



**Medfield State Hospital
Strategic Reuse Master Plan
Town of Medfield, MA**

2018

Medfield State Hospital Master Plan Committee

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MSHMPC and its consultants wish to acknowledge and thank the many citizens of Medfield who participated in the master planning process, offering their best ideas, comments, suggestion, and critiques. The input from the Medfield community has been essential to the development of the Strategic Reuse Master Plan.

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Medfield State Hospital Master Plan Committee

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List of Abbreviations

Abbreviations		Abbreviations	
ACS	American Community Survey by the US Census Bureau	MCP	Massachusetts Contingency Plan (as to brownfields cleanup)
ADTs	Average Daily Traffic counts	MCWT	Massachusetts Clean Water Trust
AEV	Automated Electric Vehicle	Medfield HC	Medfield Historic Commission
APR	Agriculture Preservation Restriction	MEPA	Massachusetts Environmental Policy Act
AUL	Activity Use Limitation	MHC	Massachusetts Historical Commission
BoS	Board of Selectmen	MHDC	Medfield Farm & Hospital Historic District Commission
CAM	Common Area Maintenance	MOA	Memorandum of Agreement
CCR	Cash on Cash Return	MSH	Medfield State Hospital
CCRC	Continuing Care Retirement Community	MSHMPC	Medfield State Hospital Master Planning Committee
CSA	Community Supported Agriculture	NHESP	Massachusetts Natural Heritage & Endangered Species Program
CVOC	Chlorinated Volatile Organic Compound(s)	NPV	Net Present Value
DAR	Massachusetts Division of Agricultural Resources	NR	National Register of Historic Places
DCAMM	Massachusetts Division of Capital Asset Management & Maintenance	PWD	Public Works Department
DCR	Massachusetts Department of Conservation & Recreation	RAO	Response Action Outcome (a stage on brownfields cleanup protocols)
DEP	Massachusetts Department of Environmental Protection	RFP	Request for Proposal
DHCD	Massachusetts Department of Housing & Community Development	RTN	Release Tracking Number
DIF	District Improvement Financing	SCS	Soil Conservation Service (US)
EOHED	Massachusetts Executive Office of Housing & Economic Development	SF	Square Feet (SF can also refer to Single-Family homes.)
FEMA	Federal Emergency Management Agency	SHAC	State Hospital Advisory Committee
GPD	Gallons Per Day	TIF	Tax Increment Financing
I'n'l	Infiltration and Inflow	USDA	United States Department of Agriculture
IRR	Internal Rate of Return	USGS	United States Geological Survey
ITE	Institute of Transportation Engineers	VPH	Vehicles Per Hour
LEED ND	Leadership in Energy and Environmental Design in Neighborhood Development	W & S	Water and Sewer
LF	Linear Feet	WW	Wastewater
LIHTC	Low Income Housing Tax Credit	WWTF	Wastewater Treatment Facility

I Executive Summary

Medfield State Hospital is located in the northwest corner of Medfield along the town line bordering Dover. The hospital grounds, now listed on the National Register of Historic Places, are on top of a hill overlooking the Charles River and the surrounding countryside. To the west is state land currently operated by the Massachusetts Division of Capital Asset Management & Maintenance (DCAMM) with a lookout point and trails winding through the trees to the river. It is scenic. One senses when looking across the trees and the vista that one may be enjoying the same sights viewed a century earlier.

Today, one finds area residents taking hikes, enjoying the vast open spaces, walking with their dogs amidst the trees and the red brick nineteenth and early twentieth century buildings, along with the occasional rider on horse sauntering through the campus. The buildings are closed and boarded waiting for new life.

The MSH Strategic Reuse Master Plan sets forth the realistic vision of what Medfield residents desire and prefer. It includes designation of seventy-six acres for open space inclusive of agriculture, reuse of Lee Chapel in the center of the campus as a cultural center, possible development of the area south of Hospital Road for a publicly-owned and operated parks and recreation facility, historic rehabilitation of twenty-eight buildings and selective in-fill new construction to create a mixed-use development with a

variety of housing types, including senior housing with continuing care and affordable housing for persons of all ages, along with commercial spaces for restaurants, small businesses, offices, services and an inn with meeting and gathering spaces.

The MSH reuse plan calls for redevelopment and new construction spanning 661,000 square feet of building space amongst forty-four existing and new buildings north of Hospital Road. Twenty-eight buildings are slated for historic rehabilitation and reuse using historic tax credits. Sixteen new buildings would be erected, including cottage-style homes in the Arboretum area, a new nursing and memory care facility, and two new market rate residential condominium buildings, as well as a possible public parks and recreation facility south of Hospital Road. The required private investment to implement the plan will be significant.

This Strategic Reuse Master Plan for Medfield State Hospital is the outcome of four years of study, extensive community outreach, discussion and consensus building by the Medfield State Hospital Master Planning Committee (MSHMPC) and the MSHMPC Resource Committee. MSHMPC conducted three different surveys in 2015 with an average of 945 responses per survey on residents' desires and fears, as well as questions on land use, housing, open space, arts and commercial development.

MSHMPC hosted numerous informational meetings and workshops; a web site, <https://www.town.medfield.net/556/Medfield-State-Hospital>; a booth at Discover Medfield Day in 2015, 2016 and 2017; a Facebook page with over 700 followers with some posts peaking over 1000; regular cable TV series feature – Our Town, Our Land, Our Future – on MSH with ten different broadcasts, also available on YouTube, and weekly newsletters which reached thousands of residents and interested parties. MSHMPC’s social media outreach includes over 300 followers on Twitter and 115 on Instagram. The Catalyst Sub-committee conducted over 30 meetings with developers, companies and organizations to gain insights on innovative ideas and test assumptions being made in the plan. In February 2017, MSHMPC vetted four concepts at an Open House that drew over 400 persons to the high school and solicited feedback with an in-person and online survey on the concepts.

Drawing on the feedback from the Open House, two alternative scenarios were developed and discussed at a May 2017 Community Workshop which drew nearly 300 people. The extensive community engagement process has informed the development of the preferred vision and plan for the future redevelopment of MSH.

The preferred plan takes a balanced approach. It responds to the desires of town residents; to the development parameters established in agreements with the Massachusetts Historical Commission, the MA Division of Agricultural Resources and the Disposition Agreement entered into with the Commonwealth as part of the MSH purchase; and to the Board of Selectmen’s charge for a comprehensive and coordinated vision for the sustainable development and reuse of the state hospital grounds. Shortly after Town Meeting in 2014 approved the purchase of 128 acres



Figure I-1. The Medfield State Hospital campus, aerial view looking north.

from the Commonwealth, the Selectmen appointed MSHMPC and the Resource Committee. Medfield's priorities for reuses of MSH are to:

1. **Maintain and enhance the character and values of the Town of Medfield and its residents**, including the site's scenic and natural features, spaces for passive and active recreation, and the site's cultural, historic, agricultural and architectural significance.
2. **Address Town housing needs**, which may include smaller-footprint housing that is affordable for Medfield residents who are downsizing and would like to stay in the area, or any housing that brings more diversity into Medfield's housing stock in alignment with the Town's Housing Production Plan.
3. **Achieve reasonable economic and financial impacts on Medfield residents and Town services**, assuring that the master plan is in the Town's economic best interests.

Control of the future use of this prime site was a driving factor in Town Meeting's decision to purchase MSH. Medfield had previously engaged in various planning processes with the state, rejecting the notion of highest and best use development with scores of new houses. Medfield chose instead to forge its own path to a redevelopment plan with a lower density of housing that balances school costs with needed real estate tax revenues as well as lower density of buildings to protect the vistas and views around MSH, the open space and agricultural lands that embody the bucolic character of Medfield.

The preferred reuse plan provides for 294 to 334 housing units, with twenty-five percent affordable housing units of all types – senior housing, millennial housing, in-fill cottages, apartments in historic properties, and new construction condominiums. The use of historic and low-income housing tax credits are a critical tool and source of private investment for MSH redevelopment.

The financial viability of the preferred plan has been scrutinized from multiple perspectives. Cost estimates for historic rehabilitation and new construction of buildings were prepared by a professional cost estimating firm, Project Management & Cost. Order of magnitude cost estimates for infrastructure were prepared by professional engineers, Pare Corporation, and compared with previous estimates by VHB and the Commonwealth's engineers, and with comparable utility and road improvement projects. MSHMPC spoke with private developers through its Catalyst meetings. Market analyses were commissioned from Jones Lang LaSalle and RKG Associates and supplemented by McCabe Enterprises.

MSHMPC established three tests for financial viability of the preferred plan. The plan needs to work for the private sector development partner, for the Town, and for the individual taxpayer. To further examine and test the financial viability of the plan, MSHMPC applied a Monte Carlo analysis, a probability simulation model, which assesses the likelihood or risk and uncertainty of multiple variables simultaneously. The results indicated that the Town realizes a positive net present value in nearly all trials. Once the plan is fully implemented, the Town could realize a net positive annual cash flow from real estate taxes upwards of \$1 million after school and municipal operation costs and expenses.

The preferred plan works for the Town. The preferred plan works for the Medfield taxpayer. The preferred plan can work for a private developer, but success could be enhanced with additional housing units. MSHMPC believes that with the right private sector partner who has experience with large-scale redevelopment and historic preservation, the MSH strategic reuse plan is viable. The plan is Medfield's vision for the sustainable reuse of MSH.

To achieve the vision, the focus needs to be on both placemaking and redevelopment. Placemaking activities help assure continued public access, and feature the establishment of community gardens, places for recreation, exercise, hiking, walking, and exploration, community concert series and festivals that welcome and involve all residents of Medfield to MSH grounds. Placemaking helps assure MSH is a unique special place in Medfield and is a necessary complement to building improvements.

The preferred reuse plan is balanced and features a mix of housing types, commercial spaces, restaurants, small business offices and services, with a cultural center at Lee Chapel, a possible parks and recreation center adjacent to McCarthy Park south of Hospital Road, retention of Sledding Hill for winter sports, and the inclusion of agriculture.

To actualize the vision and make it into a reality, the Town will need to seek private development partner(s) to implement the plan. A land leasing strategy has been developed which provides the Town future protection as to reuse of the site, along with the desired measure of control and a continuing source of revenue from MSH. Redevelopment of MSH will be a major project for Medfield and will require the Town to retain additional expertise such as a Development Manager and specialized legal assistance for the next several years to successfully launch the plan's implementation.

Implementation of the Strategic Reuse Master Plan is expected to occur over many years. MSH redevelopment will likely be phased incrementally as undertaken by the Town or its private

sector partner. Often times, the private sector establishes a phasing plan that is responsive to the needs of its public partner – the Town, market demands, and favorable financing conditions. Phasing plans are often modified over the course of a redevelopment project as these factors change with time. The Town could opt to phase the disposition process, selecting various developers for different components of the plan, or it could work with a single development partner to outline an optimal phasing strategy. Several phasing strategies have been contemplated and analyzed as part of the development of the master plan. The details are included in the final three sections of the Master Plan.

MSHMPC recommends the adoption of design guidelines to encourage appropriate new construction and redevelopment and foresees adoption of new zoning to support redevelopment. The proposed zoning has been designed strategically to offer the right amount of flexibility and control so the Town can be responsive to the market without sacrificing the overall vision of the plan. The use of innovative financing tools such as Tax Increment Financing (TIF), District Improvement Financing (DIF) and historic tax credits can help Medfield achieve the desired lower-density redevelopment and preservation of the landscape and open spaces at MSH.

About this Report

In the following pages, the reader will find the history and evolution of Medfield State Hospital and the review of existing conditions and agreements governing MSH reuse and redevelopment. The planning process and public engagement is documented, which provides the rationale for and understanding of the preferred plan. The preferred plan for the physical redevelopment of MSH, with the inclusion of arts and culture and placemaking is discussed. Strategies for control, disposition, development, and financing are specified. Implementation tools, such as rezoning and adoption of design guidelines, are detailed.

MSHMPC has researched, listened, discussed, debated, and deliberated the development of the Strategic Reuse Master Plan for Medfield State Hospital. It reflects the hard work, best thinking and effort by MSHMPC to provide the Town with a guide for the reuse and redevelopment of the 128 acres known as Medfield State Hospital. The plan provides the needed direction that advances Town goals and priorities, reflects the desires of residents, and is financially sound.

This report is broken out into five distinct sections:

Introduction:

An overview of the MSH site can be found in Section II: Introduction and Section III: The Planning Area.

Medfield State Hospital Grounds:

This portion of the report outlines the physical characteristics of the Medfield State Hospital site, Medfield's goals for the property, evolution of the plan and public input into the Master Plan, which is outlined in Section VIII. Sections in this portion of the report include:

- IV. Medfield State Hospital History
- V. Site Characteristics and Existing Conditions
- VI. Agreements Informing Development
- VII. The MSH Master Planning Process

Preferred Plan:

- VIII. The Preferred Redevelopment Scenario

Redevelopment Process:

This portion of the document outlines the technical and financial mechanisms around development of the property including:

- IX. Overall Financial Strategy
- X. The Development & Permitting Process for MSH
- XI. Disposition and Control
- XII. Implementation Tools for the Reuse Master Plan
- XIII. Phasing
- XIV. Summary

Appendix

As a companion document to the Master Plan, the Appendix provides information such as:

- Lot 3, Hinkley property and areas south of Hospital Road that were discussed and considered by the committee.
- Documentation of public feedback and comment during the process.
- Existing agreements
- Proposed zoning

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II Introduction

Medfield State Hospital Strategic Master Plan

Medfield is a small-town community with a strong focus on families, twenty-five miles southwest of Boston. In 2014, Medfield Town Meeting voted to acquire 128 acres of the former Medfield State Hospital (MSH) from the Commonwealth, which closed the facility in 2003. With the purchase of MSH, the Town accepted the challenge of re-purposing this scenic, historic National Register-listed former state hospital grounds overlooking the Charles River.

The Town sought to create a master plan, including conceptual reuse scenarios for MSH and other nearby town-owned properties just south of Hospital Road and adjacent to McCarthy Park, namely the 10-acre Hinkley property and the 11-acre Lot 3 property on Ice House Road.

The state hospital property in 2003 consisted of approximately 241 acres; the Commonwealth has retained ownership of the balance. Some of the remaining acreage immediately to the west of the main campus will be used by the MA Department of Conservation & Recreation as outdoor space. A look-out-point has been built overlooking the Charles River. The other state-retained parcels have been designated for open space, passive recreation and agricultural uses. Agriculture was the historic use of these lands when MSH was operational.

Medfield, through its Medfield State Hospital Master Planning Committee appointed by the Board of Selectmen, has sought

to develop a broadly-acceptable master plan to guide the future development and reuse of the MSH site. For the MSH site and planning area, the Town seeks to optimize three key priorities:

1. **Maintain and enhance the character and values of the Town of Medfield and its residents**, including the site's scenic and natural features, spaces for passive and active recreation, and the site's cultural, historic, agricultural and architectural significance.
2. **Address Town housing needs**, which may include smaller-footprint housing that is affordable for Medfield residents who are downsizing and would like to stay in Medfield, or any housing that brings more diversity into Medfield's housing stock, in alignment with the Town's Housing Production Plan.
3. **Achieve reasonable economic and financial impacts on Medfield residents and Town services**, assuring that the master plan is in the Town's economic best interests.

The overall goal is to develop a comprehensive and coordinated vision for the sustainable redevelopment and reuse of the Medfield State Hospital, Hinkley and Lot 3 properties in Medfield. The Strategic Reuse Master Plan for Medfield State Hospital was developed to synthesize Medfield's aspirations and to create a framework to guide future development.

The MSH Strategic Reuse Master Plan represents the consensus vision for future land use at the state hospital with an active community core, including the campus chapel and nearby buildings converted into an arts and culture center surrounded by a mix of commercial uses – office, retail, restaurant and an inn. The perimeter buildings fronting the core area are envisioned as a mix of housing types: affordable; market rate, senior and a continuing care retirement community on the eastern edge. The plan calls for preserving public access and open space, preservation of as many of the historic buildings as is feasible, programming and uses that will draw town residents to the site, and limited development of new structures so as not to impact the overall character of the site and the town.

In the following pages, the reader will become better acquainted with the actual planning area, the planning process, and the development context, including history, existing conditions, and regulatory and market constraints. The preferred scenario for the redevelopment of MSH and review of considered alternatives is described, along with the development and permitting process, design principles and needed infrastructure. The Strategic Reuse Master Plan also outlines the Implementation Strategy including the financial strategy and implementation tools and considerations.

III The Planning Area

Medfield State Hospital Planning Area

Medfield State Hospital is located in the northwest corner of Medfield just south of the Dover-Medfield town line and east of Route 27 and Sherborn. The state hospital grounds encompasses approximately 241 acres, thirty-five buildings of varying sizes and conditions. For purposes of disposition, the Commonwealth divided the hospital property into eight parcels, depicted in Figure III-2, and described below.

Parcel A, the 87 acres north of Hospital Road, represents the core campus. This parcel was purchased by the Town of Medfield in 2014. Another small parcel, the site of the former laundry building consisting of approximately 1 acre, has not yet been transferred to the Town, but will be transferred to Medfield upon the Commonwealth completing site remediation.

Parcel A-1 is east of the core campus. The 36-acre parcel is owned by the Commonwealth and managed by DCAMM and the Division of Agricultural Resources.

Parcel A-2 is the 38-acre parcel that is owned by the Commonwealth and is currently being managed by the Division of Capital Asset Management & Maintenance pending transfer to the Department of Conservation and Recreation. A lookout point, Charles River Gateway, was recently built to take advantage of the scenic views of the Charles River.

MAIN CAMPUS:	
North of Hospital Road	87 acres
South of Hospital Road	40 acres
Laundry Parcel	1 acre
Total	128 acres

Parcel B is the 40-acre parcel south of Hospital Road acquired by the Town. This parcel includes what is locally known as Sledding Hill, and is immediately west of McCarthy Park, a public park owned by the Town and operated by the Parks & Recreation Department with heavily-utilized soccer fields, softball, and lacrosse fields.

Parcel C is a 5-acre parcel that was once part of the Medfield State Hospital grounds. It is owned by the Commonwealth's Department of Mental Health. There are no buildings on the parcel which abuts the rail line running parallel with Route 27 through Medfield.

Parcel D is a 22-acre parcel owned by the Commonwealth that is surrounded by property owned by the MA Department of Conservation and Recreation. This parcel fronts North Meadows Road, Route 27.

Parcel E is a 3-acre parcel north of Hospital Road surrounded by the Department of Conservation & Recreation's land and is owned by the MA Executive Office of Health and Human Services. This is the cemetery for residents of the former Medfield State Hospital.

Parcel F is a 2-acre parcel owned by the MA Department of Mental Health on Hospital Road with a residential Cape-style building erected in approximately 1960. This property was part of the original state hospital grounds.

These eight parcels provide the context for the Medfield State Hospital Strategic Reuse Master Plan. The focus of the plan is on parcels A and B. Parcels A and B are listed on the National and Massachusetts Registers of Historic Places. It is also part of the Medfield Hospital & Farm Historic District. Parcel A, which is north of Hospital Road, is where the remaining state hospital buildings forming the historic main campus quadrangle is situated. It is currently zoned BI – Business Industrial.

Parcel B is a vegetated parcel with some unimproved dirt paths south of Hospital Road. The parcel is zoned Agricultural. Sledding Hill, the place for winter sledding, is at the northwest portion of the parcel and there are some flood plain areas on this edge. At present there are no buildings remaining, although there are some National Historic-registered walls and foundations and the remnants of the foundation of the Odyssey House which was demolished by DCAMM. The Framingham secondary rail line, also on the western edge, is owned by the Commonwealth and is primarily for freight movements. Medfield's McCarthy Park, a recreational area with six baseball diamonds and three soccer/lacrosse fields is to the east of Parcel B.



Figure III-1. The Medfield State Hospital is adjacent to the Medfield Charles River State Reservation, approximately two and a half miles from the Medfield town center.

Hinkley

The Hinkley property is a 10-acre parcel owned by the Town of Medfield with a 20 feet-wide strip of land providing some frontage onto Harding Street. There is also a twenty-foot access easement for the Hinkley property immediately north of the “dog-leg” of the property that extends to Harding Street. There could be potential access to the Hinkley parcel along Ice House Road, if this street is extended. The Hinkley property is immediately northwest of the Medfield Senior Center property and southeast of a residential subdivision along Copperwood Road and Bishop Lane.

The Hinkley property was purchased by the Town in 2001 from the estate of Edna Hinkley for \$1.1 million. The site has no buildings and is fully vegetated with wetlands and some outcroppings of ledge. The Hinkley parcel is in the Residential Town (RT) zoning district, which has a minimum lot size of 40,000 square feet under the existing zoning. Small portions of the Hinkley parcel closer to Ice House Road are located within the Primary Aquifer Overlay Zone. A small portion of the Hinkley parcel near Harding Street is in the Secondary Aquifer Overlay Zone.

Lot 3

Lot 3 is an 11-acre parcel which abuts the Ice House Road cul-de-sac. Lot 3 includes a long strip of land running parallel to the parking area for the Kingsbury Club (a privately-owned recreational and fitness facility) for a distance of approximately 525+ feet. At the northwest terminus of the “strip” is a roughly rectangular parcel which could be developed. Lot 3 is currently zoned Industrial Extensive. It is situated in the Primary Aquifer Overlay Zone. The Town originally purchased Lot 3 together with adjacent land to promote commercial and industrial development.

At present, there are no buildings or structures on Lot 3. The lot is somewhat vegetated. Access is via an unimproved dirt roadway. Lot 3 is being used by the Medfield Department of Public Works for storage. Along the southwestern edge of Lot 3 is the Framingham secondary rail line, a freight service line.

While mentioned in this report, planning for Hinkley and Lot 3 parcels is now being directed by the Board of Selectman. No recommendations for these properties are in this Master Plan.

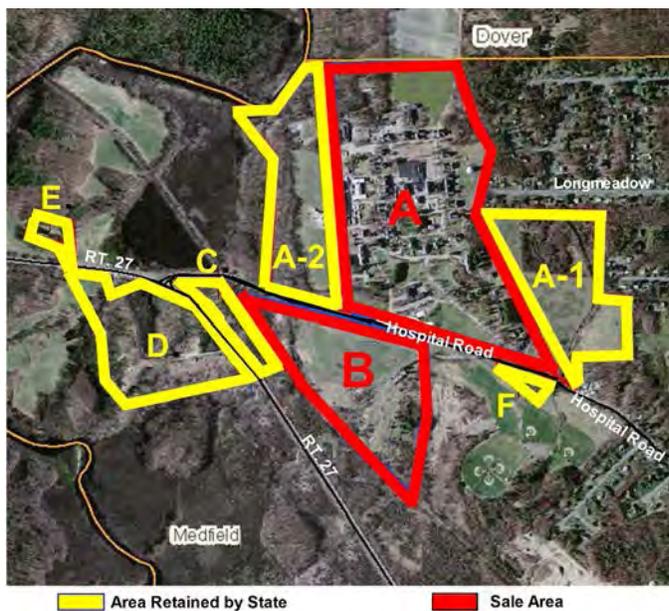


Figure III-2. Medfield State Hospital was divided into eight parcels by the Commonwealth for property disposition.

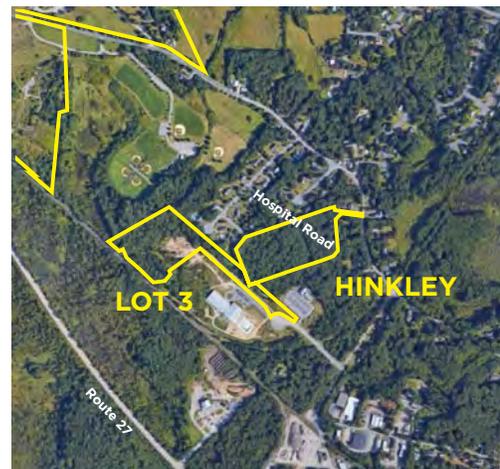


Figure III-3. The nearby Hinkley and Lot 3 parcels.

Medfield State Hospital Grounds

IV Medfield State Hospital History

Historic Overview

Medfield State Hospital was established in 1892 as the Medfield Insane Asylum (MIA). It was the first state hospital in Massachusetts built using the “cottage plan.” The original site was set on top of a hill overlooking the Charles River in the northwest corner of Medfield encompassing 426 acres, including some acreage extending northward into nearby Dover. The hospital grounds were located near what was known as Medfield Junction, the intersection of two rail lines serving Medfield. The Medfield Insane Asylum as it was known as in the early years was the first state hospital built specifically to serve chronically ill mental patients.

The cottage plan provided better light and ventilation, and enabled a more complete classification system of patients, who were then housed accordingly in smaller units. The cottage-style design at Medfield Insane Asylum is reminiscent of a college campus and was influenced by the New England Town Common. Older maps and plans include notations indicating a common adjacent to the chapel.

William Pitt Wentworth was selected to be the initial architect by the trustees of the MIA. Some regard the unique cottage-style campus to be one of the finest examples of Wentworth’s work as



Figure IV-1. Lee Hall (The Chapel) at the core of the Medfield State Hospital was built in 1897.



Figure IV-2. A drawing of the campus prior to the construction of Lee Hall in 1897.

an architect. Wentworth was recognized as an ecclesiastical and progressive hospital architect. He also designed several Back Bay town houses. A native of Vermont, Wentworth studied architecture in New York City. He moved to Boston in 1870 to practice architecture. The Medfield Insane Asylum/State Hospital was one of his last major works before his death in 1896. Wentworth was responsible for the design of most of the red brick Queen Anne style buildings with stone details.

Architects of later building phases included Park & Kendall and the firm Shepley, Rutan and Coolidge. Later buildings were built in a complementary red-brick material and were often Classical Revival structures. The farm buildings, and service buildings were often wood shingle buildings. None of the farm buildings remain today. Some of the stone fencing used by the state hospital's original farm area south of Hospital Road remain today.

MIA began accepting patients in the spring of 1896. Patients were transferred from Taunton State Hospital by rail when MIA first opened. In the first annual report on the operations of MIA after five short months of operations, the first Superintendent Edward French, MD noted twelve cottages were ready and operational, and went on to describe the Medfield campus:

The completed plan will show twenty-seven buildings facing along the sides and ends of a rectangle. The situation is upon a summit of a hill, about 250 feet elevation above the sea, ... The top of the hill is graded on a slope towards the west. The prospect from all the buildings is beautiful and extensive, and the location of the asylum was often sought in years past for the beauty of its view. The woodland north of the institution borders on the river and offers an excellent opportunity for a magnificent park. It is already covered with desirable well-grown trees, and is diversified by picturesque rocky hills, pleasant vales and many natural advantages.



Figure IV-3. (top left) A photo looking north along West Street, possibly prior to construction of Lee Hall.

Figure IV-4. (top right) A portion of the piled-stone fence from the farm area south of Hospital Road still remains.

Figure IV-5. (left) View of the campus entry drive.

