspects that the building contains lead paint, but encapsulation is an option, rather than removal. Similarly, the building has aged linoleum that may contain asbestos. If asbestos is present, the cost of demolition or removal may increase significantly depending on the options available.

The kitchen budget assumes that the City will opt to retain the current kitchen and generally improve it. The budget does not envision a full commercial kitchen, instead the space will serve as a "catering kitchen" or a "warming kitchen" to facilitate food service, if not food preparation. Another unknown is the work needed in the Gismo space. The budget includes funding for improvements to the Gismo space that include potentially sheetrock, paint, flooring and limited furnishings.

Finally, the budget for seismic upgrades is included above, but the degree of improvement required is not a settled matter. As a historic building, the City may opt to modify this budget item. Given the building's historic status, seismic upgrades may or may not be necessary. The purpose to which the building is put is also a consideration. For example, if the second story were used for housing or a food bank, seismic strengthening would be a requirement. If it were used for a gathering space or programming, seismic strengthening would likely be optional. Given this consideration the alternative budget without seismic upgrades would be as follows.

Item	Expense
Brick work	\$ 149,000
Roof	\$ 85,000
Tie Roof & Second Floor to Walls	\$ 26,000
Stair Access	\$ 20,000
Elevator	\$ 90,000
Windows & Energy Efficiency	\$ 100,000
Plumbing - restrooms & kitchen	\$ 49,000
Electrical	\$ 19,000
Interior flooring, walls, paint & fixtures	\$ 25,000
Demolition & disposal	\$ 5,000
Kitchen	\$ 20,000
Gismo space	\$ 17,500
Total	\$ 605,500

The alternative budget is only approximately 60% of the first budget simply by eliminating the need for seismic strengthening. The benefits of reducing the budget are two-fold. Firstly, the amount of money to raise is lower, meaning less grant writing, less fundraising, and finishing the project more quickly. Secondly, the City has dedicated \$270,000 over two fiscal years to the project, which is approximately 45% of the hard costs. The higher the committed funds, the more likely other funders will step in to finish the project. Therefore because the percentage of

committed funds is higher with the lower budget, funders will be more likely to fund the project than they would be with the higher budget. Because of these factors, PARC Resources recommends finding a suitable use that does not include seismic strengthening.

The budget above provides a reasonable starting place for the City and its citizens as it considers the long-term costs of renovating the building. Worth noting is that several of the expenses are necessary regardless of whether or not the second floor is used. The City Hall and Police Station require the building have a roof and be generally solid in structure. The additional costs of using the second floor are modest compared to the cost of keeping and maintaining the building. Seen from this light, it makes sense to find a way to use the remarkable space that is available.

Chapter 4: Survey of Local Available Space

This chapter inventories the vacant commercial space in Weston as well as the businesses in operation.

Vacant Commercial Spaces



Source: <http://designsbytrisha.com>

Currently, the City of Weston has seven available commercial properties. The first is the Saling House located on North Water Street. This is a former residence that has historical significance to Weston as one of the oldest structures in town built by one of the first settlers in Weston. The building needs significant repair, however there has been discussion of several possible uses for the space including a historic museum of Weston's artifacts or lodging such as a bed and breakfast.

The second available commercial space is the trailer and lot that the local bank occupied, also on North Water Street. This building was in operation as Bank of Commerce then Baker Boyer Bank until October, 2010. The last property on North Water Street is in a space connected to the local auto shop, Street Rods. The vacant space was last used as a hair salon.

On Main Street, four vacant properties exist: 102, 105, 106, and 107 East Main Street. Built in 1912 as D & F Café, 102 East Main Street has had multiple businesses in and out of operation over the past few decades. The building sustained significant renovations in 1956 and as such is considered a compatible part of the Historic District, but the building itself is not listed individually on the register. The exterior of the building was recently given a facelift; however the interior renovations are not complete. It is unclear what the building will be upon completion.

The Blue Mountain Tavern, located at 105 East Main Street is a single-story historic structure built around 1895.⁶ The building was in operation as a bar but closed several years ago and has since fallen into disrepair.



Source: <http://www.wikipedia.org>

⁶ Weston Chamber of Commerce, "Weston Commercial Historic District". May 28, 2008. Viewed on April 11, 2011. All facts in this section are from this source unless otherwise noted.

Located at 106 East Main Street is the former post office, often referred to as “the old post office,” or more commonly, “the green building,” was built circa 1895. This building also has been out of operation for several years and fallen into disrepair. There is an apartment built onto the back of the building that is in equally poor condition. The green building is attached to the Police Department and is likely causing damage to the building due to the visible sagging of the former post office. An engineer’s report is necessary to determine whether the green building is salvageable or if it will need to be torn down to prevent damage to the Police Department.

The last vacant commercial property is 107 East Main Street, referred to by the Weston Chamber of Commerce as the “Reynaud Building,” or sometimes, “the blue building.” The Reynaud building is a two story structure built around 1895 and is adjoined by the Blue Mountain Tavern on the left and the Masonic Building (currently owned by a local church although its specific purpose is unknown) on the right. It is unclear what the first story was used for; however, the front window case displays historical artifacts. The upstairs is currently used as an apartment and has a separate entrance from the downstairs portion.

Local Businesses

Weston is home to the following businesses:

Suzi’s Handy Mart – a mini mart located on North Water Street near the Saling House and the former Baker Boyer Bank. It is the only business in town to offer any grocery items and has canned and boxed goods, a small dairy section, basic cleaning and household supplies, pet food, and convenience items such as candy, chips, soda, and deli foods. Attached to the store is the only Laundromat in Weston.

