



# CPA Funding Application Form

City of Worcester

**Submitted On:**

May 9, 2025, 07:53AM EDT

<b>Project Name</b>	Knollwood Mansion
<b>Project Location and/or Address</b>	The Knollwood Mansion is located at 425 Salisbury Street, Worcester, MA, on a 15-acre estate listed on the National Register of Historic Places in 1980 and home to Notre Dame Academy of Worcester.
<b>Project Lead Organization (or Individual if Applicable)</b>	Notre Dame Academy is a private, all-girls, college preparatory Catholic school is the lead organiza
<b>Legal Status of the Organization</b>	501(c)3
<b>Current Property Owner (if Different from the Applicant)</b>	Notre Dame Academy of Worcester is the sole owner of the property.
<b>Brief Project Description</b>	This project aims to develop a cost-effective plan to preserve and repurpose the historic Knollwood Mansion. It includes creating a design and generating detailed cost estimates to guide future restoration and adaptive reuse efforts.
<b>Project Contact Information</b>	Renee Mikitarian-Bradley [REDACTED]
<b>What CPA category does this project fall under? (Check All that Apply)</b>	Historic Resources
<b>What activity are you proposing to do in this category? (Check All that Apply)</b>	Preserve Rehabilitate / Restore
<b>What is the project budget?</b>	The total Project Budget is \$93,400.
<b>How much are you requesting in CPA funding?</b>	Notre Dame Academy of Worcester is requesting \$93,400.
<b>Historical Resource Projects: Have you received a Positive Determination of Local Historic Significance from the Worcester Historical Commission?</b>	This project does not require a Determination of Local Historic Significance
<b>Are you requesting an expedited review process for your project? The CPC shall consider an expedited timeline for review (i.e., a Special Application) only under certain circumstances. See the Application Guidance document</b>	No

<b>(linked below) for more information.</b>	
<b>Please briefly describe your project.</b>	<p>The Knollwood Estate includes two historically and architecturally significant buildings: Knollwood Mansion and the Gage House. Built by the Knowles and Gage families—both with legacies of education, culture, and public service—the estate later became part of the Notre Dame Academy (NDA) campus, reinforcing its role in civic and academic life.</p> <p>Gage House was adapted for academic use in 2015. With Knollwood Mansion vacated in 2023, this project seizes a timely opportunity to assess its exterior, systems, and code compliance needs to develop a cost-effective reuse plan. The vision focuses on educational and cultural programming, especially for young women and their families. Currently, 30% of NDA students are from Worcester and 60% receive financial aid.</p> <p>The project supports preservation, equity, and sustainability. Key deliverables: (1) schematic design; (2) project budget; and (3) historic tax credit feasibility.</p>
<b>What permissions, permits and plans will be necessary to carry out this project, and what is the status of their acquisition?</b>	There are no permits required for this phase of the project.
<b>Do you foresee any delays in acquiring these permissions within the next 6 months? If yes, please explain, otherwise, type N/A.</b>	Not currently.
<b>What is the desired start and end date of this project?</b>	Notre Dame Academy aims to begin the project by June 1, 2025, with a target completion date of September 30, 2025. This timeline aligns with the Academy’s Strategic and Master Campus Planning efforts and its Capital Campaign feasibility study.
<b>Please attach a Timeline for the project.</b>	Notre Dame Academy_Study Design Schedule_2025-05-06.pdf
<b>Please upload a complete project budget (.xlsx or .pdf) that includes the source of the funding for each line item. CPA funds can ONLY be used on CPA eligible project elements. Please make sure to be specific about the use of all CPA monies requested.</b>	Project Budget_as of May 6.pdf
<b>Please upload any renderings and/or estimates for this project.</b>	Knollwood Mansion_interior _ exterior pictures.pdf
<b>What is the status of the match</b>	