Superintendent French went on to comment about the farm operations, noting that “the farm has been very successful and has produced a large supply of vegetables, so that for the past two months the tables for the patients have been supplied every day.”

In 1909, the name was changed by the legislature from Medfield Insane Asylum to Medfield State Asylum. Five years later in 1914, the name was changed again to Medfield State Hospital (MSH). The superintendent cited the need to express a more hopeful outcome to patients and their families by using the word hospital rather than asylum. Hospital conveys the possibility of recovery. The MA General Court also amended MSH’s founding legislation to serve patients with all sorts of mental illnesses, and not just chronic mental illness.

Starting in 1902, MSH established a training program for nurses, which continued through the 1940s. The patient population grew in the 1930-40s. During World War II, nearly 2300 persons resided at MSH, more than the population of Medfield.

Electroshock and insulin-shock therapies were introduced in the 1940s. The first unlocked wards were introduced in 1949. In the 1960s, under the leadership of Dr. Harold Lee, Medfield State Hospital gained a national reputation for its innovative rehabilitation program for patients, which featured a “step system.” The step system entailed increasingly independent living situations on campus, combined with an intensive vocational work training program to increase skills for community transition. This program was a forerunner in the mental health movement of the late twentieth century movement calling for deinstitutionalization, the closing of state hospitals with the transition to services in community settings.

The Commonwealth announced the intent to close MSH in 2002, and permanently closed the facility in 2003. Throughout its operations the agricultural areas surrounding MSH were farmed by staff and patients, growing food and herding animals for the operation of MSH and other nearby state schools and hospitals. The Division of Youth Services continued to use the



Figure IV-6. (left) A weaving room on the campus.

Figure IV-7. (below) Early photo of Lee Chapel from the hospital grounds.



MEDFIELD STATE HOSPITAL, THE CHAPEL FROM GROUNDS, Medfield, Mass

farm dormitory building south of Hospital Road, for a period of time after MSH closed. Odyssey House was later demolished in 2014 by DCAMM.

MSH was listed as a historic district on the National Register of Historic Places and the State Register in 1993 for its local and national historical significance in the areas of architecture, health and medicine, and social history. The site and landscape were also noted as important elements of the MSH district nomination. The significant period of MSH’s history was noted as 1892-1940. At the time of nomination, it was observed that “the land surrounding the campus is generally rural and undeveloped, and appears to have changed little since the turn of the century. The only exception is a residential subdivision abutting its eastern border,” according to the National Register nomination.

The Medfield State Hospital National Register nomination also notes the importance of the MSH area as to its potential archaeological contributions, noting that the site is on a moderately sloping hill with well drained soils adjacent to the Charles River which is an indicator of “favorable locational criteria for Native subsistence and settlement activities.” The Town has agreed to consult with MHC to determine if archaeological surveys are required prior to any ground-disturbing activities being undertaken on the property.

Medfield State Hospital property owned by the Town is wholly within the National Register district, as well as the Medfield Farm Hospital Historic District. The Farm Hospital Historic District was Medfield’s first historic district, designating the area in 1994 for its architecture and landscape.

V Site Characteristics & Existing Conditions

MSH Site and Existing Conditions

Located in Norfolk County, twenty-five miles southwest of Boston in Medfield, the Medfield State Hospital (MSH) grounds owned by the Town of Medfield span 128 acres in three parcels. This includes eighty-seven plus acres where the core campus area north of Hospital Road is located. The balance of the town-owned portion of MSH is the 40 acres of farm area south of Hospital Road, where the farm dorm and the head farmer's home once stood and where Sledding Hill is located. The site is located in the northwest corner of Medfield just east of the rail line known as the Framingham Secondary line today.

Topography

Medfield State Hospital was sited on former farm land at the top of the hill, approximately 220 feet above sea level where the existing MSH quadrangle of shuttered buildings and Lee Chapel are situated overlooking the Charles River and surrounding countryside. There is a gradual elevation change from the entry on Hospital Road of fifty feet to the core campus quadrangle.

Overall the landscape is moderately sloped both north and south of Hospital Road. The historic farm area slopes from 170 feet at the road downward another fifty feet as one approaches the rail line. The Sledding Hill on the western section of the area south of Hospital Road has steeper slopes enabling sleds and toboggans to easily slide down a steep incline in the winter.

A review of topographic and USGS maps over the past one-hundred fifty years illustrate the topographic character of the Medfield State Hospital vicinity and the evolution of the site area. The 1934 map of Medfield and nearby towns notes vegetated areas but overlooks the state hospital.

The contemporary existing conditions depicted in Figure V-6 illustrate the existing property lines, building footprints, and topographic contours at a two-foot interval. Vegetated areas are noted as well as water bodies. The outline of the former Clark Building in the front lawn north of Hospital Road as well as the former Odyssey House south of Hospital Road are still shown, since they were demolished in the last several years.

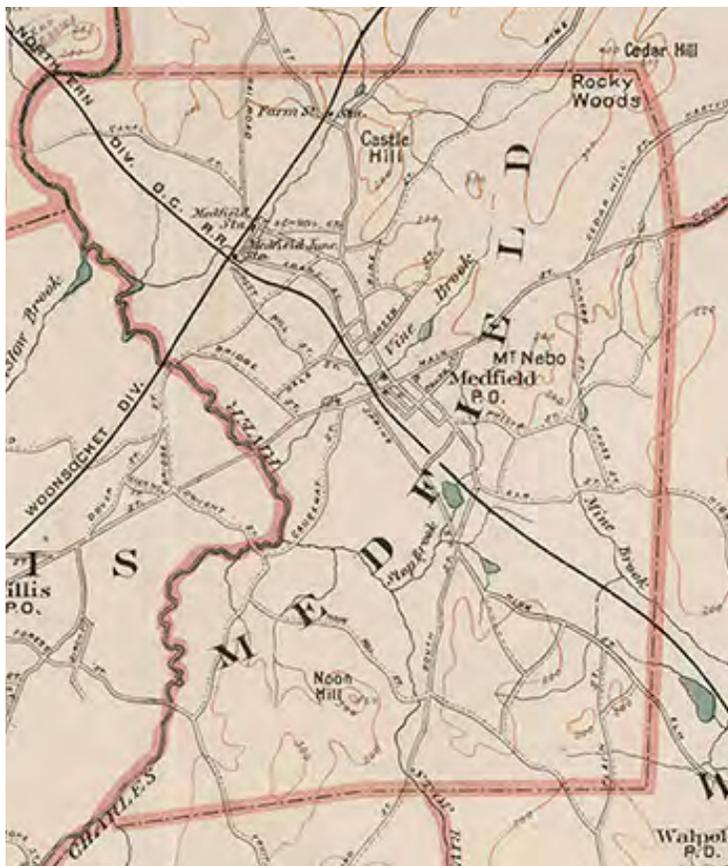


Figure V-1. 1891 map, before Construction of Medfield State Hospital.

Source: David Rumsey Historical Map Collection.

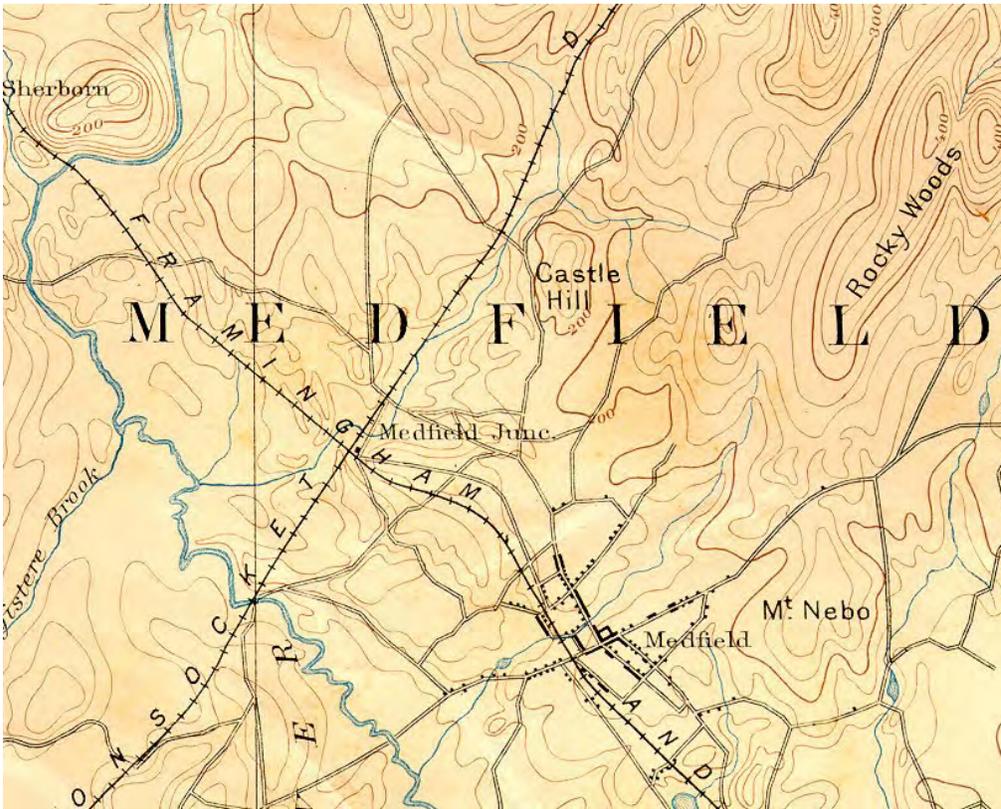


Figure V-2. 1893 USGS Topographic Map of the Medfield State Hospital, prior to construction.

Source: USGS.

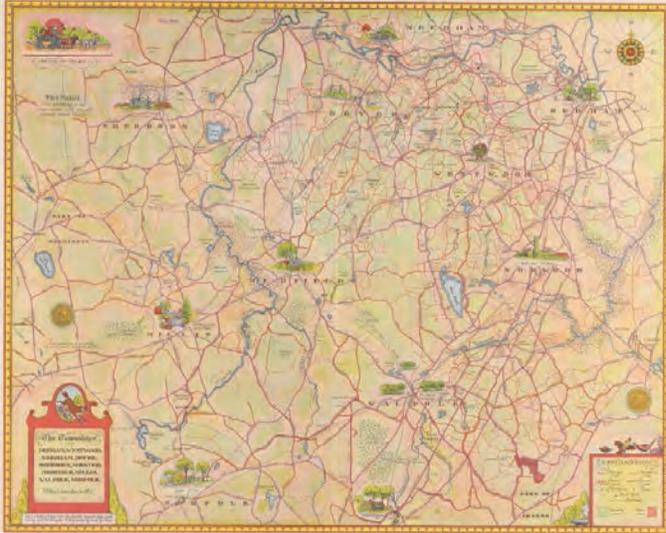


Figure V-3. Medfield and surrounding towns, 1934.

Source: Leventhal Map Collection, Boston Public Library, <https://www.digitalcommonwealth.org>.

Figure V-4. (below) 1940 USGS Topographic Map of the Medfield State Hospital and vicinity.

Source: USGS.

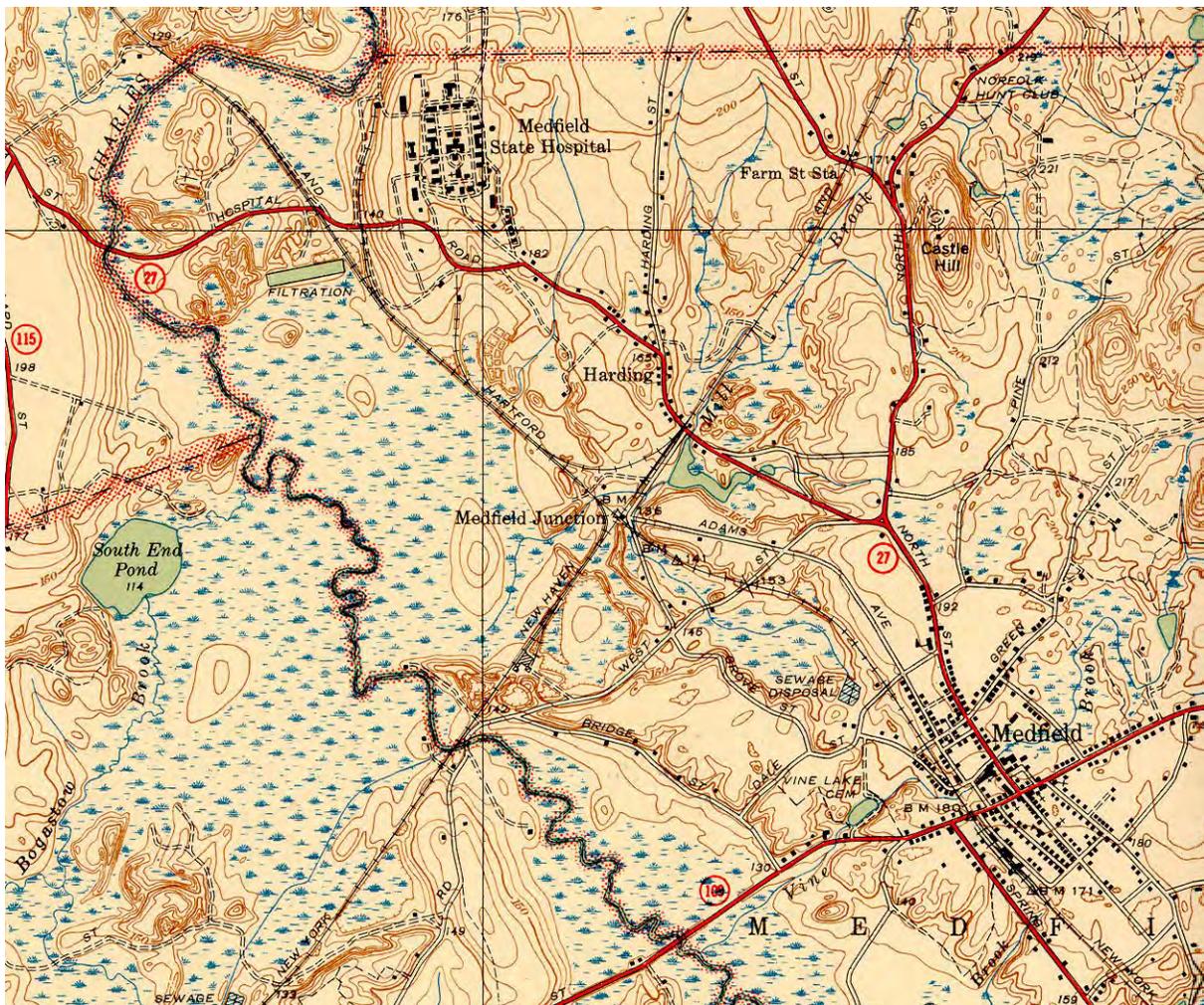
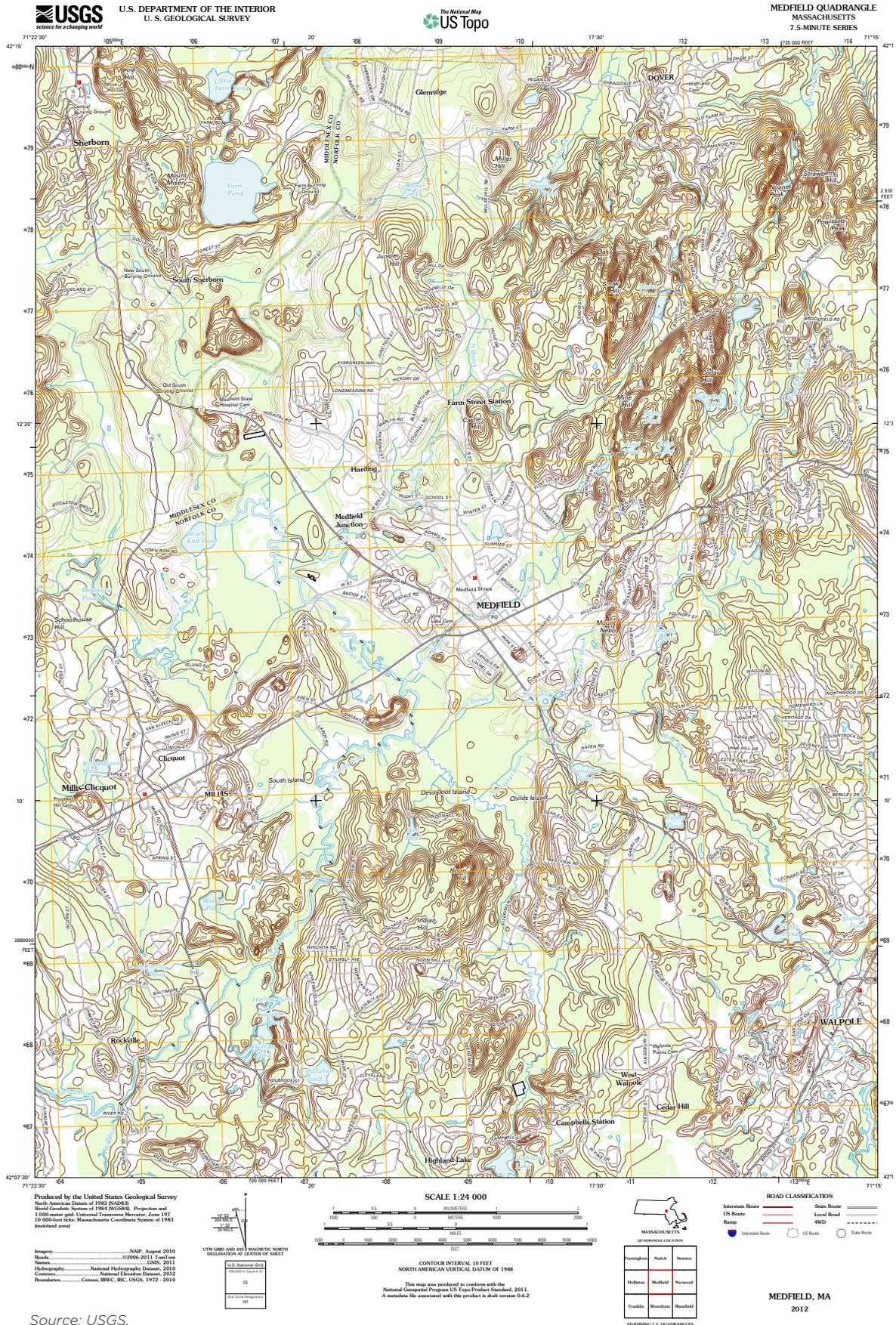
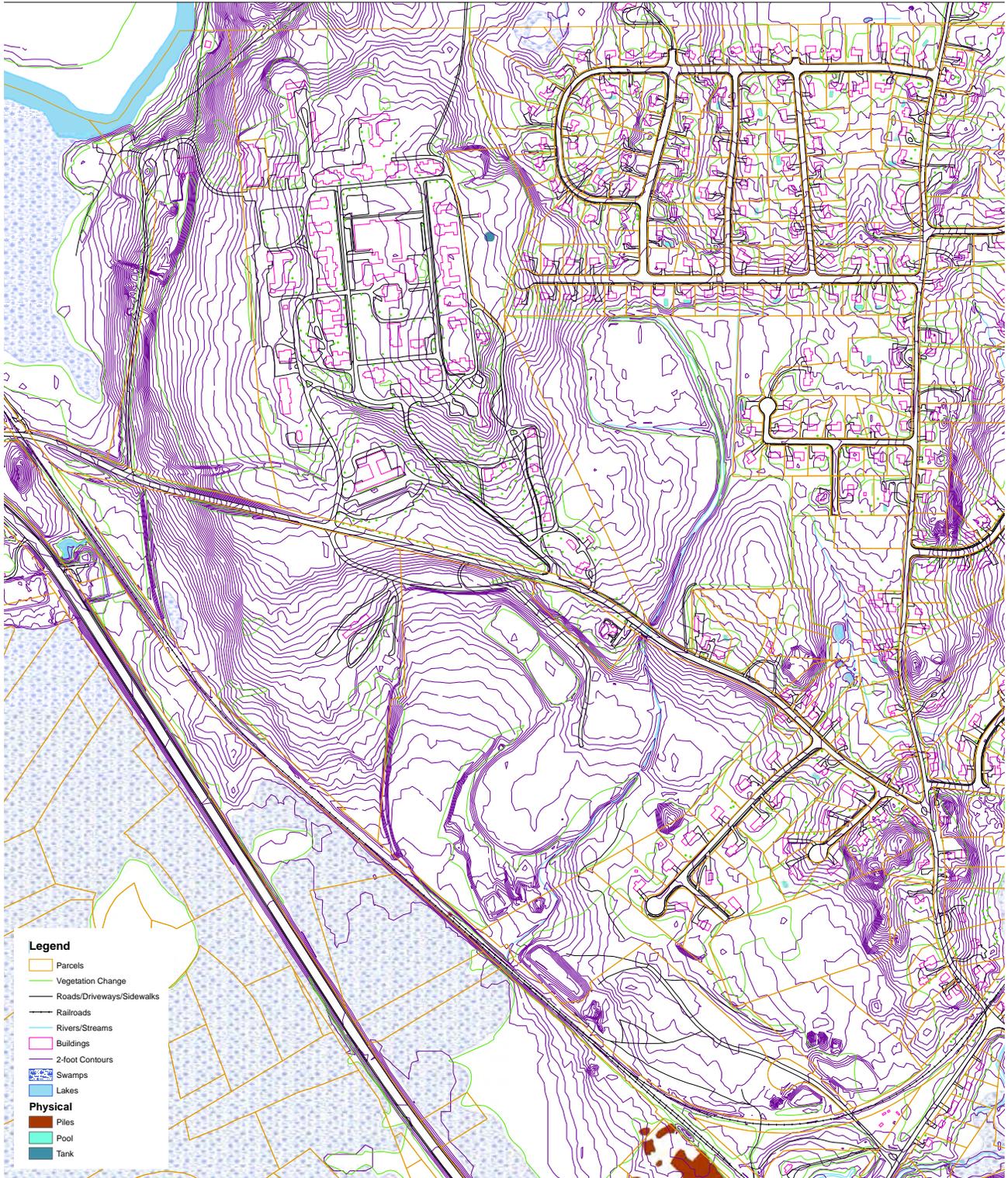


Figure V-5. 2012 USGS Topographic Map of Medfield State Hospital and vicinity.



Source: USGS.

Figure V-6. Medfield State Hospital and Vicinity - 2017



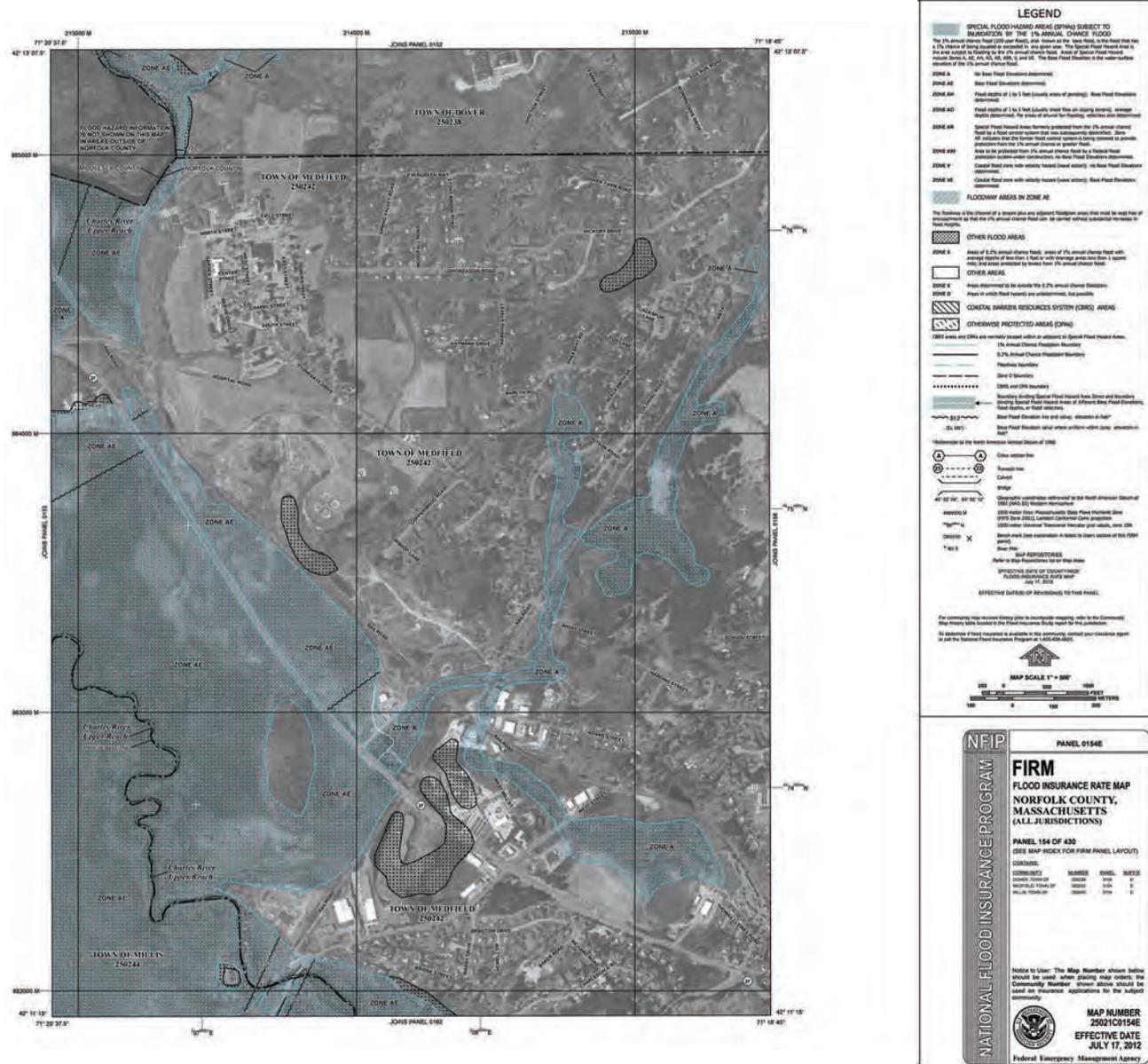
Source: Pare Corporation and Mass GIS.