Pine Creek Federal Credit Union – a small credit union with only one location and currently the only financial institution in Weston. Located at 103 North Water St., it offers memberships to employees of select businesses regionally and to immediate family of existing members. Pine Creek FCU is the only financial institution in Weston since Baker Boyer Bank’s closure last fall, however the credit union is not large enough to keep cash on site. Therefore there is no place in Weston for residents to cash checks or withdraw cash from bank accounts. This represents a major need in the community as residents must now drive a minimum of three miles to the only bank in Athena, Oregon – U.S. Bank – for cash transactions. The bank in Athena is only open a limited number of hours each day. If residents do not have accounts with U.S. Bank or are not able to make those hours, residents must travel 10 miles to Milton-Freewater, Oregon or over 20 miles in either direction to Pendleton, Oregon or Walla Walla, Washington.

Street Rods – the only auto shop in Weston. Street Rods is located next to Pine Creek FCU and has a vacant space attached to the building that is sometimes rented out to other businesses. The most recent of these was a hair salon; however the space is currently vacant.

Ivy’s Attic – a recently opened antique shop across from the Credit Union on Water Street. Ivy’s Attic attaches to PARC Resources on Main Street and therefore has an address of 101 ½ Main Street.



Source: <http://westonoregon.com>

Central Station – one of two restaurants in town. Built around 1895, the building is on the historic register and was in operation as Polly’s Antiques for several years before becoming a restaurant. The address is 100 East Main Street and it sits on southeast corner of Main and Water Streets. Similar to City hall, the building has a corner entrance and much of the historic character of the building is still seen today.

the northeast corner of Main and Water Street at 101 E. Main Street. As with most of the buildings in Weston’s historic district, an exact date for the building’s construction is not known but is estimated around 1895. The building was constructed as the Jarman’s Department Store and remained the corner market in town until the late 1970’s or early 1980’s.

Blue Mountain Valley Center – owned by the Blue Mountain Valley Seventh Day Adventist Church of Athena, Oregon, the center is rarely open to the public. The structure was built as a Masonic Lodge around 1895.

Long Branch Café and Saloon – located at 201 East Main Street on the northeast corner of Main and Franklin Streets is the second and largest restaurant in town. The building is known to be the oldest brick building in Weston and was built as a grocery and hardware store. The building consists of two parts, the main portion constructed of brick in 1874 and the wood addition built around 1905. Currently the Long Branch Café operates from the main structure and the saloon operates from the adjoined wood structure.



Source: <http://lincolnknits.blogspot.com>

Memorial Hall – located across from the Long Branch Café and Saloon on Main Street is Memorial Hall. Memorial Hall was built around 1895 as an opera House and was originally located to the north of the Long Branch. In 1918 the building was moved to its current location and rededicated as a memorial to local residents who served during World War I. Memorial Hall is “the” meeting and gathering space in Weston and has two significant spaces. The upstairs is a wide open space with a large stage at the far end from the entrance. It is often used for a variety of purposes including weddings, dances, and community celebrations such as Pioneer Days, the Potato Show, and the annual children’s Halloween Party.

Businesses that operate outside of the downtown area are Smith Frozen Foods, JJ Snacks, and Hillbilly Creations. Smith Frozen Foods is a frozen vegetable producer and the largest employer in Weston operating on Depot Street at the northwest end of town. Next to Smith Frozen Foods on the same end of town is JJ Snacks. JJ Snacks is the second largest employer in Weston and

produces frozen products such as pizza pockets and turnovers. Hillbilly Creations is located at 703 S. Water Street at the southwest end of town and is a small specialty store with handcrafted knickknacks and other such items.

Athena

As Athena, Oregon is only three miles from Weston and the two communities share a school district this study briefly considers available space in Athena. Funders are likely to look more favorably on projects that do not duplicate services existing in either Athena or Weston and as such, the available space in Athena is an important consideration for the City of Weston when deciding feasible options for the available spaces in City Hall.

Athena's relevant services and businesses therefore include the senior housing, hardware store in the form of PGG and its auto-parts store in the form of NAPA. The community of Athena does have a bank, but the long-lived presence of a bank in Weston does not rule out such a business. Similarly, the Athena gas station, restaurant, grocery store and quick stop store cater primarily to the community rather than the region.

Just as Weston has a library, so too does Athena. Both communities have public spaces available in churches and whereas Weston has Memorial Hall, Athena has the VFW Hall, along with the Gem Theater that is undergoing restoration.

From a potential funding standpoint, a facility in Weston that duplicated the Gem Theater is unlikely to find outside support. This does not preclude Weston residents to creating such a facility, it only means that finding grant or outside support will be more difficult. Similarly, if the City of Weston opts to create something unique, it will likely find support from a larger segment of the regional population and outside support as well.

Chapter 5: Community Preferences

Identifying community preferences is an inexact science and short of an expensive door-to-door and telephone process, some sort of sampling protocol is necessary. However, it is important to remember that any feasibility analysis that looks at a community facility must be grounded in an understanding of the community and its preferences. Feasibility is therefore highly specific to each community and its local conditions. Given the importance of communicating with the community, an integral part of this feasibility analysis was a series of interviews and solicitations for comments from the people of Weston.

The interviews done for this project focused on asking residents what they think generally of the City Hall building. Then the interviews moved to a discussion of potential uses for the spaces that are currently unused, including the second floor and the space formerly occupied by Gismo on the ground floor. The interviews were relatively open-ended and allowed the interview subjects to discuss any topic of interest.

As noted earlier, it is unlikely and prohibitively expensive to attempt to interview everyone, but PARC Resources sought to interview enough people to identify common themes and topics, as well as the fullest possible continuum of ideas. In this process, PARC Resources was aided by four graduate students from Portland State University who were in the community conducting interviews for another project. By combining the interviews, both projects were able to reach and identify the preferences of more people than they could have separately.

