

Lenox Gateway Redevelopment Plan

Prepared for:
Town of Lenox, Massachusetts, and
Berkshire Regional Planning Commission

Prepared by:
Dodson Associates, Ltd.
Landscape Architects & Planners
Ashfield, Mass.

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October, 2002

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Information for the study was generously donated by the land owners and their consultants, Mark Moore of MassHighway, Bruce Philbrick of the USDA Natural Resource Conservation Service and Rene Laubach of Massachusetts Audubon Society.

The Town of Lenox was represented by Greg Federspiel, Town Manager, and the Lenox Planning Board. The Town of Lenox, The Berkshire Regional Planning Commission and the staff of Dodson Associates sincerely thank all the Lenox citizens, landowners, and neighbors who attended the workshops and presentations and whose time, effort and knowledge contributed to the success of this project.

Executive Summary

The Lenox Gateway Redevelopment Plan Project was initiated by the Town of Lenox and the Berkshire Regional Planning Commission as an outgrowth of the Lenox Comprehensive Plan, which lays out “a framework for guiding future development in a manner that preserves open space, improves connections between people and places, supports affordable housing and bolsters the local economy.” Supported by a Smart Growth grant from the Massachusetts Executive Office of Environmental Affairs, and additional funding by the Massachusetts Housing Partnership Fund, the Gateway Masterplan is meant to be a model for addressing these goals at the site level. The project was designed to accomplish the following purposes:

- To create a common vision for the reuse of the site.
- To promote community participation and education about smart growth principles.
- To demonstrate integration of open space, housing, and commercial/professional uses in a manner that respects the natural environment.
- To create preliminary design scenarios for the reuse of the site based on public input and community vision, and
- To develop design standards to guide redevelopment of the site.

In order to meet these objectives, the project focussed on creating a specific masterplan for the Gateway area. After some initial study, the study area was expanded beyond the boundar-

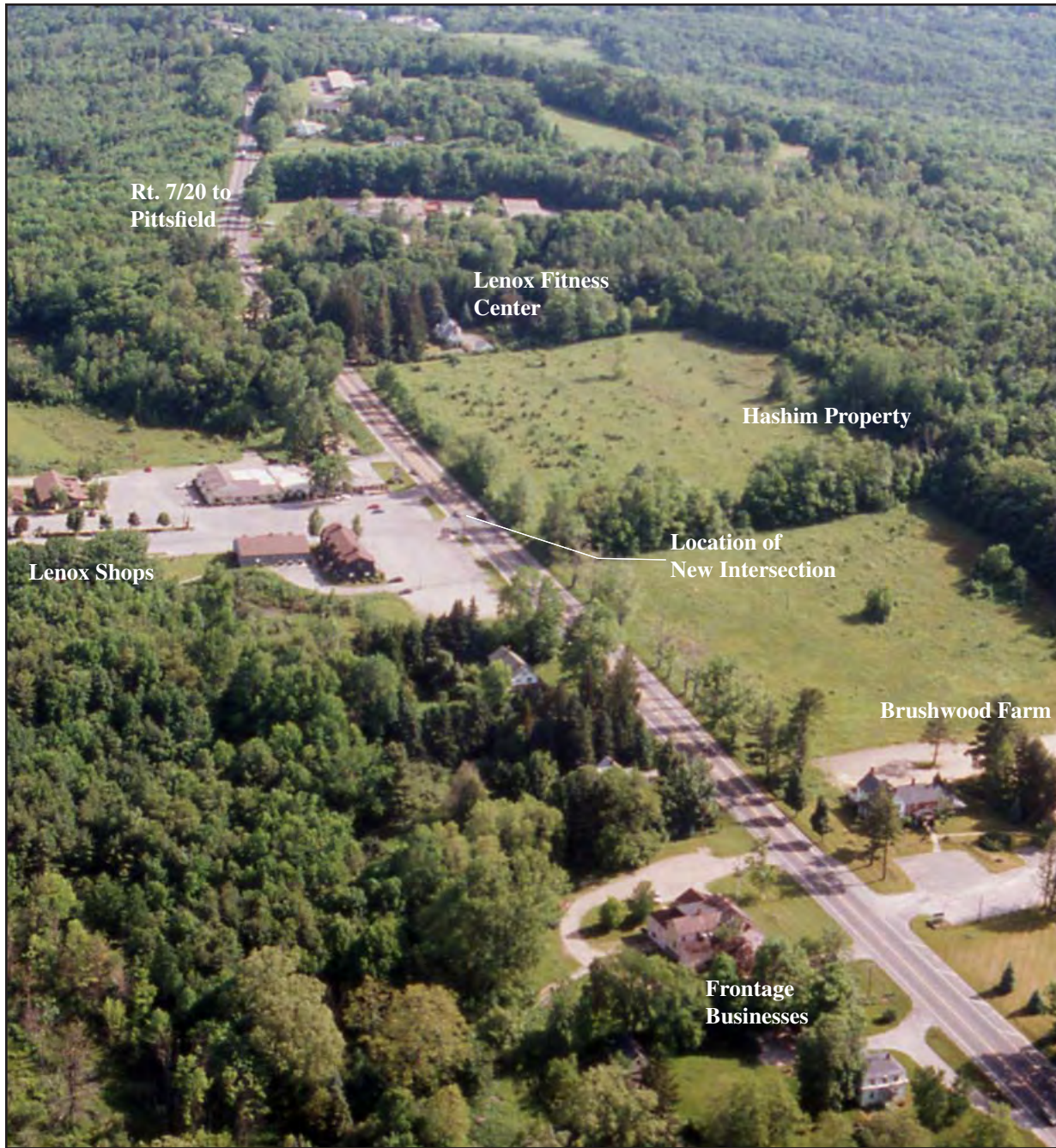


Conceptual Illustration of Lenox Gateway Masterplan (see page 30).

ies of the Lenox Shops parcel to include the logical, functional boundaries of the neighborhood, incorporating at least ten different properties. The final plan shows development areas and open space to be protected, roads, parking lots, buildings, paths, and landscaping. While the masterplan is specific, it is not the only possible plan for the site -- rather, it is meant to demonstrate the planning and design principles that more detailed future plans should be based on. These principles can also help the town review development proposals. Among the first of these principles should be the idea of design as a partnership between landowners, developers, town officials, and the public.

To develop the masterplan, Dodson Associates assembled base maps and other information

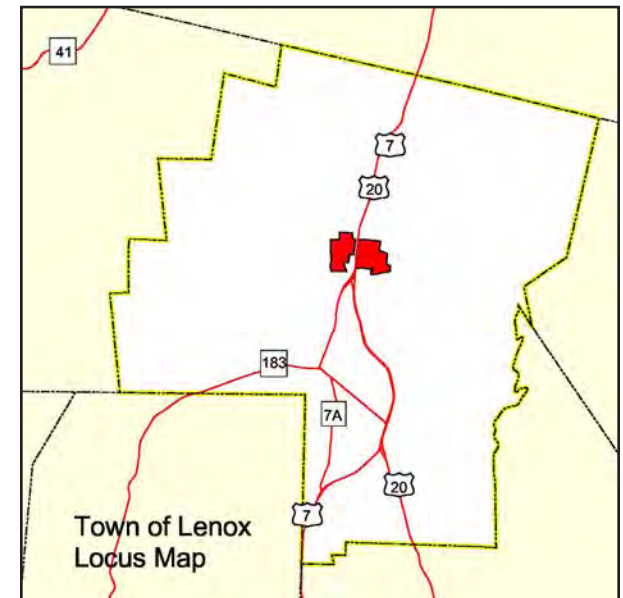
about the site and prepared a series of schematic design alternatives. These preliminary concepts were presented for review at a public workshop, and refined after further review by the Planning Board. A final masterplan was drawn up as a synthesis of the preferred plans, and presented to the public together with an outline of possible implementation strategies. These include changes to zoning, possibly including a “Lenox Gateway Overlay District,” that would encourage development with the scale and character envisioned by the masterplan. Just as important are public/private partnerships that build on the cooperative spirit with which the plan was created to build a neighborhood that meets the town’s goals for housing and open space within a thriving private-sector project.



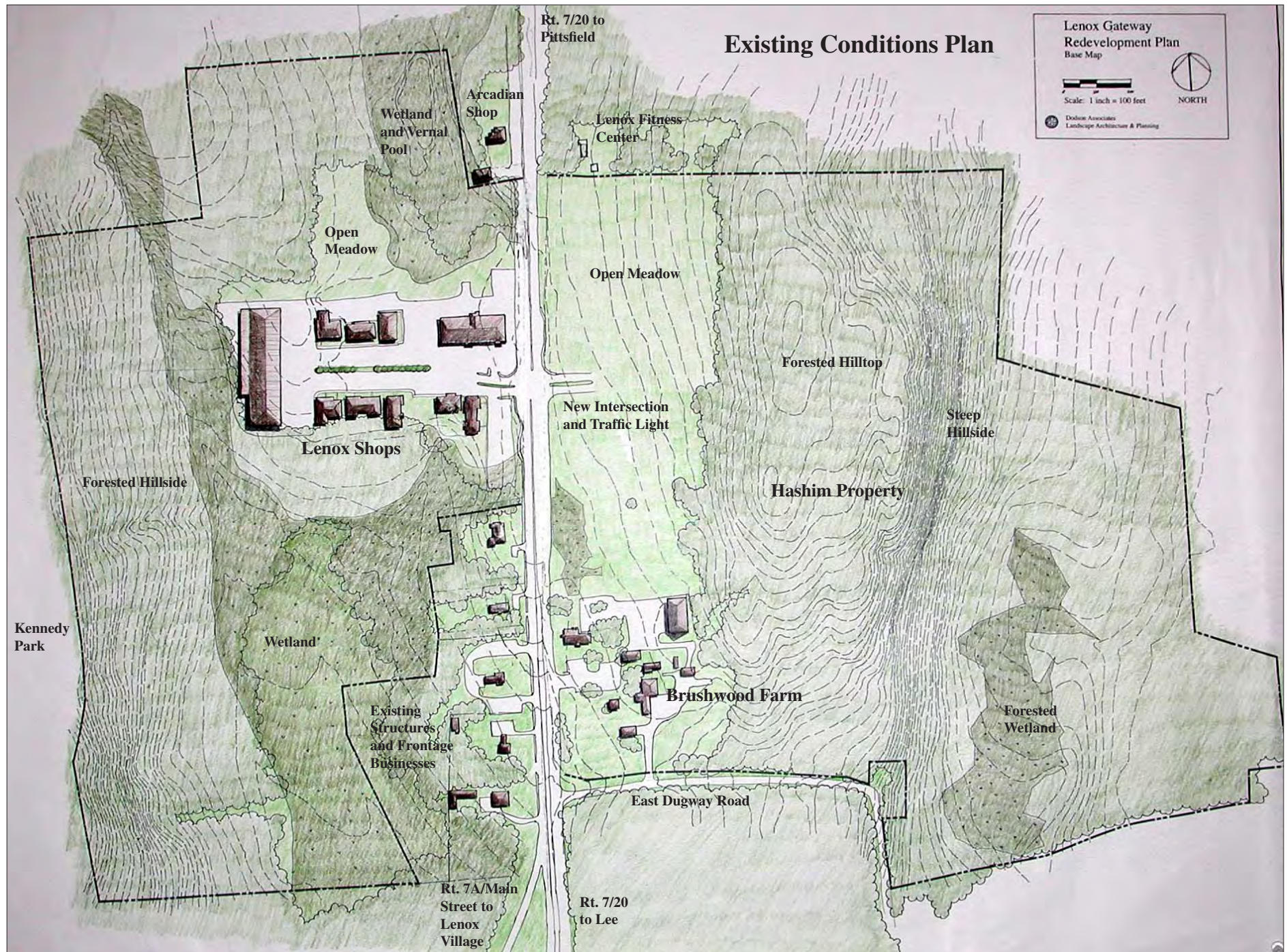
This photograph, taken in 1995, shows existing buildings in the study area, but does not show the new intersection and traffic light connecting the entrance to the Lenox Shops with the Hashim Parcel, nor the results of the recent widening of the highway.

Introduction to the Study Area

The study area is located in the geographic center of the Town of Lenox (red parcels on locus map, below). The prominence of this location is such that it would be difficult to pass through the town without going through the site, which thus serves as the Northern Gateway to Lenox Village. Originally conceived as a masterplan for the 64 acre Lenox Shops parcel alone, the project has evolved to incorporate an additional 76.7 acres to the East known as the Hashim Parcel, which includes the existing Brushwood Farm development. The masterplan also examined the role of the Arcadian Shop and Lenox Fitness Center, just to the North, as well as existing frontage development to the east across from Brushwood Farm, bringing the total size of the study area to some 150 acres.



Lenox Gateway Redevelopment Plan



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The Lenox Shops Parcel

The Lenox Shops Development was constructed in the early 1980s as a retail center, fronted by the still-active Lenox House Restaurant. While retail uses later declined, many of the buildings retain a mix of tenants, and new tenants have recently moved into the large front building across from the Lenox House. The development comprises a horseshoe of buildings surrounding a central parking lot (below), with a hill rising to the West into Kennedy Park. Hemmed in by wetlands and steep slopes, of the 64 acre parcel, about 10 acres has already been developed with buildings and parking lots, while only another 10-11 acres could be considered developable. Of this, a fair amount is subject to wetland setbacks and regulatory protection of a certified vernal pool at the north end of the parcel.





The existing Lenox House (left), anchors the 1980's development project, which was designed with 1-1/2 story colonial-facade buildings surrounding a parking lot (right). A planted island and gazebo help to break up the pavement. Improvements and widening of Rt. 7/20 (below, right) have improved access to the site with a traffic light (below, left) and bus stop (center). Surrounded by woods, remaining cleared land on the site includes a meadow on the North side of the shops (above), some of which is subject to buffer zone protection of a nearby certified vernal pool and wetlands.



Lenox Gateway Redevelopment Plan



Brushwood Farm and Hashim Parcel

Brushwood Farm is a mixed-use commercial, office and residential development built largely within the structures of an old Farm. Like the Lenox Shops, it has declined somewhat -- perhaps due to competition from new retail centers in Lee -- but retains a diverse mix of shops and small businesses. The setting exudes local character, retaining the original homestead (far left) and a cluster of outbuildings fitted out as shops and galleries (lower left). At the rear, a mixed use building combines ground-floor commercial with apartments on the second story.

North and East of the Brushwood Farm, the parcel includes another 70 acres or so of undeveloped meadows and forest (opposite page). Of this, perhaps half, including the meadows fronting on Rt. 7/20 are easily developable. An improved entrance road and traffic light already provide access to the center of the property across from the Lenox Shops.





As part of the widening of Rt. 7/20, the bank fronting the highway was regraded to form a terrace.



The upper part of the meadow slopes to the West, providing good solar access and views to the Western hills (below).



At the top of the meadow, successional vegetation provides a transition to the wooded hilltop, which supports a mixed forest of pine, oak, maple, and birch.



At the top of the hill, scattered ledge outcroppings give way to a steep 175' drop-off, which provides a filtered Eastern Vista.





Route 7/20 Existing Frontage Development

At the South end of the study area, fronting Rt.7/20, are a series of five old residential structures, several of which have been converted to commercial use. While some changes in windows and doors have been made over the years, in large part these buildings have remained unchanged for over 100 years. In style, they represent a range of colonial and victorian era vernacular farm houses common to Lenox, with lots of dormers, porches, chimneys, and odd wings that have accumulated over the years.

While none of these structures is particularly noteworthy, the fact that they all remain, pretty much intact, lined up along a short stretch of the highway, represents an opportunity to incorporate these five lots into the masterplan. While preserving these structures won't turn Rt 7/20 back into the shady country road of 50 years ago, they represent a tangible part of Lenox's history. As a practical matter, the design and detailing of structures such as these has a demonstrable value in a Tourist-based economy, where visitors are looking for authentic settings in which to shop and recreate. And as demonstrated by the Brushwood Farm development, as well as the recent renovation of older structures into the Arcadian Shop and Lenox Fitness Center, reusing of these structures is a very achievable goal.