Flood Plain and Wetlands

The flood plain maps for Medfield were updated by the US Federal Emergency Management Agency (FEMA) in 2012. The flood plain map, shown in Figure V-7, indicates that the core campus and water tower site, and much of the former state hospital grounds area south of Hospital Road owned by the Town is unshaded, which indicates that it is outside 500-year flood risk

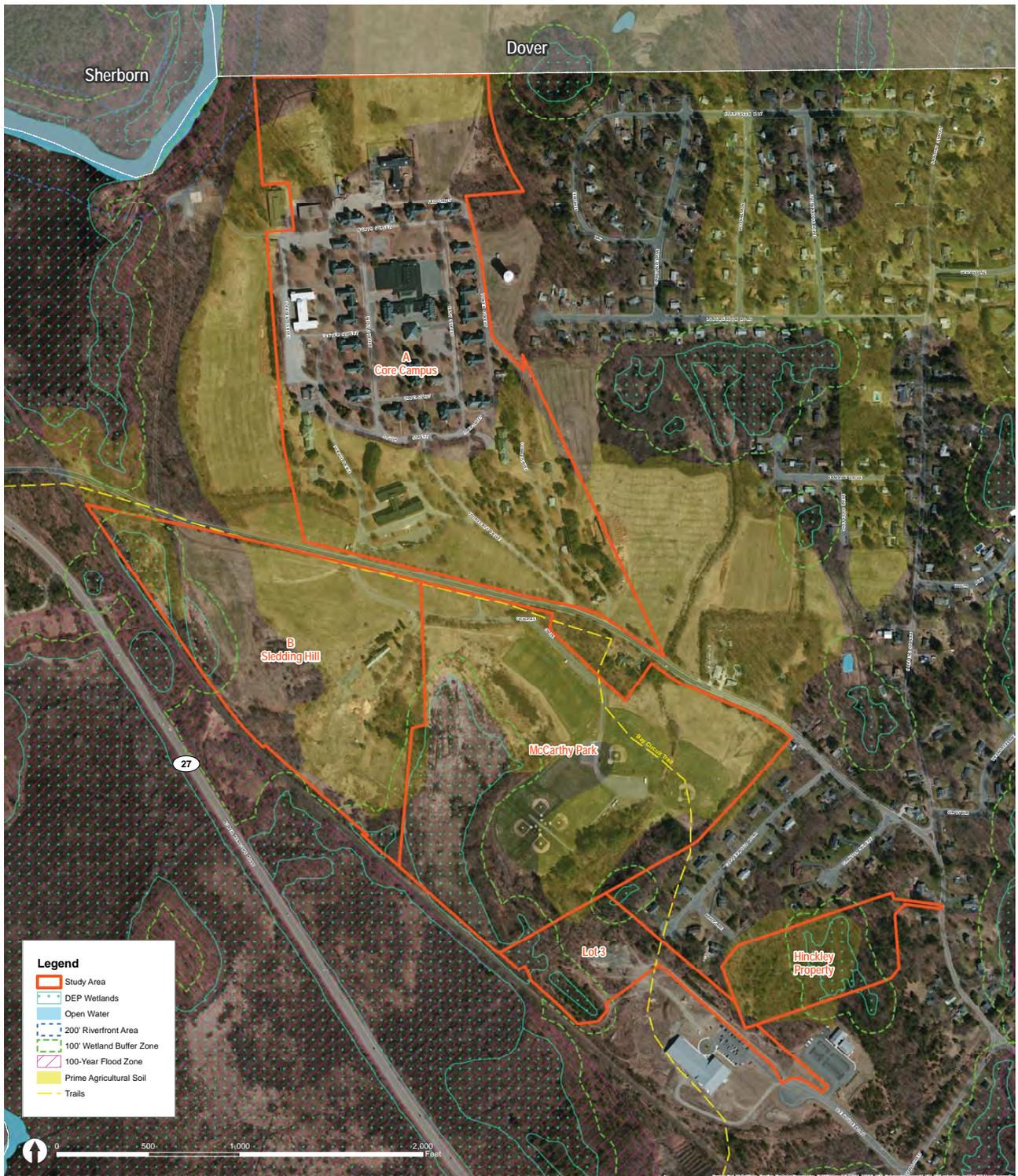
area. However, portions of the land south of Hospital Road do have wetlands and have some risk for flooding, noted in part by the black dotted area on the flood plain map. Figure V-8 indicates the location of wetlands based on MassGIS records, which are all located south of Hospital Road. Detailed flagging and mapping of wetlands on MSH property was not conducted as part of the master plan study.

Figure V-7. Flood Plain Map for the MSH vicinity.



Source: FEMA, Map #25021CO154E.

Figure V-8. Wetlands in the MSH Vicinity.



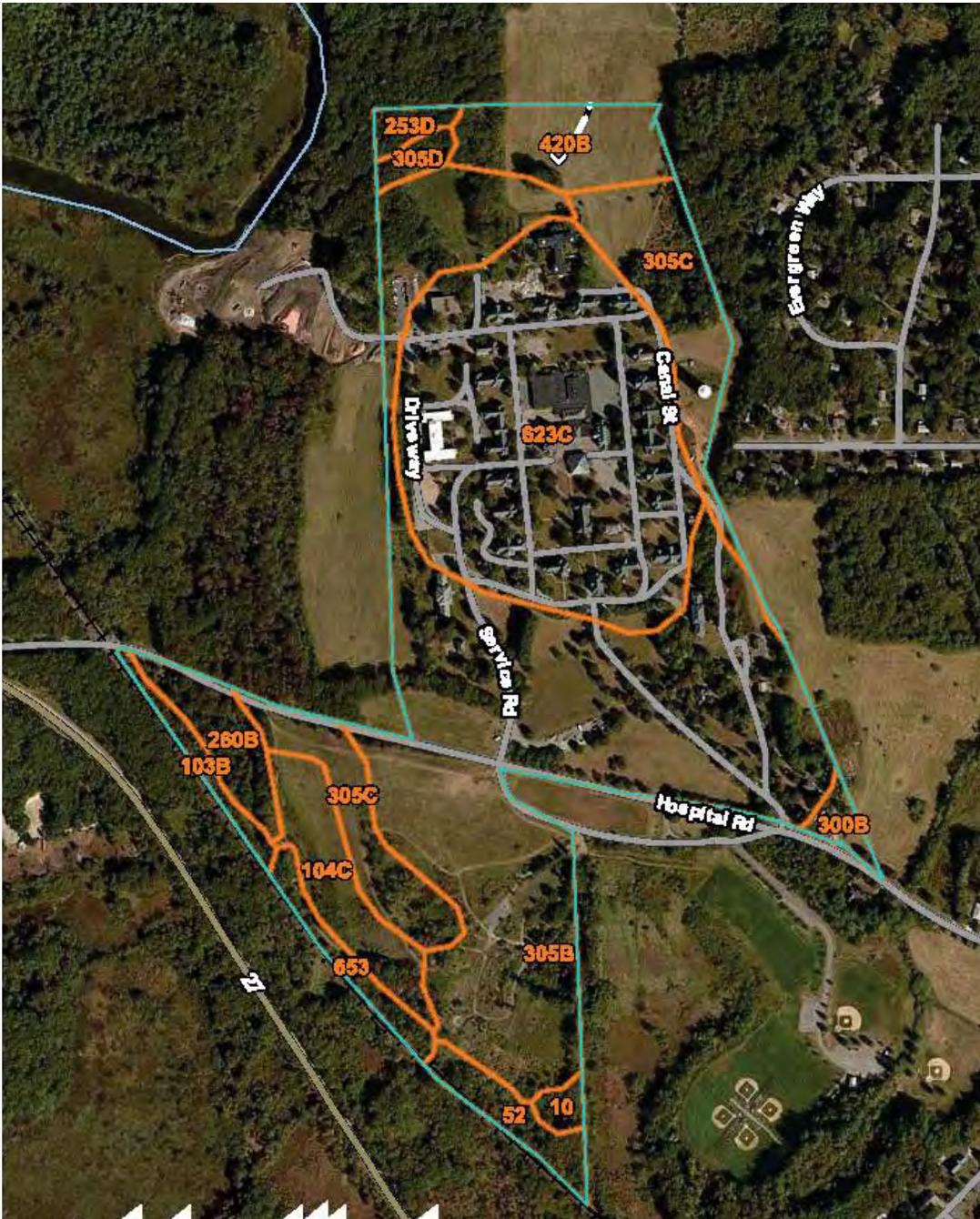
Source: MassGIS and VHB.

Soils

There are thirteen different soil types on the town-owned MSH grounds. Figure V-9 depicts the location of the various soils types at MSH. Eighty percent of the area is covered with just three major soil types, namely Paxton fine sandy loam with three to eight percent slopes; Woodbridge-Urban land complex which under-

lies most of the quadrangle area on the core campus; Paxton fine sandy loam with eight to fifteen percent slopes. Nine other soil types are found in the remaining twenty percent of the land area. Table V-1 provides additional detail on existing soils conditions found on the state hospital grounds owned by Medfield.

Figure V-9. Soils Map of Medfield State Hospital Ground Owned by Medfield.



Source: USDA: Natural Resource Conservation Service.

Table V-1. Soils at Town-Owned State Hospital Grounds.

Soils Map Unit Number	Locus	Soil Name	Acres	Percent of Area
10	South	Scarboro and Birdsall soils , 0 to 3 percent slopes. Typically, these soils support woodlands; occasionally pastures. Not suitable for building sites. Depth to bedrock: 60 inches Depth to seasonal high-water table: Scarboro soils - 1 foot above to 1 foot below surface; Birdsall soils - 0 to 1 foot	0.8	0.6%
52	South	Freetown muck , 0 to 1 percent slopes Poorly drained organic soil often found in depressions. Areas are often woodlands, or wetland shrubs and grasses. Not suitable for buildings. Poorly suited for conventional farming. Depth to bedrock: 60 inches Depth to seasonal high-water table: 0 to 1 foot below surface	2.8	2.1%
103B	South	Charlton-Hollis-Rock outcrop complex , 3 to 8 percent slopes Gently sloping soils on uplands with underlying bedrock. Many areas with this soil are woodlands and some home sites. Poorly suited for cultivated crops and pasture due to exposed bedrock. Depth to bedrock: Charlton soils more than 60 inches; Hollis soils -10 to 20 inches Depth to seasonal high-water table: More than 6 feet below surface	1.6	1.1%
104C	South	Hollis-Rock outcrop-Charlton complex , 0 to 15 percent slopes Most areas with these soils are woodlands and some home sites. Well-suited for pasture land. Poorly suited for cultivated crops. Depth to bedrock: Charlton soils more than 60 inches; Hollis soils -10 to 20 inches Depth to seasonal high-water table: More than 6 feet below surface	5.9	4.2%
253D	North	Hinckley loamy sand , 15 to 35 percent slopes Very deep, hilly and steep, excessively drained soil. Erosion risk. Most areas are woodland; some home sites. Risk for home sites is steep slopes. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: More than 6 feet.	1.1	0.8%
260B	South by Sledding Hill	Sudbury fine sandy loam , 2 to 8 percent slopes Very deep, nearly level and gently sloping, moderately well-drained soil in low area and slight depressions. Most areas with this soil are woodland; some home sites; a few areas are cropland or pastureland. Soil is well suited for crops and pasture. Due to high water table buildings with basements are not recommended. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: 1.5 to 3 feet	3.8	2.8%
300B	Arboretum area north of Hospital Road	Montauk find sandy loam , 3 to 8 percent slopes Very deep, gently sloping, well-drained soil. Most areas are woodland. Some areas used as cropland and pasture. Soil is very well suited to cultivated crops, pasture and uses as orchards. High water table can be a limitation. Depth to bedrock: 60 inches Depth to seasonal high-water table: 2 to 2.5 feet	1.1	0.8%

Table V-1. Soils at Town-Owned State Hospital Grounds. (cont)

Soils Map Unit Number	Locus	Soil Name	Acres	Percent of Area
305B	South of Hospital Road - former farm area	Paxton fine sandy loam , 3 to 8 percent slopes. Deep, gently sloping, well-drained soil on uplands. Some area of this soil are woodlands. Some homesites, and a few areas are used for crops & pastureland. Very well suited for cultivated crops. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: 1.5 to 2.5 feet	59.3	43.0%
305C	South; Water Tower site	Paxton fine sandy loam , 8 to 15 percent slopes Very deep, sloping, well-drained soil on side of upland hills. Most areas with this soil type are woodlands. Some home sites. A few areas are cropland or pastureland. Soil is well suited for cultivated crops. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: 1.5 to 2.5 feet	14.2	10.3%
305D	North; South	Paxton fine sandy loam , 15 to 25 percent slopes Very deep, moderately steep, well-drained soils on side of upland hills. Most areas with this soil type are woodlands. Some home sites. Poorly suited for cultivated crops due to steep slopes. Erosion hazard. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: 1.5 to 2.5 feet	1.1	0.9%
420B	North	Canton fine sandy loam , 3 to 8 percent slopes Very deep, strongly sloping, well-drained soils on uplands. Acidic soil. Most areas with this soil are woodlands, and some home sites or farms. Soil is very well suited for cultivated crops, pasture or orchards. If farmed, conservation tillage practices needed to minimize erosion. Depth to bedrock: 60 inches Depth to seasonal high-water table: 6 feet	6.3	4.6%
623C	Quad core area	Woodbridge-Urban land complex , 3 to 15 percent slopes Woodbridge soil is gently sloping and strongly sloping, very deep, and moderately well-drained. Urban land consists of land where original soil has been covered with impervious surfaces. Depth to bedrock: More than 60 inches Depth to seasonal high-water table: 1.5 to 2.5 feet for Woodbridge soils	37.7	27.3%
653	South	Udorthents , sandy Nearly level to steep areas where the original soils have been removed. Most areas are idle, and often have scrubby vegetation. Soils are very droughty and poorly suited for lawns, landscaping and vegetable gardening.	2.2	1.6%

Source: USDA, Soil Conservation Service: Soil Survey of Norfolk and Suffolk Counties.

Brownfields

Massachusetts Department of Environmental Protection records on spills and reportable incidents regarding hazardous substances indicate that there have been only nine reportable releases at the MSH property per the Massachusetts Contingency Plan (MCP or sometimes referred to as 21E), which are enumerated in Table V-2. There are no open MCP issues on the MSH property currently owned by the Town and there are no Activity Use Limitation (AULs) in place on the state hospital grounds. Prior to selling the property to the Town of Medfield, the Commonwealth removed all known underground tanks on the parcels transferred to the town. The former wastewater treatment beds were tested, and no issues were reported. The 1-acre laundry parcel northwest of the core campus quadrangle which was to have been included in land purchased by the Town has not yet been transferred to the Town. This area is still undergoing remediation for Chlorinated Volatile Organic Compounds (CVOCs) by the Commonwealth, which is remediating the land to the strictest standards, which is for residential use.

The criteria for a site with a reportable release being classified as Tier I is that one of the following factors is present: there is evidence of groundwater contamination above reporting standards; an imminent hazard is present; one or more remedial actions are required as part of an Immediate Response Action; or one or more response actions are needed to eliminate or mitigate a critical exposure pathway. RAO refers to Response Action Outcome, indicating a response was undertaken so as to assess or remediate the site as required, prior to the 2014 update of the MCP regulations.

Table V-2. Reportable Releases at Medfield State Hospital on State and Town-Owned Lands.

Release Tracking Number (RTN)	Date of Notification	Compliance Status
2-3001684	4/20/1989	RAO
2-3020037	10/14/2000	RAO
2-3020536	3/13/2001	RAO
2-3020799	6/15/2001	Tier I
2-3020984	8/8/2001	RTN Closed
2-3021162	10/9/2001	RTN Closed
2-3025651	2/6/2006	Tier I
2-0017471	4/1/2009	Tier I
2-0018210	5/27/2011	RTN Closed

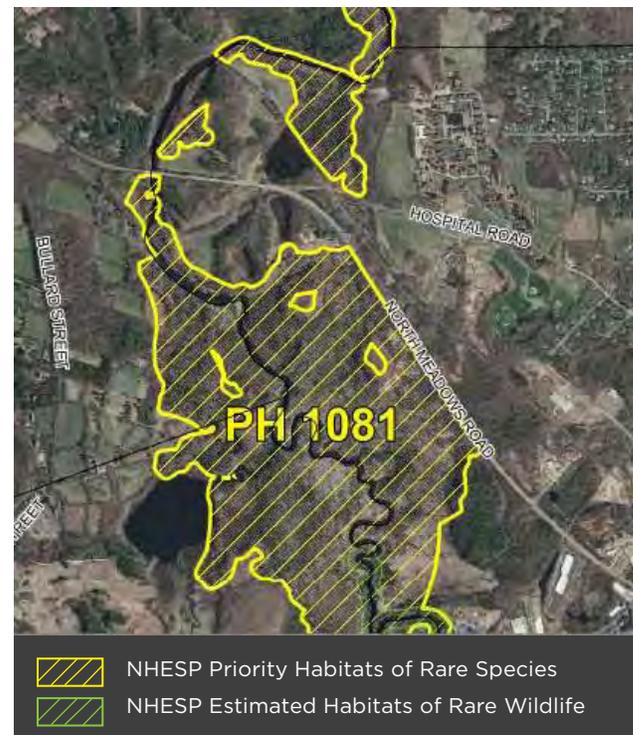
Source: MassDEP.

Since the buildings were built prior to 1974, there is a high likelihood of the presence of lead paint, which will need to be removed as part of building rehabilitation. Older buildings may also have asbestos encased heating pipes, which will require remediation. Assessment of buildings as to the presence of hazardous materials will be necessary prior to rehabilitation or demolition.

Natural Areas: Flora, Fauna and Habitat

A review of the most recently updated, August 2017 edition of the Massachusetts Natural Heritage and Endangered Species Atlas indicates that there are no known state-protected habitats for protected flora and fauna on the state hospital grounds owned by the Town, as reported in Figure V-10. The US Fish and Wildlife Service indicates that there are no federally protected fish or wildlife known in Norfolk County.

Figure V-10. Natural Heritage and Endangered Species in the MSH Vicinity.



MSH Town-owned properties do not have any NHESP Priority or Estimated Habitats as of 2017.

Source: MA Natural Heritage & Endangered Species Program.

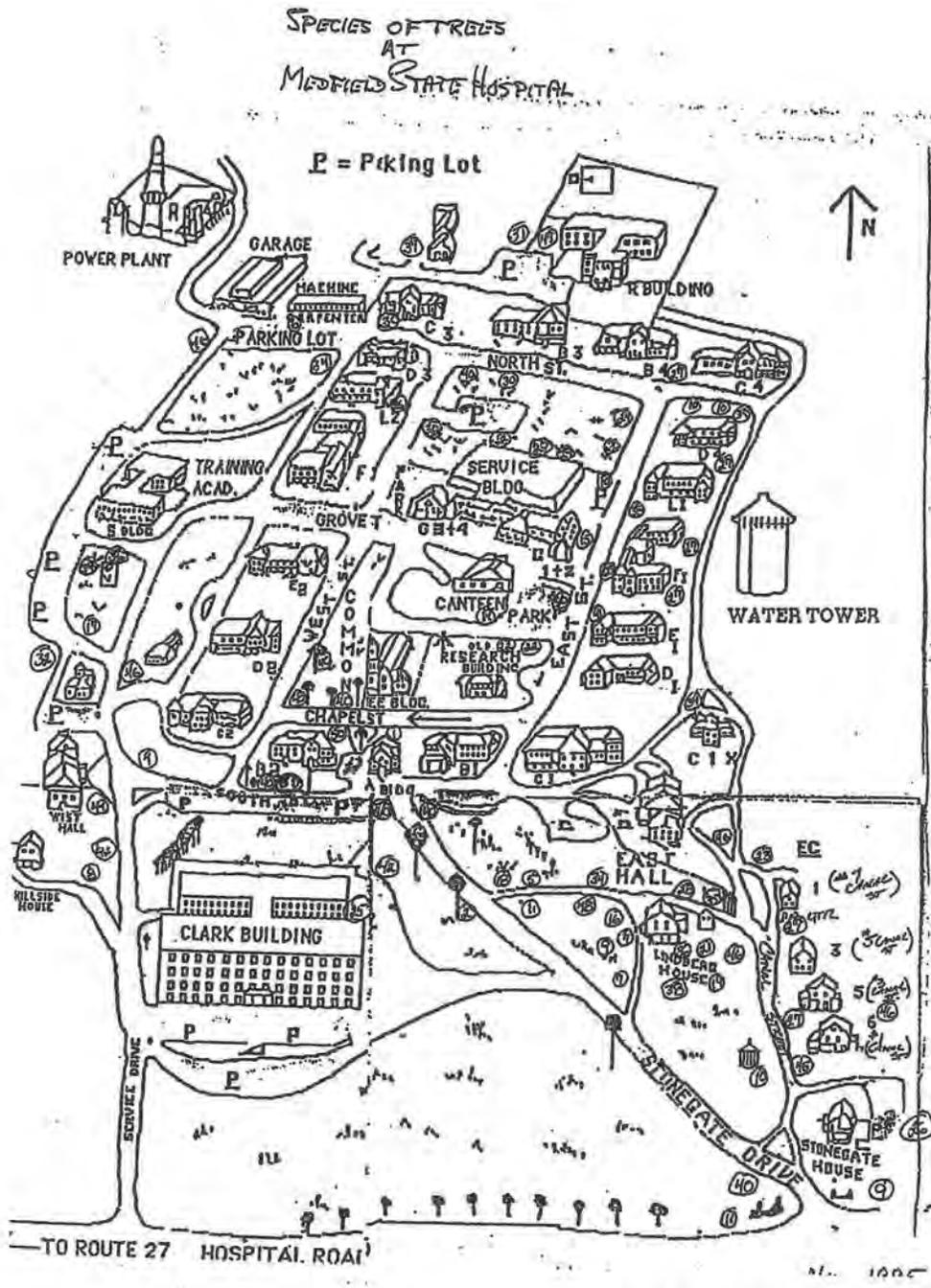
Trees

The MSH core campus has a collection of mature trees throughout – around the quadrangle; near Lee Chapel, and a small collection of mixed specimens in the southeastern section of the core campus amidst the houses built for staff in the early twentieth century, which has become known as the arboretum area. In

addition, there is woodlands in the far northwest section north of Hospital Road. South of Hospital Road, trees are found in the lower-lying area, where wet areas are found and closer to the rail line. Figure V-11 denotes the location and species of the various mature trees found in the Arboretum area prepared by Ellis Allen, a Medfield resident, and the Town's Tree Warden. Table V-3 is the key to the tree specimen inventory map.

Figure V-11.
Tree Specimens
at MSH Core
Campus.

Source: Ellis Allen.



Compiled By Ellis Allen

Table V-3. Tree Specimens at MSH Core Campus.

Tree #	Common Name	Scientific Name
1	American Beach	Fagus grandfolia
2	American Elm	Ulmus Americana
3	Apple	Malus spp.
4	Arborvitae	Thuja occidentalis
5	Black Cherry	Prunus serrotina
6	Black Oak	Quercus velutina
7	Canadian Hemlock	Tsuga canadensis
8	Chinese Chestnut	Castanea mollissima
9	Colorado Blue Spruce	Picea pungens glauca
10	European Beech	Fagus sylvatica
11	European Planetree	Platanus occidentalis
12	Flowering Cherry	Prunus spp.
13	Flowering Crabapple	Malus app.
14	Flowering Dogwood	Cornus florida
15	Fraiser Fir	Abies fraseri
16	Goldenchain Tree	Laburnum Vossi
17	Gray Birch	Betula populifolia
18	Green Ash	Fraxinus pennsylvanica
19	Horse Chestnut	Aesculus hippocastinum
20	Japanese Maple	Acer palmatum sp.
21	Japanese Tree Lilac	Syringa reticulata
22	Little Leaf Linden	Till cordata
23	Mockernut Hickory	Carya spp.

Tree #	Common Name	Scientific Name
24	Moraine Locust	Gleditsia tricanthos inermis
25	Mountain Ash	Sorbus Americana
26	Northern Catalpa	Catalpa speciose
27	Norway Maple	Acer platanoides
28	Norway Spruce	Picea abies
29	Paperbark Maple	Acer griseum
30	Pin Oak	Quercus palustris
31	Pitch Pine	Pinus rigida
32	Red Cedar	Junirpus virginiana
33	Red Oak	Quercus rubrum
34	Red Pine	Pinus resinosa
35	Sassafras	Sassafrass albidum
36	Scarlet Oak	Quercus coccinia
37	Saucer Magnolia	Magnolia soulangiana
38	Siberian Elm	Ulmus parvifolia
39	Sourwood	Oxydendren arboretum
40	Sugar Maple	Acer saccharum
41	Sweetgum	Liquidamber styraciflua
42	Tulip Tree	Liriodendren tulifera
43	Tupelo	Nyssa sylvatica
44	White Ash	Fraxinus Americana
45	White Oak	Quercus alba
46	White Pine	Pinus strobus
47	Yellowwood	Cladrastis lutes
48	White Fir	Abies concolor
49	Red Maple	Acer rubrum
50	White Birch	Betula alba
51	Fringe Tree	Chionanthus virginicus

Source: Ellis Allen.

Transportation

The Medfield State Hospital site is located on Hospital Road, approximately 2,100 feet from the Harding Street/Hospital Road intersection. Hospital Road is a two-lane minor arterial roadway under the jurisdiction of the Town of Medfield that travels in a general east-west alignment in the vicinity of the site. The roadway typical cross section provides two travel lanes, each approximately 12 feet wide with a 2 foot wide shoulder separated by a double-yellow centerline. Sidewalk is provided along the north side of Hospital Road between Harding Street to Cottage Street. The posted speed limit in the vicinity of the site is 40 miles per hour (mph) westbound and 40 mph eastbound which reduces to 25 mph east of Copperwood Road. Land uses along Hospital Road consist of residential properties, recreational space, areas of open and wooded space and, of course, the former Medfield State Hospital.

The major mode for transportation in the area is motor vehicles as there are no accommodations for bicycles in the area and there is no public transportation system that serves the area. The roadway is lightly traveled with an average annual daily traffic of approximately 2,200 vehicles per day on a weekday. Peak hour traffic by the site consists of approximately 350 vehicles per hour (vph) during the morning peak hour and approximately 200 vph during the weekday evening peak hour.

Access to the site is provided by two main intersecting roads – Stonegate Road/Cottage and Service Drive. The geometric layout for the Stonegate Road intersection should be improved to provide safer access from the site.

The roadways within the State Hospital property provide two-way traffic. The width of the roadways are relatively narrow varying from approximately 17 feet to 24 feet. Two-way circulation is provided by a two-loop system, the outside loop consisting of South Street, Tower Road, Garden Street and Service Drive. The inner roadway loop consists of Chapel Street, East Street, North Street and West Street.

It is proposed that the final layout should consider that two-way circulation be maintained due to anticipated higher vehicular traffic volumes while the inner loop be limited to one-way vehicular circulation with more opportunities for pedestrians and better walkability within the campus. With revised and improved layout, it can be expected that some of the excess roadways throughout the site can be removed and more green space can be provided.

There were 12,319 registered motor vehicles in Medfield in 2012, which exceeds the number of people living in Medfield by

six. Over one-third (33.4%) of Medfield residents have three or more vehicles available to travel to work per the American Community Survey five-year estimate in 2016. Nearly sixty percent (59.1%) have two or more vehicles available. Only 0.06% do not have access to a vehicle.

Pedestrians. There is a sidewalk network along the perimeter of the quadrangle. However, sidewalks are limited and in varying conditions. Some are unlevel and cracked, due to age. There is no sidewalk along Hospital Road on the south side. The partial sidewalk on the north side ends at Cottage Street and does not provide connections to other areas of Medfield. The Bay Circuit Trail, a part of the regional trail system, is an unimproved walking/ hiking path that passes through the north and south sides of the MSH campus.