The purpose of the interviews was not to decide whether or not to retain the City Hall, but that was certainly one of the things that most interviewees asserted. As PARC Resources conducted interviews and spoke to residents, certain common themes emerged. In particular, as the interview process went forward, a core set of comments and preferences emerged. When it comes to seeking community opinions, one important marker in the process comes when the interviews reach a critical mass, so that the same themes appear over and over. There is always the chance that a novel suggestion will be voiced, or an "outlier" opinion will come forth, but once the same ideas start to come up over and over again, it is a good indication that the interview process has identified the full range of opinions and preferences.

In Weston, one of the most striking things about the interview process, was that it took longer than anticipated to reach the point where it was possible to identify the full range of preferences. Stated another way, there are a diverse group of opinions and preferences for the use of the City Hall building. The opinions are not necessarily contradictory, but they do point to the eventual need to marshal public opinion behind whatever option the City adopts.

This need to rally public support for the project will be necessary in order to fundraise and to present a united front to potential outside funders. In a small community, the need to unite residents behind a project is magnified. Moreover, the interviews have revealed that there are strong opinions about how best to proceed and what the community needs to thrive.

What follows is a synopsis of the interviews that PARC Resources conducted interviews with prominent members of the Weston community such as school district employees, city employees, city council members, and local business owners. Significantly, while the City gave PARC Resources a list of suggested interview subjects, the interviews also included many residents who do not necessarily hold an office. The purpose of the interviews was to seek a representative sample and to identify the full range of opinions. The following list of ideas came from these interviews:

Upstairs –

Teen Center

Wedding/party/gathering space

Small Business Incubator (Gift shop, specialty shop, pottery studio, wine tasting/brewery, etc.)

Transitional Housing

Senior Housing/Assisted Living

Downstairs –

City Council Chambers

Small meeting space

Bank

Serve police and city hall

Programming/Multiuse space (For library)

Food Bank

General (could be in either space) –

Social Services – ESD

Office Space

Day Care Space

BMCC Services (College Prep, etc.)

Small businesses in general

Multipurpose space (exercise class, sewing/quilting club, etc.)

Office Space for Main Street Program, Chamber of Commerce or Planning Commission Space

Gallery/Museum

Don't Need / Might Conflict –

Deli or restaurant

Small Credit Union

In general it appears that residents are interested in some form of gathering space whether it be for youth, general purpose, council space or small meetings. The other emerging need is for social and civic services such as domestic violence assistance, senior housing, a food bank, social services, educational services, or child care. To a lesser extent, PARC Resources heard about needs to promote businesses by providing space for a business incubator or to use the space for city needs such as the police department, city hall, a museum, or programming space for the library.

Comparable Facilities in Other Communities

The upstairs of the Weston City Hall reflects its past uses, especially as a fraternal meeting site. The building is therefore highly reminiscent of the community center in Canyon City, Grant County. The Canyon City building has a large central hall with raised platforms on each end, a kitchen, and a dining area, all very similar to Weston's City Hall. In Canyon City, the facility is used regularly to show movies for a nominal fee, as well as for events and activities. The Canyon City building is further along in its rehabilitation and restoration, but it is quite similar and the community has rallied to use the building and to support its restoration. The configuration of the second floor certainly lends itself to multiple uses and the movies help draw users and interest in the facility.

Discussion - First Floor

In many ways, the ground floor space that was formerly Gismo presents the most diverse opportunities for the City and the residents. The immediate access to various walk-in uses makes the space more practical as potential commercial space. Despite these advantages, the fact that the City has many vacant store-fronts and has seen an overall stagnant growth rate for businesses, suggests that additional commercial space is not needed. Moreover, there are considerations regarding competition with private businesses that suggests developing commercial space is a questionable undertaking for a municipality. Of course, if a business were to come to the City requesting use of the space, that would change the calculations.

Discussion - Second Floor

The community discussions, comments and suggestions cover a wide range and reflect the perspectives and preferences of the residents. What emerges from the conversations is a very real concern about public spaces and the desire to not limit the City unnecessarily. In particular residents are interested in the project and hope to see a use for the second floor that can meet multiple needs and serve the largest number of people possible. What this means is that there is a general consensus that the second floor should be public use, not a private business or restricted to use by a small number or people or groups.



Source: <http://westonoregon.com>

Chapter 6: Methodology

Interviews

As discussed earlier PARC Resources conducted several direct interviews in the community and worked in conjunction with the Portland State University graduate students to query residents about their opinions and preferences. The interviews varied in length and formality depending on the preferences of those being interviewed. Some people left written statements and others stopped into PARC Resources' office to make a single point. Because of the approach calculated to fit the community, not all of the following questions were asked to everyone, but they represent a baseline for formal interviews.

1) What would you like to see the upstairs of the City Hall used for if it were available?

The answer to this most important question produced a wide range of ideas and options as noted above. In terms of the methodology, many people asked to know what else had been offered and as the interviews progressed, PARC Resources shared these ideas in an informal vetting process. In the long-term, discussing the ideas of other people helped to focus the discussion and to identify the likelihood of support that different uses may garner. In general, most people talked about some sort of facility that would produce a public benefit, as opposed to a commercial activity or housing. However, it should be noted that transitional housing was an option discussed as having a public benefit and fit with this general sentiment.

2) What would you like to see in the space on the ground-floor, formerly occupied by Gismo, if it were available?

Where the discussion about the upper floor was more centered on uses that offered wide benefits for the public, the ground floor discussion was much more far ranging. In part, the broader discussion reflects the general understanding that accessibility matters and that a ground-floor presence is much more attractive for commercial activity. Another factor that likely increases the number of ideas that people have for the former Gismo, is the fact that so many more people are familiar with the space and have been in there.