Arcadian Shop and Lenox Fitness Center

At the north end of the study area, two old residences have been renovated for use by thriving local businesses. Both of these projects preserved the existing structures and created more space with compatibly-designed additions. By preserving existing trees and expanding to the rear, they were able to find room to grow while maintaining the residential character of the previous uses. The result are businesses that fit into the community visually as well as functionally.

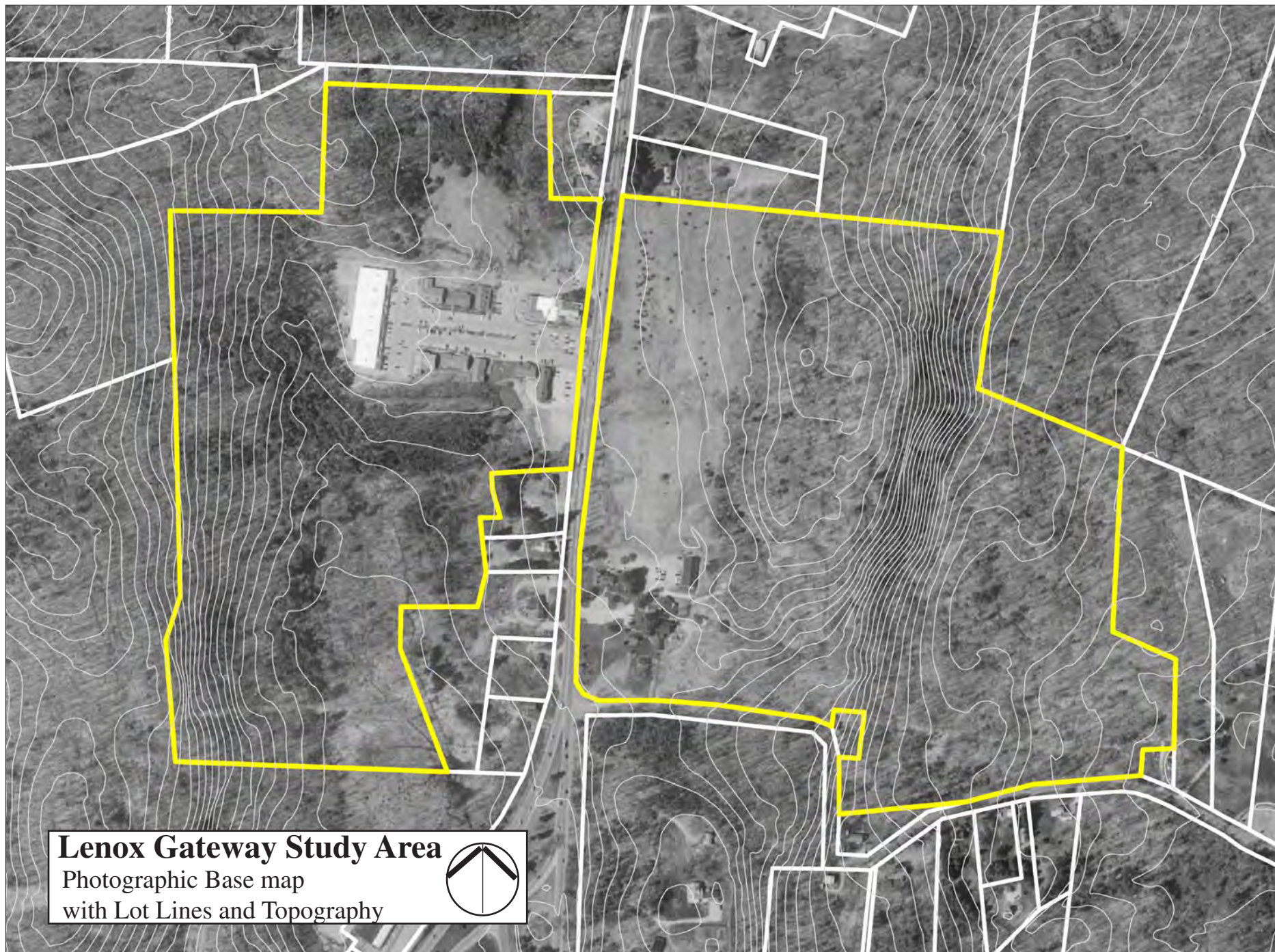


Lenox Gateway Redevelopment Plan



Like the recent improvements to the highway, a cell tower on the rise behind the Lenox Fitness Center represents a modern intrusion on an essentially 19th century landscape.



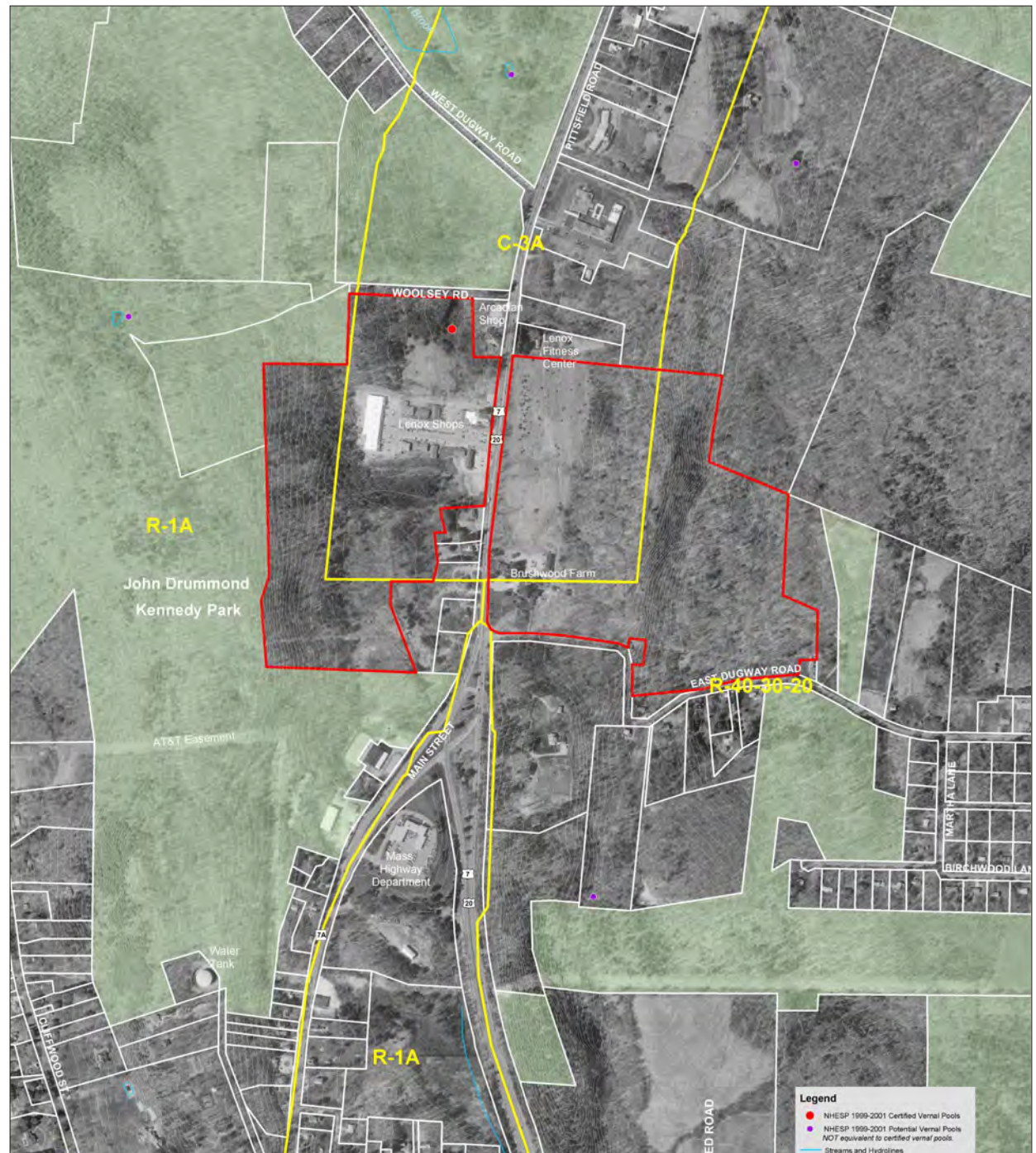


Photographic Base Map with Topography

The base map at left was prepared using a photograph from the MassGIS 1997 1:5000 Orthophoto series. This was overlaid with contour lines, shown in white, each of which represents a change in elevation of 3 meters (about 2" shy of 10 feet). The boundaries of the Lenox Shops and Hashim parcels are shown in yellow, and neighboring parcels in white.

Context Map with Protected Open Space

At right is a map based on the same photograph, which shows the wider context of the site. Here, the project area is outlined in red, and the other parcels in the area are shown in white. Zoning is overlaid in yellow. Areas that are already protected are overlaid with a light green tone. These include Kennedy Park, to the west, Audubon land North of West Dugway Road at the top of the image, and Chapter 61 land South of East Dugway Road. Chapter 61 is a state tax abatement program that allows landowners to receive reduced tax assessments from the town in return for keeping the land as open space for farming, forestry, or recreation. It does not permanently protect the land, which remains in private hands, but if the landowner chooses to leave the program and sell the land, the town has the "right of first refusal," and can purchase the land at the going rate.



Soils

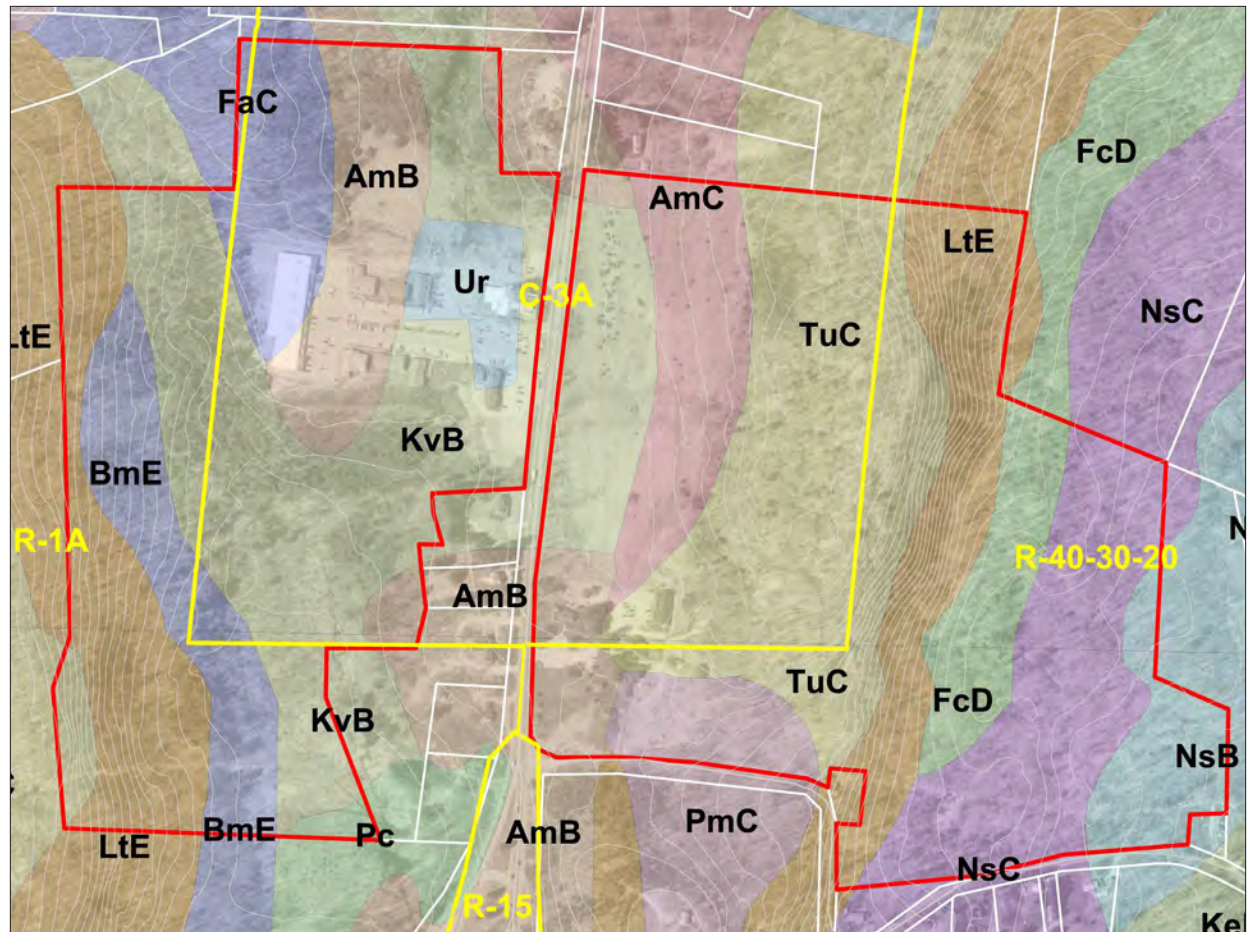
According to the USDA Soil Conservation Service Soil Survey of Berkshire County, the site contains several types of soils, in addition to the “Urban Land” soils (Ur), which are areas that have already been built on or paved over:

Kendaia Silt Loam (KvB), which lines the road, is considered an extremely stony soil not suitable for crops, with moderate water capacity and limitations for building that include shallow depth to bedrock.

Amenia Silt Loams (AmB, AmC), are deep soils with moderate permeability, well-suited for crops, but with a high water table in winter and early spring. Considered to have limitations for building because of wetness and high water table.

Tunbridge-Lyman Association (TuC) are extremely stony, moderately well-drained soils not suited to crops, hay or pasture. Limitations for building include very hard and shallow bedrock.

On the steep slopes, Lyman -Tunbridge Association (LtE) are rapidly-draining, shallow depth to bedrock soils with shallow depth to bedrock that limits construction. Adjacent to these are Berkshire-Marlow (BmE), Farmington Rock Outcrop (FcD), and Peru-Marlow soils, all extremely stony and considered poor for either crops or construction.



On the lower East end of the Hashim parcel are Nellis Loam (NsB, NsC) soils: deep, well-drained soils with slow permeability, considered good for hay and pasture, but subject to erosion.

South of the Lenox Shops is an area of Palms and Carlisle Mucks (Pc); moderately deep but poorly-drained soils subject to erosion and ponding.

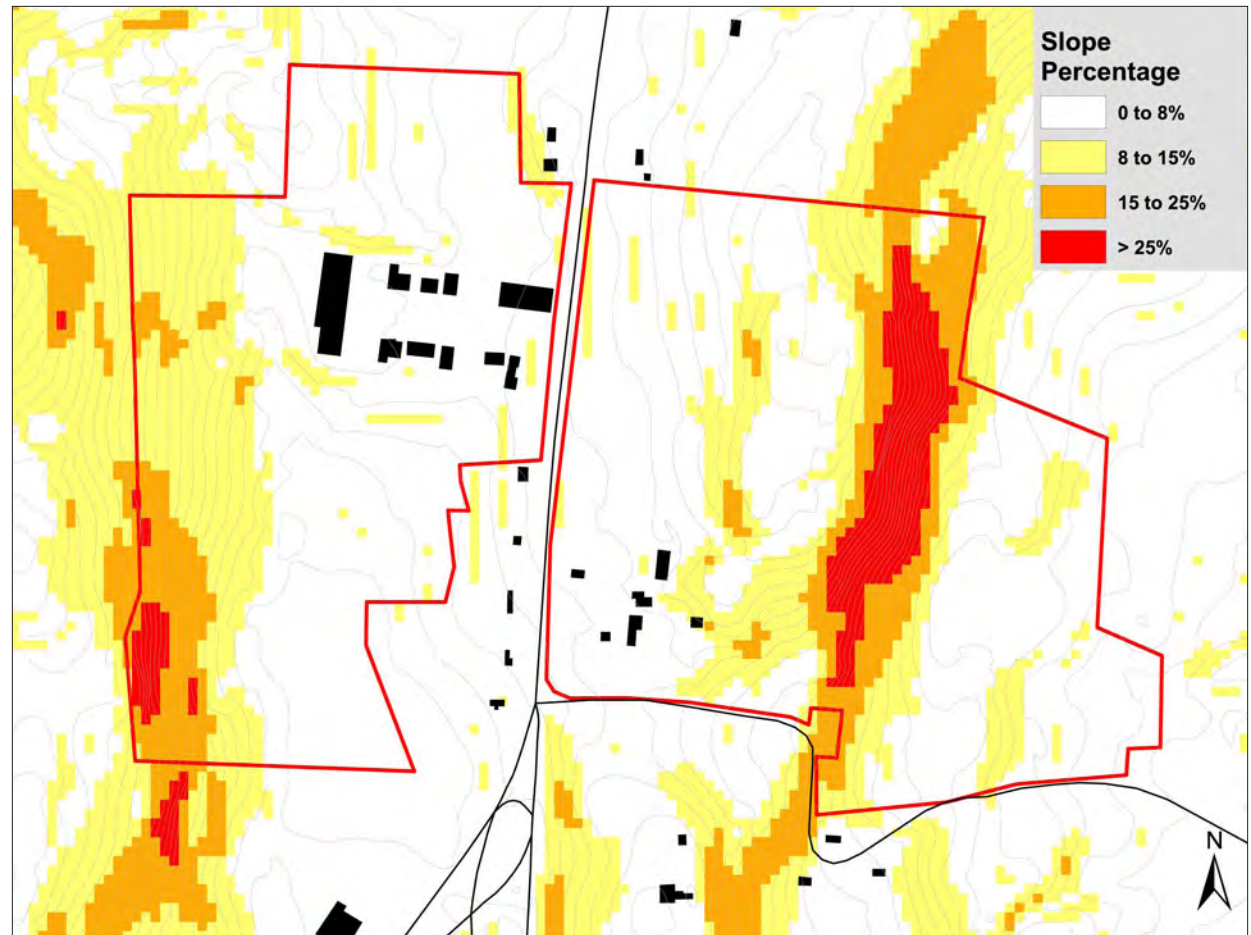
Finally, North of the Lenox Shops is found

an area of Farmington Loam (FaC); shallow, rocky soil, well-drained, but hindered by shallow depth to bedrock.