Transit. Medfield does not have any public transit services operating within the Town. The closest commuter rail station with train connections to downtown Boston is in Walpole at 275 West Street, which is approximately six-and-one-half miles from the MSH campus by car. There are sixteen inbound trains via the Franklin line to Boston leaving Walpole starting at 5:15 am and running until just past midnight (12:07 am). Outboard trains to Walpole depart Boston from 3:50 am to 11:50 pm. It is approximately a 55-minute train ride. There is also some limited Uber service in Medfield.

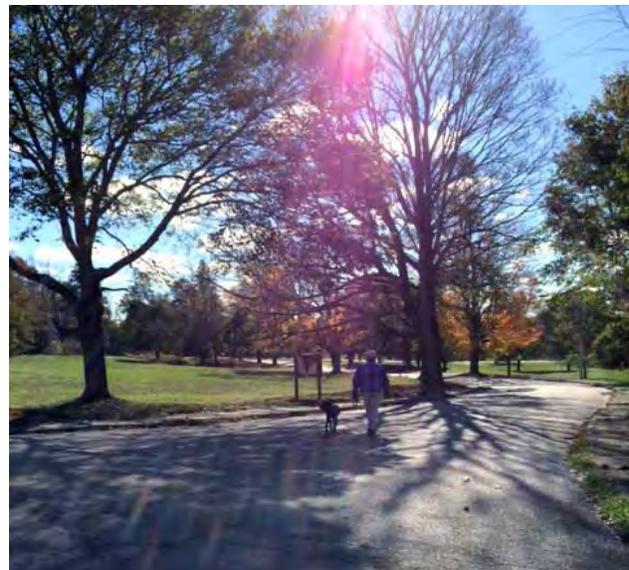


Figure V-12. Campus roads are used for walking and biking today. Redevelopment will need to plan for multi-modal use.

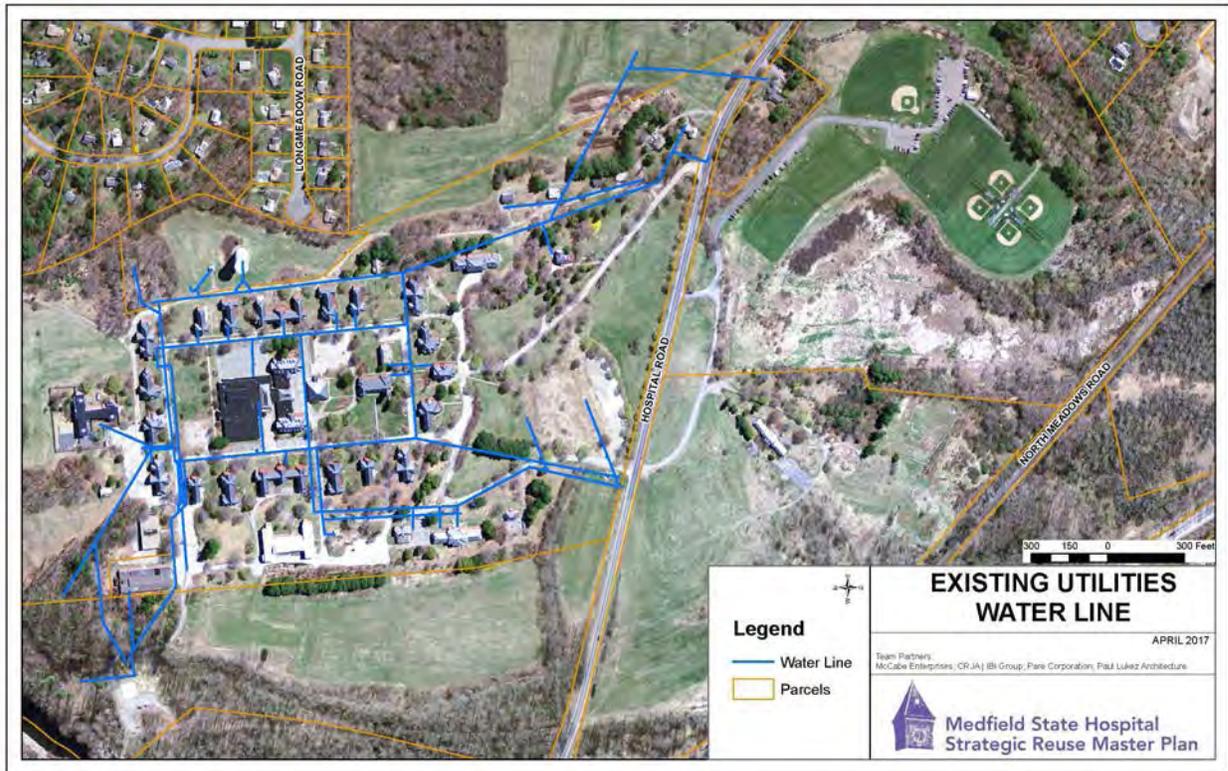
Utilities

When Medfield State Hospital was operational, it generated its own power and distributed it through a steam tunnel network to all the buildings. Originally, the state hospital had its own independent water, sewer and storm drainage systems as well. Storm and sanitary sewer lines were separated at points, but for the most part were combined. The wastewater treatment system eventually became connected with the Town's wastewater treatment facilities. Following closure of MSH in 2003, there was continued infiltration and inflow (I'n'I) of storm and ground water from the state hospital grounds into the wastewater collection system. The Commonwealth chose to disconnect the sanitary sewer system as a cost reduction strategy, since no effluent

was being transmitted to the wastewater treatment facilities from MSH. The water line connections to the individual buildings have been disconnected. However, there are some fire hydrants on site, both north and south, that have water flow. The last operating utility systems on the MSH campus are depicted below for water, wastewater and drainage.

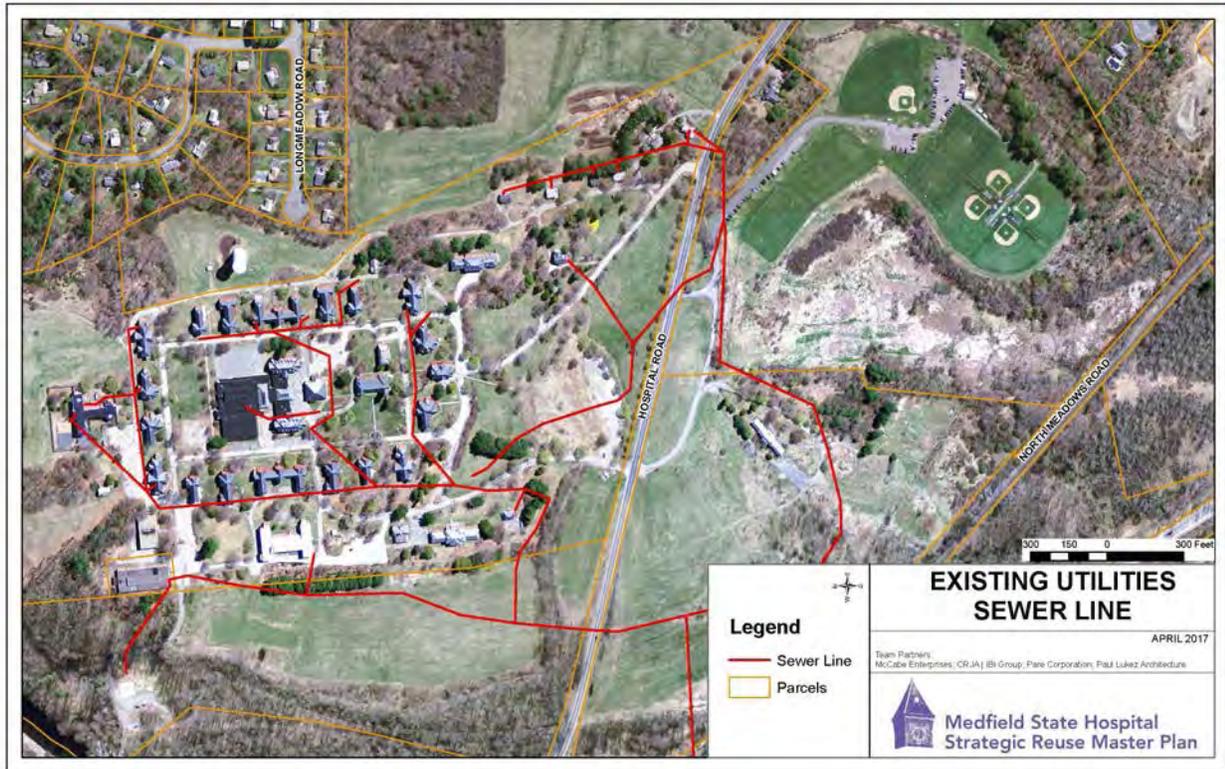
There is a 4-inch natural gas distribution line in Hospital Road approximately 600 feet east of the entrance to the town-owned state hospital grounds. A two-inch gas distribution line is located in the center of the Longmeadow Road cul-de-sac just east of the water tower parcel. Natural gas services are provided by Columbia Gas in Medfield.

Table V-13. Existing Water Distribution System.



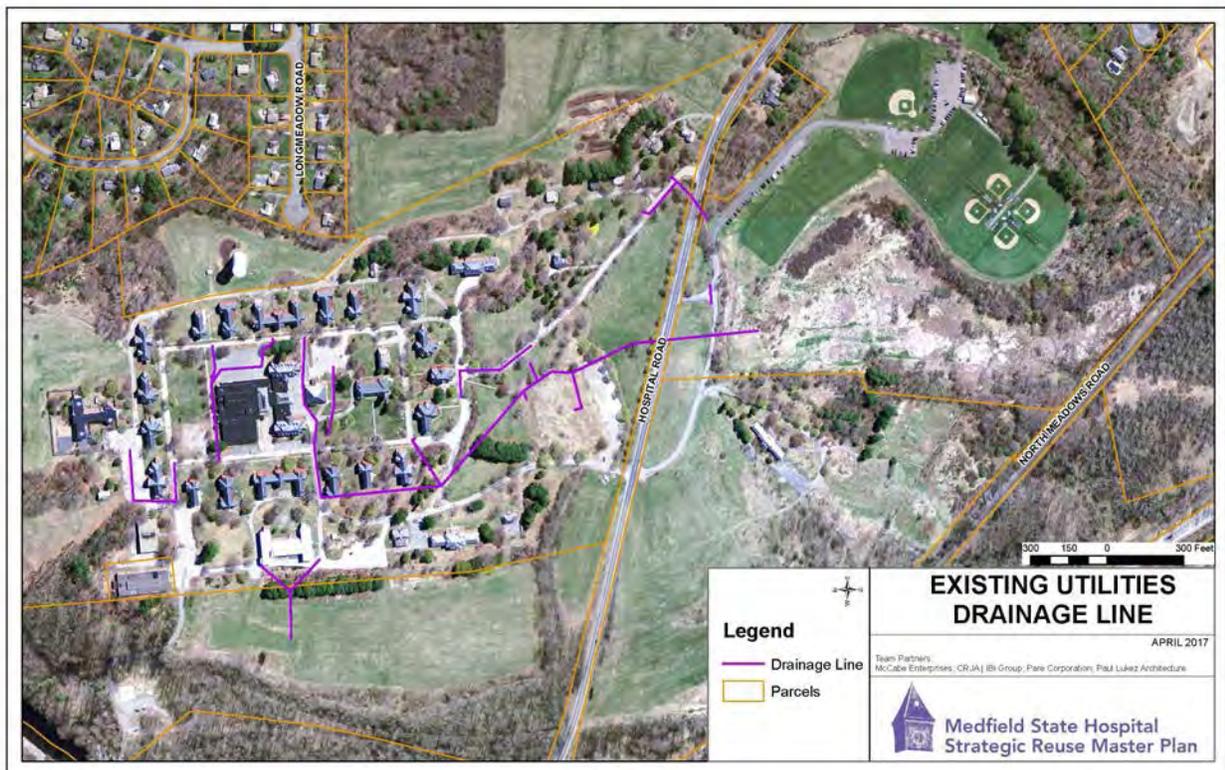
Source: Pare Corporation..

Figure V-14. Existing Wastewater Collection System.



Source: Pare Corporation..

Figure V-15. Existing Water Drainage System.



Source: Pare Corporation..

Figure V-16. Proximity of Natural Gas to MSH.



Source: Pare Corporation..

Figure V-17. Existing Steam Tunnel System.

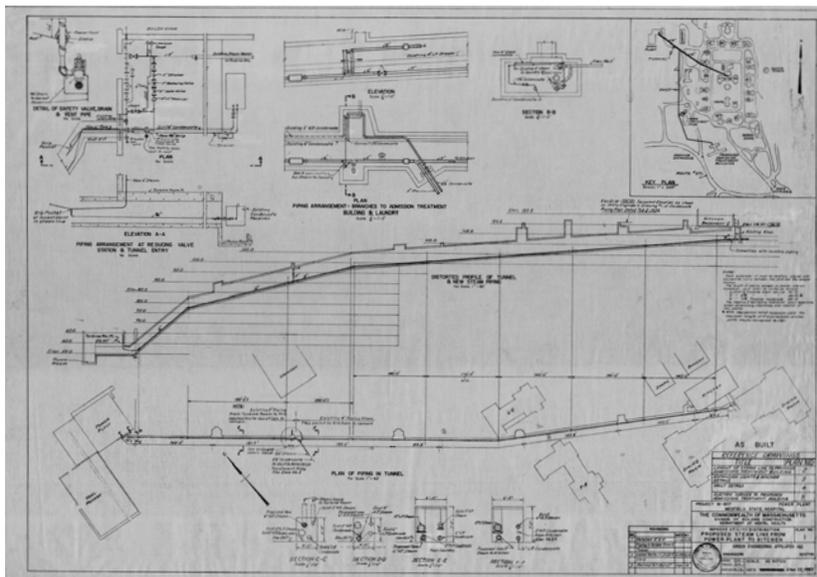


Figure V-18 and V-19. Existing steam tunnels on the campus.

Source: both photos, J. Thompson.

Buildings and Structures

The 1993 National Register nomination for the Medfield State Hospital Historic District reported that there were 58 buildings, eleven sites, sixteen structures and one object for a total of 86 resources. Seventy-six of the resources were considered significant or contributing to the historic character of MSH. The transfer of 128 acres to the Town in 2014 included the transfer of the buildings and structures.

There have also been two comprehensive inventories and reviews of the historic buildings since the hospital's closure in 2003 by well-regarded preservation experts. The first review and inventory of historic buildings and resources was prepared by Lozano Baskin with Finegold Alexander Associates in 2003, prepared for DCAMM. In 2014, DCAMM retained Epsilon Associates to prepare a new inventory and assess building conditions. Both of these reports are available at the office of the Medfield Town

Table V-4. Buildings at Medfield State Hospital's Core Campus.

Bldg #	Building Name	Total Building SF*	Building Condition		National Register Status
			Epsilon 2014	Lozano Baskin 2003	
1 (49)	Hillside House	2,336	Fair	Fair	Contributing
2 (23)	West Hall	28,075	Fair	Fair	Contributing
3 (6)	C-2 Bldg	16,226	Fair	Poor	Contributing
4(10)	D-2 Bldg	8,975	Fair	Poor	Contributing
5 (14)	E-2 Bldg	14,670	Fair	Fair	Contributing
6 (16)	F-2 Ward	29,733	Fair	Poor	Contributing
7 (20)	S Bldg Training Academy	47,423	Good	Good	Contributing
8 (18)	L-2 Ward	17,495	Fair	Fair	Contributing
9 (11)	D-3 Ward	8,975	Fair	Poor	Contributing
10 (74)	Mechanic/Machine Shop	18,000	Fair	Fair	Non-Contributing
10- D (63)	Paint Shop	No data	Fair	Demolition Recommended	Contributing
11(7)	C-3 Ward	16,226	Fair	Poor	Contributing
12 (3)	B-3 Ward	14,425	Fair	Poor	Contributing
13 (19)	R Bldg	30,890	Fair	Good	Contributing
14 (4)	B-4 Ward	14,425	Fair	Poor	Contributing
15 (8)	C-4 Ward	16,226	Fair	Poor	Contributing
16 (12)	D-4 Ward	8,975	Fair	Poor	Contributing
17 (17)	L-1 Bldg	17,495	Fair	Poor	Contributing
18(15)	F-1 Bldg	29,733	Fair	Fair	Contributing
19 (13)	E-1 Bldg	14,670	Fair	Poor	Contributing
20 (9)	D-1 Bldg	8,975	Fair	Poor	Contributing
21 (5)	C-1 Bldg	16,226	Fair	Poor	Contributing
22 (1)	B-1 Bldg Southgate	15,272	Fair	Fair	Contributing
22-A (52)	Administration A Bldg	15,412	Fair	Fair	Contributing

*Note: Over the years the building reports and plans have varied as to building areas. See Appendix 3 for a comparative table.

Planner. Table V-4 summarizes the existing buildings on the core campus north of Hospital Road and the building conditions as determined in the Epsilon report, the most recent assessment by a preservation expert, and by the Lozano Baskin report. There are no remaining farm buildings.

including the main barn, a hennery, brooder house, calf barn, bull barn, wagon shed, tractor shed, a few storage buildings and cellar hole. These have all been demolished. The stone wall areas remain in part, the remaining structural fragment of MSH's farming legacy, and are structures named in the National Register listing.

The last remaining farm building south of Hospital Road was the Odyssey House. At one time there were other farm buildings,

Bldg #	Building Name	Total Building SF*	Building Condition		National Register Status
			Epsilon 2014	Lozano Baskin 2003	
23 (2)	B-2 Bldg (office)	15,272	Fair	Poor	Contributing
24 (54)	Lee Chapel (Auditorium)	15,593	Fair	Fair	Contributing
25 (53)	Infirmary	8,311	Fair	Poor	Contributing
26 (55)	Clubhouse / Canteen	11,834	Fair	Poor	Contributing
27-A (57)	Service Bldg	42,527	Fair	Fair-Poor	Contributing
27-B (58)	Bakery/Food Service	91,163	Good	Good	Non-Contributing
28 (21)	TB Cottage	2,649	Poor	Poor	Contributing
29 (24)	East Hall (office)	20,459	Fair	Fair	Contributing
30 (46) (47- garage)	Superintendent's House	4,369	Fair	Fair	Contributing
31 (25)	Employee Cottage 1	2,794	Fair	Good	Contributing
32(27)	Employee Cottage 3	2,806	Fair	Fair	Contributing
33 (29)	Employee Cottage 5	2,890	Fair	Fair	Contributing
34 (30)	Employee Cottage 6	2,760	Fair	Fair	Contributing
35 (50)	Stonegate House Cottage S-5	2,752	Fair	Fair	Contributing
36 (48)	Asst Supt's House	4,496	Poor	Poor	Contributing

Source: McCabe Enterprises with information from Epsilon 2014 Building Inventory report, MACRIS, MassGIS and building plans provided by Town of Medfield.

Building area varied as to source document. McCabe Enterprises reviewed data from Lozano Baskin report, Epsilon report, VHB, building plan data, and building footprint information from MassGIS and Medfield assessor. McCabe Enterprises conducted no field investigations to confirm building area data relying in primary and secondary source documents noted herein.

Building numbers reference the numbering system used by MSHMPC as well as the Medfield Police and Fire Department's building identification numbering system. The building numbers in parentheses are the numbers used in the National Register nomination of Medfield State Hospital and are the numbering system used in the Memorandum of Agreement between the Town, DCAMM, and Massachusetts Historical Commission.



Figure V-20. Buildings surrounding the campus core.



Figure V-21. Lee Hall (The Chapel).

(Source: DBVW Architects)

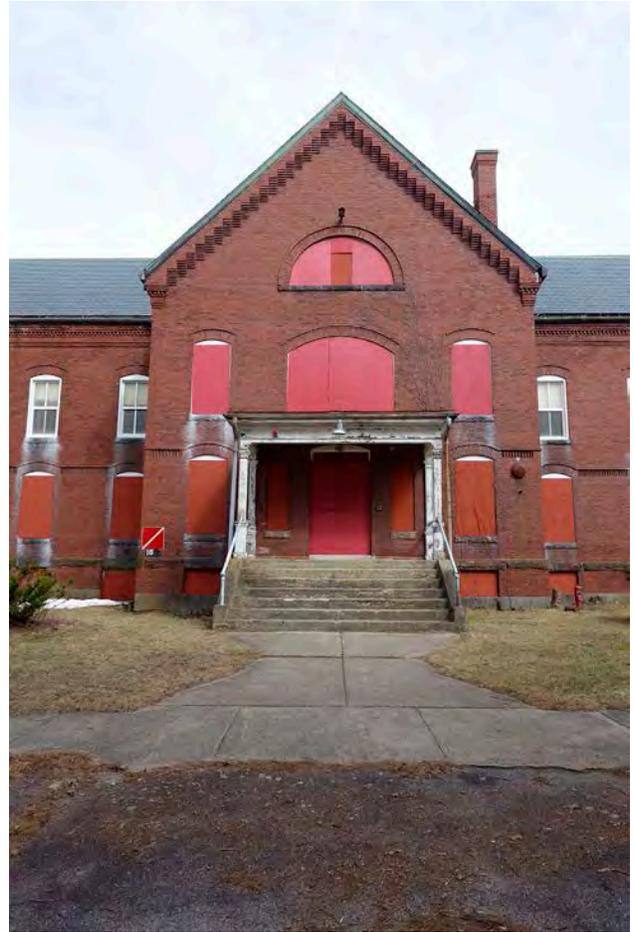


Figure V-23. Entries are marked by brick eave detail and wood frame entry porches.



Figure V-22. The brick structures were typically wrapped with wood frame porches, some of which remain.

Source all photos: McCabe Enterprises, unless otherwise noted.



Figure V-24. Steep roof peaks and rooftop monitors add interior height to make attic levels occupiable space.



Figure V-25 and V-26. (Left top, left center) Interior attic space, Building 5.

Figure V-27. (Left) Column-free common area, Building 5.

Figure V-28. (Right top) Second floor interior space, Building 5.

Historic Landscape Areas

The value and strength of the Medfield State Hospital site is attributable to its unique character—a formal, village-like campus arrangement of striking architecture defined by parallel streets and mature street trees set atop a hilltop within a beautiful, informal, undulating agricultural landscape. While the campus “village” appears formally arranged, upon closer inspection, the formality is softened by the irregular spacing of buildings, the termination of East Street by Bldg 22, the varying setbacks from the streets, the absence of bilateral symmetry, and the limited adherence to an axis. Rather than stemming from a strict formality, the strength of the village campus comes from its architectural cohesiveness, the street “wall” of architecture and mature trees, the simplicity of the landscape, the success of some of the spaces within the site, and the expansive views downhill from the Core Campus village on all edges, especially the view to the Charles River.

The overall landscape, views and vistas along Hospital Road and from the summit on the core campus are parts of the historic landscape. Noteworthy landscapes mentioned by reviewers include the “great lawn” fronting onto Hospital Road between the Stonegate Road entrance and the Service Road entrance to the core MSH campus and south of the site of former Clark administration building, which is now a graded gravel site. The Stonegate Road original entrance follows the existing natural ridge line.

The lawn looking westward from the Superintendent’s house towards the Stonegate entrance road was deemed significant in the National Register nomination.

Within the quadrangle area, the Common (the green grassy area to the west of Lee Chapel) is notable. The New England Town Common movement influenced William Pitt Wentworth’s design of the MSH core campus. The open area north of existing building 27B and south of North Street within the quadrangle was used by residents to play softball and recreate outside.

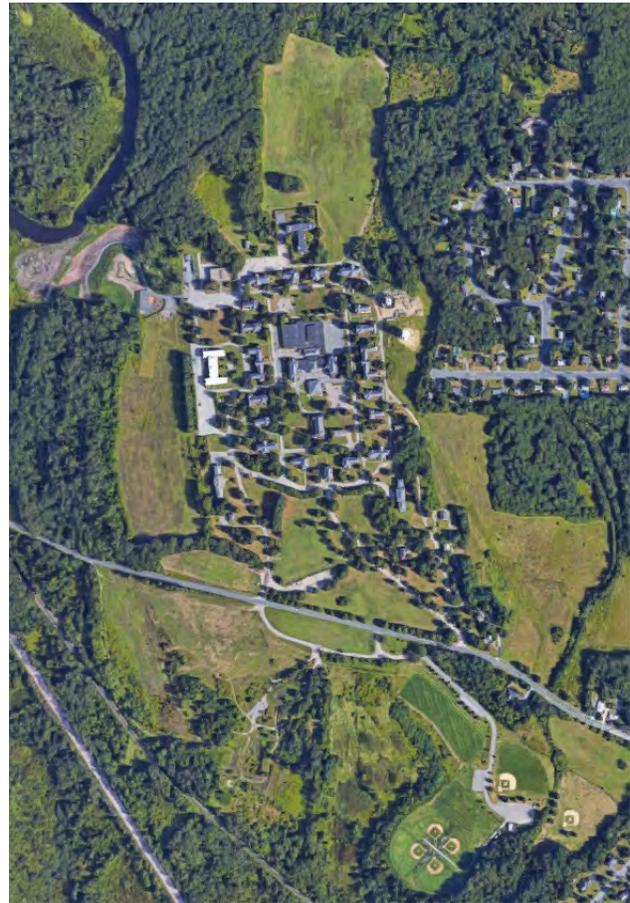


Figure V-29. The campus on top of the hill contrasts with the surrounding pastoral landscape.



Figure V-30 (Above) The entry drive is marked by plantings and piled-stone entry gates that should be preserved.



Figure V-31 The campus has a unique specimen tree collection that should be preserved with help of an arborist.



Figure V-32 Road orientation should be preserved as views to the campus and to the surrounding landscape are carefully crafted.



Figure V-33 The site is adjacent to the Charles River, and views and physical connections to it should be preserved.



Figure V-34 Detail of the piled-stone entry gate.



Figure V-35 The core of the campus is defined by the rhythm of the buildings and the consistent tree canopy.



Figure V-36 The campus is surrounded by the unique pastoral landscape of its historic farm; the expansive views should be preserved.

VI Agreements Informing Development

When the Town of Medfield purchased the state hospital grounds from the Commonwealth, the Town by its Board of Selectmen, entered into several agreements with the state as part of an overarching Disposition Agreement. These agreements inform and frame the reuse of the Medfield State Hospital (MSH) grounds and the redevelopment process. In some cases, lack of compliance with the agreements, can risk forfeiture of the land, which would then return to the Commonwealth. The applicable terms of the various agreements as to the reuse and redevelopment of the 128 acres of MSH purchased by the Town are highlighted in this section. The adjacent Water Tower site is governed by a separate conveyance and enabling legislation.

The applicable agreements include:

- Disposition Agreement;
- Memorandum of Agreement with Massachusetts Historical Commission; and the
- Agricultural Use Agreement.