The methodology associated with the interviews again emphasized a discussion of the ideas broached to date and the physical dimensions of the space. Whereas many people were interested in seeing the upstairs, there was less visceral excitement associated with the lower floor. Most people emphasized the potential for revenue generation and business, be it private or city business.

3) What services, programs or activities are most needed in Weston?

This question was posed primarily to get people thinking about what was needed and then by extension what needs might be answered in the City Hall. The list of responses is familiar to

anyone who knows Weston and is as much a function of the size of the community and the civic-mindedness of the residents. The responses tended to fall into two broad categories. The first group focused on commercial activities and the second group, envisioned community meeting and activity space.

4) What space demands or needs do you see in Weston that are not met by what exists now, such as Memorial Hall, local businesses, the community's churches and the schools?

Answers to this question tended to be vague and focused on being many of the same things as question number three. This question was most important for people representing the schools, the city, the library and the existing businesses, specifically those with facilities that are used for meetings, parties, events and activities.

5) What facilities are you willing to support financially?

Not surprisingly, this question produced a wide range of responses and they tended to be vague at that. There was a general acknowledgement that users would have to pay for services or access, but there was less interest in a new tax liability. Across the board the common answers were less specific and noted that “it depends on the event and who is using the building.”

Other Evaluation Criteria

Along with public preferences for the use of the spaces in City Hall there are several additional considerations that bear on the feasibility and potential uses for the building. Legal, structural and cost factors are all important considerations and the list includes the following.

Zoning: The City has considerable leeway in terms of the zoning and allowable uses in the building. However, related considerations, such as parking requirements, access, signage and traffic patterns all matter and have a direct impact on the feasibility of potential uses for the building.

Structure: The brick building is more than 100 years old and any use that will require extensive modifications to the interior, including new and rerouted plumbing and electrical lines will entail significant expense.

Competition: The City very much seeks to support the community, development and investment, but it does not wish to do this at the expense of existing businesses or activities. Therefore, it is important that uses for the building be complementary. Simply stated, the City wishes to expand the local economy, not reapportion the existing economic activity.

Market Standards: The consideration of market standards embraces the idea that some uses are more profitable, in terms of revenue or numbers of patrons in different locations. This may appear overly vague, but as a practical matter it makes sense. Retail venues are more often found on ground level throughout the nation's communities. Residential use, by contrast is more likely to be located on second floors or higher in urban centers. Professional offices that do not

rely on walk-in customers are more likely to be located on upper floors. This idea is not remarkable, but when considering uses for the second floor of City Hall it is important to keep these standards in mind and to consider potential uses in light of the expectations and assumptions of the patrons and customers.

Maintenance & Sustainability: The City is willing to consider the widest possible range of uses for the spaces in City Hall, but it is critical that the uses be sustainable and not result in new liabilities, especially for maintaining the building.

Infrastructure: Closely related to zoning and the structure of City Hall is the question of infrastructure and the needs of potential uses. A use that requires augmenting the sewer capacity, for example, is unlikely to be preferable. Similarly, any need that makes new infrastructure demands is not one that, absent significant offsetting benefits, is likely to be preferable.

Fundability: This category speaks to the ability of potential uses to find and bring in outside support to make them possible. A use with less support, but that brings significant funding streams will have to be seriously considered. Similarly, a use that offers no revenue and no financial support is not particularly feasible, given the parameters.



Source: <http://waymarking.com>

Chapter 7: Options Evaluation & Ranking

Evaluating the options available to the City of Weston and determining how best to use the space available in the City Hall must be built on an understanding of the structure and the cost of work. Significantly, the upstairs will require an investment beyond the current commitment by the City to pay for the re-pointing/re-grouting of the bricks, the foundation stabilization and new roof. The second floor will require plumbing and electrical work, as well as access by stairs and elevator to make it fully useful and accessible.

The following evaluation assumes that there is a baseline set of improvements that will be made regardless of use. These include the installation of a stairway and an elevator, rehabilitation of restrooms and work to bring the kitchen up to the standards of a "warming kitchen," not a commercial kitchen. Flooring, painting, doors, signage and lights are also part of this basic assumption. Additional costs, for full living quarters for example, are not included and are incorporated into the evaluation as an additional cost.

Another important consideration for evaluation purposes is that the City prefers to operate in a revenue neutral fashion. Specifically this means that while the City does not want to see the facility require a subsidy and operate at a deficit, it also does not envision the facility as a profound revenue generator. This further assumes that the City does not wish to compete with private business in the community.

Screening Questions

PARC Resources evaluated the potential uses and users for the available space based on the following considerations. While the list is not exhaustive in terms of the potential screening tools, they did provide a baseline for consideration and judgment. The questions include the following.

- Will the proposed use compete with an existing service or agency?
- Will the proposed use compete with a private business?
- Will the proposed use contribute to the enhancement of the community core and quality of life in Weston?
- Will the proposed use conform to current zoning?
- Will the proposed use create a new cost or other liability for the City?
- Will the proposed use fit with the character of downtown Weston and the mission of the City?
- Will the proposed use be sustainable?
- Does the proposed use address an identified or identifiable need?
- Are there funding resources available with the proposed use?

Based on the screening questions, what quickly became apparent is that private uses, or tightly constrained uses by a small group or business do not fit the needs of the community, the opportunities available or the constraints of the space. The City Hall building is, first and foremost, a public facility, whose core purpose is a public one and grafting a private business to it, absent a clear and overwhelming logic, does not make good sense.

Second Floor Uses & Considerations

The community discussions made it clear that the residents were most interested in talking about the second floor, thus, this section begins with the largest space and the upper floor. As noted in earlier chapters, the public consensus is that most Westonites hope to see a use for the second floor that can meet multiple needs and serve the largest number if possible. From the conversation then emerged a general agreement that the second floor should be public use, not a private business or restricted to use by a small number or people or groups.