In conclusion, none of the soils found on the site is considered especially productive for either agriculture or timber management. As for construction, the chief constraints are steepness, wetness, and shallow depth to bedrock, all of which could raise the cost of construction, but do not present an absolute constraint to development.

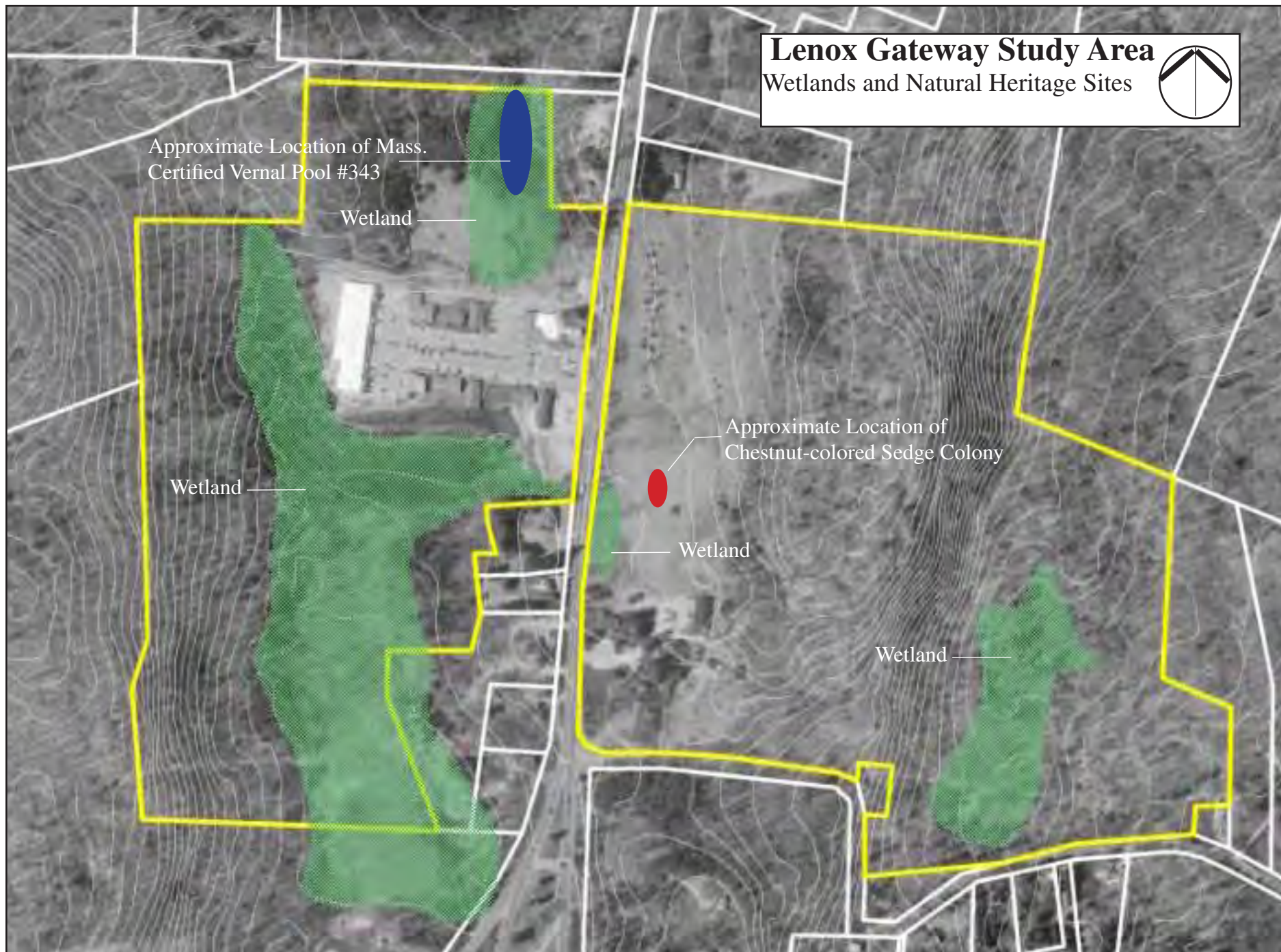
Slopes

The percentage of slope present on the parcel is calculated from the amount of rise over a given distance. This is a valuable tool in estimating the expense of construction, and the suitability of the site for different uses. As slopes increase, certain uses, such as roads and parking lots, become unbuildable or prohibitively expensive. Likewise, structures can be built on fairly steep slopes, but the complications and expense of construction is equally steep. Providing suitable, handicapped-accessible access to every public area, as required by the Americans With Disabilities Act (ADA) also has the practical effect of making steep areas less suitable for construction.



To represent these slope-related constraints, designers often group slopes according to the relative level of constraint on construction. The map at right shows slopes in four categories: 0-8% in white; 8-15% in yellow; 15-25% in orange; and over 25% in red. The result highlights two areas of steep slopes. On the western side of the Lenox Shops Parcel a steep hill slopes up into Kennedy Park. Across the center of the Hashim Parcel, a steep defile, almost a cliff, drops over 175 feet in less than 300' distance. This represents a slope

of almost 60%, which would preclude construction of any ordinary structure. In the photograph at left can be seen the top of the cliff, where any construction would be further complicated by the presence of ledge outcroppings. While this dropoff is quite steep, many trees cling to the sides of the slope and probably help to stabilize the soils.



Wetlands and Natural Heritage

Wetlands on the site (green areas on map at left) were mapped from a combination of surveys. Valley Environmental Services recently flagged the inner (developed) side of the Lenox Shops parcel. They transferred this line by hand onto a map of the property. Within the wetland is a vernal pool (CVP #343), which was certified by the Natural Heritage and Endangered Species program in 1992. The “uphill” boundary of the Lenox Shops wetland was placed on the map based on the apparent edge of wetlands visible in the aerial photograph. While the mapped boundaries of wetlands on the Lenox Shops parcel have not been surveyed in the field, clear breaks in slope and landmarks visible in the plans make the location indicated reasonably accurate.

On the Hashim Parcel, wetlands were flagged and surveyed by the Foresight Land Services of Pittsfield, and updated with surveys provided by MassHighway.

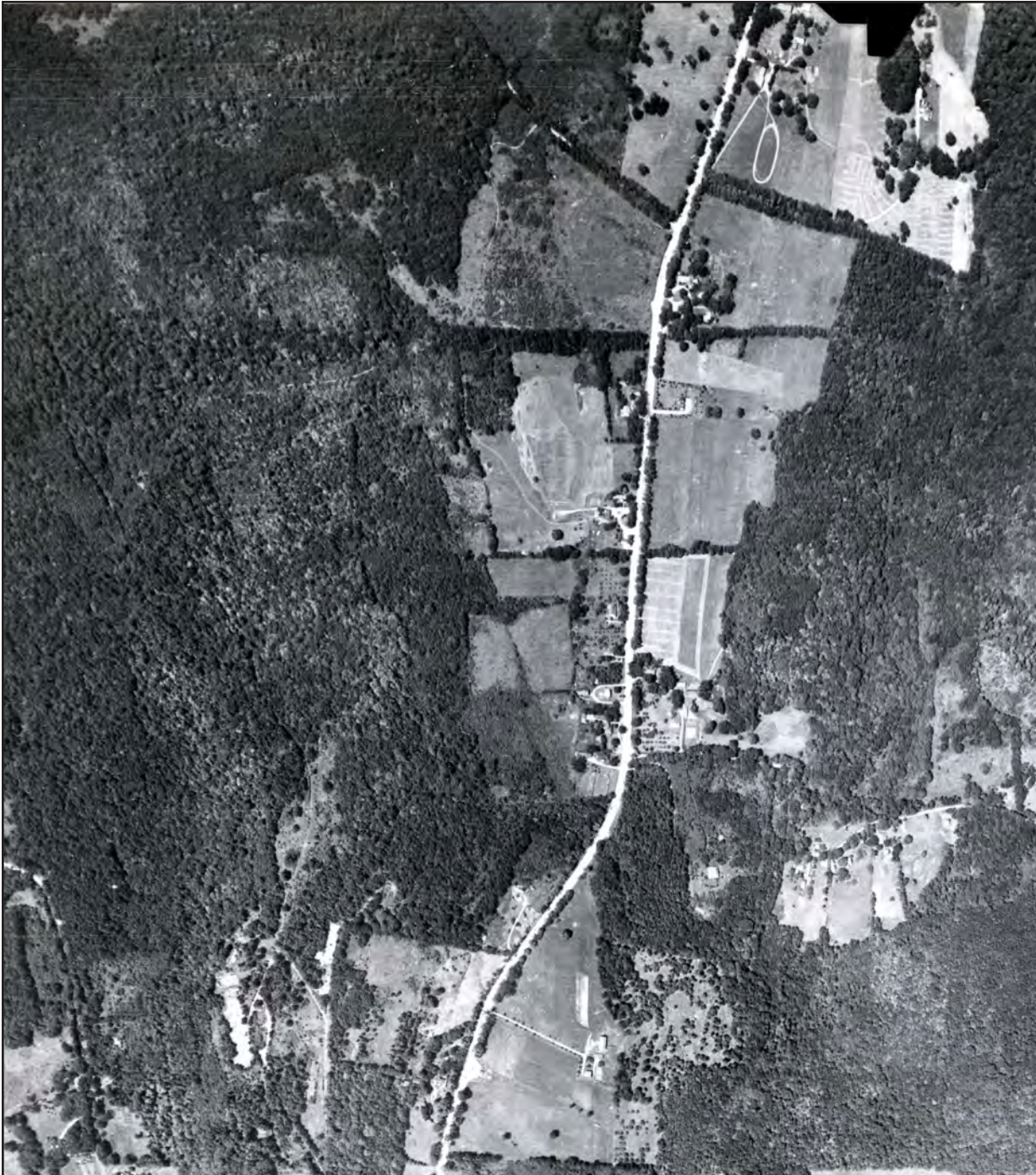
During a site visit on May 10, 2002, a representative of Mass Audubon identified a rare plant on the Hashim Parcel. This Chestnut-Colored Sedge, *Carex castanea*, was found growing within a 30' by 60' area adjacent to the wetland along the roadside. This may indicate that that wetland itself is larger than indicated by earlier surveys, or that it is spreading as a result of the regrading that MassHighways performed during recent widening of the highway.



The wet meadow north of the Lenox Shops (above) drains into the vernal pool at the extreme northern end of the site. The meadow and woods adjacent to the vernal pool are both likely to be important to those species that depend on the pool for their survival.

While most of the remaining upland in the study area is unremarkable from a wildlife perspective, the ledge outcroppings and tree snags along the Hashim parcel cliff face (right) probably create valuable habitat for a variety of animals and plants. Like much of the Berkshires, the limestone content of ledges like these can support species that are unique in Massachusetts. This area should be studied in more detail before any disturbance occurs.





Site History

For much of its history, the site has been part of an agricultural district at the outskirts of the village of Lenox. As shown by the aerial photograph at left, and enlargement at right, taken in 1942, the meadows were once more extensive, and extended back from Route 7 to where it began to get too steep to maintain hay fields or row crops. Most of the older existing structures that line the highway, including what is now Brushwood Farm, can be seen in the photo. The Lenox Shops, which was built in the early 1980's, is not present, though the photo may show a gas station which occupied the site prior to the Lenox Shops.

It is interesting to note the heavy forest cover on the hills East and West of the highway. A hundred years earlier these hills would have been cleared for pasturing sheep and cattle, and old stone walls still wind through the woods. Another notable feature is the heavy growth of trees along the highway, many of which were finally removed in the most recent widening project.

From a design perspective, these historical development patterns help to define the character of the town that persists to this day: shady streets with structures close to the road; clustered development alternating with open space; and a rectilinear arrangement of spaces marked off by hedgerows and treelines.



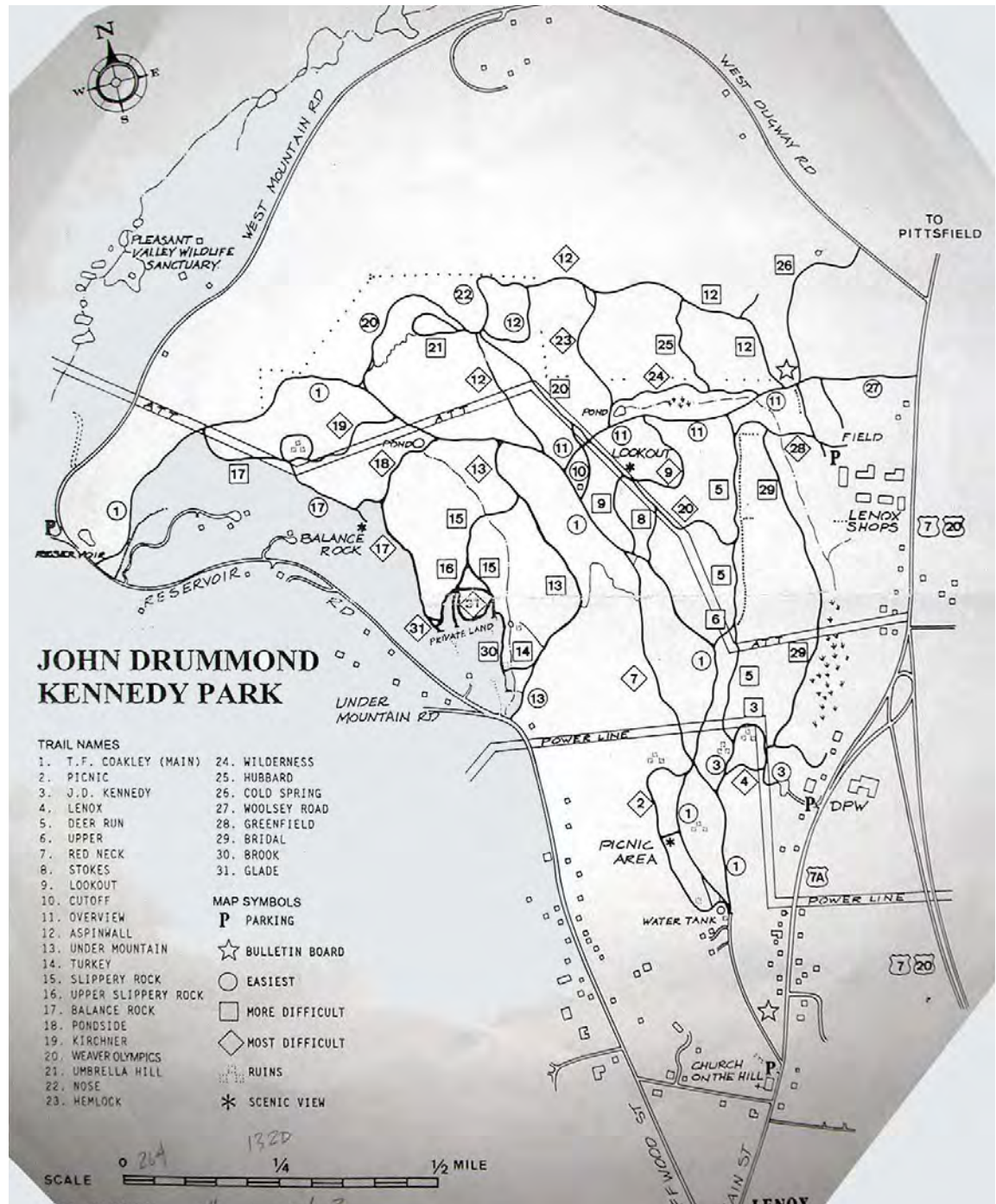
Lenox Gateway Study Area
Aerial Photograph from 1942

Recreational Context

One of the principal assets of the site is the large area of open space that surrounds it. The area to the West, moreover, has been permanently protected as John Drummond Kennedy Park. As shown on the map at right, many marked and maintained trails wind through the park, several of them ending at the Lenox Shops site, which is shown on the map as a suitable parking area and trailhead.