Disposition Agreement

The Disposition Agreement between the Town and the Commonwealth was entered into as part of the Town's acquisition of the 128 acres – the core campus north of Hospital Road and the former farmland area south of Hospital Road. The disposition agreement provides for development incentives and sharing of net future proceeds, environmental remediation, and access. It

includes by reference agreements with Massachusetts Historical Commission and the MA Department of Agricultural Resources. These provisions and how they may affect and inform reuse and redevelopment of MSH are reviewed here. They include:

- Development Incentives and Sharing of Net Proceeds;
- Financial Reports;
- The Laundry Parcel;
- Easements; and
- MEPA.

Development Incentives: The Commonwealth agreed to sell to the Town the Medfield State Hospital grounds parcels A and B (See Figure III-2) for \$3.1 million to be paid in ten-equal payments over the next decade with no interest, provided that the Town share fifty percent (50%) of the net proceeds of any re-sale or ground lease of all or any portion of the site. The incentives noted below could increase Medfield's share of the net proceeds from fifty percent (50%) to seventy percent (70%). Table VI-1 details the potential incentives available to Medfield as specified in the Disposition Agreement and the current status as to achieving these incentives. The development incentives are only available if they are in effect before the first disposition for any portion of the site.

Financial Reports. The Town agreed to submit on a quarterly basis a detailed report on financial expenditures the Town intends to include in any future calculation of net proceeds. Town

Table VI-1. MSH Disposition Agreement Incentives.

Incentive Amount of Net Proceeds	Metric	Status
10%	Medfield resells/ground leases the property within 1 to 2 years of original closing date.	The deed was recorded on the sale of MSH to Medfield on September 19, 2014 and the Land Disposition Agreement was executed on December 2, 2014. More than 2 years has passed since the closing date.
5%	Medfield resells/ground leases the property within 3 - 5 years of original closing Date	Five years from the closing date will occur in December 2019.
2.5%	Medfield completes a comprehensive market analysis to inform land use decisions including zoning for site.	A comprehensive market analysis prepared by RKG was submitted to DCAMM. This market analysis has been used to inform the development of the Strategic Reuse Master Plan and the related draft zoning bylaw.
2.5%	Medfield adopts by-right zoning (to be informed by market study) of the First Disposition Parcel on the site, a portion of which must be used for residential housing of at least 4 units per acre for single-family units and 8 units per acre for multi-family units.	No rezoning has been adopted as of the preparation of this Strategic Reuse Master Plan. The Plan calls for multi-family residential units within rehabilitated buildings along the perimeter of the quadrangle and new construction in the Arboretum area. The proposed density using a land lease approach exceeds 8 units per acre. ¹
2.5%	Medfield adopts 43D of the Acts of 2006, Section 11 of Chapter 205 entitled "Local Expedited Permitting" which provides expedited permitting (180 day) on a redevelopment site.	A Town Meeting vote is needed to adopt Chapter 43D so that it can apply to MSH. MSHMPC has discussed 43D, the Local Expedited Permitting Program, as have town department heads. See the section on Implementation for further details.
2.5%	Medfield adheres to the Commonwealth's Sustainable Development Principles in the planning of future development of the site.	The MSH Strategic Reuse Master Plan has been developed in keeping with the Commonwealth's Sustainable Development Principles. See Appendix.

expenditures that could qualify as expenses to be deducted from net proceeds include expenses of ownership and redevelopment, including reasonable capital expenditures, routine security and customary operating expenses, such as the cost of repairs, snow removal, grounds keeping, rubbish removal, demolition costs, costs of constructing a connector access, hazardous material removal, assessment and professional expertise, costs related to master planning, rezoning and disposing of the property and

costs related to developing a town-wide master plan, and legal, survey, design and construction expenses and costs of installing any necessary infrastructure for redevelopment, and costs related to maintenance of parking lot access.

The Town also agreed to notify DCAMM in a timely manner of any sale or lease of MSH property or subsequent receipt of additional consideration for MSH property.

¹ The residential density calculation is based on the recommended number of residential units in this Strategic Reuse Master Plan based on leasing the land and selling the redevelopment rights to one or more developers. See sections on Preferred MSH Redevelopment Scenario and Implementation for further detail.

The Laundry Parcel. A small parcel northwest of the quadrangle area on the core campus containing 1 acre was retained by the Commonwealth and will be subsequently transferred to the Town once the laundry parcel has been completely remediated to residential standards by the state. DCAMM is responsible for preparing any and all environmental review documents regarding the transfer of this parcel to Medfield.

Connector Access Easement. The Town agreed to allow a crossing for continued public access between Commonwealth-retained Parcels A-1 to the east of the core campus and A-2 to the west of the core campus in a manner consistent with the use of the property. This access may be located adjacent to the north side of Hospital Road if marked at a safe distance from it. The Town is required to ensure this access is preserved in any sale/transfer of the property.

Temporary Western Access Easement. Until DCAMM completes the permanent public vehicular and pedestrian access on state retained parcel A-2, the Town has agreed to maintain the Western Access Easement on Parcel A. This temporary easement allows DCAMM access to complete remediation of the Laundry Parcel and for on-going monitoring/maintenance of the riverfront restoration area, Gateway Parking Lot and Boat Launch. The easement also provides temporary general public access to the Gateway parking Lot. This easement shall terminate upon recording of a release by the Commonwealth following DCAMM construction of the access road on Parcel A-2

MEPA. Per the Disposition Agreement any development or redevelopment of the Town-owned acres (or any portion thereof) north of Hospital Road must comply with MEPA. This compliance will likely include filing a Notice of Project Change (NPC) by the developer to update the project previously approved in the MEPA Certificate (EEOA No. 14448R) issued on April 2, 2010. The developer will be responsible for filing the Single Environmental Impact Report for its project as authorized by the Certificate and for any additional documents required by MEPA.

The MEPA Certificate also includes remediation and restoration of the Historic Fill Area alongside and in the Charles River, River Sediment, and the Laundry Parcel. DCAMM retains current ownership and responsibility for MEPA compliance for these areas. Upon completion of remediation of the Laundry Parcel, however, ownership for this parcel will pass to the Town and any subsequent development or redevelopment of it must then comply with MEPA.

MOA with Massachusetts Historical Commission

The Town of Medfield, the MA Division of Capital Asset Management & Maintenance (DCAMM), and the Massachusetts Historical Commission (MHC) entered into a multi-party Memorandum of Agreement (MOA) regarding the historic resources (buildings, structures, objects, landscape) and future reuse and redevelopment. Both the Medfield Historic Commission and the Medfield Farm and Hospital Historic District Commission are signatories to the MOA. MHC has found that the sale, disposition and reuse of MSH could adversely affect this historic resource and has agreed to stipulations to mitigate the adverse effects, which are the focus of the Agreement. The agreement covers:

- Planning principles;
- Historic Tax Credits;
- Non-contributing buildings and structures;
- Demolition;
- New construction;
- Marketing, RFPs and developer selection; and
- Recordation plan.

Planning Principles. Per the MOA, the Town has agreed to encourage historic preservation in any redevelopment process. Preservation of character-defining features of contributing buildings, structures and landscapes shall be encouraged. Any rehabilitation of buildings, structures and landscape features shall be in accordance with the Secretary of the Interior's Standards for Rehabilitation of Historic Properties, which can be found online at www.nps.gov/tps/standards/rehabilitation/rehab/stand.htm. Rehabilitation of buildings in extremely poor condition is encouraged.

Historic Tax Credits. The MOA calls for the Town to publicize the availability and potential use of state and federal historic tax credits to help preserve and rehabilitate the historic resources for the reuse of Medfield State Hospital grounds and buildings, and to encourage developers to consult with MHC and the National Park Service. There is no specific commitment within the agree-

ment regarding the allocation and use of state historic tax credits. However, the MOA notes that if MHC finds the proposed rehab activities are eligible for historic tax credits and the proposed work adheres to the Secretary of Interior's Standard's, this would allow for the award of historic rehabilitation tax credits.

Non-contributing buildings and structures. Massachusetts Historical Commission agrees that demolition of non-contributing buildings is permitted within the Farm and Hospital Historic District. There were two buildings named in the original National Register nomination as non-contributing, namely the Machine Shop (Building #10) and the Bakery/Food Service building which was erected in the 1950s (Building #27B). Non-contributing buildings in a historic district can typically be rehabbed, changed or demolished without a required historic review process. All other buildings identified as non-contributing at MSH have been demolished.

Demolition of Contributing Buildings. MHC in the MOA acknowledges that rehabilitation of contributing buildings in extremely poor condition may be unlikely and has agreed to demolition of these buildings and structures.

New Construction. The Town agreed to encourage the design of any new buildings or structures to be built in a sympathetic and compatible style to the character-defining attributes of the contributing buildings, structures and landscape features of MSH. Prior to any new construction, the Town agreed it will consult with MHC to determine if an archaeological survey will be required.

Marketing, RFPs and Developer Selection. Prior to disposition, lease, sale or transfer of all or a portion of the state hospital grounds, the Town is required to consult with MHC, the Medfield Historic Commission (Medfield HC), and the Medfield Historic District Commission (HDC) (for the Farm and Hospital District) on developing a marketing plan for all or a portion of the site. It was agreed that the Marketing Plan shall include an advertising plan and schedule for publicizing the RFP; a distribution list for notice of RFP availability (including suggested contacts from MHC, Medfield HC, and HDC); and a schedule for receiving and reviewing submissions in response to the RFP.

The Town agreed to provide fourteen days advance notice for review and comment on a draft marketing plan, with a subsequent seven-day review of the revised draft marketing plan to MHC,

Medfield HC, and HDC regarding issues addressing historic preservation.

Request for Proposals. A Request for Proposals (RFP) for disposition (sale or lease) of all or a portion of the state hospital grounds shall be prepared in consultation with MHC, Medfield HC, and HDC. Similar to the marketing plan, MHC, Medfield HC, and HDC are to be provided fourteen days for review and comment on the confidential draft RFP as to historic preservation issues. Again, following revisions to the draft RFP, the Town must provide MHC, Medfield HC, and HDC an additional seven days to comment on the final RFP regarding historic preservation issues before distribution and issuance. The RFP must also include the National Register nomination for MSH as well as a copy of the 2014 Epsilon report.

Bidders Conference. The Town agreed to hold a bidders' conference for prospective developers related to the issuance of RFP(s) for the state hospital grounds. MHC, Medfield HC, and HDC must be invited to the bidders' conference and be provided an opportunity to provide information about and answer questions as to historic preservation.

RFP Responses and Submissions. The Town agreed to provide MHC, Medfield HC, and HDC with copies of all developers' responses and submissions to the RFP. The Town also agreed to provide MHC, Medfield HC, and HDC with at least thirty days to review the submissions and to comment on any of the proposals regarding historic preservation and the applicability of the Secretary of the Interior's Standards for Historic Preservation to the proposals. The Town further agreed to consider such comments so that they can be addressed in the interviews with any prospective developers.

Interviews with Developers/ RFP Respondents. The Town has agreed to notify MHC, Medfield HC, and HDC of the interview schedule with prospective developers. MHC, Medfield HC, and HDC shall be permitted to attend the interviews.

Developer Selection. Final selection of a developer is in the sole discretion of the Town. In the event that the Town finds that no feasible or acceptable proposal was received that provides for the historic rehabilitation or new construction in conformance with the Secretary of the Interior's Standards, the Town or new owners (or lessees) may move forward after notifying MHC, Medfield HC, and HDC. This includes moving forward with demoli-

tion of buildings, subject to receipt of required materials in the Recordation Plan, and any other required reviews and permits.

Recordation Plan. Prior to any demolition or substantial new construction or other major change, the Town is required to make a Recordation Plan which includes archival photographs and documentation of character-defining attributes of each building, structure or object, along with the historical information found in the National Register nomination. The Recordation Plan along with all photographs and documentation shall be provided to MHC, the Medfield Historic Commission, and the Medfield Historic District Commission (for the Farm and Hospital Historic District).

Agricultural Use Agreement

Parcel B, the land acquired by the Town south of Hospital Road, is the focus of the agricultural use agreements. The MA Department of Agricultural Resources' (DAR) mission includes the protection and preservation of agricultural lands in the Commonwealth, including former agricultural lands as part of state hospital properties. Based on the Disposition Agreement and additional documentation from DAR no more than twelve acres may be used for development. The Town has agreed to this development restriction for the lands south of Hospital Road.

Agricultural Preservation Restrictions. The Town further agreed to place an Agricultural Preservation Restriction upon the remainder of the land south of Hospital Road (Parcel B), approximately 28 acres. In addition, the Town has agreed to place an agricultural preservation restriction on property in Medfield known as the "Holmquist property," as well. The APR on the Holmquist property is in consideration for the Town's right to develop up to twelve acres on Parcel B. The Holmquist APR must be completed within one-year of the first sale or disposition from either Parcel A or Parcel B. The Parcel B APR restriction was to be formally consummated within two years of acquisition of MSH grounds, namely December 2016. In the event, that the Town does not create an Agricultural Preservation Restriction on the Holmquist property, Parcel B, can revert back to the Commonwealth.

Water Tower Site

The Massachusetts state legislature authorized the conveyance of six acres of land east of the MSH core campus for purposes of erecting and maintaining a water tower and related easements in the Acts of 2014. The site must be used in perpetuity for a water storage tower and water easements. If the water storage use ceases, the land could revert back to the Commonwealth.

VII The Medfield State Hospital Master Planning Process

The MSH Master Planning Process

Master planning for the future reuse of the Medfield State Hospital began shortly after the Commonwealth announced its intention to close MSH in 2002. The Massachusetts Division of Capital Asset Management and Maintenance first retained a consultant in 2003, the year MSH permanently closed. The consultant developed a potential reuse plan calling for 400 to 600 housing units, office space as well as a continuing care retirement community. Alternative concepts were generated by the public and private sector. The Town and its residents participated and monitored the planning discussions, advocating for site remediation and better maintenance of the closed site.

Acquiring the State Hospital

Medfield voted in April 2014 at Town Meeting to acquire Medfield State Hospital from the Commonwealth for \$3.1 million, payable in ten installments with no interest to the Commonwealth over the following decade. Eight months later in December 2014, the Town became the official owner of record of the MSH main campus north of Hospital Road and the additional 40 acres on the south side of Hospital Road. With the Town Meeting vote, Medfield decided to assume “the challenge

of repurposing this beautiful plot of prime real estate.” Some described it as one of the most significant challenges and opportunities that the Town has faced in its history.

The Town established a study committee, the State Hospital Advisory Committee (SHAC), to investigate the merits of acquiring the property in 2013. Controlling the future uses and development at the Medfield state hospital grounds was a keen concern for many residents that motivated the Town to acquire the hospital grounds.

As part of its due diligence examining the pros and cons of purchasing the state hospital grounds, SHAC undertook a community visioning process with a large scale community-wide meetings providing residents with a forum to exchange their ideas, desires and concerns regarding the future of the state hospital grounds. Recreation, residential and civic/public uses of the state hospital grounds were the most desired uses by town residents in the 2014 visioning session.

In January 2014 SHAC also undertook a community survey of Medfield residents as to preferred uses, which found that the top three choices for future use of the site were recreational uses, namely trails, open space, and recreational space. As to housing,

residents' leading responses favored senior housing and no housing at all. Apartments garnered weakest support (about 4% in favor) amongst Medfield residents. Preservation of open space and historic structures was widely favored, although fewer respondents indicated support for higher taxes for these purposes. As to the potential uses for state retained parcels, the top three choices favored by Medfield residents were passive recreation, active recreation, and open space with no specific use. Community Supported Agriculture, farming, and community gardens also garnered support. The SHAC also asked residents about potential uses identified in the preliminary market analysis. The highest support from respondents was for recreational facilities, a continuing care facility, and a satellite institutional campus.

The SHAC report to the April 2014 Town Meeting summarized community interests in new uses for the state hospital, specifically:

- Mixed-use housing (55+ housing, single-family, and affordable);
- Town uses of Parcel "A" with the Chapel for performing arts/cultural center; and an outdoor amphitheater;
- Retail/ Light Commercial, including convenience goods, office, and restaurants;
- Open Space with passive recreation, trail network, and river access; and
- Recreation/ Agriculture Uses – Parks & Rec Building, Agriculture/ Community Gardens.

The SHAC also undertook a preliminary financial assessment as to the cost implications of Town-controlled and DCAMM-controlled scenarios which was reported to Town meeting. The two

alternative scenarios posited to Town Meeting are summarized in Table VII-1. Town Meeting supported the option with a variety of housing types, both senior housing and affordable housing, with a lower range of units, recognizing that the preferred option would be a cost to the Town as to acquisition as well as a continuing operating cost as to education and town services.

The Selectmen's Charge to MSHMPC

Prior to formally acquiring the property, the Medfield Board of Selectmen appointed a nine-person Master Planning Committee and an eight-person Resource Committee to serve as advisors to the MSH Master Planning Committee (MSHMPC) in June 2014. The Selectmen tasked the Master Planning Committee with developing a comprehensive and coordinated vision for the sustainable redevelopment and reuse of the former Medfield State Hospital. The Selectmen set forth further considerations for the MSHMPC's work to prepare a redevelopment plan, namely:

- Build upon the visioning process that was completed by SHAC¹, including public involvement.
- Work cooperatively with existing MSH committees as well as town boards/staff.
- Preservation of the scenic and natural characteristics of the site.
- Any construction should be designed to enhance the property.
- Public enjoyment of the natural open spaces surrounding the redevelopment parcel.
- New uses for the property should not negatively affect the natural resources surrounding the property.

**Table VII-1.
Alternative Cost Scenarios
Reported by SHAC to 2014
Town Meeting.**

	Scenario 1: Town Control	Scenario 2: DCAMM Control
Uses	140 units - Senior Housing 100 units - "40B" Housing	440 units of Housing
Real Estate Taxes	\$ 1,100,000	\$ 1,900,000
Town Services	-\$ 500,000	-\$ 900,000
Schools	-\$ 1,500,000	-\$ 6,500,000
Total	-\$ 900,000	-\$ 5,500,000

Source: SHAC, 3/20/2014 presentation.

¹ SHAC is the State Hospital Advisory Committee, which was the Medfield town committee appointed by the Selectmen and charged with investigating whether or not to acquire the state hospital grounds from the Commonwealth.

- Redevelopment should consider a complimentary mix of land uses, provide long range economic benefits to Town, and be sensitive to the character of the site.
- Diversity of housing should be investigated to address the affordable housing needs as well as the need for over 55 housing in Town.
- Redevelopment strategies should take into consideration the impact on the surrounding neighborhoods.

Following formal acquisition of the state hospital property and after MSHMPC had begun its work in earnest, the Board of Selectmen refined the goals for MSHMPC's assignment for development of the strategic reuse master plan in December 2014, which are noted in Figure. VII-1. The MSHMPC and the Resource Committee met biweekly from summer 2014 through

the first-half of 2018 to develop a master plan that reflects Medfield's values and aspirations, assures public access and use of the trails and open spaces, complements the small-town, rural scale of Medfield and is financially viable.

As the new owner of a closed state hospital with 37 National Register-listed contributing historic buildings, the Town and MSHMPC made an early decision to be good stewards of the property. The Town did not want the historic buildings to deteriorate through neglect. An MSH building and grounds committee was also established. Medfield decided to properly mothball all of the structures to minimize the risk of vandalism as well as the intrusion of water and weather elements. Most of the wood porches from the existing red brick buildings were removed as a preventive action to minimize further deterioration and avoid the appearance of blight.

Figure VII-1. Mission, Goals, and Objectives of Medfield State Hospital Reuse Plan.

Board of Selectmen Mission Statement:

The overall goal of the Committee is to present the Board of Selectmen a comprehensive and coordinative vision of the sustainable redevelopment and reuse of the former Medfield State Hospital.

Goal:

The goal is to create a Master Plan for the former Medfield State Hospital whose initial phase covers reuse of the core campus but also suggest compatible uses for the adjacent town- and state-owned properties. Alternative reuse designs will be based on balancing the competing uses and following set of objectives.

Committee Objectives Adopted by the Board of Selectmen:

- Preserve Natural Resources & Rural Character of the site.
- Conserve when feasible the Architectural & Cultural History of the site.
- Consider and select reuses that are informed by the underlying values & character of the Town of Medfield.
- Consider housing needs for multiple economic & demographic segments of the Medfield population.
- Create & integrate open space with easy access throughout the site
- Create economic value to the overall site & serve the needs of the community.
- Establish a sense of place and destination
- Provide recreational, learning & cultural opportunities to support Medfield's diversity of talents and interests.
- Consider retail & commercial space within the context of campus reuse plan & supportive of ongoing economic development in downtown Medfield.
- Achieve acceptable long-term economic, environmental & financial impacts on Medfield residents & town services.

- Medfield Board of Selectmen, December 17, 2014

Source: 2015 Medfield Town Report.

The MSHMPC’s Planning & Community Engagement Process

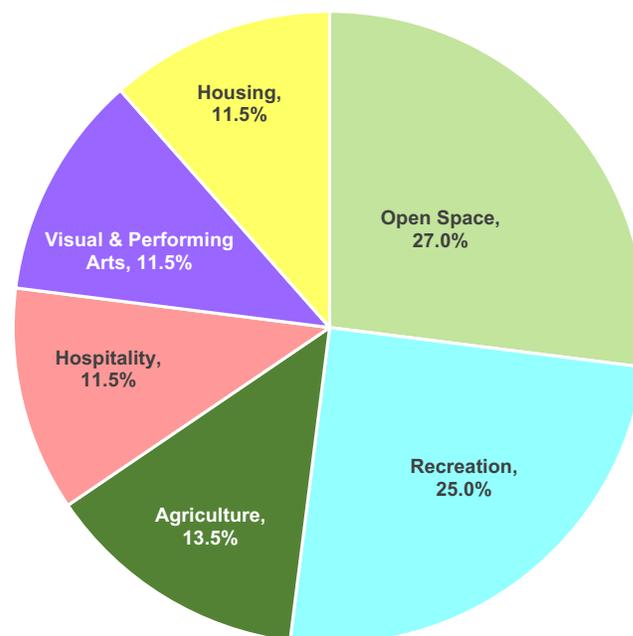
Redevelopment of 128 acres with 676,000 SF of existing buildings required MSHMPC and the Resource Committee to learn more about real estate development and how other communities addressed the reuse and re-purposing of large former state facilities. MSHMPC researched and visited other state hospital redevelopment projects, such as Danvers, Foxborough, and Northampton. Members of MSHMPC met with representatives of MassDevelopment to understand how Northampton State Hospital was redeveloped and also met with the Chair of the Foxborough Planning Board who oversaw the redevelopment of the state hospital grounds in Foxborough. The committee traveled to Lowell and spoke with key players in Lowell’s revival, including National Park Service personnel and developers to learn how they addressed the challenge of old and sometimes crumbling mill buildings and turned them into historic assets creating an economic engine for the City using historic tax credits.

The Town through MSHMPC undertook various technical studies to strengthen its understanding of existing conditions, as well as market conditions.

The Master Planning Committee held a developer’s round table in 2016, which had a two-fold purpose. First, MSHMPC and Resource Committee members desired to learn more about the real estate development community and what the private sector’s concerns and interests might be regarding the state hospital property. Secondly, MSHMPC was interested in cultivating developer interest in redevelopment of MSH property.

Figure VII-2.
Ideal Allocation of Land by Use
for the future reuse of Medfield
State Hospital.

Note: This chart identifies Ideal allocation of land use, which is distinct from the dream uses that were asked in another of the survey questions discussed above.



Source: MSHMPC 2015 Survey 1.

In addition to learning about technical issues regarding redevelopment, MSHMPC sought to discover what Medfield residents wanted for the future of the state hospital property. A weekly online newsletter was established which has thousands of readers, along with a web site, www.mshvision.net, with photos, background information and technical reports on MSH and the planning process. An MSHMPC Facebook page and Twitter account were also used to reach additional segments of the population. An informative cable television series “Our Town, Our Land, Our Future” was produced and hosted by committee members, and aired on Medfield TV. MSHMPC reached out to many Town committees and various associations in Medfield, as well. MSHMPC participated in the annual Discover Medfield Day festivities in 2015, 2016 and 2017 with an informational booth with displays. MSHMPC also conducted surveys seeking residents’ opinions and thoughts. (See Appendix 7 for Social Media outreach information.)

The 2015 Surveys

In 2015, MSHMPC undertook three-large scale surveys with the assistance of students from Medfield High School. Responses to each survey ranged from a low of 683 respondents to a high of 1,083 respondents. Approximately ten percent of Medfield residents over fourteen years of age participated in one or more of the MSH surveys. In the first of the three surveys, MSHMPC sought to discover residents’ dreams and nightmares about the future of the state hospital grounds. The leading *dream* was the inclusion of sports and recreation uses (49% of respondents);

open space and park areas were favored by 35%; and housing of various types was favored in the aggregate by 32%, with the most mention being senior living as well as affordable. Restaurant uses, retail and/or an inn were elements of eighteen percent of respondents' dreams. Arts and culture drew a sixteen percent response, while reservation was part of fourteen percent of respondents' dreams.

While housing was part of the dream of one-third of the survey's respondents, it was also a nightmare; 75% of respondents marked housing as a nightmare. The overlap and a review of comments make clear that the nightmares reflect particular housing scenarios (e.g. high-rise development, large residential subdivision), rather than an aversion to all housing. Thirteen percent of survey respondents indicated that retail and restaurants could be a nightmare at MSH.

As an aside, since the 2015 survey, Medfield has experienced some unfriendly 40B projects. Medfield has since prepared and adopted with public discussion a Housing Production Plan, and Town Meeting in 2016 voted to fund a \$1 million Affordable Housing Trust fund. These actions have signalled a shift in public opinion on affordable housing.

The MSHMPC survey asked respondents to define the ideal mix of future uses at MSH as to land allocation. The ideal mix of uses is depicted in Figure VII-2.

MSHMPC also sought information from Medfield residents as to the preferred criteria for evaluating alternative scenarios for the future uses of Medfield State Hospital grounds. The leading responses as to highly important criteria and criteria rated as not at all important are detailed in Table VII-2.

Table VII-2. highlights the two polarities of the Likert scale – highly important and not-at-all important. Many responses were received that rated the various criteria as important, neu-

tral, or unimportant. For example, while ten percent of respondents indicated the impact on Downtown was not important at all, another 16% of residents rated this criterion as highly important, and 74% of respondents answered somewhere between important, neutral and unimportant. Similarly, while 26% of respondents indicated that preservation of existing buildings was not important at all, another 15% indicated this was a highly important criterion, and sixty percent of respondents are in the middle ranging from important to unimportant.

Only 4% of respondents believed that impact on the schools was not at all important, in contrast to the 60% who identified impact on the schools as a highly important criterion. In terms of impacts on home values, 5% indicated this was not important at all, whereas 45% indicated it was highly important. Town control of the land was ranked not at all important by only 4% of respondents, but 44% responded that Town control of the land is a highly important criterion.

In the second 2015 survey, MSHMPC probed residents' ideas and opinions about open space and recreation, particularly a parks and recreation facility and housing, and did a brief visual preference survey. A very large majority of respondents (79.6%) strongly agreed or agreed that a parks and recreation facility should serve all ages. Social space for teens at a parks and recreation facility was supported (agree and strongly agree) by 72.1% of survey respondents. Inclusion of a swimming pool was favored by a majority (56.4%) of respondents.