Worth noting is that in discussions and brainstorming sessions, some people have suggested office space. However, the fact that there are so many vacant shops and spaces on the ground floor along Main Street makes commercial development much more risky. Unless the City had contracts in place that guaranteed rental income from offices, there is not a compelling reason to develop office or commercial space on the second floor.

Some of the discussions revolved around the potential of putting housing on the second floor. Such as use would make the space private, but more problematic, is that housing would require full seismic upgrades. When completed, the cost of placing housing on the second floor of the City Hall would likely far exceed the cost of building a new structure, or developing an empty space, such as the corner lot across Main Street from the City Hall.

Recommended Use

Instead of office or professional space, the consensus for use of the second floor is as public use space. The public space can and should accommodate a wide range of uses and those that make the most sense and are compatible include the following.

- Rental Facility for parties, events, weddings, reunions or similar gatherings.
- Public meetings and events.
- Public space in conjunction with community events including Pioneer Days.
- Youth activities including movie night.
- Classroom / instructional space for special topics.
- Tutoring space for youth.

The uses noted here are mutually supportive and the space on the second floor is easily configured to support these uses. These uses have several benefits or attractive features and they include the following.

- Supportive of multiple uses.
- Meets a wide range of identified and existing needs.

- Supportive of use by the widest number of people and groups.
- Preserves the building's character and traditional community ownership.
- Does not require extensive modification.
- Does not alter historic use of the second floor.
- Allows the building uses to change with public preferences and trends.
- Helps draw people to the community's center and will help invigorate downtown Weston.
- Can be operated with minimal expense and oversight by the City.
- Can support local nonprofits and their activities.
- Works with existing organizations and supports development of new services without requiring City organization or investment.

First Floor Uses & Considerations



Source: <http://gismo.org/OldGismo/index.html>

In many ways, the ground floor space that was formerly Gismo presents more opportunities for the City and the residents. The immediate access to walk-in use makes the space more practical as potential commercial space. In addition, despite the several vacant store-fronts in the community, few are in usable condition. Despite these advantages, the fact that the vacant store-fronts exist and that has seen an overall stagnant growth rate for businesses, suggests that additional commercial space is not needed. Moreover, there are considerations regarding competition with private businesses that suggests developing commercial space is a questionable undertaking for a municipality. Of

course, if a business were to come to the City requesting use of the space, that would change the calculations.

Recommended Use

Given the public preferences and the conditions in Weston, the uses that make the most sense for the Gismo space is to configure it for public uses that are complimentary to the building's functions and the planned second floor uses. The space is ideal for a small meeting room, a potential tutoring or computer lab, or as a classroom as appropriate. Therefore, the use for the facility that makes the most sense is to dedicate the Gismo space as multiple use meeting and classroom space

This approach will allow all of the following uses.

- City Council Meetings.
- Small public or group meetings.
- Tutoring for local students.
- Remote classroom space for technical courses or classes.
- Displays or galleries during public events such as Pioneer Days.
- City Hall overflows.
- Library programming.

Chapter 8: Sustainability

The complementary nature of the use of the ground and second floor spaces will provide a maximum amount of flexibility and allow the spaces to be used to benefit the public in the fullest way possible. The approach does leave two primary questions however and these deserve full consideration. The first question is one of administration, namely how will the space be reserved, paid for, cleaned and overseen? The second question is one of revenue; how will the facility be cost-revenue neutral? These questions are discussed below.

Administration

There are two obvious ways to administer the community spaces, the first is to add that to the list of City responsibilities and add it to the duties of a City employee. Other municipalities take this approach and such a strategy would give the City full control of the building and its uses. Certainly, administering the public spaces fits the mission and purpose of a city government and given that they occupy the building as well, it is a good fit for the City of Weston to administer its own building. Moreover, the City has to maintain the building already. Lastly, the City is a likely user of at least some of the public spaces on a regular basis and again it makes sense for the City to control scheduling and use. However, the approach does increase the workload of staff and require additional management time and attention.

A second approach, typically used with larger facilities or ones that will be in continuous use is to partner with a nonprofit organization to administer the building. For this strategy to work, the City would have to identify either an existing nonprofit, or support the development of a new organization whose responsibility it would be to oversee the use of the public spaces.

Of course, the City could modify the responsibilities, so that it scheduled use of the ground floor and a nonprofit handled the upstairs. Regardless of the permutations, the options are limited only by the preferences of the community. The benefits of the nonprofit approach include shielding the City Council from complaints about conflicting uses or the rental cost rates. A nonprofit operator would also free city staff from having to worry about the management and cleaning of the space.

In the short-term, it makes the most sense for the City to plan to operate the building and if it proves to be an administrative problem, to search for, or create, a nonprofit manager.

Revenue & Costs

Using the second floor and Gismo space as described above does not create a cash cow for Weston, or even a reliable revenue source. At the same time, there are no profound new costs either. Maintenance will certainly cost something, but if the City makes the space available, but

does not create programs it must sustain, there will be few ongoing costs. To pay for the public use, the following fees will likely offset the new expenses.

Rental Fees

In all likelihood, the City will opt for a sliding scale based on the user, with reduced rates for nonprofits and the school district.

The cost to use the Gismo space may be nominal, or waived if the room is left clean.

The upstairs will be rentable for parties, weddings, reunions and events. If the kitchen is to be used, the fee will be higher. A cleaning deposit is included as a basic requirement. The operating revenue in the section below uses the following schedule of fees.