This extensive trail system has already provided a certain amount of economic development through the effort of the Arcadian Shop to publish trail maps and run programs that bring people into the park for hiking and mountain biking. Once located within the Lenox Shops development itself, the Arcadian Shop recently relocated just over the border to the North, adjacent to Woolsey Road.

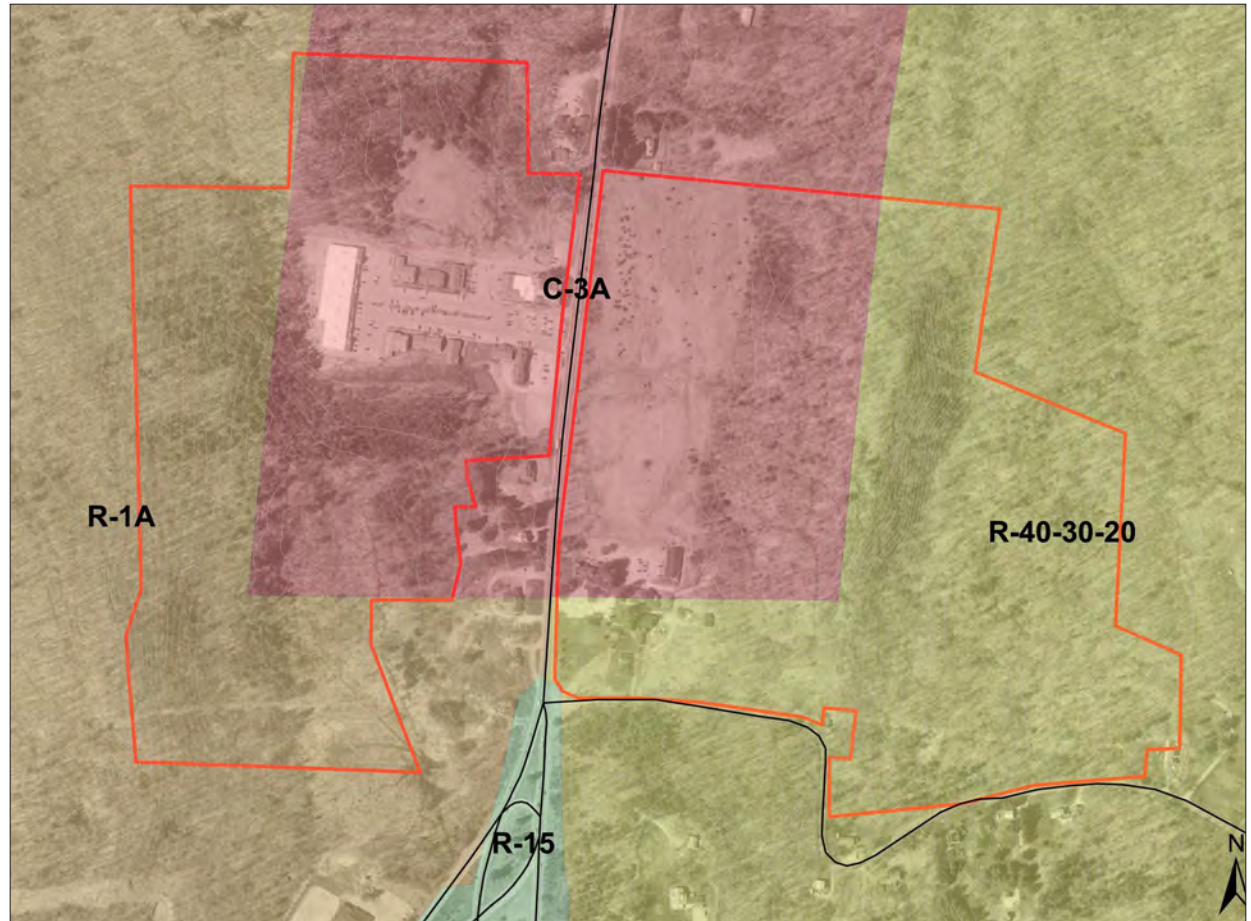
The presence of Kennedy Park, with its trails and open space, the Arcadian Shop, and the Lenox Fitness Center across the highway, all represent an enormous opportunity for synergy among existing and potential future uses in the area. The simplest of these is residential use of the site, where residents could take advantage of these surrounding resources, and the developer could reap the benefits of these existing amenities in marketing the project.



Zoning

Zoning for the subject parcels and the immediate neighborhood is established by the Town of Lenox zoning bylaws. As illustrated by the map at right, zoning falls into four different categories. South of the site, an R-15 zone provides for residential uses at a density of 1 unit per 15,000 s.f. On the West side, R-1A zoning provides for single-family residential uses with one acre minimum lot size. To the East, the R-40-30-20 district allows single-family residential uses at a density of one unit/20,000 s.f. with town water and sewer, up to one unit/40,000 with neither water or sewer. Finally, the C-3A district, established in 1996, provides for a mix of business, office, and multi-family residential uses, with a minimum lot size of 3 acres.

The total area of the Lenox Shops parcel is approximately 64 acres, of which about 32 acres falls within the C-3A district. The total size of the Hashim parcel is about 77 acres, of which about 34 acres is within the C-3A. While the residential zones would most likely be developed as traditional house lots, the C-3A zone allows a mix of uses that include most institutional, educational, and religious uses, multi-family housing, theaters, bowling alleys and sports facilities. Previous commercial zoning was changed to discourage highway retail and other high-traffic uses, while promoting office, research and laboratories (but not professional medical or attorney's offices), apparel and furniture stores, motels



and seasonal B&Bs, and service businesses such as plumbing and electrical.

In addition to lot size and uses, zoning also dictates the minimum amount of parking spaces, building setbacks and frontage, and lot coverage. For the C-3A district, parking is required at a rate of 1 space per 300 s.f. of gross floor area, and building footprints may cover no more than 20% of the lot.

Utilities

According to an Impact Statement prepared for the proposed expansion of Brushwood Farm in 1992, the site is serviced by an 8" water main fed by the Kennedy Park stand-pipe. Sewer service to existing development on the site is provided by the Pittsfield wastewater treatment plant via the North Lenox Pumping Station. For the purpose of this study, it is assumed that adequate capacity remains at the Pittsfield plant.



Lenox Gateway Study Area

Constrained Lands and Potential
Build-out Under Current Zoning



Build-Out Plans

A build-out plan is prepared to determine the maximum amount of development that could be built on the site under the restrictions imposed by current zoning. As shown by the plan at left, the first step is to remove from the calculations those areas of the site which are unbuildable. These include wetlands, which are protected under state and federal law (shown in yellow-green), and steep slopes (shown in red), which cannot be built upon without great cost and effort. The result is that large area of the Lenox Gateway site are unbuildable, a situation which is reinforced in this case because the wetlands and steep slopes adjoin each other.

After removeing unbuildable areas, the plan was laid out much as a developer would, respecting minimum lot sizes, densities, setbacks, and other requirements of the Lenox Zoning Bylaw and Subdivision Regulations. As it turns out, lot coverage, which often limits the development of commercial sites, is not much of a factor here. Because the only limitation is 20% maximum lot coverage by buildings, the real limiting factor is parking. Since each 300 s.f. of gross floor area requires 1 parking space under the bylaw, the site gets covered in parking long before total building coverage hits 20%.

On the map at left, dark structures represent existing buildings, which are assumed to remain in place. Light structures are possible

additional buildings. On the Lenox Shops parcel, the constraints of zoning limit expansion to an additional 50,000 s.f. The bulk of potential additional growth is on the Hashim site, where buildings and parking lots could step up the hillside fairly easily.

The plan at left represents the buildout with one story structures. It also shows a new cul-de-sac (at the bottom right side of the plan) that would allow maximum development of the residentially-zoned land off of East Dugway Road.

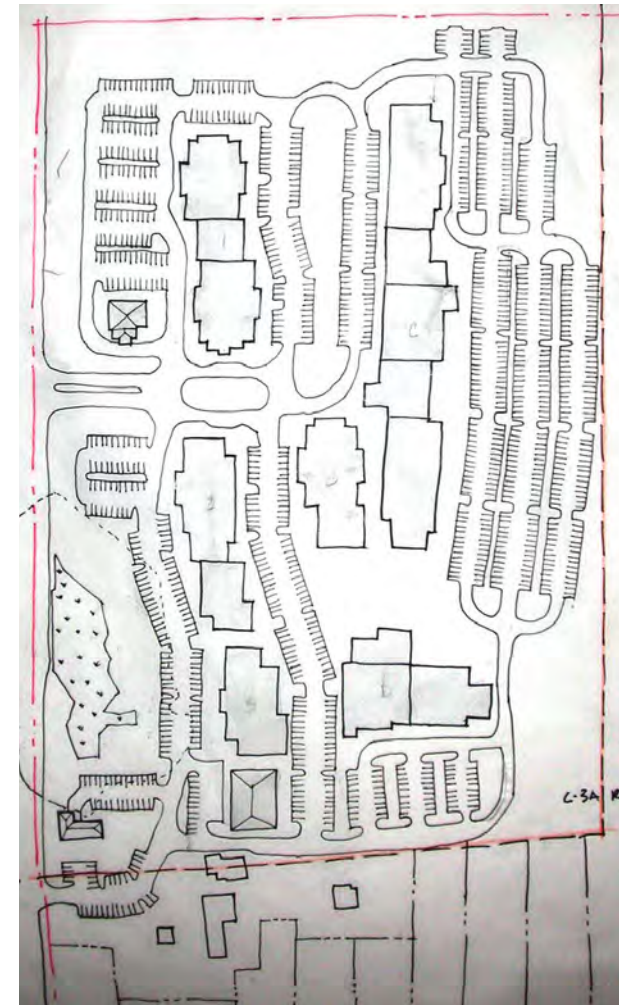
The inset at right shows the Hashim parcel developed for two story buildings. This allows for higher gross floor area within a smaller footprint, but requires additional parking area. As detailed below, the total new development allowed under existing zoning is somewhere between 250,000 and 350,000 s.f.

Alternative A: one story buildings:

244,560 square feet of Mixed Commercial space
846 parking spaces
253,693 square feet of road/parking

Alternative B: some two-story buildings:

353,000 square feet of total floor area
1,149 parking spaces (1,177 required)
344,700 square feet of road/parking



Build out with 2 story structures

Public Participation Process

On May 13, 2002, Dodson Associates ran an all-day charrette to generate design alternatives for the Lenox Gateway site. During the day, members of the project team met with local officials, landowners, and interested professionals to discuss issues and concerns. A series of design options were drawn up designed to explore a range of approaches to redevelopment of the site, from a low-density approach to one which approaches the scale of development allowed by current zoning.

That evening, Dodson Associates presented the plan alternatives at a public workshop, which began with a presentation by Dodson Associates team members. After reviewing the planning process and overall project goals, the site analysis and buildout maps were presented. Finally, the design alternatives were introduced, ranging from a minimal development focusing on open space and recreation to a full buildout at the density allowed by current zoning. The participants were allowed to ask general questions and then broke into two discussion groups to discuss each alternative in greater detail. At the end of the evening, the group reconvened to discuss the results of the small-group meetings.

The participants at the workshop had varied responses to the plans. They expressed concerns for the implications of some uses for impact on the environment and character of the town. Others were able to articulate vari-



ous concerns about the use of the site. Of specific concern were:

- the possibility of building of something the town does not need (e.g. more retail or office space) or harming existing businesses in the village.
- designing something that accommodates seasonal residents of the town, but does not respond to the needs of all year residents
- developing the land in a way that is inconsistent with the town's "village" character, that is, with high density uses.

Participants volunteered numerous ideas for desired uses for the site, including:

- a need for affordable housing in Lenox. Some residents expressed a need for "starter" housing for young professionals and young families.
- a movie theater because the nearest one is too far away.
- possible municipal and civic uses such as a public safety complex.

- Businesses that complement the existing village center without competing with it.
- an indoor public swimming pool because the high school team has no place to practice and to meet the needs of the aging population in Lenox.
- a desire for biking and skiing trails that connect to the town center.
- a need for more childcare facilities in the town.
- a visitor center be built to serve as a gateway into the town.



The final discussions centered on the topic of ways to achieve the community's goals and ideas for the site. There was discussion of re-examining current zoning laws and looking toward other models of how the town could best direct land use and development for the parcel of land. The meeting closed on an optimistic note, with many residents excited about the opportunity to be involved in shaping the manner in which the property will be developed.

To explore the potential capabilities of the site and promote discussion, the Dodson Associates team developed a series of design alternatives that consciously tested a range of uses and densities:

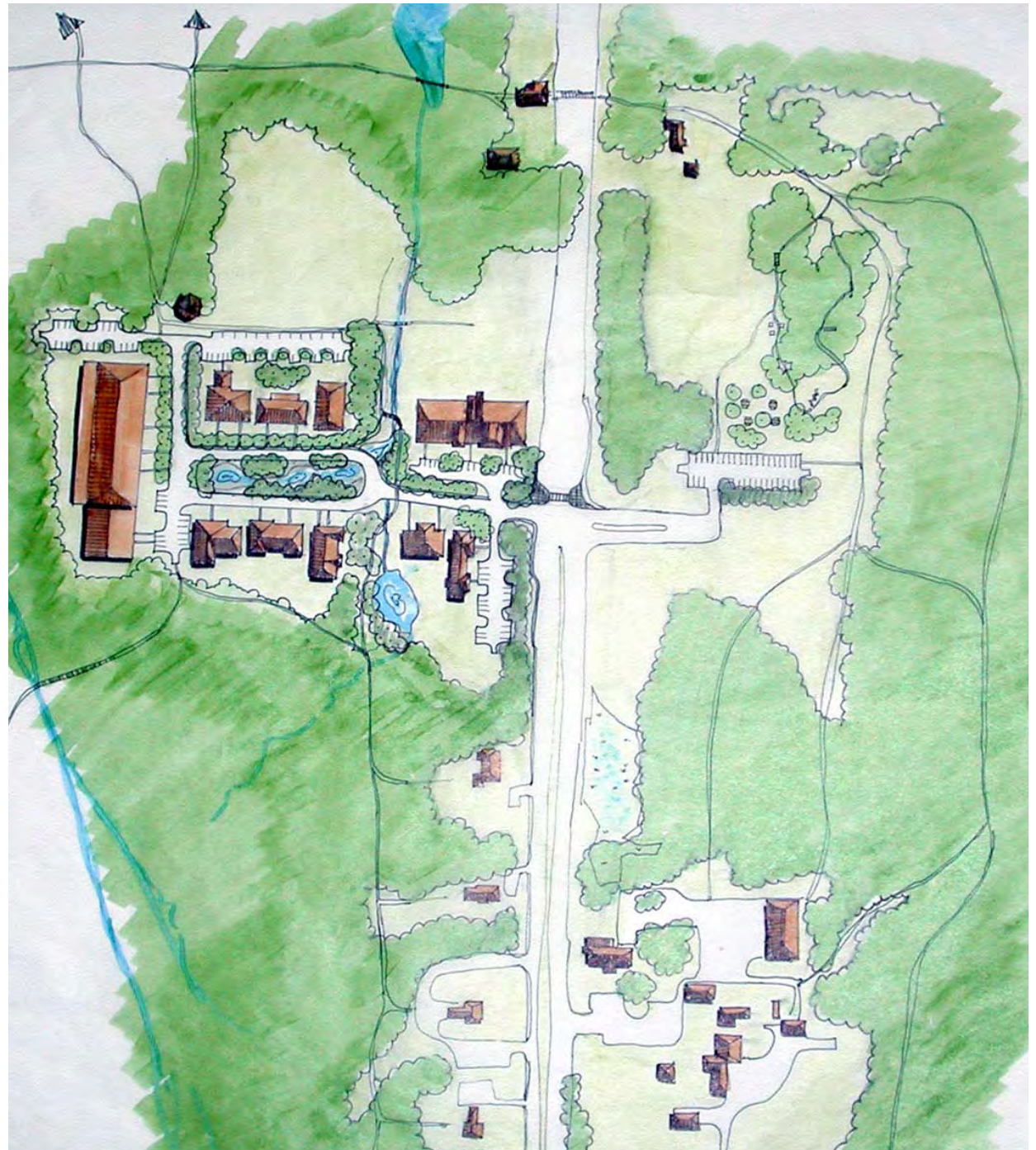
Option 1. Residential Open Space

Using the existing footprint of the Lenox shops, this layout suggests two story buildings ranging from 1 to 3 bedroom apartments. The housing units, the Arcadian Shops and fitness center are linked to existing trails in Kennedy Park, and a new system of trails connects different areas within the site. On the Hashim parcel, playing fields and a fitness circuit provide an active focus for a new public park. A new parking lot is added to serve visitors using the playing fields and trails.