A sizable portion, but not quite a majority (48%), of respondents believe that a new parks and recreation facility should be self-sustaining with revenue that covers capital investments paid by the Town. A significant number of respondents (45.5%) agreed or strongly agreed that the operations of a parks and recreation facility should be self-funded for operations through fees and memberships.

Table VII-2. Leading Responses to Criteria Evaluating Alternatives.

Highly Important Criteria	Not-At-All Important Criteria
<ul style="list-style-type: none"> • Impact on Schools (60%) • Nature and Balance of Land Use/ Programming (47%) • Impact on Home Values (45%) • Town Retains Control of the Land (44%) • Impact on Taxes (40%) • Impact on Public Services (38%) • Visual Appeal (36%) 	<ul style="list-style-type: none"> • Drawing More Visitors to Medfield/Tourism (29%) • Preservation of Existing Buildings (26%) • Connectivity to the Downtown (15%) • Job Creation 15%) • Profit to the Town (11%) • Impact on Downtown (10%)

Source: MSHMPC 2015 Survey 1.

In the housing realm, the leading findings as to the prospects of MSH reuse for housing were:

- 83% of respondents agreed or strongly agreed that buildings should be no taller than 3 stories;
- 72% of respondents agreed or strongly agreed that there should be minimal impact on the school age population;
- 65.5% of respondents agreed or strongly agreed that the housing footprint should be tight so as to maximize open space;
- 63.3% of respondents agreed or strongly agreed that the Town needs more housing options for families to downsize and stay in town;
- 52.5% of respondents agreed or strongly agreed that the Town needs a supply of affordable housing for teachers, public workers, artists, young adults, and seniors below 80% of area median income (AMI); and
- 53.3% of respondents disagreed or strongly disagreed with the statement that the Town needs more rental options.

Part of the second survey was devoted to gauging visual preference as to housing style and type for the future reuse of the hospital grounds. The visual preference survey asked preferences for various housing types and showed eight exterior images of housing styles and four interior images. The top overall choice amongst all respondents was a rehabilitated historic state hospital building, pictured below in Figure VI-3. This was also the top



Figure VII-3. Rehabilitated state hospital facility used for housing was highest ranked visual preference choice amongst respondents in the second summer 2015 survey.

choice for respondents 18 to 29 years of age (46% favored) and the 50 to 59 years of age (54% favored).

The second-ranked overall choice in the visual preference survey was a picture of a red brick town house with a tree lined walkway, which is depicted below in Figure VI-4. This was also the leading choice (39%) amongst respondents in the 39 to 49 years of age cohort.

The third top-ranked overall choice depicted an interior style of housing in the visual preference survey, shown in Figure VI-5. This was the preferred image amongst respondents 18 years of age and younger.

The top choice amongst respondents 70 to 89 years of age was the only housing type amongst the eight exterior images where the exterior image was a single-story building with no stairs, which is depicted in Figure VI-6.

The second survey also queried respondents about what makes Medfield special. The top five responses in rank order of respondents' belief about the special characteristics of Medfield were:

1. Open space and conservation;
2. Small town-community feel;
3. Family-friendly;
4. Quality schools;
5. Culture and history.

Open space and conservation is the leading attribute that makes Medfield special, followed by the small-town community feel. There was a tie for the third top-ranking characteristic of what



Figure VII-4. The second top-ranked leading choice of housing types in the visual preference survey.

makes Medfield special: family-friendly and quality schools were ranked equally. Culture and history was the fifth leading special characteristic.

The third survey administered by MSHMPC in summer 2015 garnered the lowest number of responses, 683 respondents. This survey focused on hospitality, arts and culture, food and agriculture issues. MSHMPC also asked about the potential of institutional new uses in this survey and found that institutional uses were generally not liked nor desired as part of the reuse plan. In the hospitality domain, MSHMPC queried respondents about the type of lodging and restaurant uses that may be of interest, and found a wide-range of responses, which follow:

- 56.8% of respondents agreed or strongly agreed that small-scale, locally-owned retail should be included at MSH;
- 40.9% of respondents agreed or strongly agreed that new uses should include a banquet hall and rental function space for special events;
- 38.8% of respondents agreed or strongly agreed that locating any inns or hotels at MSH should be avoided;
- 42.2% of respondents agreed or strongly agreed that a mid-range price adult-fare restaurant should be sited at MSH;
- 37.8% of respondents agreed or strongly agreed that a family-style, sit-down restaurant should be part of the reuse of MSH;
- 83.6% of respondents disagreed or strongly disagreed that a hotel (read Marriott) should be sited at MSH;

- 78% of respondents disagreed or strongly disagreed that a department store should be located at MSH;
- 77% of respondents disagreed or strongly disagreed that a fast food restaurant, e.g., pizza, burrito or sub shop should be part of the reuse plan for MSH;
- 55.5% of respondents disagreed or strongly disagreed that chain retail should be included in the reuse plan for MSH, as long as they are small; and
- 54.3% of respondents disagreed or strongly disagreed that a boutique hotel should be included in the MSH reuse plan.

The results of MSHMPC's third 2015 survey as to Arts and Culture found strong support for arts and cultural elements in the reuse plan for the state hospital grounds. More specifically, survey respondents indicated the following:

- 74% agreed or strongly agreed that the Town would benefit from expanded cultural activities;
- 65.3% agreed or strongly agreed that the reuse plan of MSH should include a venue for performing arts;
- 60.8% agreed or strongly agreed that local arts add value to residential properties in a community;
- 62.6% agreed or strongly agreed that their family would participate in cultural activities;
- 60.6% agreed or strongly agreed that an outdoor amphitheater should be included in the reuse plan for MSH;



Figure VII-5. The third top-ranked choice of housing types in the visual preference survey.



Figure VII-6. The first choice of housing types amongst elders in Medfield responding to the visual preference survey.

- 56.5% agreed or strongly agreed that arts education classrooms and studios should be a part of the reuse plan for MSH; and
- 53.8% agreed or strongly agreed that visual art galleries and/or exhibit space should be a part of the reuse plan for MSH.

Food and agriculture was another major topic of the third 2015 survey about reuse options at MSH. Inclusion of food and agricultural uses in the reuse plan at MSH were generally embraced by survey respondents. Survey respondents' thoughts and opinions on food and agriculture were:

- 76% agreed or strongly agreed that space for a farmers' market should be included in the reuse plan;
- 68.5% agreed or strongly agreed that space for a CSA (Community-Supported Agriculture) farm should be included in the reuse plan for MSH;
- 67.5% agreed or strongly agreed that space for a retail farm stand or store should be included in the reuse plan for MSH;
- 62.2% agreed or strongly agreed that educational opportunities regarding agriculture for children and young adults should be part of the reuse of MSH;
- 61.8% agreed or strongly agreed that the site should grow food to be consumed locally by partnering with local restaurants;
- 56% agreed or strongly agreed that the site should grow food to be consumed in school cafeterias; and
- 53.9% agreed or strongly agreed that agricultural uses should be pursued on the abutting state land.

Catalyst Meetings

A Catalyst Subcommittee was formed to reach out directly to companies, organizations and individuals to discuss potential future uses, innovative new ideas, confirm basic assumptions and premises, and corroborate uses and concepts that were being considered. From 2015 – 2018 over 30 such meetings and tours of MSH were conducted. A complete list of the meetings is included in Appendix 5. Key ideas and concepts that emerged and that influenced or have been incorporated in the alternative plans include:

- The informed developer community expressed active interest in redevelopment of the property;
- Importance of retaining coherence between building architectural style and landscape design, and group sections of the property into logical develop subsections;
- Applicability of using buildings for Continuing Care Retirement Communities (CCRC), Independent Living, and people with developmental disabilities;
- Critical importance of employing state and federal historical tax credits for achieving financial viability; and
- Broad and multiple interests in using portions of the campus for a variety of arts and cultural purposes.

Frameworks

The MSHMPC and Resource Committee used the results of these surveys, their discussions with Town committees, findings from site visits to other state hospitals and redevelopment projects, and discussions with developers, potential users, and experts in tax credits and redevelopment to develop six alternative conceptual frameworks for reuse scenarios at the Medfield State Hospital grounds. The six alternative frameworks developed in 2016 were:

1. Safe and Clear (no immediate build scenario);
2. Go Slow (development over a phased time frame);
3. PATHfinder (Public Access: Trees, Trails, History);
4. Connected Living (Focus on creating a sense of place for interaction and connectedness);
5. Live and Play (focus on creating a vibrant and diverse neighborhood); and
6. Medfield Crossroads (inclusive, innovative model of housing redevelopment with options for everyone and on-site work opportunities).

The six frameworks were introduced to the general public during the 2016 Discover Medfield Day by MSHMPC and the Resource Committee to garner additional public feedback. The six frameworks highlighted a continuum as to change and density which provided MSHMPC a starting point for more detailed evaluation of options and formation of a single proposed reuse scenario based on a shared consensus amongst townspeople advancing the key values and goals for the site.

² The Open Space Community concept had the second lowest density as to its initial phase. Density of future build-out was left undefined and could exceed other concept plans.

MSH Concept Plans

Based on the feedback from Medfield Day and MSHMPC deliberations, MSHMPC narrowed the six conceptual frameworks to four concepts that were presented to the public at the open house at Medfield High School in February 2017. Over 400 people attended the open house, learning about each alternative concept plan, posting comments and questions on the comment wall, talking with neighbors, and responding to the MSH survey on the four concepts. The concept frameworks were posted online along with videos describing each concept, which enabled more residents to become acquainted with the alternatives and to comment. 574 feedback surveys were received at the open house and online. Medfield residents were asked to weigh in on issues related to land use, buildings, phasing, ownership, and costs. The four concepts, in order of density, were:

- Parkland;
- Open Space Community;
- Public Destination; and
- Care and Community.

The concept presentation boards follow in Figures VII-7 through VII-10.

Open House Feedback on Concept Plans

Medfield residents were asked what they liked most about the concept schemes, as well as what they didn't like. Key themes regarding the four alternative concepts emerged from the open-ended responses and comments, which are summarized next.

Balance. Residents frequently mentioned the concept of balance in terms of land use – housing with commercial, recreation, public space/ programming and open space. Balance as to housing type was viewed as desirable – senior housing, affordable housing and market rate. The range and diversity of people served by the concepts was viewed an important attribute.

Control. A notable number of comments referred to the town “controlling” the development. Some commentators specifically stated that they did not want developers or the state to decide what is going to happen at MSH. These comments indicated,

however, that the mechanisms by which the Town could maintain control, e.g., zoning or through a disposition agreement, are not well-understood.

Cost Issues. A small number of comments mentioned revenue as a key priority. A few cited the idea of “breaking even” as appealing. Many comments however, noted the high cost of maintaining the Parkland concept as unacceptable.

Pace of Development. A few of comments referenced the anticipated pace of development. Of those, most cited a slower-paced, phased approach as preferable, while a smaller number supported a “get-the-job-done-as-quickly-as-possible” approach.

Historic Preservation. “Keep as many buildings as possible” was mentioned many times. Numerous comments expressed the desire to maintain the original architectural and landscaping (or sense/integrity of it) in the reuse concepts.

Housing. The need for senior housing was emphasized with force in the number and passion of comments. Others cited the need to fulfill the Town’s 40B commitment and were pleased to see affordable housing incorporated in the concepts. A mix of housing types where many different people of different ages and abilities can live was another theme often mentioned.

The Concepts. Many stated their preferred concept. The distribution as to preferred scheme was roughly equal amongst the Open Space Community, Care & Community, and Public Destination concept (in that order), with Parkland trailing significantly. Many suggested combining the Open Space Community and Public Destination concepts and cited specifically the lower-density, mixed housing options of the Open Space Community concept with the desired arts, public spaces, recreation, and commercial features of Public Destination concept. There were also a small number of comments that suggested adding elements from Public Destination to the Care & Community concept.

Tension around Hinkley and Lot 3. In general, senior housing or a sports complex were acceptable ideas, but several comments also revealed public concern that these properties are isolated, distinct from the rest of the planning process, and/or may not being given proper consideration.

Specific Elements. The most popular elements of the concept plans were in order of preference were senior housing; open space; cultural space/performing arts center (particularly using Lee Chapel); parks and recreation building; other housing – including affordable, mixed, smaller housing units; and a public market/small retail/shopping.

PARKLAND

A concept dedicated to maximizing public open space for active and passive recreation and possible future development

ELEMENTS:

- Demolish all buildings
- Improve roads leading into the property and include a parking lot
- Add several multi-use paths for walking and dog-walking
- Hinkley Farm and Lot #3. Sold for commercial uses
- All other land owned and maintained by the Town of Medfield
- Future development possible

IMPLEMENTATION:

- The demolition of the buildings would take place as soon as possible
- The sale of Hinkley Farm and Lot #3 would take place as soon as possible
- Improvement of the grounds, roads, and parking area would take place as funds become available

FINANCES:

- Town pays to demolish buildings, repair some roads, and the parking lot, and maintain the grounds. No cost for rehabilitating or mobilizing buildings
- Potential total net COST to the town (over 15 years): \$1.1M +/- 30%
- Potential average annual tax increase (across 15 years, per \$100,000 in home value): \$36

Figure VII-7. Parkland.





OPEN SPACE COMMUNITY

A phased development strategy to create a “sense of place” with a mix of moderate-priced and affordable housing and a strong social and market hub around the core campus; priority to open space and recreation, and keeping options open for the future

ELEMENTS:

- **Lee Chapel and surrounding buildings:** Market hub and cultural center; rehabilitation of some buildings for events space
- **Great Lawn:** Outdoor events, such as concerts, antique car shows, festivals, etc.
- **Sledding Hill:** Open for recreation, with a new public/private sports complex between the hill and McCarthy Park
- **Open Space:** Large corridor of public open space preserved from southern to northern ends of property
- **Historic Preservation:** 10 buildings: rehabilitated and reused in Phase 2; 16 mothballed; 13 demolished
- **Hinkley and Lot #3:** market-rate and affordable senior housing
- **Other housing:** New townhomes; condos/apartments in rehabilitated buildings

IMPLEMENTATION:

- **Phase I:** Sell Hinkley Farm and Lot #3 for senior housing; demo cottages and build new townhomes in the southeastern segment; rehabilitate East Hall for condos; dedicate utility corridor easements; demolish existing buildings that are beyond repair or out-of-character; mothball other buildings for potential future development
- **Phase II:** Rehabilitate Lee Chapel and several other buildings around the core campus and dedicate to the arts, events, offices, a café, and other market-appropriate uses; add the sports complex; enhance the open space corridor from south to north.
- **Future phase(s):** To be determined based on market response; possibilities include independent living, continuing care retirement community, light industrial, and commercial

FINANCES:

- Tests the idea of phasing the development to prioritize “low-hanging fruit” and mothball many of the most promising buildings for future decision-making. Also includes dedicated utility corridors
- **Potential total net COST to the town (over 10 years):** \$0 +/- \$3M (breaks even)
- **Potential average annual tax increase (across 10 years, per \$100,000 in home value):** \$0

Figure VII-8. Open Space Community.

PUBLIC DESTINATION

A mission-driven concept that establishes a regional cultural and historic center to bring social and economic diversity to Medfield (builds on the promising findings of a 2016 cultural feasibility study of the hospital site)

ELEMENTS:

- Lee Chapel:** Performance and events center. All buildings in the core dedicated to public or public/private partnership uses, including the arts and education; a welcome center and museum dedicated to King Philip's War and telling the history of the hospital; small shops; non-profit offices; maker's spaces; a large public market; and places to eat
- East Hall:** Privately-run boutique hotel
- Great Lawn:** Amphitheater and outdoor public programming
- Sledding Hill:** Remains open for recreation day and night; the area between the sledding hill and McCarthy Park dedicated to historical agriculture/horticulture with a new barn/farm operations center
- Historic Preservation:** All buildings rehabilitated and reused, if possible
- West Hall:** Rehabilitated and expanded for the Parks and Rec facility
- North end:** Educational campus (could be vocational, higher ed, secondary, etc.)
- Hinkley Farm:** Multi-family condos; Lot #3; Medical and other offices
- Retreat Center:** Cottages near the arboretum on the southeast corner rented for short-term artist retreats

IMPLEMENTATION:

- Phase I:** Sell Hinkley and Lot #3. Improve the Great Lawn and build the amphitheater; rehab West Hall and construct the addition for the Parks and Rec Center; Rehabilitate Lee Chapel for the Performance and Events Center; rehab and sell or lease East Hall for the boutique hotel. Mobilize other buildings for future rehabilitation
- Other development happens as quickly as the market allows and grants or other funding can be secured

FINANCES:

- The Town retains ownership of all the buildings and all the land except Hinkley and Lot #3. Buildings are leased for use (primarily to non-profit or social enterprise organizations). Strategy keeps rehabilitated assets in long-term, town control for future generations. Infrastructure (~\$8 million) would be town-funded. Financial projection does not include potential revenue from programmed events/activities or lessors
- Potential total net COST to the town (over 15 years):** \$6M +/- 30%
- Potential average annual tax increase (across 15 years, per \$100,000 in home value):** \$18

Figure VII-9. Public Destination.





CARE & COMMUNITY

A redevelopment concept with a diverse mix of housing; multiple private enterprises, including senior and disability care; and a small commercial center. The goal of this concept is to maximize the economic potential of the property in a community setting

ELEMENTS:

- **Multiple housing types**, including 55+ bungalows, affordable rental units for families and seniors, market-rate townhomes, and an inclusive group home. Contributes to meeting Town's affordable housing requirements
- **Hinkley and Lot #3**: Affordable senior housing
- **Lee Chapel**: Cultural Hall surrounded by small retail and other commercial, such as a restaurant and small shops
- **Historic Preservation**: Lee Chapel is the only building rehabilitated. All other buildings are demolished. Could incentivize developers to observe footprints and/or seek to re-create the "look and feel" of the former buildings or architectural layout of the campus
- **Great Lawn**: Public open space
- **Other Open Space**: Sledding Hill, common area around Lee Chapel, Playground, and public access to the Charles River Gateway
- **Sledding Hill**: Remains open for recreation; area between hill and McCarthy Park dedicated to Parks and Rec building and a privately owned indoor sports complex
- **Senior Complex** at northern end of property includes a nursing home, assisted living, and medical offices

IMPLEMENTATION:

- All land designated for private development is sold as soon as possible to one or more developers to implement the master plan as quickly as the market allows. The town maintains ownership of all areas designated here as "open space"

FINANCES:

- Nearly all redevelopment costs are borne by private developers after the Town sells the land, including demolition, rehabilitation, and the construction of utilities. The Town remains responsible for the Parks and Rec building and maintaining all open space
- **Potential total net REVENUE to the town** (over 15 years): \$18M +/- 30%
- **No projected tax increase**. Positive annual revenues could pay for town services or result in a decrease in property taxes

Figure VII-10. Care & Community.

There were also elements that respondents indicated they did not like that were included in all or some of the concepts. Elements that were disliked included all open space; demolishing all buildings; the high cost of majority open space; a boutique hotel; an educational campus; a welcome center; and a group home.

All Open Space. While open space was a plan element that was highly desired by many, the concept generating the most comments was the complete open space idea conveyed by the Parkland concept. Points commentators noted were 1) the loss of history and historic buildings; 2) the high cost and need for Town investment for maintenance over time; 3) a sense that the Town does not need that much open space; 4) the need to revisit the planning in the future; and 5) missed opportunity to meet Town needs.

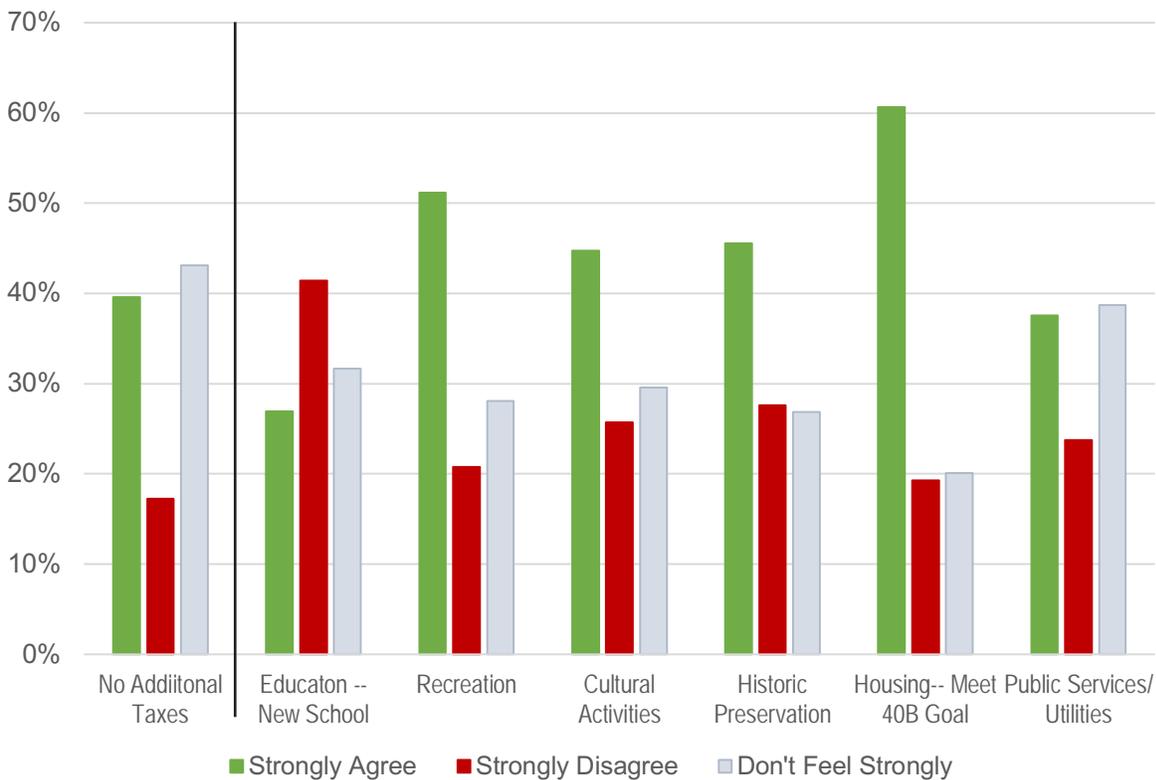
High Density Development. The second most frequently mentioned complaint was about the high density of development conveyed in the Care & Community concept. Commentators often did not cite a specific underlying concern regarding density, assuming that it is self-evident why high density is undesirable.

Risk. Many comments expressed concern about the feasibility of success of various ideas, primarily those included in the Public Destination concept. While many praised the Public Destination ideas as great, they expressed fear that the ideas were “not realistic,” or “too risky.” The boutique hotel was mentioned in this context a number of times. A few comments indicated concerns that small retail or other “destination” elements at the state hospital grounds could draw business away from downtown Medfield. A few responses complained that mothballing buildings simply “kicks the can down the road.”

Frustration with pace of planning. A handful of commentators expressed impatience with the planning process and a hope that decisions would be made soon.

Phasing. Over half of respondents indicated support for some kind of phasing. About one in six respondents said something like, “Just get it done ASAP.” Many expressed their first priority when asked about phasing, which varied depending upon the commentator. The leading first priorities were: sell Hinkley & Lot 3 first; build senior housing/senior service first; take care of 40B first; and start with the Parks and Rec building first. Others

Figure VII-11. Issues Medfield Residents Might Consider Increasing Real Estate Taxes to Support MSH Redevelopment.



Source: MSHMPC's 2017 Open House Survey.

commenting about phasing enunciated guiding principles, such as let the market dictate the rate of implementation; use whatever strategy that will give the Town the greatest control over the implementation; and use the revenue from the sale of land upfront to fund the development of the rest of the site.

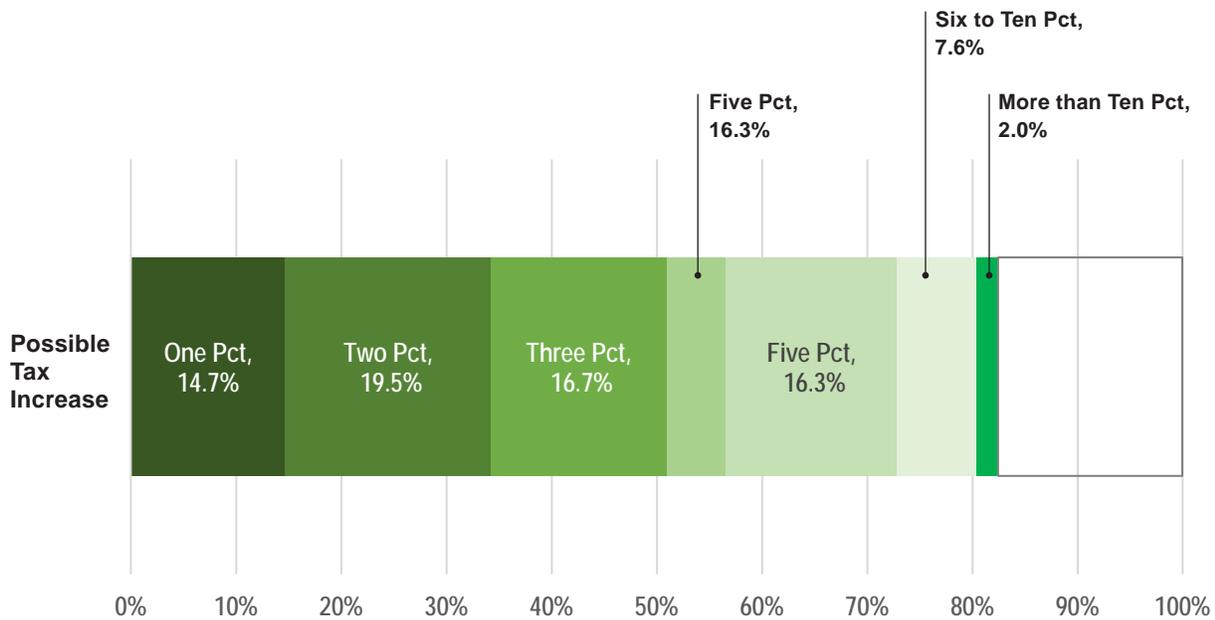
In the open house survey on the alternate concepts, Medfield residents were asked about local real estate taxes. The question, “if your taxes were to increase to pay for public expenditures related the redevelopment of the hospital, what kinds of things would be worth it to you?” was asked. Seven different purposes for additional local real estate taxes were suggested, which were:

- **No additional taxes.** I want the hospital redevelopment to bring in net tax revenue.
- **Education.** I would support taxes to support new school children who might move to the site.
- **Recreation.** I would support taxes for new public facilities, fields, etc.