Upstairs

Private Party Event / Wedding / Reunion

- Single day rental -	\$ 250	Cleaning Deposit:	\$ 200
- Single day rental with kitchen -	\$ 300	Cleaning Deposit:	\$ 400
- Two day rental -	\$ 400	Cleaning Deposit:	\$ 250
- Two day rental with kitchen -	\$ 450	Cleaning Deposit:	\$ 450

For Profit Use

- Single day rental -	\$ 450	Cleaning Deposit:	\$ 300
- Single day rental with kitchen -	\$ 500	Cleaning Deposit:	\$ 500
- Two Day rental -	\$ 700	Cleaning Deposit:	\$ 350
- Two day rental with kitchen -	\$ 850	Cleaning Deposit:	\$ 550

Non-Profit Use

- Single day rental -	\$ 150	Cleaning Deposit:	\$ 200
- Single day rental with kitchen -	\$ 200	Cleaning Deposit:	\$ 400
- Two day rental -	\$ 200	Cleaning Deposit:	\$ 250
- Two day rental with kitchen -	\$ 250	Cleaning Deposit:	\$ 450

Gismo Space

Private Party Event

- Single day rental -	\$ 50 or \$10/ hr	Cleaning Deposit:	\$ 100
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For Profit Use

- Single day rental -	\$ 100 or \$25/ hr	Cleaning Deposit:	\$ 100
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Non-Profit Use

- Single day rental -	\$ 0	Cleaning Deposit:	\$ 100
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Revenue Projections

The revenue projections below are conservative and are figured to provide a basic level of funding to ensure that the City can afford to keep the utilities on and the spaces maintained. Presumably, replacement of fixtures, consumables and equipment will come from this funding source.

The budget below assumes the cost structure noted above and that the twenty-four uses of the Gismo space will generate \$25 per use. The upstairs rentals are all for single day, for ease of conceptualizing and to eliminate the need to overly complicate scheduling and considering potential scheduling conflicts.

Item	Revenue
Gismo Space 24 private uses/yr	\$ 600
Upstairs - Private Events 12/yr - 9 w/ kitchen	\$ 3,450
Forfeited Cleaning Deposits	\$ 800
Upstairs - Nonprofit events 10/ yr - w/ kitchen	\$ 2,000
Upstairs - For Profit event 4/ yr - w/ kitchen	\$ 2,000
Movie nights - 40 ppl @ \$3.50 per for 32 nights	\$ 4,480
Concessions @ \$75/ movie night	\$ 2,400
Total	\$ 15,530

An important caveat to the budget above is that the operator may be required to pay a "copyright" fee for showing the selected movies. The fee depends on the age of the movie, purpose of the use and will have to be negotiated. The addition of this expense will undoubtedly impact the "net" from these events.

New Cost Projections

The renovation and use of the Gismo space and the second floor will entail a minimum amount of new costs. The budget below is conservative and assumes that the City or the entity responsible for administering the building will not be responsible for creating new programming. If an organization or agency sought to provide services on a regular or scheduled basis, the City or administrator will likely charge a fee, but otherwise not be involved in paying for the service to be delivered, or in collecting fees for those services.

Item	Costs
Admin & Oversight	\$ 2,500
Movie rentals & Staffing	\$ 3,040
Utilities @ \$0.85/ square foot	\$ 2,975
Insurance	\$ 1,600
Maintenance	\$ 2,850
Cleaning	\$ 2,400
Total	\$ 15,365

The budget assumes that each movie rental will cost \$50 per showing and that during the movies, the facility will be staffed at \$15 an hour for three hours.

Discussion of the Budget

The budget above produces a net revenue of just \$365. Significantly, this is a conservative budget that likely underestimates use rates. The budget assumes only twenty-six rental days of the upstairs and just twenty-four for the downstairs space. The use will likely be lower in the first year, then increase as its availability becomes known. The view of the mountains upstairs increase the desirability of the space and will likely make the facility a popular rental for weddings, parties, and other social gatherings. The inclusion of movie nights is not in itself critical, only as an example of what is possible. The movie nights have the potential to be a modest revenue producer, but other activities could take place there to serve the needs of local youth and families to provide recreation.

Conclusions

The identified uses are complimentary and will not preclude future changes or rededication of the space. Just as important, proceeding with improvements to the space with the purpose of maintaining flexible and multiple uses will address the preferences of the community. The approach outlined here also has the benefit of opening up funding opportunities from federal and private sources. Grant sources that may fit with the project are outlined in the following chapter.



Source: PARC Resources

Chapter 9: Capitalization Opportunities

Based on the recommendations for uses of the building, the preliminary budget was modified and the final budget is below. This budget removes seismic upgrading costs as they are not required for a multipurpose space. The engineering and administration costs are refigured based on the reduced budget for the hard costs. Lastly, fundraising and contingency expenses are included.

Item	Expense
Brick work	\$ 149,000
Roof	\$ 85,000
Tie Roof & Second Floor to Walls	\$ 26,000
Stair Access	\$ 20,000
Elevator	\$ 90,000
Windows & Energy Efficiency	\$ 100,000
Plumbing - restrooms & kitchen	\$ 49,000
Electrical	\$ 19,000
Interior flooring, walls, paint & fixtures	\$ 25,000
Demolition & disposal	\$ 5,000
Kitchen	\$ 20,000
Gismo space	\$ 17,500
Engineering (5%)	\$ 30,275
Administration (2.5%)	\$ 15,137
Fundraising (2.5%)	\$ 15,138
Contingency (5%)	\$ 30,275
Total	\$ 696,325

The following sections detail potential funding sources for the City of Weston. Some funding sources require or prefer a nonprofit 501(c) (3) application. In those cases, PARC Resources strongly recommends that the City partner with a local 501(c) (3) non-profit organization. In addition, the City will need to research and have conversations with these funders prior to submitting an application to put together a grant schedule that is reasonable and will give the City the greatest chance of success.

Local Funding Sources

City of Weston – The City has committed to contributing \$270,000 to the project over two fiscal years.