Area Calculations:

83,150 square feet of housing (50-100 units)
93 Parking spaces
9,300 square feet of road/parking

Conclusions: Participants voiced support for more public uses on the site, and especially for connecting to existing trails. Many liked the idea of preserving the vistas from the highway. Several wondered how the town would pay for an open space conservation approach.



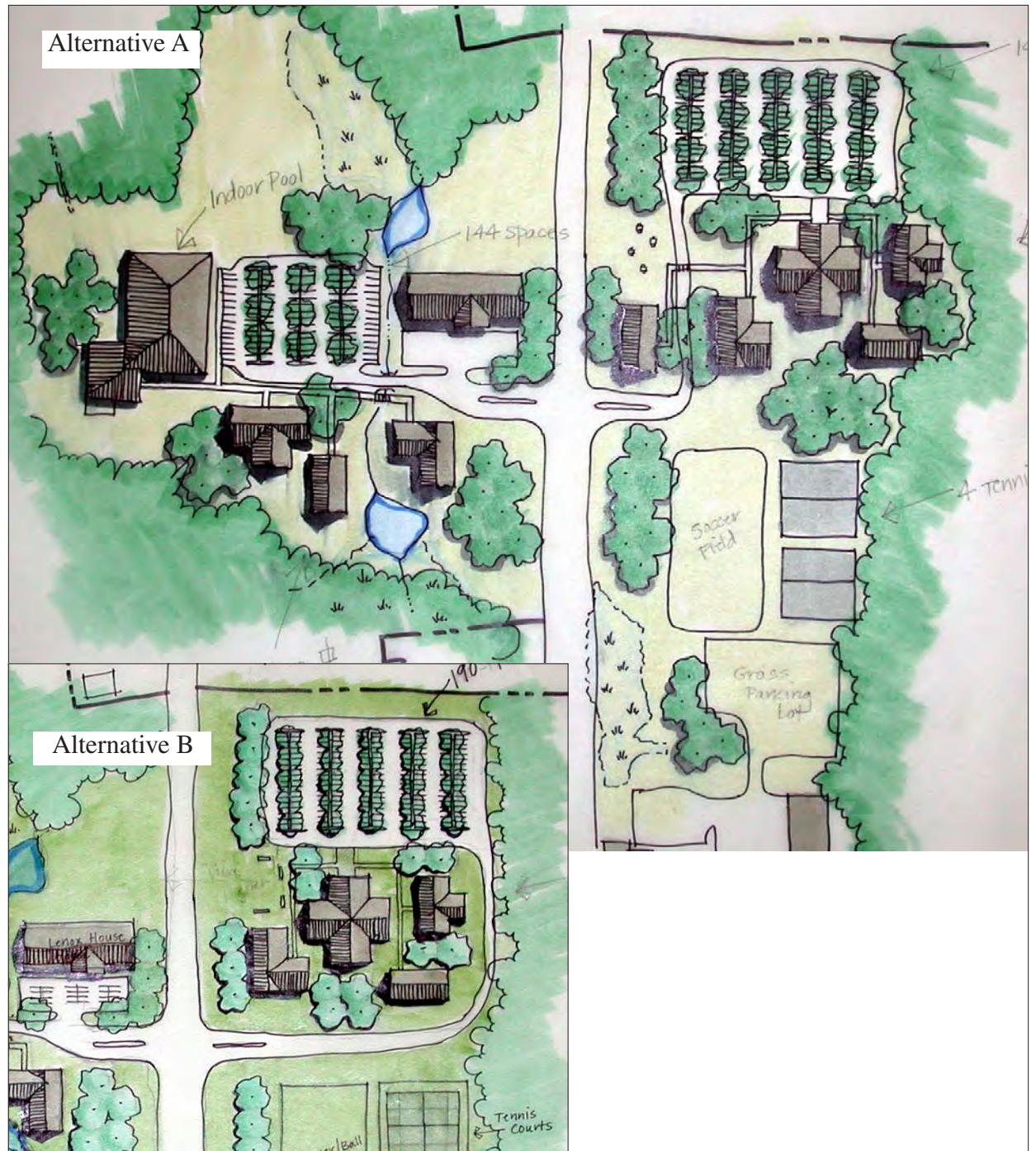
Option 2. Open Space and Mixed Use

This layout proposes a mixed-use village with residential units, retail spaces and art studio and gallery spaces. It includes recreational amenities such as an indoor swimming pool, soccer field and 4 tennis courts. A large amount of excess parking is provided to serve as a remote shuttle parking lot. A second option proposes a slightly different road layout.

Area Calculations:

- A. 64,600 square feet of office/retail/art
334 parking spaces (215 required)
100,200 square feet of road/parking
- B. 59,600 square feet of office/retail/art
334 parking spaces (198 required)
100,200 square feet of road/parking

Conclusions: Participants liked the provisions for public or semi-public recreational uses, especially an indoor swimming pool. Shuttle parking lot would be a real benefit to the village in tourist season. Informal spacing and variation of building sizes fits with a more rural theme. Again, the issue with this alternative is potential funding for public open space and recreation facilities.



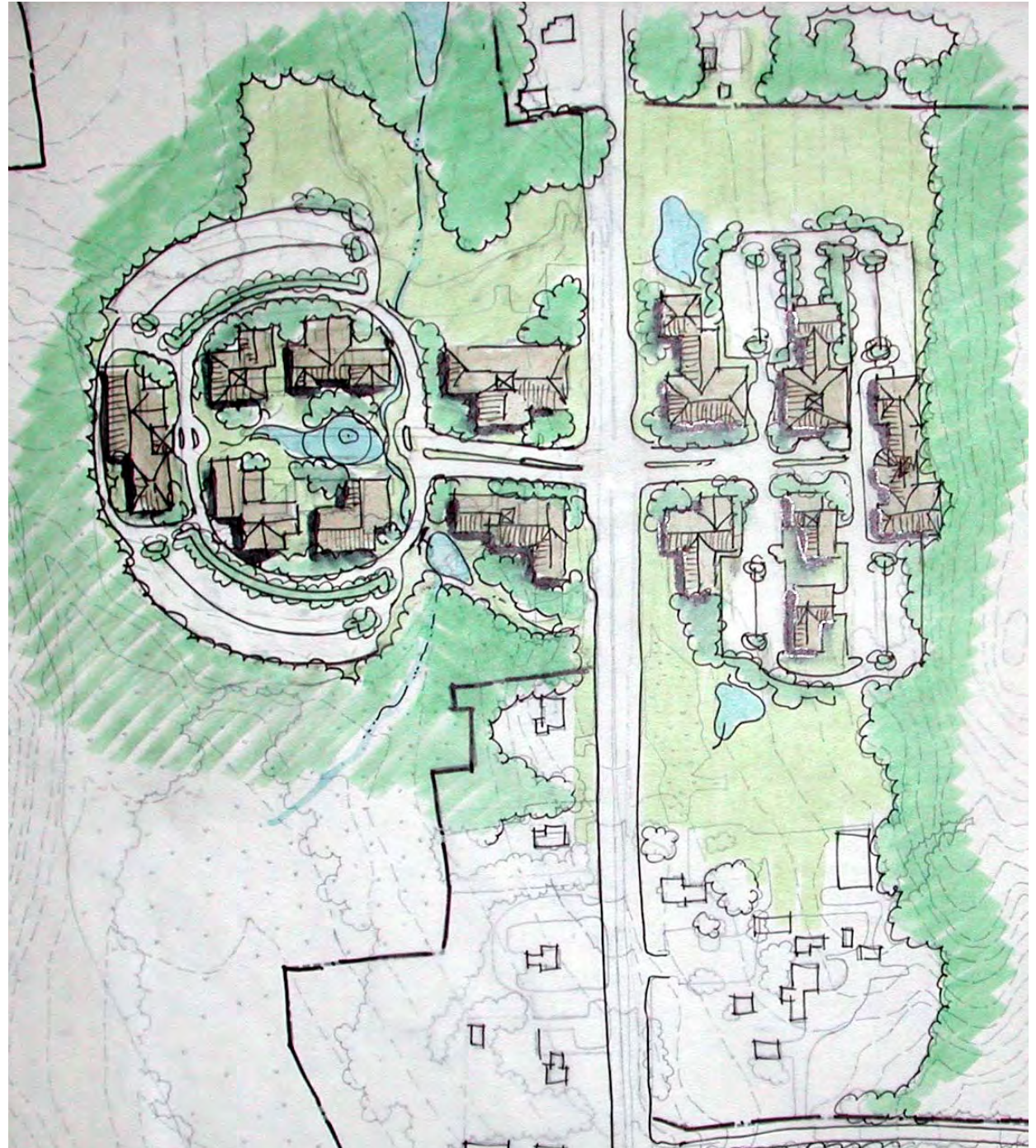
Option 3. Office Park

This design redevelops the Lenox Shops site with large office buildings and expands office space to the most easily developable parcel of the Hashim property. On the Lenox Shops side, the buildings are arranged campus style around a central water feature, with vehicular circulation in a loop around the circumference. Parking in two large lots around the periphery. On the Hashim parcel, the buildings step up the slope in a series of terraces, with parking lots parallel to the slope between the three rows of buildings.

Area Calculations:

267,300 s.f. footprint, office/retail/art space
781 parking spaces (891 required)
234,399 square feet of road/parking

Conclusions: Few participants thought this was a use that the town needed, nor that the market could support it, but they agreed that the masterplanned campus approach makes efficient use of the available space, allowing a large amount of floor area within a relatively small footprint.



4. Mixed Use: Retail/Office/Residential

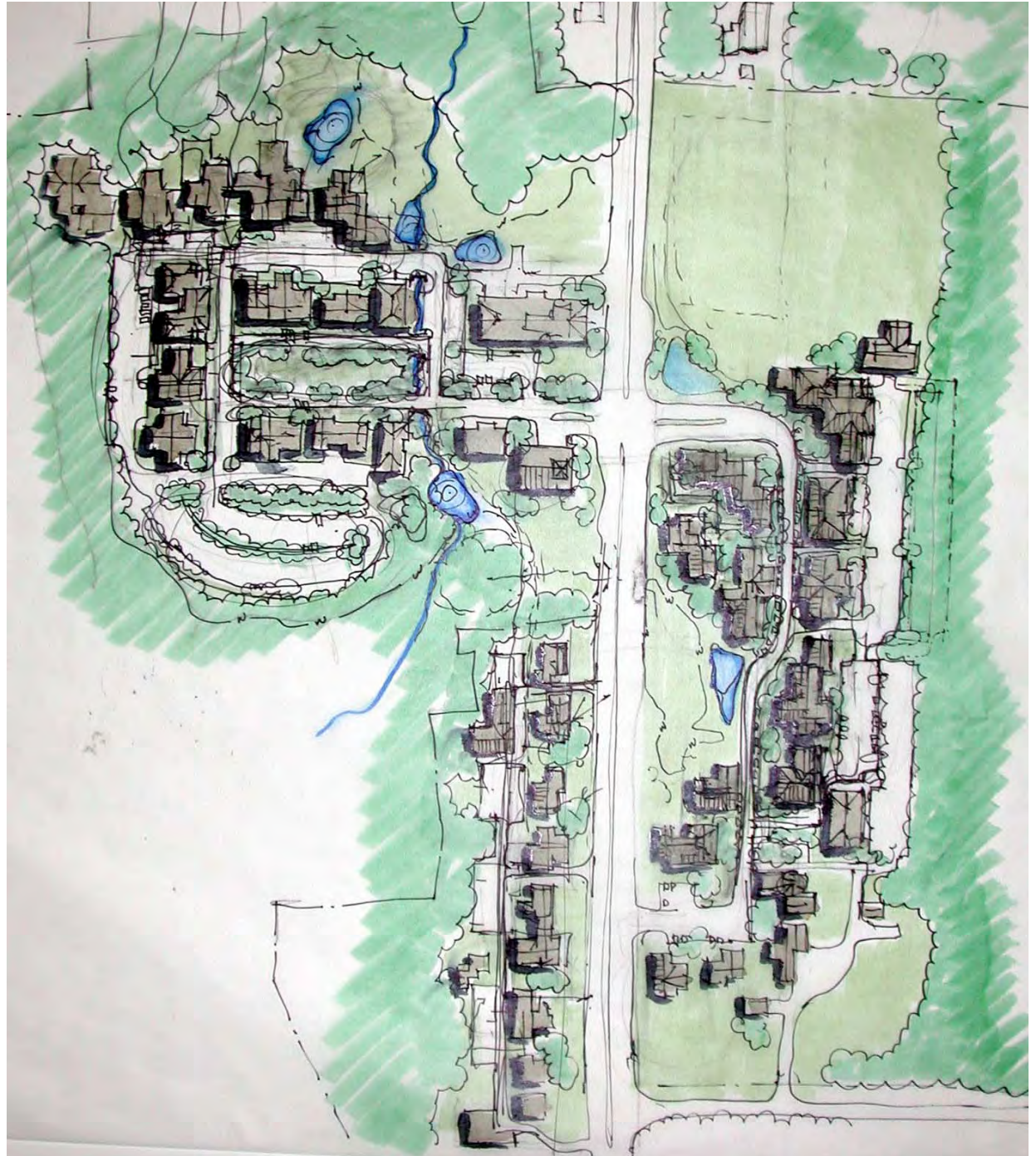
This proposal attempts to match the level of development allowed by zoning in a plan that fits in better with both the site and its surrounding context. The Lenox Shops are redeveloped with more substantial buildings, with a town green at the center replacing the existing parking lots. Expanded parking to the south and multi-family residential structures to the north of the Lenox Shops fill up the remaining buildable land on the site. On the Hashim parcel, an interior street organizes a Main Street style development connecting the existing entrance at the traffic light with the Brushwood Farm development. Buildings are brought close to a pedestrian-friendly streetscape, with parking placed at the rear. Across the highway, existing structures along the Rt.7/20 frontage are renovated and expanded and rear parking areas are connected with a continuous alley. This allows some of the driveways to be cut off and replaced by new structures that help to reinforce the street edge. The overall plan is designed to create an alternating pattern of open spaces and development along the highway, and to preserve some of the vistas enjoyed by local residents.