- **Cultural activities.** I would support taxes for the arts, community education, nature education, free or low-cost public events and programs, etc.
- **Historic preservation.** I would support taxes for rehabilitating buildings, keeping archives, etc.
- **Subsidized housing.** I would support taxes to help the Town meet its 10% affordable housing target.
- **Public services.** I would support taxes to build and maintain utilities and provide public services to future residences or businesses at the site.

Suggestions as to other purposes were also welcomed. The responses are detailed in Figure VII-11. The amount and extent of possible real estate tax increases was also explored with Medfield residents, by the question: “For the combination of amenities/ services you strongly support, how much of an increase in local taxes would feel reasonable to you?” The results can be found in Figure VII-12.

Figure VII-12. Amount of a Tax Increase in Local Taxes that Is Reasonable for Services Strongly Supported.



Source: MSHMPC's 2017 Open House Survey.

Medfield residents in the open house survey indicated a willingness to consider paying additional real estate taxes for services and amenities related to redevelopment of the state hospital for issues which they strongly support. The leading issues that garnered strong support are the need for additional subsidized housing and meeting the Town's 40B requirement which was strongly supported by 61% of respondents; recreation uses, including new fields and facilities, which was strongly supported by 51%; historic preservation – rehabilitating buildings and keeping archives which garnered strong support from 46% of respondents; and cultural activities, including arts, community education, nature education, free or low-cost public events and programs, which generated strong support from 45% of respondents. Two-fifths of respondents, or 40% indicated that they strongly agree with no additional taxes. The need for potential public services, to build and maintain utilizes and public services for new residences or businesses received strong support from 38%.

Education and support for new taxes to support a new school for children who might move to the site had strongest adverse response, with 41% of respondents indicating they strongly disagreed as to new tax support for education. The notion of increasing taxes for historic preservation, cultural activities, and public services was strongly disagreed with by 28%, 26% and 24% respectively of respondents.

Key issues where the most respondents expressed that they did not feel strongly about the issue were no additional taxes (43%); public services (39%); education/new school (32%); and cultural activities (30%).

Interestingly, when Medfield residents were asked how much of an increase in local real estate taxes might feel reasonable, only 17.5% indicated not applicable or none. The vast majority of residents, 82.4%, indicated that they would be receptive to a possible tax increase on amenities/services they felt strongly about. One in seven respondents (14.7%) indicated they would support a one percent increase in taxes. Another 19.5% of respondents noted that a two percent increase might be reasonable. One in six respondents (16.7%) stated that three percent increase in taxes might be reasonable. Over half of all respondents, indicated that a one-to-three percent increase in local real estate taxes to support amenities and services for MSH redevelopment that they strongly cared about seemed reasonable.

The average single-family real estate tax bill in Medfield in 2017 was \$10,529. A one percent increase in real estate taxes based on the average single-family tax bill would be \$105 annually; a two-percent increase would be \$211; and a three-percent increase would be \$316. Increasing the town's tax levy one percent, based on the 2017 levy of \$42.7 million would generate \$427,000; a two percent increase in the levy would generate \$854,000; and a three percent in the levy would generate \$1.28 million annually. Nearly a third of Medfield residents (31.5%) responding indicated that a four to ten percent tax increase may seem reasonable for services/ amenities they strongly support related to the redevelopment of state hospital grounds.

Table VII-3. Support for a Possible Tax Increase for Strongly Supported Amenities & Services Related to MSH Redevelopment and the Financial Implications.

Amount of Possible Tax Increase	Percent of Respondents Favoring Option	Running Total as to Support for Possible Increase	Amount Based on 2017 Average Single-Family Tax Bill	Increase Funds Based on Percent Increase in 2017 Tax Levy
One Percent	14.70%	85.30%	\$105	\$427,236
Two Percent	19.50%	65.80%	\$211	\$854,472
Three Percent	16.70%	49.10%	\$316	\$1,281,708
Four Percent	5.60%	43.50%	\$421	\$1,708,944
Five Percent	16.30%	27.20%	\$526	\$2,136,180
Six to Ten Percent	7.60%	19.60%	\$ 632 to \$1,053	\$2,563,416 to \$ 4,272,360
More than 10%	2.00%	17.60%	More than \$1,053	More than \$4,272,360
None	17.50%	0%		

Source: MSHMPC 2017 Open House Survey, Mass Department of Revenue At A Glance report and McCabe Enterprises.

Synthesizing Values

Concurrent with fine-tuning the four concepts and preparation for the February open house, the MSHMPC, Resource Committee and regular attendees at MSHMPC meetings took time to reflect at the beginning of 2017 on how Medfield State Hospital will benefit the Medfield community. Anticipated benefits from the redevelopment of MSH articulated by MSHMPC were:

- Public Access;
- Housing Options to Meet Diverse Needs – Seniors, Downsizing Households, Affordable (40B);
- Open Space and Trails;
- Future Tax Base Expansion; and
- Source of Civic Pride.

MSHMPC was full of hope and optimism as to the potential of the state hospital grounds to be a unique asset for Medfield and future generations. However, MSHMPC was clear-eyed, noting challenges the Town would face as it moved forward with a plan. More specifically, MSHMPC members expressed concern about costs and tax impacts of developing the state hospital grounds. Other members worried about the ability to reach consensus and whether the plan and implementation tools, such as zoning, would ever pass Town Meeting. The third key challenge identified by the Committee was the Town's capacity to manage MSH redevelopment.

Medfield Values. One of the criterion established by the Medfield Board of Selectmen for the strategic reuse master plan for MSH was the consideration of “Medfield values” as to new uses. MSHMPC identified twelve attributes to define Medfield values from a town-wide perspective. They are: 1) education; 2) heritage, town history and historic preservation; 3) fiscal prudence; 4) open space; 5) fitness; 6) appreciation for nature; 7) rural character and scale; 8) family; 9) community involvement; 10) community spirit and local events; 11) acceptance and inclusion; and 12) caring and compassionate community. The MSHMPC has sought to develop a master plan that reflects these Medfield values.

Character & Image. Open space is viewed as a key characteristic of the Medfield State Hospital grounds. The Committee has sought a plan with walkability and connectivity, where people can get around and interact with each other. While fostering an active place that is attractive to residents at MSH as well as residents at large, the character of MSH should also possess a sense of peace and tranquility, minimizing noise, light and other pollution, including air pollution. The importance of consistent architectural standards for the reuse of the MSH buildings and grounds as a fundamental part of maintaining a strong, positive character and image of MSH was identified by MSHMPC.

The Community Workshop

Drawing from the extensive public feedback on the four concepts, particularly the takeaways on balancing uses as to scale of development and types of housing; open space, especially preserving views and vistas; the primacy of public access, be it for public uses, the arts or recreation; the desire to incorporate historic preservation of the buildings and landscape; and the comfort with a low-to-moderate level of density, the Committee worked with its consultant team to develop two alternative reuse scenarios for public review and discussion at the May 2017 community workshop at Blake Middle School, which was televised and attended by over 250 people in-person.

The two alternative scenarios, Town Square and Rural Village, were presented and discussed by workshop participants. The majority were generally comfortable with both alternatives and suggested fine-tuning, often suggesting a mix of the two scenarios. Many suggestions and comments were received as to how the scenarios could be improved and be more responsive to residents' desires. Appendix 6 includes the detailed comments and notes from small group discussions during the May 2017 community workshop.

Scenario 1, Town Square

Scenario 1, the Town Square Scenario, preserves buildings surrounding the main campus quad as a ring of residential housing around a large central park, “The Square”. The southern side of The Square is activated by reuse of the Chapel and Infirmary buildings as an arts center, commercial/ office space and a day-care center. The existing historic common west of the Chapel is preserved.

A new senior living facility is sited on the western slope, where residents can enjoy views of the Charles River reserve.

At the front entry to the campus, the entry road is re-oriented to create clear circulation and to provide a larger buffer area between activities on “The Green” and the southeast portion of the site, where a cottage-style development increases housing options by providing small senior-appropriate single-family residences.

At the northern end of the site, an open area is reserved for future development along the existing northern road loop. This area would be restricted to preserve the natural beauty of the northern area as open space.

The Town Square, scenario 1 also includes the development of 42 units of affordable housing in four clustered elevator-service, senior-friendly buildings on the Hinkley site on Ice House Road. Lot 3 could be a parking area with solar shade structures, which could be an interim or permanent use. South of Hospital Road, the Parks & Recreation Department wishes to erect 60,000 sf of facilities, including an indoor turf field.

Figure VII-13.
Town Square Use Concept.

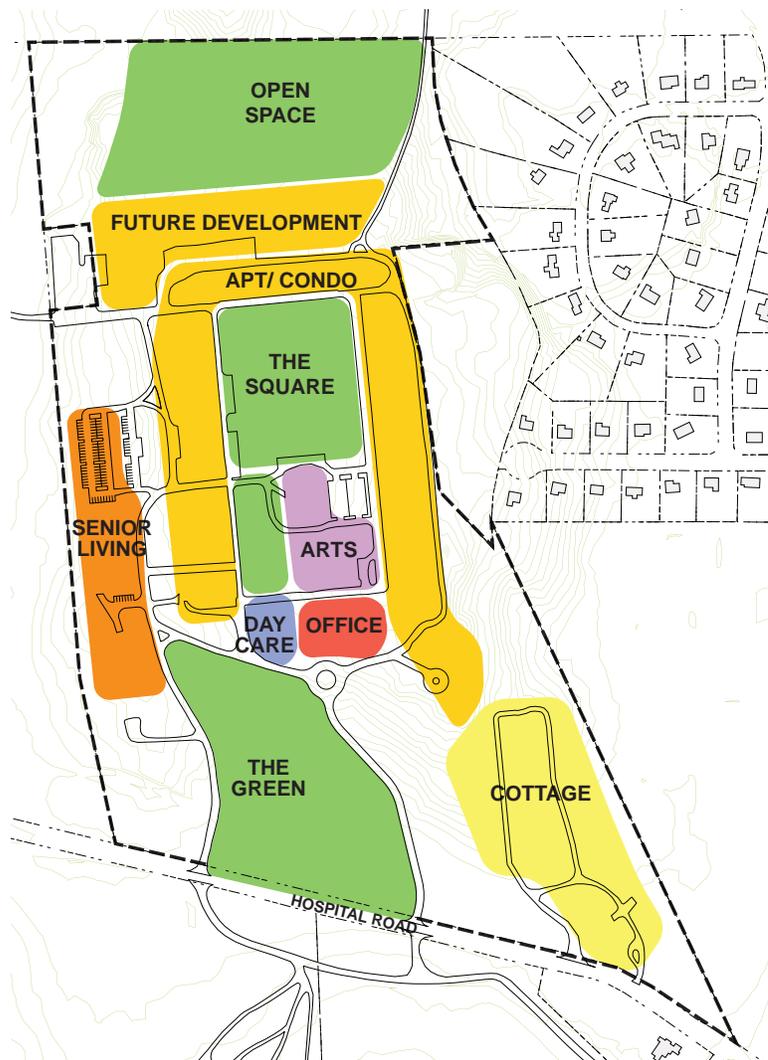


Figure VII-14. Scenario 1: Town Square Concept.



Scenario 2, Rural Village

Scenario 2, Rural Village preserves buildings of the main campus quad with a mix of residential and public uses. The existing historic common west of the Chapel is preserved and series of open spaces in the main quad are activated by a café use, an arts center in the Chapel and Infirmary, artist live/work space and office uses. A new senior living center (assisted living/nursing care) replaces the more recent structure on the north quad, creating a village atmosphere with easy access to café and arts programs.

Commercial uses are sited on the western slope, with direct access to Hospital Road. Here existing buildings could be redeveloped as a small inn and restaurant, or offices could be attracted to the site by views of the Charles River reserve.

At the front entry to the campus, the entry approach is preserved and, as in Scenario 1, “The Green” serves as a place for public ac-

tivities. The southeast corner of the site has an excellent tree collection, and in this scenario, residences are removed so that trees and plantings can be preserved in a public arboretum setting.

At the northern side of the site, area is reserved for possible agricultural use, to best preserve the natural beauty of the northern area as open space.

Scenario 2 Rural Village also includes the development of 15 cottage-style homes on the Hinkley site on Ice House Road. Lot 3 development of 42 units of affordable housing in four clustered elevator-service, senior-friendly buildings. South of Hospital Road, excellent soils indicated the land could be leased for agricultural use, and a small barn and greenhouse facility built to support this use.

Figure VII-15.
Rural Village Use Concept.

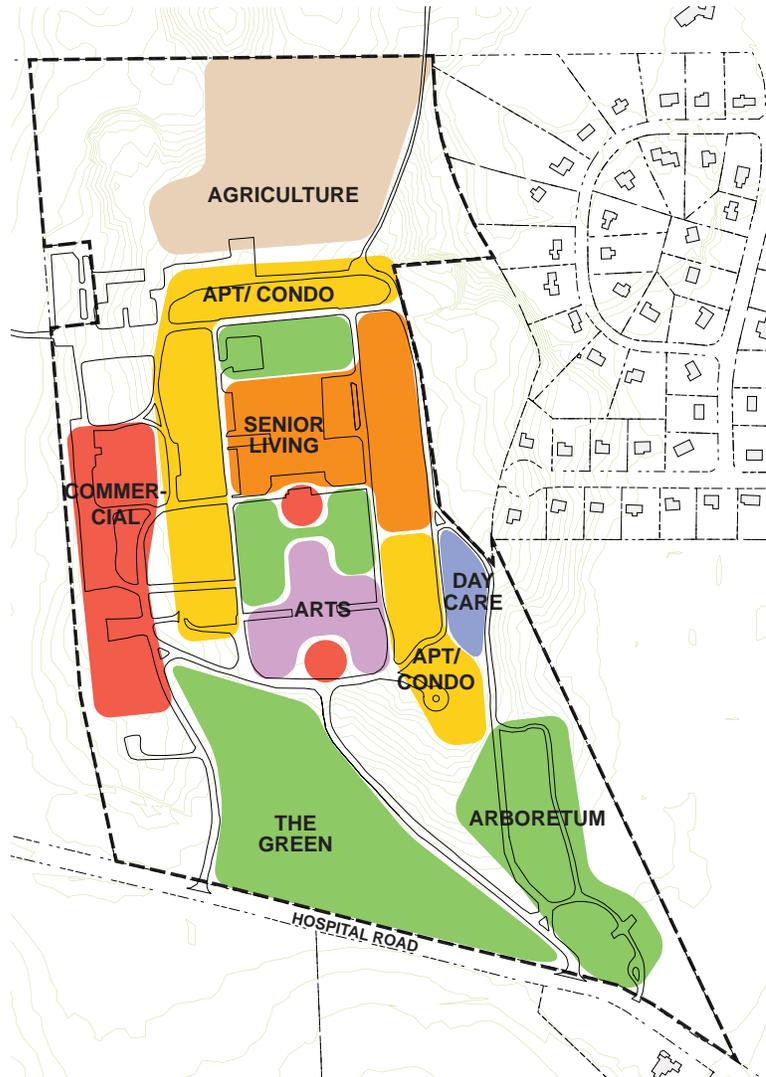


Figure VII-16. Scenario 2: Rural Village Concept.



Scenario Dashboards

Table VII-4.
Scenario 1: Town Square

Financials		
Total Development Cost*	\$175 million	
Property Valuation (at 5 yr. stabilization)	\$ 122 million (new growth)	
Annual Real Estate Taxes to Medfield (at stabilization)	\$ 2.1 million	
Non-Residential Uses		
Commercial Space	90,000 sf	
Arts Spaces (includes Chapel)	20,000 sf	
South of Hospital Road* Parks & Recreation	60,000 sf	
Total Housing Units	268 units	
Market Rate	189 units	71%
Affordable	70 units	29%
Breakout of Housing Units by Type		
Senior Housing (on the Quad)	24 units	9%
Senior Housing at Hinkley	42 units	16%
Group Home (5 persons/ unit)	1 unit	0.4%
Housing – general	201 units	75%
Artist Live/Work	0	0%
Buildings Demolished	12 Total	
Demolished, no reconstruction	6	
Demolished for new construction sites	6	
Other		
Land Reserved for Future Development	1.6 acres	

Table VII-5.
Scenario 2: Rural Village

Financials		
Total Development Cost*	\$208 million	
Property Valuation (at 5 yr. stabilization)	\$141 million	
Annual Real Estate Taxes to Medfield (at stabilization)	\$2.4 million	
Non-Residential Uses		
Commercial Space	167,000 sf	
Arts Spaces (includes Chapel)	17,000 sf	
South of Hospital Road* Barn & Greenhouses	15,000 sf	
Total Housing Units	291 units	
Market Rate	201 units	69%
Affordable	90 units	31%
Breakout of Housing Units by Type		
Senior Housing (on the Quad)	78	27%
Senior Housing at Hinkley/ Lot 3	15 Hinkley 42 Lot 3	5% 14%
Group Home (10 persons)	1 building/ 2 units	1%
Housing – general	138	47%
Artist Live/Work	16	5%
Buildings Demolished	9 total	
Demolished, no reconstruction	8	
Demolished with partial new construction	1	
Other		
Land Reserved for Future Development	No set-aside	

*Space for Parks & Recreation is part of Scenario 1. This could be a municipal initiative or a private sector project, or a mix. The cost of a Parks & Recreation facility, whether public or private, is not included in these initial projections. Similarly, Scenario 2 provides for a barn and greenhouses. The costs and benefits of agricultural uses are not included in the dashboard above. Like Parks & Recreation, an agricultural initiative could be public, private or nonprofit.

Artist live-work housing is indicated on the plan as an arts and cultural use, however it is counted under housing units on the table above.

All estimates are based on preliminary cost estimating based on planning scenarios, and not detailed plans. Thus, there could be a wide variation in costs, and they are subject to change. They are included here to provide the reader with an order of magnitude understanding of cost issues related to MSH development.

South of Hospital Road

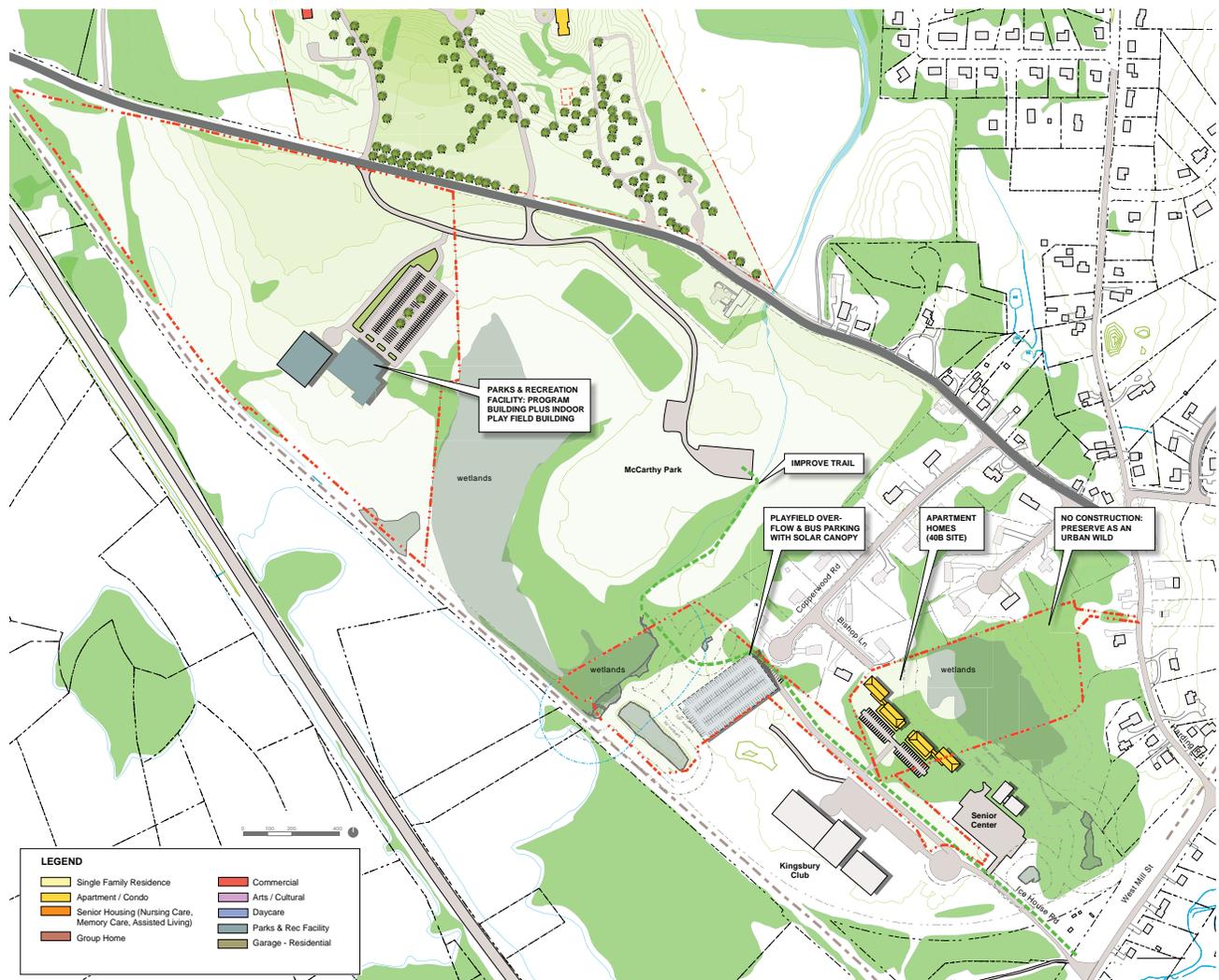
South of Hospital Road, Hinkley and Lot 3 were also presented and discussed at the workshop with alternative development scenarios. Scenario 1 for South of Hospital Road featured a 60,000 square feet new Parks and Recreation facility with parking and potential playfields. The alternative scenario for south of Hospital Road focused on agricultural uses with a small agricultural building and greenhouses with a service parking area. Both scenarios included The Sledding Hill as a recreational resource. The scenarios for the southern lots are depicted in Figures IV-17 and IV-18.

Ice House Road Properties

Two options for the Ice House Road parcels, Lot 3 and Hinkley, were presented. Both scenarios would require the extension of Ice House Road westward from the large cul-de-sac currently serving the adjacent Kingsbury Club and Medfield Senior Center, which is depicted in Figure IV-18.

Hinkley. Scenario 1 featured 42 units of senior-housing apartment homes in four buildings, which would be typically two to two-and-half stories. A portion of the land from the Senior Center would also be needed so as to situate the building and parking area comfortably outside the wetlands and resource area. All 42 units, as rental units with ten percent affordable units combined with market rate rental units, would contribute to Medfield's safe harbor goal for affordable housing production and compliance

Figure VII-17. Scenario 1: Southern Lots.



with Chapter 40B. On the northern portion of Hinkley with the narrow access off Harding Street, the future use of the land as a conservation area/ urban wild was proposed. In Scenario 1, there would be no building construction on the northern section of Hinkley.

Scenario 2 for Hinkley proposed fourteen to fifteen 1600 sf single-level cottage style home for senior housing. These cottages would be built along a short street with sidewalks and trees extending from Ice House Road and terminating in a cul-de-sac. A small portion of the town-owned Senior Center property would be needed to accommodate the desired number of housing units at the southern section of the Hinkley parcel. The cottages would create a homeownership opportunity and could include one to two affordable homeownership opportunities for lower income seniors. The affordable units could also be leased, if preferred.

The northern portion of Hinkley in Scenario 2 was proposed as a future custom-built home site that could be sold, if the Town so desired.

Lot 3. The proposed use for Scenario 1 for Lot 3 was a parking area with solar arrays that could be a turnaround parking location to accommodate visiting teams, buses, players and fans for sports activities at McCarthy Park. The alternative development scheme for Lot 3 illustrated in Scenario 2 was forty-two units of senior housing in four apartment home building connected around a courtyard, with nearby surface parking. The apartment homes would be rental housing, both affordable and market-rate units, and would contribute toward Medfield reaching its safe harbor housing production goals for affordable housing (40B compliance).

Figure VII-18. Scenario 2: Southern Lots.

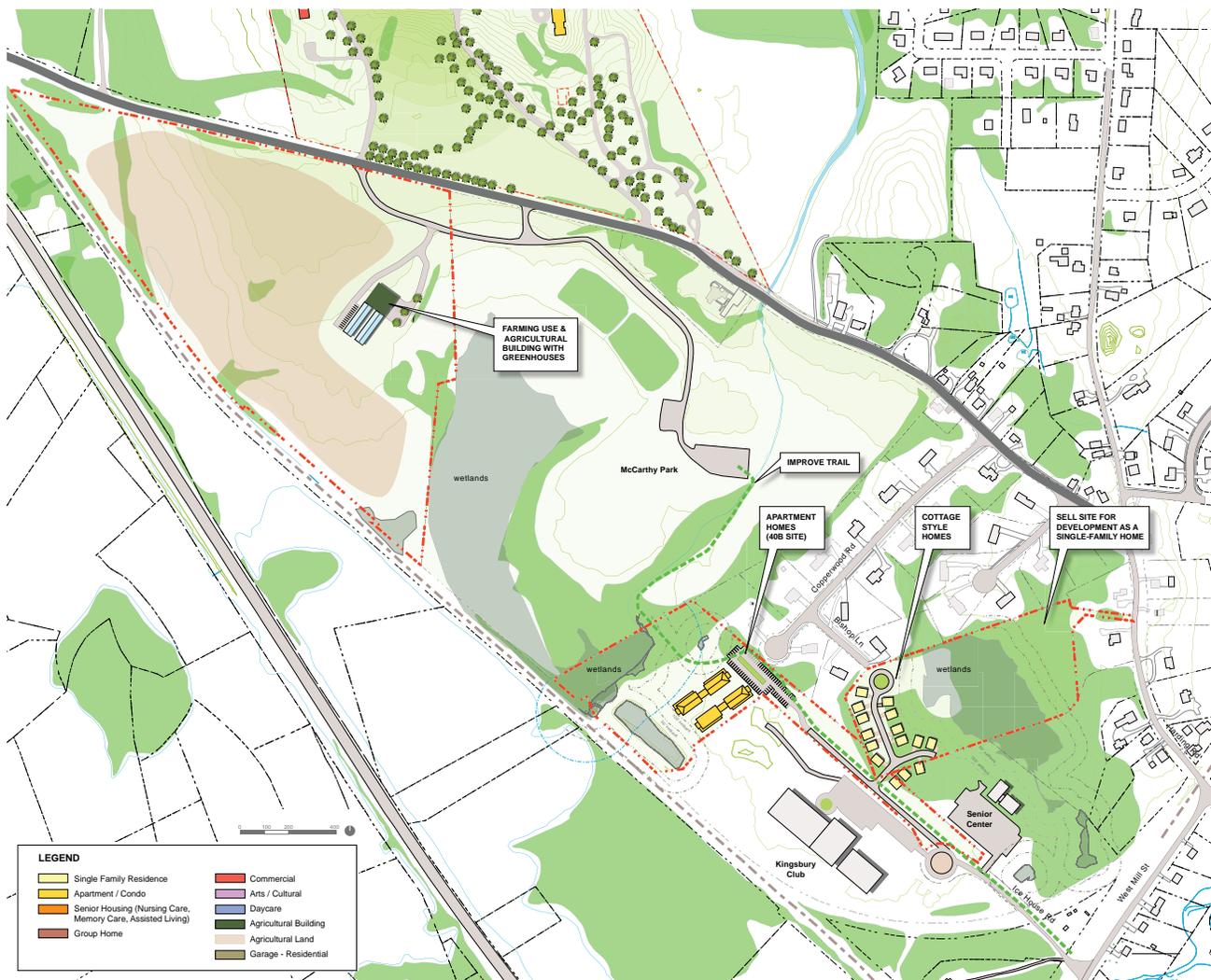


Figure VII-19. Cross-Section of Proposed Extension of Ice House Road to Serve Lot 3 and Hinkley.