Other local funding – The City must raise a total of \$50,000 locally through in-kind support and cash donations to be competitive for grant opportunities. The majority of these donations should not come through the city but through local businesses and community members contributing time, materials, and money to the project. A reasonable goal for the project is \$15,000 in cash and \$35,000 in-kind. The City can achieve these goals by asking for donations, holding fundraisers and organizing a capital campaign committee that volunteer their time and energy to organizing fundraisers and tracking in-kind support such as labor, materials, permits and fees, and other such project support.

State Funding Sources

Certified Local Governments Grant – As a Certified Local Government, the City of Weston is eligible for a grant of up to \$17,000 or more depending on the level of funding the program receives and the number of applicants. This is a relatively new program that is likely to grow and become more competitive therefore PARC Resources recommends budgeting for one grant of \$17,000 to go toward the project however it is possible that the City could be awarded multiple grants for various stages of the project.

Community Facilities Grant and Loan – This program is one of many national United States Department of Agriculture (USDA) funding opportunities but is applied for through the State. Each year, the State of Oregon has a limited amount of funding for the grant portion of the program and is highly competitive (only about \$100,000 for the entire State annually). Therefore, the more common option is for communities to apply for a loan that has a reduced rate compared to normal bank loans. Financing the project should be the last option for the City as it will commit the City to a 40-year pay off. However, it is an option that the City should consider if necessary.

Energy Tax Credits – As a government entity, the City cannot use tax credits from the Oregon Department of Energy (ODOE). However, many government entities obtain tax credits, which they can then sell to private businesses using the ODOE's pass through option. This project qualifies for Energy Tax Credits, as a portion of the project will improve the building's energy efficiency. There are several variables with this option as the City will need to work with both ODOE and a potential buyer for the tax credits. Businesses purchasing the tax credits typically do not pay the full amount therefore the City must realize that they will not get 100% of the money that ODOE offers. In addition, tax credits typically pay off in five years which means the City might need to use part of the project match to front the costs and then be reimbursed.

The State of Oregon offers multiple funding opportunities that the City of Weston should track regularly. These programs are currently unavailable to the City due to either closed funding cycles or ineligibility. In addition to Energy Tax Credits, ODOE has offered energy-efficiency grants in the past. While there are no programs currently open, the City should track ODOE in case another opportunity comes up. Lastly, the Oregon Housing & Community Services runs the Community Development Block Grant (CDBG) program. To be eligible, the City must qualify based on income levels as compared to Umatilla County. Currently, the City is ineligible to

apply, however that could change depending on the outcome of the 2010 U.S. Census, which will hopefully be available this summer.

Private Funding Sources

Large Foundations (\$100,000 and over)

The Ford Family Foundation – The Ford Family Foundation prioritizes “community gathering spaces,” as such, this is an ideal fit for the City of Weston. The Foundation will not fund unless the city has raised approximately 75% or more of the project funds so the City should approach this funder late in the project. The award ceiling is \$250,000 however, to make the application more competitive, PARC Resources recommends requesting less than \$200,000. The realities of fundraising are that not every funder will fund the project and many of those that do will not fund the full amount. Therefore one benefit to saving this funder for last is that if other sources come in lower than anticipated, the City can always raise the ask amount.

Meyer Memorial Trust – This funder often funds hand-in-hand with the Ford Family Foundation, therefore it makes sense to approach this funder later in the project as well. In so doing, the City can have conversations with both funders and get them communicating about the project together. The award ceiling for Meyer Memorial Trust (MMT) is also \$250,000, however the City should ask for the same amount from both the Ford Family Foundation and MMT. Therefore, PARC Resources recommends asking for less than \$200,000.

M. J. Murdock Memorial Trust – According to the Murdock Trust guidelines, the Weston City Hall project is a fit with their funding priorities. However, recently the Trust has funded several community center projects and the board is turning their focus from multipurpose projects. However, this funder is a large funder that the City should approach for at least \$100,000 from. To approach the Murdock Trust, PARC Resources recommends waiting for one year then contact the Trust for advice about internal funding priorities and whether the project is a match.

Medium Funders (\$20,000 - \$99,999)

Ann & Bill Swindells Charitable Trust – This Trust also has a broad funding range that includes assisting, “the educational, cultural, and scientific endeavors of the state”. The City should approach the Swindells Trust for \$45,000.

Collins Foundation – The Collins Foundation funds a broad array of projects and has contributed to several multipurpose projects such as the City Hall Project. There is no official ceiling according to their website, however past experience shows the Foundation’s funding ceiling to be \$45,000.

AWERE – AWERE is a local organization set up to serve projects within the Athena-Weston School District. As a local funder, obtaining funding from this source will mean a lot in the eyes of larger, regional funders. PARC Resources recommends an ask amount of at least \$25,000. However, the City should discuss the project with the AWERE board for further recommendations on a request amount and advice on application preparation.

Oregon Community Foundation – The Oregon Community Foundation (OCF) along with the Collins Foundation, MMT, and Ford Family Foundation, make up the most significant funders in Oregon as many other funders look to their example when deciding to support a project. OCF is the smallest funder of these four in terms of award ceilings however they have multiple funding options for the City to explore. The award ceiling for OCF’s traditional grant is \$35,000 and it is due twice annually.

Wildhorse Foundation – As with AWERE, this is a local funder and gaining the Foundation’s support will speak well to other funders. The City should approach the Foundation for about \$25,000. Local economic conditions have meant lower funding than in the past, however there are indications that the Foundation is pulling out of the down economy and funding closer to their normal level again.