Area Calculations:

325, 600 square feet of Retail/Office/
Residential

580 parking spaces (1085 required for retail
space)

174,000 square feet of road/parking



Lenox Gateway Redevelopment Plan

5. Mixed Use: Retail/Office/Residential

This plan provides a somewhat reduced level of development that balances dense neighborhood centers with protected open space. Proposed development areas all center on three primary existing activity centers at the Lenox Shops, Lenox Fitness Center, and Brushwood Farm. The existing access into the Hashim Property at the traffic light has been removed, which allows the preservation of a ten-acre meadow as the anchor for the entire project (this may prove less extreme than it sounds if the colony of rare sedges found in the south end of that meadow proves to be larger than it now appears.)

In each development node, buildings cluster around a simple grid of streets, with parking in large lots behind the buildings. On the Lenox Shops site, existing structures are replaced by larger buildings which could combine commercial uses on the ground floors with upper-story apartments. A neighborhood of smaller residential units expands to the North. This creates additional buildings to be used for commercial uses and small, two bedroom housing units.

Area Calculations:

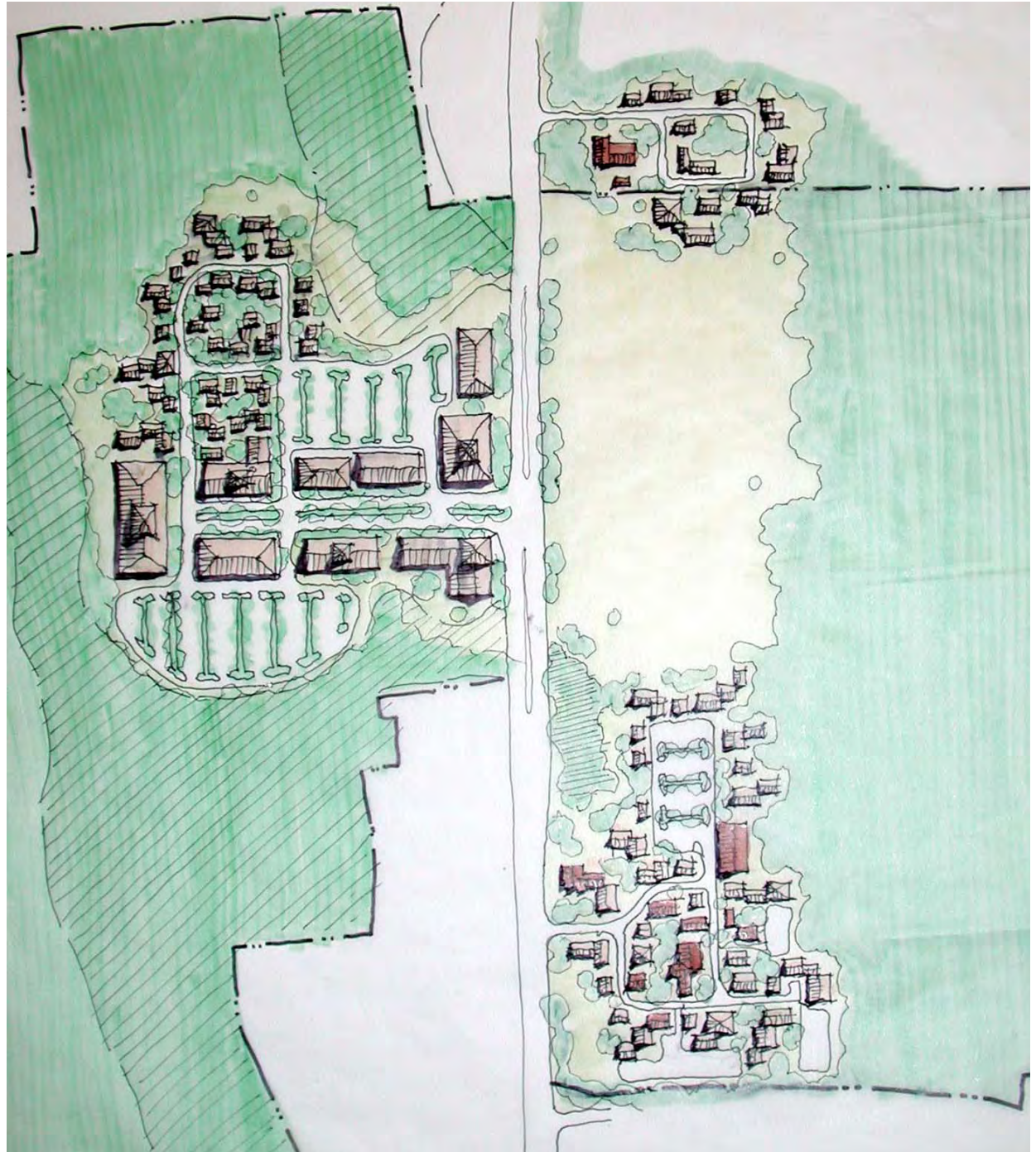
104,000 square feet of Mixed Commercial space

130,000 square feet of Residential space

234,000 square feet of total building

750 parking spaces

225,000 square feet of road/parking



Final Masterplan Design Concepts

The Design Context

At the very heart of the design problem for the Lenox Gateway Site is the Route 7/20 corridor. Widened and improved by MassHighway, what was once a country byway has become something like a divided highway. This irrevocably splits the site into at least two halves, both functionally and visually. At the same time, to pull back from the highway and design the proposed development as one or more enclaves hidden from the roadside ignores an opportunity to make the site into a true gateway: something that signals arrival at the town of Lenox and imparts to travelers the sense that they are entering an active, true community, not just passing through the edge of another anonymous American no-place.

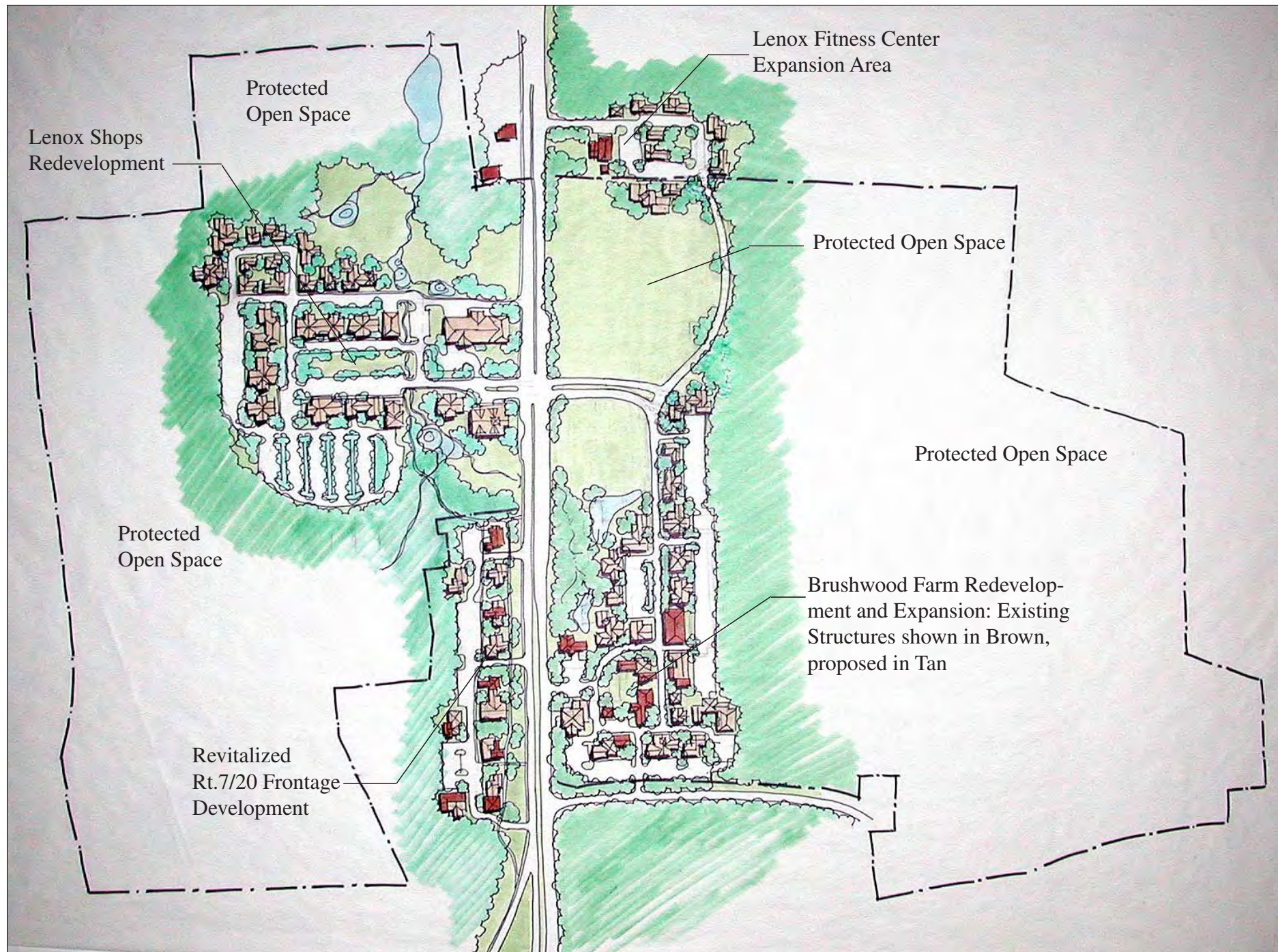
The goals of the masterplan, therefore, are to allow for the redevelopment of the Lenox Shops site, expansion of Brushwood Farm, and revitalization of adjacent businesses within an overall plan that maintains the alternating pattern of open space and clustered structures along the highway. Rather than having the development spread equally across the site and along the roadside in suburban strip frontage fashion, this approach uses the existing development suitability and environmental sensitivity of different areas to guide the development so that some areas are developed more densely and others are kept as open space.

This common-sense approach produces a number of benefits: first, access can be controlled and clarified to each center of development; second, wetlands and rare species habitats can be protected and surrounded by additional buffers of open space, which together preserve significant rural vistas from the highway; third, the more compact development centers are more comfortable for pedestrians; and finally, the investment in construction of roads, buildings, and landscaping, being more concentrated in a smaller area, can pay for a higher level of quality and detailing.

Overview of the Final Masterplan

Following the public charrette and a subsequent meeting of the Planning Board, a final masterplan was drawn up that represents a synthesis of the best ideas developed earlier. The plan incorporates those elements that best achieve project goals as articulated by local residents, officials and Planning Board. The final masterplan (shown at right) will create a compact, pedestrian-friendly development constructed on traditional village planning principles. The three existing development areas – Lenox Shops, Lenox Fitness Center/Arcadian Shop, and Brushwood Farm, would each become the core of a revitalized mixed-use neighborhood. Each of these core areas would include a mix of residential and commercial uses, in different proportions appropriate to the market and potential owner and/or developer. Lenox shops would probably be the most residential, with a focus on

a mix of housing types, from apartments to small detached units. Some of these could be subsidized, others would be market rate. This development node would be organized as a core of buildings more or less on the footprints of the existing structures, but at the center there would be a park or town green instead of a parking lot. At the northern entrance to the area, the Arcadian Shop and Lenox Fitness Center would be the center of a development node that could expand behind the Fitness Center with related businesses. On the Hashim parcel, the existing entrance road would intersect with an interior street that would connect the Fitness Center area to the north with the expanded Brushwood Farm Shops to the south. This interior connection links the three principal access points along the east side of the highway to take advantage of the traffic light at the center. It also would maintain the open space along almost ¼ mile of the highway frontage. On its south end, this interior link would serve as a Main street for an enlarged Brushwood Farm development, connecting back to Route 7/20 at the existing entrance. The same kind of interior street connection would help to revitalize and expand the existing businesses on the West side of the highway. Closing off some of the existing curb cuts between the buildings would allow for construction of new businesses and careful expansion of existing structures. With parking and circulation areas behind the buildings, the frontage along the highway could be landscaped, with paths connecting each of the buildings to encourage pedestrian circulation.



Lenox Gateway Redevelopment Plan

The proposed masterplan thus uses the new development to enhance and strengthen what is already there. While protecting the sensitive steep slopes, wetlands, and wildlife habitat, it accommodates almost as much development as the conventional scenario without erasing the character of the site. Most importantly, this approach would produce a development pattern that would “feel” like it belongs in Lenox: shady streets lined with pedestrian-scaled buildings, parking tucked away behind structures, pleasant places to walk, and a sense of being in a community rather than a strip mall parking lot.

The great benefit of this approach is that, like a traditional town or village center, many different uses can be “plugged into” the various structures over time. While none of the buildings is large enough for commercial tenants on the scale of a Home Depot, they could easily accommodate the offices, R&D facilities, apartments, or service businesses now allowed by the C-3A zoning. The layout of public areas and open space, parking lots, etc. is designed to work equally well for business as for residential use. The result is a pool of flexible space, the use of which can evolve over time to meet the demands of the marketplace. This invites developers to invest more in the construction and detailing of the buildings, knowing that if the desired uses change they won’t have to tear them down and start over.

Organizing Principles

The main organizing principal of the masterplan is based on traditional forms of development that have worked well for hundreds of years, and enhance the existing character and context of the site rather than fighting against it. Within its larger context, for example, the site has always represented a narrow corridor of development along the highway, surrounded by hundreds of acres of open land. This same basic principal is established in the masterplan by carefully demarcating the boundaries of each development cluster within an envelope of protected open space. By thus making a clear distinction between development center and surrounding countryside, the proposal will take the first step in establishing a physical framework that will unify many different uses, buildings and activities into a single community.

Within each development area, the organizing principal is to build the community around the shared public space along the streets, parks, and squares – all designed together as a simple network for the movement of cars and pedestrians. Under this approach, the buildings become an equal part of the overall composition with the streets and pedestrian areas, rather than the sole focus of the development. What this creates is a community that is attractive without being either boring or chaotic, as well as an efficient and highly functional environment for living, working and shopping.

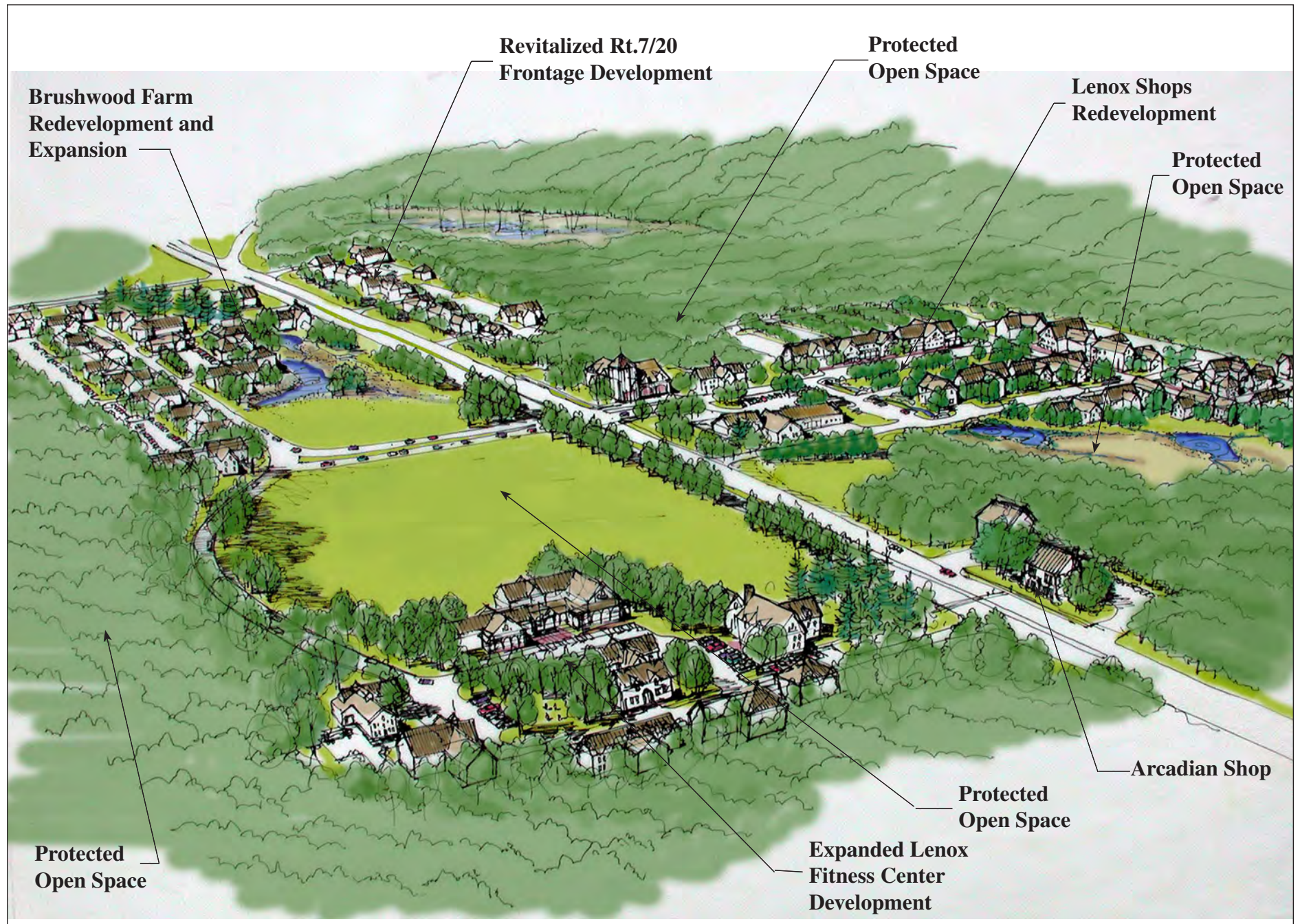
Main Streets and Town Squares

Within the primary development areas, the design is modeled on a traditional Main Street with buildings lined up fairly close to the road or “town square,” with tree-lined sidewalks, benches and attractive light posts, and on-street parking. The Main Street idea is more than a cute historical reference: what this concept does is to create a continuous public space through the neighborhood, with a consistent treatment of pavement, plantings and other elements. As long as they create a more-or-less unbroken wall enclosing the street, the buildings that enclose it can be large or small, and varied in design and use, without destroying the pleasing unity of the overall composition. This allows for great flexibility in uses, as well as an interesting variety in architecture, while preventing the kind of visual and functional confusion found along the typical suburban commercial strip.