<b>funding identified in the budget?</b>	Currently, there are no matching funds identified in the budget.
<b>Please upload commitment letters and/or funding agreements demonstrating that match funding is in place.</b>	Matching Funds letter.docx
<b>Please explain why CPA funding is needed for this project. If CPA is the only proposed funding source for this project, please explain why.</b>	CPA funding is essential to complete this phase of work at Knollwood. NDA is finalizing a Strategic and Master Campus Plan and preparing for a major capital campaign tied to its 75th Anniversary in 2026. Early-phase costs like planning and estimates are often ineligible for private or foundation support. CPA funding will provide the foundation needed to unlock future investments and ensure the project's momentum and long-term success.
<b>Please describe the experience of the project manager or project management team in completing a project like this one. Please include examples of similar projects pursued in the past, and why they are relevant.</b>	Saam Architecture’s Diana Ostberg, AIA, brings over 20 years of experience managing complex renovation projects, with a focus on historic and community-centered buildings. She excels at leading multidisciplinary teams and guiding clients from feasibility through construction. Relevant experience includes managing a strategic study for the Diocese of Worcester to consolidate two high schools, leading to the renovation of Holy Name—demonstrating her skill in evaluation, planning, and execution. As principal-in-charge at 177 Huntington Avenue, a landmark I.M. Pei tower, she integrated modern systems into a historic structure now occupied by Northeastern University. These projects reflect her ability to preserve historic integrity while accommodating modern use—skills well-matched to the reuse and preservation of Knollwood Mansion.
<b>Please describe the financial position of the organization and its ability to cover the upfront costs of this project. CPA funding is provided on a reimbursement basis.</b>	Notre Dame Academy operates on a lean budget as a tuition-based school, with stable enrollment over the past three years despite Worcester’s highly competitive educational landscape. The Academy maintains a restricted financial aid and scholarship fund of approximately \$1 million, of which about 10% is awarded annually to support student access and affordability. In addition, NDA has a Board-restricted fund of under \$1 million, which, per the organization’s Investment Policy, can be accessed with Board approval. These Board-restricted funds can be used to cover the upfront project costs required for CPA reimbursement. This financial structure demonstrates the Academy’s ability to responsibly manage short-term expenses while actively pursuing longer-term funding through strategic planning and philanthropy.
<b>How will this resource/property/building be maintained in the future?</b>	Notre Dame Academy currently covers the utilities and insurance for Knollwood Mansion through its operating budget. A dedicated trust, established by Sara Knowles de Coizart and managed by JP Morgan, provides approximately \$35,000 annually for maintenance of her childhood home. In addition, planned upgrades and enrollment growth and potential public use will further support long-term upkeep and sustainability.
<b>Please describe how this project/program will benefit</b>	This project preserves a historic Worcester asset and expands public access through school and community partnerships. It benefits all

<b>Worcester residents in general, as well as specific groups that will benefit from the project.</b>	Worcester residents by offering inclusive educational and cultural programs, with a focus on developing young women leaders. Renovated spaces and surrounding green areas promote learning, wellness, and pride, while supporting community use and events in a unique historic venue.
<b>Please identify which of the Community Priorities identified in the Community Preservation Plan align with this project (check all that apply).</b>	<p>PRIORITY 1: Increase accessibility to historic resources, open space, parks, and in community housing.</p> <p>PRIORITY 2: Advance the city’s sustainability and climate resilience goals.</p> <p>PRIORITY 3: Prioritizing investments into projects that address a demonstrated need in a geographic area.</p>
<b>Please describe how this project aligns with the above Community Priorities.</b>	<p>This project enhances access to the Knollwood Mansion, a historic resource located behind the iconic gates on Salisbury Street. By repurposing the Mansion for educational and cultural programming—especially for young girls in the Worcester community—it promotes equity and community enrichment. The project also supports sustainable building reuse and long-term preservation, aligning with Worcester’s climate resilience and historic preservation goals.</p> <p>Strategic Planning for Notre Dame Academy is currently underway. As a cherished community asset, in addition to optimizing its use for the school, the Academy’s intent is to revitalize Knollwood for inclusive, safe public use. This effort meets local priorities by preserving heritage, expanding access to green space, and offering meaningful programs that foster leadership, learning, and civic pride.</p>
<b>Historic Resource Category Goals</b>	<p>GOAL 1: Acquire and restore historic buildings in danger of demolition.</p> <p>GOAL 2: Promote adaptive reuse or deconstruction for historical preservation.</p> <p>GOAL 4: Preserve underrepresented stories.</p>
<b>Open Space and Recreation Category Goals</b>	This project does not align with any of these Category Goals.
<b>Community Housing Category Goals</b>	This project does not align with any of these Category Goals.
<b>Please describe how this project aligns with the above Category Goals.</b>	This project supports the adaptive reuse of Knollwood Mansion, preserving it for educational and cultural activities and maintaining its structural and historical integrity. By keeping both buildings accessible and functional, the project aligns with goals of preserving historic architecture, enabling community-centered reuse, and uplifting underrepresented stories through inclusive community programming.
<b>Does your project align with any other City or Regional Plans? Please be specific. See the City of Worcester website to view local plans.</b>	Yes. This project aligns with the Worcester Now   Next Plan by supporting the adaptive reuse and preservation of historic buildings for cultural and educational use—key goals in the “Culture and Creativity” section. It also aligns with the Community Preservation Plan’s Historic Resources goals, including Goal 2: Promote adaptive reuse, and addresses Priority 1: Increasing accessibility and Priority

	2: Advancing sustainability.
<b>Does your project have community support? Please describe outreach efforts for this project.</b>	Yes, this project has strong community support. Outreach efforts include engagement with the Worcester Garden Club and Preservation Worcester. In addition, a letter has been uploaded from Ann Morrison SNDdeN, previous NDA Principal, and a long-term resident of the Mansion with strong historical knowledge of the Knollwood family and Estate. These partnerships reflect shared interest in preserving Knollwood as a historic and educational asset for the Worcester community.
<b>Please upload any letters of support.</b>	LOS for NDA_ Knollwood Project - Ann Morrison.pdf
<b>Is there anything else you want the CPC to know about your project?</b>	Knollwood Mansion is currently vacant. Addressing life safety, accessibility, and system upgrades presents a major financial challenge, especially with two other campus buildings in urgent need of repairs. CPA support is vital to help Notre Dame develop a cost-effective plan to preserve this historic community asset and ensure its future use for education and public benefit.