Small Foundations (under \$20,000)

Henry Hillman Foundation – \$15,000

Trust Management services* – \$10,000

Charlotte Martin Foundation – \$5,000

Homer I. and Persephone B. Watts Memorial Trust** – \$5,000

Juan Young Trust – \$5,000

Pacific Power Foundation – \$5,000

Rose Tucker Charitable Trust - \$5,000

*Trust Management Services only funds in the Northeast region once every other year. The Trust typically likes to fund projects that will be completed in one year and are under \$50,000. Lastly, the Trust also likes to buy items rather than fund capital projects. Therefore this would be a good source to go to for furniture, computers or technical equipment and other items for the community space rather than for the renovations to the building.

**This trust gives mostly scholarships to Weston-McEwen High School graduates. However, the Trust does have a history of giving to local projects such as the Gem Theatre, local churches, and Pregnancy Care Services in Pendleton. The main Contact for the fund is in Athena. Therefore, as Athena and Weston are so tied together based on the local school district and proximity of the communities, the City of Weston should apply to this Trust and emphasize the benefit of the City Hall renovation for both communities.

The full list of projected revenues including sources and request amounts follows. It is important to remember that the projected revenues should be higher than the actual budget to account for funders that change priorities or do not offer full funding. Therefore the revenues below are approximately \$365,000 higher than the actual budget.

Project Revenues***Local***

City of Weston	\$	270,000
Local Cash Donations	\$	15,000
In-kind Contributions	\$	35,000
Subtotal	\$	320,000

State of Oregon

Certified Local Government Grant	\$	17,000
Subtotal	\$	17,000

Private Foundations

Ford Family Foundation	\$	200,000
Meyer Memorial Trust	\$	200,000
M. J. Murdock Charitable Trust	\$	100,000
Ann & Bill Swindells Charitable Trust	\$	45,000
Collins Foundation	\$	45,000
Oregon Community Foundation	\$	35,000
AWERE	\$	25,000
Wildhorse Foundation	\$	25,000
Henry Hillman Jr., Foundation	\$	15,000
Trust Management Services	\$	10,000
Charlotte Martin Foundation	\$	5,000
Homer I. and Persephone B. Watts Memorial Trust	\$	5,000
Juan Young Trust	\$	5,000
Pacific Power Foundation	\$	5,000
Rose Tucker Charitable Trust	\$	5,000
Subtotal	\$	725,000

Grand Total	\$	1,062,000
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Chapter 10: Conclusions

In order to save the historic building which currently houses City Hall, the City of Weston must determine an appropriate use for the second floor and the available space downstairs (the former home of Gismo). This study evaluated potential uses based on a background of the building, the wants and needs of the residents of Weston, and the best options for funding among other considerations. The recommended use for both spaces is a multipurpose space for company and club meetings, programming, classes, teen and family activities, weddings, parties, and community events. This recommendation leaves the space open and available to serve a wide number of Weston's population and the building can be easily converted to other purposes down the road if needed.

PARC Resources developed two project budgets based on the potential uses and cost estimates the City already received from engineers. The first budget is over \$1 million and involves extensive seismic strengthening. For the recommended use, seismic strengthening is an unnecessary added expense that would be difficult to fundraise for. Therefore PARC Resources recommends foregoing the seismic upgrades beyond the second story tie-in bringing the budget down to just under \$700,000, meaning the funds that the City has committed to the project will increase the match and entice funders to support the project.

Chapters eight and nine discuss the sustainability of the proposed use and the potential funding available for the proposed use. According to the calculations performed by PARC Resources, the City is unlikely to see a significant revenue stream from renting the two spaces to the public; however the rental fees can cover the operating costs and maintenance of the facility. The City will need to further determine whether the City can rent the facility and keep its current insurance designation. The funding available to the City is much higher than the recommended budget giving the City some flexibility in case some funders are unable to support the project at this time.



Source: <http://westonoregon.com>

Chapter 11: Source Document

Following is a list of documents that were used in the preparation of this feasibility study. The entries are listed by source, title, and web address. Multiple documents from the same source are listed with dashes (----) under the original source website.

2000 U.S. Census, Table DP-1, Profile of General Demographic Characteristics, Table DP-2, Profile of Selected Social Characteristics, Table DP-3, Profile of Selected Economic Characteristics: 2000: <http://censtats.census.gov/cgi-bin/pct/pctProfile.pl>.

----“Oregon” <http://censtats.census.gov/data/OR/04041.pdf>.

----“Umatilla County, Oregon” <http://censtats.census.gov/data/OR/05041059.pdf>.

----“Weston city, Oregon” <http://censtats.census.gov/data/OR/1604180350.pdf>.

2010 U.S. Census, Table DP-1, Profile of General Population and Housing Characteristics: 2010 http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=DEC_10_DP_DPDP1&prodType=table.

“ADA Access Guidelines for Buildings and Facilities (ADAAG)”, United States Access Board. Chapter 4.1.7. <http://www.access-board.gov/adaag/html/adaag.htm#4.1.7%283%29>.

Weston Chamber of Commerce, “Weston Commercial Historic District,” http://westonchamber.bmi.net/historic_district.htm.

Appendix A: Census Update

The following table compares 2010 U.S. Census Demographic information with data available from 2000 for the City of Weston.

	2010 U.S. Census		2000 U.S. Census	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
Total Population	667	100	717	100
Age				
Median age	39.5	(X)	37.2	(X)
Children under 18	172	25.8	202	28.2
Seniors 65 years or over	104	15.6	93	13.0
Race				
White	557	83.5	598	83.4
American Indian / Alaskan Native	23	3.4	24	3.3
Asian	21	3.1	0	0
Hispanic/Latino	57	8.5	113	15.8
Households				
Family households	171	67.9	191	72.1
Households with children (<18)	87	34.5	98	37.0
Households with seniors (65>)	82	32.5	752	28.3
Average household size	2.65	(X)	2.71	(X)
Vacant housing units	19	7.0	15	5.4
Owner-occupied housing units	180	71.4	192	72.5
Renter-occupied housing units	72	28.6	73	27.5