Building Size, Placement and Alignment

While it need not be overly rigid, the placement and alignment of buildings is thus very important to the success of the overall plans. By placing buildings up close to busy pedestrian areas, ground floor uses can take advantage of concentrated foot traffic. Many structures have the opportunity for two entrances, one facing the street and one the interior parking lots, which will provide good visibility for both cars and pedestrians, and yield many choices for convenient parking. While firm

Aerial View of Lenox Gateway Masterplan from the Northeast, Looking South on Route 7/20



limits on size and height of structures will need further discussion and review, in order to maintain a more residential scale appropriate to the area, structures should be limited in overall size. This means average heights of 1 ½ or 2 stories, with building masses broken down into blocks probably no more than 50-60 feet in any one dimension. The center of each development area could be set off by a limited number of taller buildings, which would create some variety in the overall plan.

Climate-friendly Design

Along with the aesthetic benefits of enclosing public spaces with buildings comes the physical benefit of creating sheltered pedestrian zones where cold winds are blocked and building walls stretch out to soak up the sun. With this in mind the goal is to place the long axis of most of the structures east-west, exposing the long building walls and window areas to the sun. Trees help to slow the wind and in addition to providing shade to parked cars and people, shade building facades in summer to lower cooling costs. Traditional building elements like porches and awnings provide shelter from the sun and wind. All these elements are common in traditional buildings and village centers in the area, constructed in a time before central heat and air conditioning. The masterplan approach allows us to extend these ideas along entire streets, which will greatly enhance the appeal of the development for residents, workers, and visitors.



The existing meadow and the views across it to the Lenox Shops and Kennedy park would be retained as a focus of the development.

Views and Visual Experience.

Aside from good access to the state highway, the property benefits from the views and varied visual experience you get walking around it. This is especially noticeable as you climb the rise across the Hashim parcel. From the top of the meadow there are views to the West across the Lenox Shops to the hill rising behind it to Kennedy Park. Continuing through the woods to the East reveals a dramatic drop off, with views through the trees to the distant hills. Many people, meanwhile, have pointed out the attractive views of the site from the highway, and expressed the desire to maintain the vistas across the open Meadows that front the Hashim parcel.

The masterplan is designed to protect these views and enhance the visual experience of users. Central to this is preservation of the open space along much of the Hashim frontage, as well as the meadow North of the Lenox Shops. Within the development areas, the layout of streets and buildings is designed to move users through an interesting alternation of enclosed streets and squares and large open views. This would be particularly dramatic as you drive or walk from the enclosed core of Brushwood Farms north along the edge of the open meadow to the Lenox Fitness Center area.

Overview of Development Plan for the Lenox Shops Parcel

The proposed treatment of the Lenox Shops parcel is based on redevelopment of the existing parking lots and building footprints, with some expansion into areas to the North and South. Constrained on all sides by wetlands, the area is best served by redeveloping existing structures at somewhat higher densities, adding second and third floors and making more efficient use of surrounding paved areas. The focus of the neighborhood is a village green in what is now parking lots. A grid of narrow streets and alleys provides access to the rear of structures and parking lots screened behind the buildings. A groups of residential buildings could be built in the Northwest corner.

Lenox House Restaurant

Existing Entrance

New business or public safety building

Route 7/20



A sandy rise North of the existing development provides a quiet corner for a residential loop.

A large parking lot shaded by generous islands planted with trees serves homes or businesses in the center of the neighborhood, and could be a remote shuttle lot for downtown Lenox.

2-3 story buildings face a village green at the center of the neighborhood, with at least one row of parking facing structures.

Existing stormwater system is retrofitted by "day lighting" as a surface stream instead of a buried culvert. Enlarge stormwater retention ponds and constructed wetlands at each end of the village help to hold and purify stormwater before it reaches the neighboring wetlands.

Expansion of the Lenox Fitness Center Site

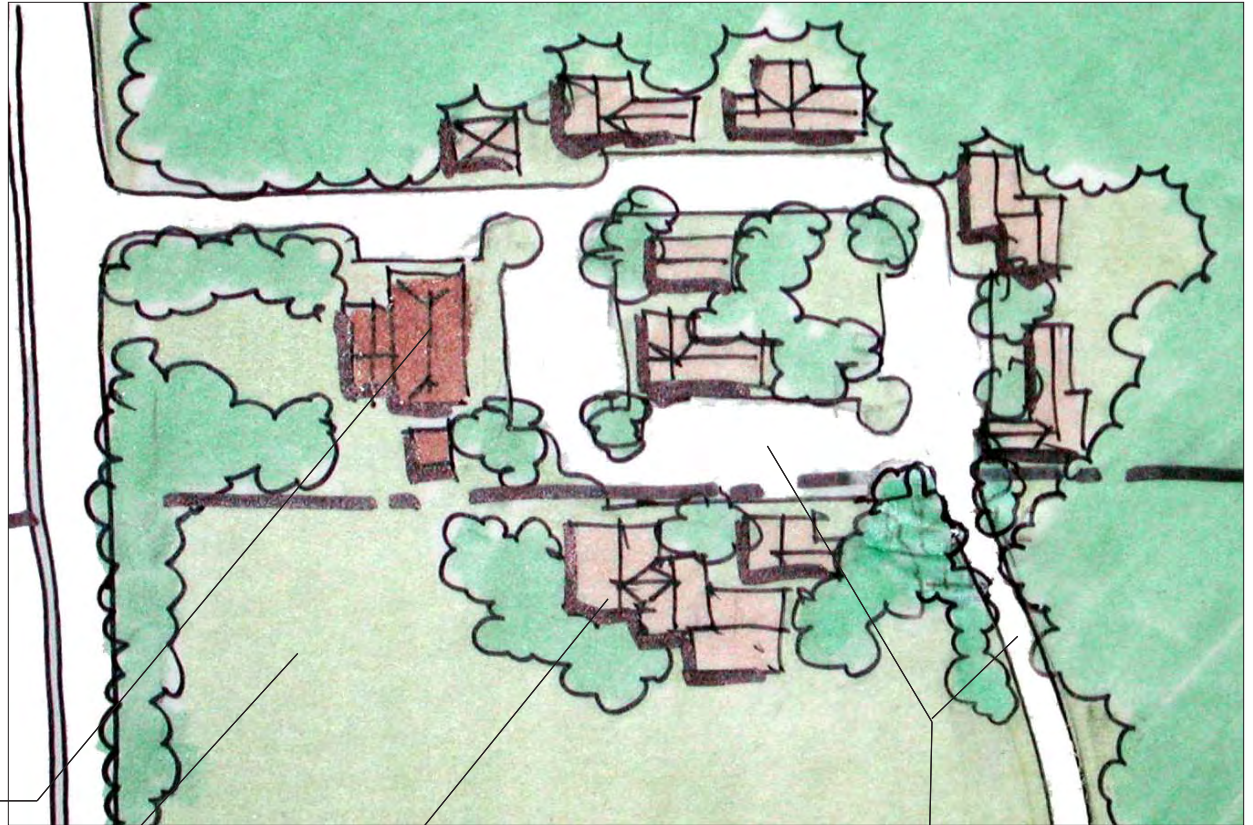
One of the principles of this masterplanning approach is that existing lot lines are ignored, for planning purposes, if it makes sense to do so. In this case, it makes more sense to preserve the open meadow on the North end of the Hashim parcel and instead continue the development of the Lenox Fitness Center site at a higher density. This makes better use of the existing access onto Route 7/20, and consolidates parking lots. A second access or exit is provided by a road connection South across the Hashim parcel. Like the other development areas in the masterplan, this produces a pattern where the development is clustered in an efficient center that encourages walking, parking is screened behind buildings, and the view from the road is of attractive landscaping and structures.

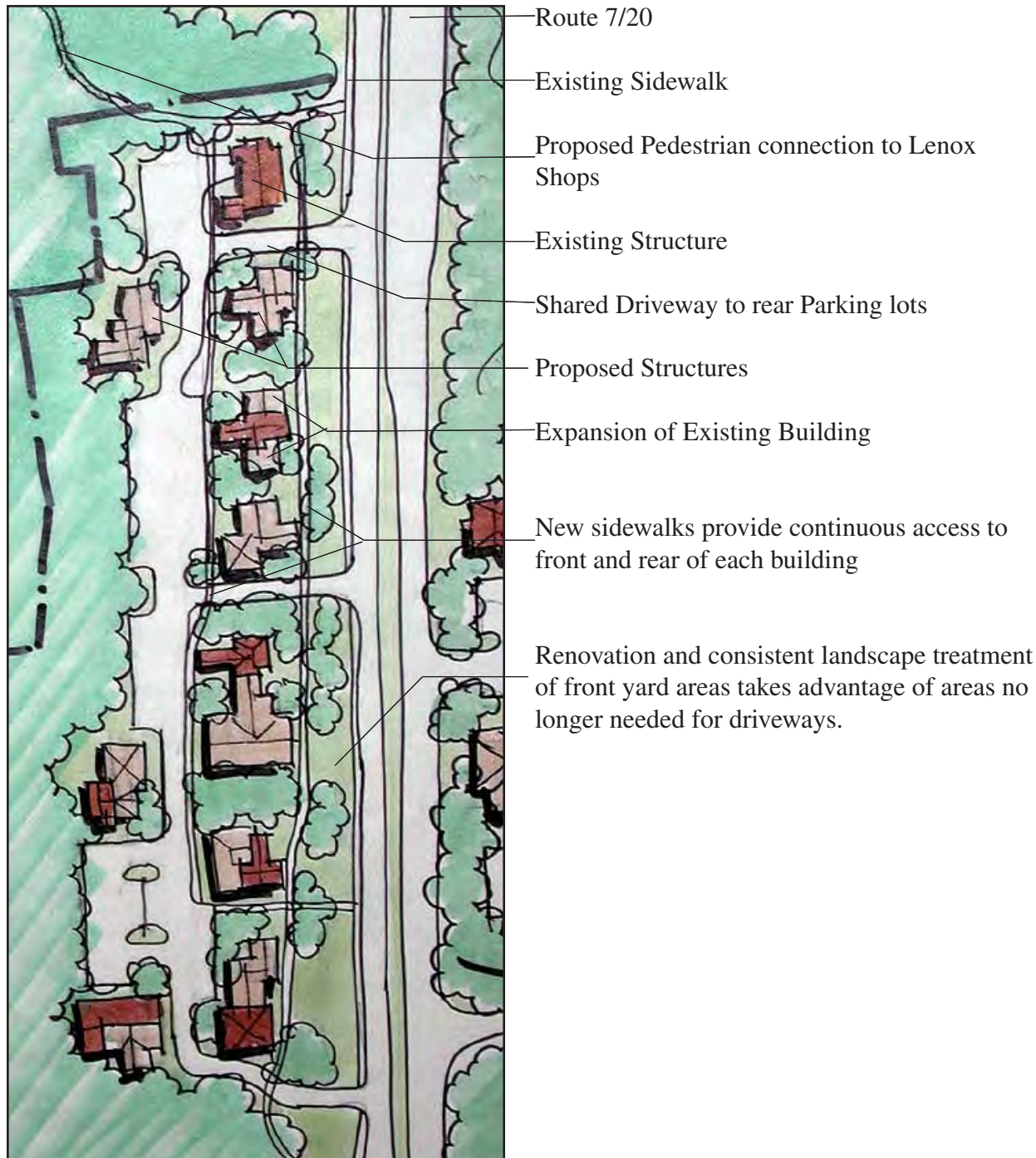
Existing Lenox Fitness Center

Meadow placed in permanent conservation.

In order to preserve as much of the meadow as possible, a new buildings on the Hashim Parcel shares access and parking with those on the Fitness Center parcel.

A series of parking lots is connected by continuous access loop, and leads to road connecting with traffic light and Brushwood Farm.





Redeveloped Route 7/20 Frontage Lots

The existing structures along the highway are renovated and restored, preserving porches and other detailing. With a consolidation of driveways and lots, new structures could be built between existing units to take advantage of good visibility. Parking lots in the rear are connected by a continuous alley to ease movement between lots. New paths or sidewalks connect continuously across front and rear of buildings to make it easy for pedestrians to park in one location and walk to all the other areas.



Historic detailing of porches, windows and doors, use of traditional materials, as well as the overall size and proportions, provide a ready-made design palette for expanding and supplementing structures along the roadside.

Renovation and Expansion of Brushwood Farm Area

The existing Brushwood Farm structures are retained as the core of and expanded neighborhood. The existing entrance is retained, but circulation is rationalized with a continuous loop that connects with the North-south “Main Street” that runs the length of the Hashim property. A row of new buildings could be built around the existing Brushwood buildings, and extended in a row up the Main Street spine. Connected parking lots are placed behind buildings. Because of the slope of the land, most of the buildings could be set into the hillside with at-grade entrances on two floors. Proposed uses could build on the current combination of small service businesses, galleries, and apartments.



Set into the hillside, an existing mixed-use building in the Brushwood Farm development has businesses on the lower floor with apartments above that have access to the rear.

Existing entrance with traffic light crossing to Lenox Shops

Proposed road connecting to Lenox Fitness Center Area

Protected open space (containing rare Chestnut-colored Sedge.

Stormwater ponds and constructed wetlands designed as an attractive visual amenity

Existing wetland area

Proposed structures with views of ponds and wetlands

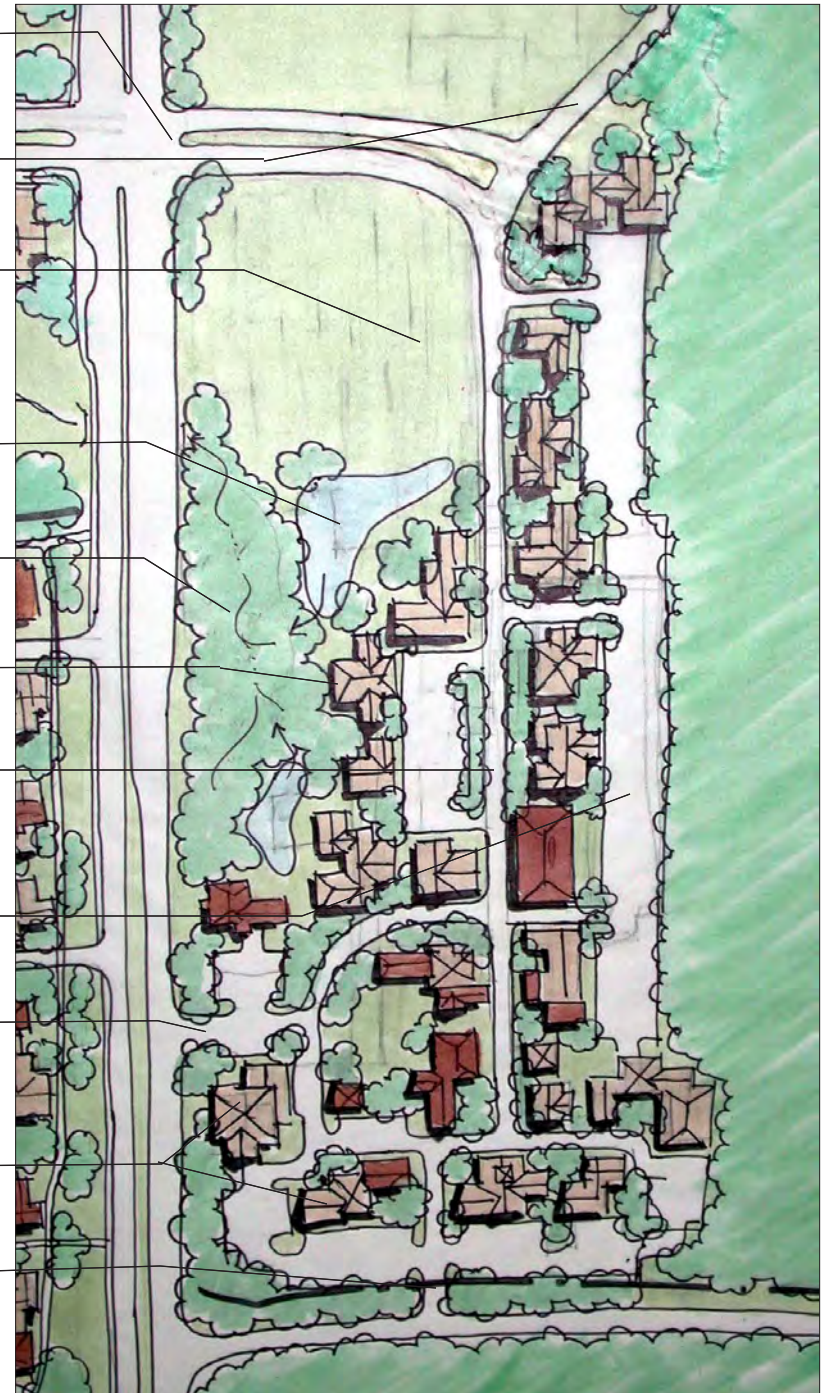
“Main Street” connecting Brushwood farm to other development areas.

Parking terraces set into hillside at level of second stories.

Existing Brushwood Farm entrance

Proposed new structures and rear parking lots.

Minor access for service and emergency vehicles onto East Dugway Road



Lenox Gateway Redevelopment Plan

Area Calculations for the Final Masterplan

Site 1: Lenox Fitness Center

Building Footprint

Existing	4,400 square feet
Proposed	16,600 square feet
Total	21,000 square feet

Road	17,760 square feet 750 linear feet
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Parking lots	18,060 square feet 89 spaces
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Site 2 Brushwood Farm

Building Footprint

Existing	18,050 square feet
Proposed	73,050 square feet
Total	91,100 square feet

Road	61,056 square feet 2,544 linear feet
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Parking lots	92,730 square feet 349 spaces
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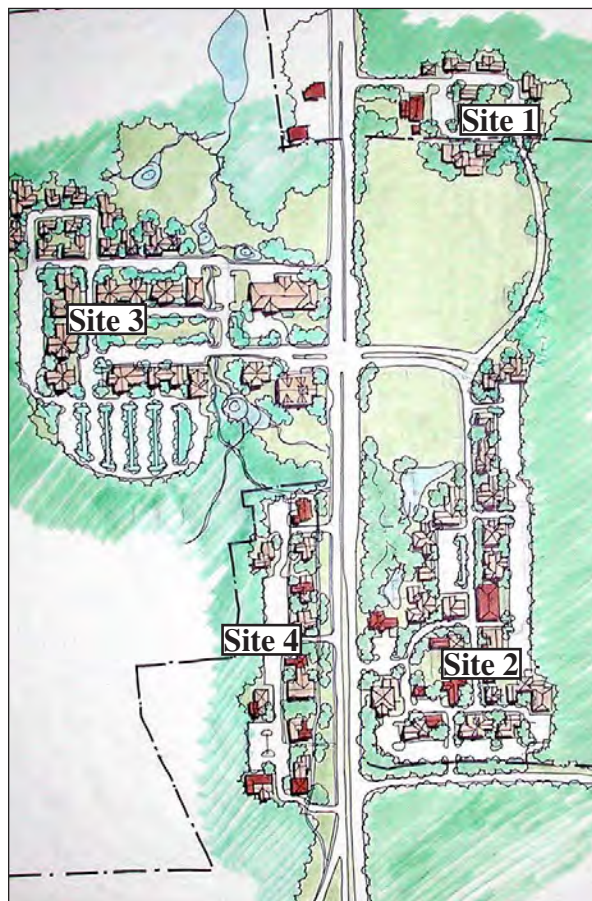
Site 3 Lenox Shops

Building Footprint

Existing	(replaced)
Proposed	99,600 square feet
Total	99,600 square feet

Road	90,480 square feet 3,770 linear feet
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Parking lots	93,660 square feet 348 spaces
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Site 4 Rt. 7/20 Frontage

Building Footprint

Existing	11,300 square feet
Proposed	15,800 square feet
Total	27,100 square feet

Road	24,000 square feet 1000 linear feet
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Parking lots	23,580 square feet 110 spaces
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PLAN TOTALS

Building Footprint

Existing	33,750 square feet
Proposed	205,050 square feet
Total	238,800 square feet

Road	193,296 square feet 8,054 linear feet
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Parking lots	228,030 square feet 896 spaces
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Footprint vs. Gross Floor Area

The buildings shown on the plan cover the same area of a lot, called the footprint, regardless of how high they are. The gross floor area is calculated by multiplying the number of stories by the footprint of multi-story structures. In this case, we have calculated only the footprint, with the assumption that the buildings would probably average 1-1/2 to 2 stories when actually built.

Parking Requirements

Just for the proposed footprint, 796 spaces would be required under current zoning requirements at 1 space per 300 gross square feet of floor area. 1194 spaces would be needed if buildings averaged 1-1/2 stories, 1592 if buildings averaged two stories, etc. The actual number of spaces needed varies with the final proposed use of each building. Residential structures require less parking area per floor area, while retail need more. On-street parking, shared parking lots and provision of unpaved overflow parking areas could help reduce overall parking requirements.

Design Guidelines

While many aspects of use and density remain to be answered, and in fact may not be answered until a developer comes forward with a specific use for each parcel, it is appropriate to establish guidelines for the design of different elements. Some of these will have the effect of restricting uses and densities somewhat as a practical matter: most will simply help to shape the ultimate form of the development into a pattern that fits better into the site and its context.



Site Planning Concept

The development should follow the model of the traditional village center surrounded by protected open space, organized on the interior either by a common open space or a “Main Street” lined with buildings. This is more than a mere style of development, for it incorporates all the functional and environmental efficiencies that have been built into the village form over centuries of trial and error.

Uses and Programming

Each of the development centers should allow a wide range of residential, commercial, and office uses, even within the same buildings. Flexible floorplans, shared parking, and good pedestrian and vehicular access allow a single, well-built structure to accommodate different uses over time, responding to the whims of the marketplace as necessary. This is also more sustainable economically, avoiding the cheaply built “disposable buildings” so common along the corporate-chain-dominated commercial strip

Circulation

Access to Route 7/20 is simplified to a few key points, centered on the existing traffic light. Interior street and alley connections make it easier for people to drive from one area to another within the development. A network of bicycle and walking paths encourages residents, workers and shoppers to leave their cars parked and move under their own power. These extend into a larger system of trails through Kennedy park. A simple grid of streets links parking lots and interior roads. With few dead ends, streets can be narrow, reducing pavement, and/or on-street parking can be safely accommodated.

Access and Parking

Shared parking lots allow efficient use of paved areas, with visitors and workers parking during the day and residents returning at night. Connections between lots reduce the area lost to driveways and curb cuts. A large lot behind the Lenox Shops could be used as tourist shuttle parking for downtown Lenox on busy weekends.



Architecture

Sturdy structures, built for centuries rather than decades, are designed to fit many different uses over time within a building that is much more efficient to heat, cool and maintain over its lifetime. This long view allows greater investment in energy efficiency and durability of construction, which is more sustainable over time. The form, massing, and detailing of buildings relates to local traditions, and existing structures are renovated and expanded rather than being replaced. Buildings have a formal relationship to the edge of the public streets and squares, with clear entrances and lively building facades facing pedestrian areas. Service and storage areas are kept to the rear, facing the parking lots.

Streetscapes

Streets are designed as a complete unit that accommodates both cars and people in an attractive setting: continuous sidewalks, tree plantings, benches and other site furnishings provide for human comfort while reducing the overall amount of pavement.

Plantings and Landscape Treatment

Native species and traditional favorite trees, shrubs and vines form the backbone of planting meant to last for many decades, with the vigor to withstand hot summers, cold winters, and active human use. Management of existing wet meadows and open spaces is designed to buffer wildlife habitat and rare species colonies. Large open areas are allowed to grow as meadows rather than clipped lawns; mowed paths provide access while leading walkers away from sensitive areas.

Stormwater Management

Low-Impact Stormwater methods are used to limit runoff near its source at every downspout and parking lot. On site infiltration by parking lot “bioswales” puts water back into the ground on site. What runoff remains is channeled to a naturalized surface pond and wetland system that holds stormwater for gradual release into the surrounding landscape. Native plants and animals react to changes in water levels and nutrient loads, so the system can respond to some extent without human intervention to future events.



Climate-Friendly Design

Buildings are laid out to block cold winter winds and absorb sunlight, while heavy plantings of trees clean the air, shade pavement and building facades. Architecture reflects traditional energy-efficient elements: peaked roofs, porches, shared building walls, etc., combined with modern materials, super insulation, and passive and active solar.

Implementation

This masterplan cannot be implemented following a traditional zoning/development model where each parcel is planned, permitted, and developed as a separate entity. Success in this endeavor will require the same kind of integrated, inclusive approach that produced the masterplan. This will require continuing partnerships between the town, landowners and other stakeholders, and the public. Changes will have to be made in zoning and other regulations to make it easier to build the preferred plan, and which reward developers for doing what the town wants. Finally, creative approaches to the protection and management of open space areas will be required to ensure that the value of these areas to the town, as well as future residents and users of the site, is fully realized.

Building Partnerships

The redevelopment of this area is dependent upon many factors: creative cooperation between the town and landowners/developers, revisions to local regulations, sound financial analysis, and initiative. All of these elements combined are the driving forces behind the future success of this project. The owners of the sites, interested developers and residents, Lenox business owners, environmental advocates and others have come together with the Town of Lenox to develop a vision outlined in this report. The next steps will be to bring this vision from the pages of this plan into reality.



Woods near hilltop on the Hashim Property

Cooperative public/private partnerships are a key ingredient for making this work. Just as coordinated planning for each property within the site is critical to the success of the overall plan, the planning process has clarified the importance of the Gateway District to the entire town. Potential open space linkages, recreational amenities, shared parking, and coordinated planning for economic growth between the gateway area and the village center are all important opportunities for both the town and potential developers. Private

and non-profit groups should build on the capacity of the Town, its volunteers and access to grants and other capital funds to strengthen their abilities to make this a model project and a true success for the town and region.

Town Regulations

In addition to the cooperative working relationships between public and private parties, the town must consider changes to their local zoning regulations. Currently there are provisions in the town's zoning bylaw that address land space requirements (Section 8), parking (Section 10), site plan review for C-3A zone (Section 9), signage and lighting (Section 7). However, since the study area spans two distinct zoning districts, it is extremely difficult to develop the site in a systematic way. For example land space requirements, setback standards and allowed uses are not consistent among the zones which in turn could reduce the complimentary effect of the development and reuse of the lots and the structures. For example, while site plan review is not a requirement of the R-1A district, it is mandatory in the C-3A for multi-family projects, buildings over 10,000 square feet gross floor area, projects generating 500 vehicles trips a day, buildings over 1 story or 25 feet in height, 35 new or expanded parking spaces, sewer generation of 1,000 gallons per day, or any addition of 1,000 or more square feet to exceed 10,000 total square feet. And while there are basic standards in place, there is an opportunity to expand the standards to

improve the look and operation of the site, protect natural and community resources and develop a true “smart growth” project.

As such, it is recommended that rather than make multiple amendments to different sections of the existing zoning bylaw, a new Lenox Gateway Overlay District be developed to comprehensively address the unique needs of the overall project area. An Overlay District provides standards for a specific geographic area (i.e. the Lenox Gateway) and details precisely how to direct the reuse of the site based on the vision. In an overlay district, the town will superimpose a new level of requirements and opportunities over the underlying district(s). The overlay district in this regulation is established by the town, upon recommendation by the planning board, and should generally include the Lenox Shops, the Hashim property, and adjacent land areas that the community wants to include in the gateway area.



Looking North on 7/20 from Brushwood Farm.



Existing Lenox House Restaurant and Lenox Shops from the Hashim Property.

The use of an overlay district may help “call attention” to the goals of this report that would not otherwise be highlighted by means of a traditional zoning designation since it can allow for flexibility of uses as per the review of the SPGA, improved requirements related to signs and lighting, land space requirements, parking standards, height and bulk, access/driveways, landscaping, and affordable housing ratios. Note that the overlay district would be activated by criteria in much the same manner as the C-3A district is in the current bylaw.

Open Space Protection and Management

While most of the potential changes within the Gateway area will come in the form of renova-

tions to structures and new development, planning for the future of designated open space areas will also require significant forethought. Many of these areas, of course, are so designated because they contain wetlands or rare species habitat protected by state law. With access limited by regulations, and further hampered by nearby steep slopes, the masterplan recommends that most of the area to the East and West, including the area accessible from the Eastern side of East Dugway Road, be placed in permanent conservation. On the West side, this open space should be incorporated into Kennedy Park, and since it is almost certainly unbuildable, it should be fairly simple to negotiate an equitable agreement between the town and the current owner.

On the eastern side, the question is complicated by the findings of the build-out study (page 22), which indicate that it might be possible to build a subdivision road from the lower end of East Dugway, serving 16 building lots. This was not shown on the final masterplan for several reasons: first, the wetland in this area may well have a so-called hydrological connection to streams to the East, raising the question of whether a road in this location would interfere with the functioning of the wetland, wildlife habitat, or both; second, construction of roads and houses in this location would have a significant negative effect on the value of this area as wildlife habitat, as a scenic resource, and a potential recreational connection; and finally, with the

expense of permitting and construction for such a road, the profit from the sale of somewhat dark and damp house lots would not be very high. Therefore it is recommended that this area be consolidated with the adjacent unbuildable wetlands and steep slopes, and the whole be made part of an “Eastern Greenbelt” along the edge of the Gateway district. This could be accomplished through sale or donation to the town, or by placing a private conservation restriction on the land to ensure its permanent protection.

The landowners will be understandably concerned about lost value for the large areas designated as open space, as well as the smaller open areas within the development centers



Existing Structure on the West side of Route 7/20



Looking South across the Hashim Property from the top of the meadow, with Brushwood Farm in the distance.

along route 7/20. While these areas will add value to the development, they will also have value for the town. One way to repay the landowners for this value is to make the open space areas part of the potential overlay district, and to structure the density calculations of the district such that density could be transferred from the designated open space areas into the development zones. Thus, the base density for the entire 150 acres could be set at one level by right, but could be increased in development areas by placing a conservation restriction on open space areas. This would reward the owners for following the masterplan, without requiring public funds to buy the open space.