Source: Pare Corporation.



Figure VII-20. Solar parking shades.

Community Workshop Outcome

The public at the community workshop applauded the preservation-approach taken in both scenarios for the main MSH campus. Residents were highly engaged and saw progress in the alternative scenarios presented. Many commented favorably and valued the Committee’s work, while offering many suggestions and ideas for fine-tuning. Community access to the state hospital’s grounds once the buildings were occupied was often mentioned as a desire and concern. Commentators generally perceived that the right balance of housing types was included in the scenarios – senior housing, affordable, and market rate. Residents arguing for a more inclusive location suggested that a group home be included in the main quadrangle, and not off to the side at the former superintendent’s home. The inclusion of senior housing was very important, but some commented that the center of the quadrangle should not be a concentration of senior housing. A summary of comments is found in Appendix 6.

Residents advocated for the inclusion of social gathering spots and activities, such as restaurants and cafes. The importance of open space, views, vista and public access was affirmed. Dog walking was mentioned as an activity that should continue. People liked agriculture and inclusion of the arts, particularly at Lee Chapel. There was strong support for a parks and recreation facility, but also many questions and comments indicating a divergence of views as to the optimal location of a new parks and recreation facility and how best to pay for such a facility.

During the community workshop preliminary information on costs and financial feasibility was shared. Additional financial analyses as to costs and taxes will be further developed in the future, which was welcomed by workshop participants. The community workshop also reviewed issues related to landscape and open space design, utilities and the potential use of renewable energy features, as well as traffic, circulation and parking approaches.

Table VII-6. Summary: Planning and Community Engagement for the Future of Medfield State Hospital Grounds.

2002	MA Department of Mental Health announces intention to close Medfield State Hospital.
2003	Medfield State Hospital closes.
2003-2004	DCAMM sponsors a reuse plan and peer review for MSH.
2005 - 2012	<ul style="list-style-type: none"> • Town advocates for better maintenance and site remediation of closed MSH buildings. • Various town committees formed to enable a voice in the process.
2013	<ul style="list-style-type: none"> • State Hospital Advisory Committee(SHAC) formed to study potential acquisition of state hospital grounds. • SHAC sponsors a visioning planning process including and one community forum.
2014	<ul style="list-style-type: none"> • At April 2014 Town Meeting, Medfield votes to spend \$3.1 million to acquire 128 acres of the state hospital grounds. • June 2014, the Selectmen appoint and charge the MSH Master Planning Committee and Resource Committee to develop a strategic reuse master plan. • December 2014, the Town becomes official owner of 128 acres of former MSH site.
2015	<ul style="list-style-type: none"> • MSHMPC pursues master plan assignment. • Three citizen surveys seeking residents' opinions and concerns regarding future uses of state hospital grounds.
2016	<ul style="list-style-type: none"> • MSHMPC continues it work to develop a master plan, rejecting proposed schemes featuring major demolition and construction of 406 to 562 units of housing. • MSHMPC develops six planning frameworks for future of MSH and seeks public input at Medfield Day.
2017	<ul style="list-style-type: none"> • MSHMPC hosts an open house where over 400 persons attend to learn about and comment about four alternative concepts for future use of MSH. • A community workshop is held drawing 250+ people to review two alternative scenarios. • The MSHMPC develops a preliminary draft preferred redevelopment scenario which it subsequently tests as to key evaluation criteria, including financial viability. Draft scenario is featured at Medfield Day.
2018	<ul style="list-style-type: none"> • MSHMPC releases draft master plan for the reuse of Medfield State Hospital.

Since inception in 2014, the Medfield State Hospital Master Planning Committee and the Resource Committee have been jointly meeting on a biweekly schedule at an open meeting which is regularly attended by another five-to-ten interested members of the public. MSHMPC hosts a web site, sends out a regular newsletter, uses social media, cable television and video to share its work with Medfield residents and to engage the community in determining the future of MSH.

The Preferred Plan



Figure VIII-1. Rendering of the Medfield State Hospital Master Plan.

VIII The Preferred Redevelopment Scenario

Master Plan Overview

Drawing from the immense amount of public input, comments and feedback as well as study, the Medfield State Hospital Master Planning Committee has crafted a preferred redevelopment scenario that is sensitive to the character and history of Medfield and the state hospital; reflects Medfield values; preserves open spaces, views and vistas; protects the environment; benefits the Town financially over the long-term; and creates a special asset for Medfield that is balanced and looks towards the future. More specifically, the strategic reuse master plan for Medfield State Hospital:

- Preserves and rehabilitates as many historic buildings as is financially feasible, retaining the site's historic architectural character and the historic landscape of Medfield State Hospital;
- Provides a diversity of housing opportunities for seniors and for persons of all ages and incomes while advancing the Town's housing production goals;
- Uses a mixed-use approach to redevelopment by creating new commercial spaces for businesses, offices and shared work space on the Core Campus, featuring space for a café and a restaurant that can showcase local foods with farm to table offerings;
- Embraces the importance of health, fitness, sports and recreation for all and provides a site for a new parks and recreation facility;

- Maintains and creates spaces and trails for walking, dog walking, hiking, horseback riding riverfront access, enjoying the outdoors and appreciating the incredible vistas overlooking the Charles River;
- Creates a Cultural Center at Lee Chapel to be a destination and focal point involving and serving the entire Medfield community;
- Connects with agriculture and provides opportunities for community gardens and nature education; and
- Dedicates over half the land to open space and agriculture.

The Medfield State Hospital Strategic Reuse Master Plan is both a practical and an aspirational plan that gives voice to the preferred development qualities that Medfield residents desire at the state hospital grounds. Moreover, the master plan establishes the necessary framework to guide reuse and redevelopment of Medfield State Hospital over the next decade or more.

The Medfield State Hospital grounds owned by the Town cover 128 acres with thirty-nine existing buildings containing approximately 676,000 SF. The preferred development plan calls for some selected demolition of non-contributing buildings, rehabilitation of the historic buildings on the Core Campus, addition of ADA accessibility elements for existing structures, such as ramps and elevators, and some limited new construction, as well as the creation of walking trails and open space enhancements.

Figure VIII-2. The Medfield State Hospital Master Plan.



The Medfield State Hospital grounds have been divided into focus areas for purposes of discussing the redevelopment plan, the architectural character and for developing design guidelines (which will be discussed in Section XII). The preferred development and reuse for each of the focus areas is reviewed next. The focus areas are:

- The Green
- The Core Campus
- The Arboretum
- Water Tower Area
- North Field
- West Slope
- The South Field
- Sledding Hill

While the plan may be developed by area based on construction type or use, these areas are not intended to represent phasing.



The Green

The Green is the large expanse of approximately thirteen acres at the front entry of the Core Campus on the north side of Hospital Road. At present there are two roadway entrances for ingress and egress onto Hospital Road, and these will continue in the future. The main entry, Stonegate Drive, follows the natural ridge line northwesterly from Hospital Road. The entrances frame the large expanse of lawn, which includes the former site of the Clark administration building, which is at present a graded gravel area. The Green extends to the western boundary of the property.

The plan calls for rehabilitation of the landscape and expansion of the grassy area to cover the scar left by the demolished Clark building. Continued use of the Green as a grassy area will reinforce the bucolic setting of the Medfield Farm and Hospital Historic District and retain open vistas that people value and currently enjoy. The Green is also envisioned to be an occasional special event space with no permanent buildings. Possible special events could include the antique car show which has used the state hospital grounds in recent years, a springtime egg roll, running and recreational activities, and social gatherings or other festivities. The Green is also foreseen as a natural amphitheater for summer concerts.

Figure VIII-3.
Master Plan Areas.

The Green includes two important landscape elements – the front lawn, and the lawn in front of the westward-looking Superintendent’s House (Building 30). The historic piled-stone entry at the Stonegate Drive entrance should remain.

Ensuring public access will be important for successful future use and programming of The Green.

The Core Campus

The vision of the Core Campus is for an active center of the community with food, gathering places, services, arts and culture. The Campus Core is surrounded by principally residential uses on the perimeter, including senior housing and a continuing care retirement community with independent living or assisted living, on the east side, which is depicted in the plan in orange.

The Core Campus focus area includes the historic quadrangle and all buildings within and around its perimeter. Today, there are twenty-three buildings situated on the Core Campus, along with two key open space areas, The Common just west of Lee Chapel (Building 24) and the green field at the northern interior of the quadrangle, which was used for outdoor activities when MSH was operational.

Arts and culture will be at the front center of the quadrangle, with a cultural center, classrooms, performance space and programming based at Lee Chapel (building 24) and the former infirmary building (Building 25). A largely glass connector building would be erected to house an art gallery and restrooms, and will provide handicap access to the arts buildings. A small plaza entry at the front of Lee Chapel will offer an entrance and drop-off area for arts center patrons. Buildings 22 and 23 are slated for artist live-work housing units. Building 23A, the historic administration building, would have commercial uses, featuring small offices and co-working space, and if demand warrants could include additional arts and cultural spaces.

In the center of the quadrangle is the former two-level clubhouse and canteen (Building 26). This is proposed to be commercial space, including offices and a small café. The existing parking area to the east of the clubhouse would be upgraded and repaved to serve this building, as well as the Cultural Center and other nearby buildings.

Just north of the former clubhouse building is building 27A, which was an MSH service building. This large building is actually two wing buildings, which are situated at the east and west ends with a connector between the two historic wings. The connector is in poor condition and it is recommended that it



Figure VIII-4 (right).
An example of a gently sloped amphitheater.



Figure VIII-5 (below).
The Green at Medfield State Hospital.

be replaced with a sensitively-designed two-story connector. Attached to the north side of Building 27A is Building 27B, a non-contributing 1960's utilitarian structure that is planned to be demolished.

New additions extending northward from each "G" building are also proposed. The expanded Building 27A building would be "U" shaped, overlooking the northern part of the quadrangle. This expanded 27A building is planned as a mixed-use facility with ground level commercial services, a restaurant and offices on the first level. The eastern G building would be primarily residential, and the western G building would be principally commercial, including offices, training spaces and other commercial uses. The additions are both slated as residential. As an alternative, if programmatic needs warrant a different configuration, the volume of the two wing additions could be consolidated as a single addition at the rear of the building (Figure VIII-6). In this alternate arrangement, the public open space between Building 27A and North Street would be maintained.

In the southeast corner of the perimeter is Building 29, the former Nurses Building, also called East Hall. Building 29 is slated for historic rehabilitation for millennial housing, using the preferred open-loft style interiors that younger Medfield residents identified as the preferred housing type in the visual preference

survey. This building could also be developed with 25% affordable units in order to allow all units in the building to be added to the Town's affordable housing inventory.

The five buildings fronting onto East Street are projected for independent senior living with a senior continuing care retirement center (CCRC) (Buildings 17, 18, 19, 20 and 21). Buildings 20 and 21 can be part of the CCRC depending upon demand. Over 120,000 SF will be dedicated to a senior housing/ continuing care community located in these five buildings. Connecting structures would be constructed to provide interior linkages between Buildings 17, 18, 19, and possibly 20, as part of an historic rehabilitation of these buildings for senior living. These connections would primarily be glazed to provide views between buildings on the campus, and would provide some public access between the Core Campus and the Water Tower area. Elevators would be added to the buildings, as well.

Building 28, the former TB cottage, is in very poor condition and is recommended for demolition. Replacing the TB cottage would be a new 40,500 SF nursing and memory care center. Parking for the retirement community, memory care and nursing center would be located near the rear entrance of each building, but on the Water Tower parcel.



Figure VIII-6. Concept plan showing potential additions to buildings along North Street (Buildings 11, 12, 14 and 15), as well as a potential alternative configuration to the addition to Building 27A.

The Green House Model

Green Houses are a senior living option pioneered by Dr. Bill Thomas, a gerontologist, that provide smaller scale residential living for seniors as they age and become frail. Green Houses are resident-driven homes where eight to twelve residents live together, each with their own private bedroom and bathroom that opens onto a centrally located open kitchen where residents share meals and spend time in the nearby great room/living area. Green houses focus on creating and being a “real home environment” with familial-like experiences around a common dining room table. A team of cross-trained health care support staff provide personal care, dining, housekeeping, and laundry services.

The Robert Wood Johnson Foundation provided initial funding to test-out this innovation in senior housing fifteen years ago. Green Houses are an evidence-based approach to better senior living as elders age. Elders in green houses have the same acuity as traditional nursing homes, and benefit from four-times more direct care time from staff. The vast majority, 97%, of consumers prefer green houses over traditional nursing homes, and sixty-percent indicated that they were willing to pay more to live in a green house.

Green house living options are beneficial to the taxpayer saving \$1,300 to \$2,000 a year in Medicare costs. Green houses have higher overall occupancy and 24% higher private-pay occupancy than nursing facilities. Green houses tend to have minimal staff turnover. Green houses provide a highly desired alternative housing choice.

Building 16 is recommended for historic rehabilitation as a group home. An elevator would need to be added. The group home could serve developmentally disabled or intellectually-challenged adults, or seniors, perhaps using the Green House model <https://www.thegreenhouseproject.org/>.

The northern perimeter buildings which line North Street, Buildings 11, 12, 14 and 15 will be historically rehabilitated into new housing units. This row of buildings offers views of the quadrangle as well as of the North Field. All buildings will be rehabilitated and include elevators. Parking would be provided off the northern service loop road. In the event that additional housing units are needed on the site, new additions extending northward from one or more of the North Street buildings could be added as needed and depicted in Figure VIII-6.

The west side of the quadrangle features six buildings, buildings 3, 4, 5, 6, 8, and 9. All six buildings are proposed for historic rehabilitation for residential units with elevators in each building. This row of buildings affords views of the quadrangle and the western slope. The grade changes on the western side enable parking to be conveniently tucked in at the rear of most of these buildings. The view corridors between the buildings should be preserved to enable visitors and residents to enjoy the vista overlooking the Charles River from the quadrangle.

The Arboretum

The Arboretum area is in the southeastern section of the MSH lands north of Hospital Road. The existing Superintendent’s House which overlooks the Green and six residential structures are in the Arboretum Area. Five employee cottages remain extant along Cottage Street. The Assistant Superintendent’s House (the original farmhouse built prior to the founding of Medfield State Hospital, is set back from Hospital Road and is in very poor condition.

An important feature of this area is the arboretum with the varied collection of mature trees. The proposed new uses in the Arboretum area are principally new-construction residential. The Superintendents’ House is a 4,369 SF Dutch Colonial residence designed by Robert R. Kendall. The reuse plan for the Superintendent’s house is an historic rehabilitation and conversion to a two-family home. The new construction dwellings in the Arboretum area along Cottage Street are projected to be duplex homes, including some homes with at-grade level entries appropriate for aging seniors wishing to live in a multi-generational

neighborhood. The arboretum area provides the opportunity for new smaller-scale housing available for sale. Parking would be designed alongside each home.

The Arboretum will be a relatively low-density area set back slightly from Hospital Road. During design and construction, care will be required to protect the tree roots and collection of mature trees as part of the arboretum.

The Water Tower

The Water Tower area is the 6-acre parcel acquired by the Town for the purpose of erecting the new water supply tower to the east of the Core Campus. While not a part of the MSH campus acreage, as part of the redevelopment of the MSH grounds, some additional uses are slated for the Water Tower. A paved permanent parking area serving the row of residential buildings along East Street comprising the independent senior living and continuing care retirement community and a separate parking area for the memory care and nursing center would be built on the western edge of the Water Tower area along Tower Street, which is part of the external loop road serving the site. Overflow parking for events could be accommodated at this location.

Community gardens would be located on the Water Tower lot, south an east of the planned parking area. The soil found at the Water Tower site is predominantly Paxton sandy loam, with 8 to 15 percent slopes, which is well-suited for cultivation, creating ideal conditions for community gardens. Community garden plots would be available to any Medfield resident wishing to sign up for a growing site, whether they reside at MSH or elsewhere in town. Community gardens offer a strategy for activating the site and creating an active use that can be viewed by residents of the nursing/memory care facility. A hose stub will be required for water service to the community garden area.

The North Field

The North Field is the area that extends beyond the northern bounds of the service loop road behind buildings 11, 12, 14 and 15 which face onto North Street. On some maps this road is called Field Street. The North Field extends to the northern perimeter of the Town's property, which is the town line between Medfield and Dover. At present, the North Field has two buildings and a field that is sometimes used for haying. Area residents

are frequently seen walking through the North Field area with their dogs taking in the views and forging a path to the riverbank.

The preferred plan calls for demolishing both buildings located in the North Field area. The former paint shop building is a small single-story, nondescript building that was part of the group of small service buildings in the salvage area. Although the paint shop is listed as a contributing building, the Lozano Baskin report recommended that building be torn down following redevelopment. Building 13, the R building, is recommended for demolition. As a later addition to MSH, this building is architecturally inconsistent with the rest of the campus and blocks the view corridor to the North Field from the quadrangle.

The future uses of the North Field would be for agriculture, such as haying, and continued public access by walking trails to the Charles River and the woodlands along the river bank. The desire lines formed by the paths people currently walk provide strong guidance as to where the pathway and trail improvements should follow.

While this area is an agricultural asset and is also currently used for recreation, when the full master plan rehabilitation and construction are complete, the Town may consider revisiting the use of this area, including possible re-zoning for residential use if additional growth is desired.

West Slope

The West Slope is a gently rolling area which overlooks the conservation area and Charles River Gateway outlook and conservation area, owned and operated by DCAMM. The West Slope has excellent views of the Charles River and rolling hills and forests. It also has sensational views of the sunset. The West Slope is on the west side of Service Road which extends to the lookout point and connects with North Street and the external loop roadway around the site. Today, this roadway is the temporary access to the outlook.

There are four buildings presently on the West Slope. Going from south to north they are: Hillside Cottage (building 1), West Hall (building 2), the service and training building (building 7), and the machine shop (building 10). The west slope also includes the 1-acre laundry site that is to be transferred to the Town once final remediation of a CVOC plume is completed. The Commonwealth has agreed to remediate this site to residential reuse standards.



Figure VIII-7. West Slope building uses.

Under the preferred plan, the south-to-middle sections of the West Slope are dedicated for public, commercial uses. In the far north corner of the West Slope (north of North Street and West of west of the Service Road), the use would be residential as described below.

Hillside Cottage would undergo historic rehabilitation and become the site management office and welcome center, since it is at the front of the property. Building 2 (West Hall) the 28,075 SF former male employees' residence would be historically rehabilitated. The preferred new use for West Hall is as a small inn with a restaurant and fitness area on the lower level. MSHMPC recognizes that the preferred reuse of West Hall will be a later phase project. As earlier elements of the strategic reuse master plan are implemented with occupied residential buildings, a thriving cultural center, and a continuing care community serving seniors, the potential market for an inn for visiting relatives, friends and visitors will become stronger. The alternate use for West Hall would be convert the building to commercial uses, including office space.

The former training building (building 7) in the center of the West Slope would be historically rehabbed and converted to commercial uses. Building 7 is foreseen as a site for offices, incubator space, a distillery or brewery, or other commercial uses.

At the northern portion of the West Slope, the one-story 18,000 SF machine shop (Building 10) is a non-contributing building slated for demolition. The machine shop would be replaced with a multi-story, new construction high-end residential condominium building. Parking for the building could easily be constructed and be semi-enclosed, taking advantage of grade changes. After the former laundry parcel is transferred to the Town, a second high-end new construction condominium building would be erected. The buildings would be sited in a staggered manner enabling both buildings to take advantage of the views from the West Slope.

The South Field

The South Field is one of two focus areas on the south side of Hospital Road. The South Field is the site of the former farm buildings and abuts McCarthy Park. It is an approximately twenty-six-and-half acre area. This includes the twelve-acre area approved in the Land Disposition Agreement and the Town's agreement with the Massachusetts Division of Agriculture

(DAR) for development, and 28 acres that are to be subject to an Agricultural Preservation Restriction (APR). The Sledding Hill is a part of the future APR area.

The South Field is one of several sites to be evaluated in the coming fiscal year by the Town and the Parks and Recreation Commission as a potential site for a new 60,000 SF parks and recreation facility, which would feature an indoor turf field. South of Hospital Road is currently the preferred site by the Parks and Recreation Commission, due to its proximity to McCarthy Field, with eight softball and soccer fields. In addition to Parks and Recreation retaining a site evaluation consultant to evaluate the several potential sites in Medfield for the ideal location of the new indoor parks and recreation facility, the Town is also initiating a town-wide master planning process that may weigh in on location of key community facilities, such as the potential new indoor parks and recreation facility.

MSHMPC has designated this space for a municipal recreation uses, including a possible parks and recreation facility. There is a preference for agricultural uses at the South Field as well. These could include construction of greenhouses and a service barn building along with more limited parking. In addition, up to six acres can be used for commercial and/or educational uses.

Redevelopment of the eastern section of the South Field for recreational uses will require construction of a parking area that should be integrated with the sloping grade in order to minimize the visibility of a large asphalt parking area from the road. The parking area would be a shared-use parking area providing overflow parking for McCarthy Park Fields and for the state hospital reuse on the north side of Hospital Road.

The South Field includes a small grassy green area between Hospital Road and the service drive for McCarthy Park. This grassy area would remain open and permeable.

Sledding Hill

Sledding Hill is south of Hospital Road on the west side of the town-owned property. In the winter when there is snowfall, sleds and toboggans can be seen on Sledding Hill. It is the intention that access to this popular spot for winter sledding be continued. For the balance of the year, the Sledding Hill area, approximately 13 acres, would be used for agricultural uses, such as haying, in accordance with the Town's prior agreement to continue this area for agriculture, making the land subject to an APR.

Table VIII-1. Preferred Uses for MSH Master Plan.

Overview of Preferred Uses for MSH North of Hospital Road				
Bldg #	Existing Bldg Name	Bldg SF	Program	Planned Use
1	Hillside House	2,336	Historic Rehab	Office; Welcome Center
2	West Hall	28,075	Historic Rehab	Inn (30 rooms), Restaurant
2	West Hall		Historic Rehab	Housing (back-up alternative)
3	C-2 Bldg	16,226	Historic Rehab	Market Rate Housing
4	D-2 Bldg	8,975	Historic Rehab	Market Rate Housing
5	E-2 Bldg	14,670	Historic Rehab	Affordable Housing
6	F-2 Ward	29,733	Historic Rehab	Market Rate Housing
7	S Bldg Training Academy	47,423	Historic Rehab	Office; Brewery/Distillery
8	L-2 Ward	17,495	Historic Rehab	Market Rate Housing
9	D-3 Ward	8,975	Historic Rehab	Market Rate Housing
10	Mechanic/Machine Shop	18,000	Demolition	Demolition
10-A	new	27,000	New Construction	Market Rate - Sale
10-B	new	27,000	New Construction	Market Rate - Sale
10-C	Paint Shop	No SF*	Demolition	Demolition
11	C-3 Ward	16,226	Historic Rehab	Residential
12	B-3 Ward	14,425	Historic Rehab	Residential
13	R Bldg	30,890	Demolition	Demolition
14	B-4 Ward	14,425	Historic Rehab	Residential
15	C-4 Ward	16,226	Historic Rehab	Residential
16	D-4 Ward	8,975	Historic Rehab	Residential -- Special Needs
17	L-1 Bldg	17,495	Historic Rehab	Senior Housing -- CCRC
18	F-1 Bldg	29,733	Historic Rehab	Senior Housing -- CCRC
19	E-1 Bldg	14,670	Historic Rehab	Senior Housing -- CCRC
20	D-1 Bldg	8,975	Historic Rehab	Residential (Alt: CCRC)
21	C-1 Bldg	16,226	Historic Rehab	Residential (Alt: CCRC)
22	B-1 Bldg Southgate	15,272	Historic Rehab	Residential: Artist Live/Work
22-A	Administration A Bldg	15,412	Historic Rehab	Office; Co-Working
23	B-2 Bldg (office)	15,272	Historic Rehab	Residential: Artist Live/Work
24	Lee Chapel/ Auditorium	17,328	Historic Rehab	Performance; Arts; Special Events
25	Infirmary	8,311	Historic Rehab	Arts Center / Arts Classes
26	Clubhouse / Canteen	11,834	Historic Rehab	Commercial; Café
27-A	Service Bldg	85,224	Historic Rehab with New Construction of Addition & Replace Connector	Mixed-Use; Residential; Commercial, Office, Services, Restaurant; Educ.
27-B	Bakery/Food Srv Bldg	91,163	Demolition	Demolition
28	TB Cottage	2,649	Demolition	Demolition

Building SF area measurements have varied as to several sources. The appendix includes a table as to the various sources of SF building measurements and the areas for each building.

Classification of residential units as affordable in Tables VIII-1 and VIII-2 is based on financing and the income-eligibility of a prospective occupant. To secure an allocation of LIHTC (Low Income Housing Tax Credits), it is more competitive to commit to all or a very high percentage of units within a building as affordable. The state's Subsidized Housing Inventory (SHI) will allow all the units in a rental building to be counted as affordable if 20% of the units are all rented to persons with income less than 50% of the median household income or 25% of the units if the units are leased to persons with incomes less than 80% of the median household income.

(Table VIII-1 continues on the next page.)

Bldg #	Preferred Use by Building Area (SF)				Preferred Use		Preferred Uses: Residential Uses	
	Commercial	Arts	Residential	Demolition	Total Res Units	Addl Units Alternative	Market Rate	Affordable
1	2,336							
2	28,075							
2						20	0 - 20	
3			16,226		10		10	
4			8,975		9		9	
5			14,670		10			10
6			29,733		24		24	
7	47,423							
8			17,495		10		10	
9			8,975		8		8	
10				18,000	0			
10-A			27,000		12		12	
10-B			27,000			18	0 - 18	
10-C				No SF*				
11			16,226		9			9
12			14,425		12		12	
13				30,890	0			
14			14,425		9			9
15			16,226		9			9
16			8,975		2		0	2
17			17,495		18		18	
18			29,733		24		24	
19			14,670		10		9	1
20			8,975		9			9
21			16,226		14		14	
22	MU	MU	15,272		8			8
22-A	15,412				0			
23	MU	MU	15,272		8			8
24		17,328			0		0	
25		8,311			0		0	
26	11,834	MU			0		0	
27-A	45,112		40,112		38		24	14
27-B				91,163	0		0	
28				2,649	0		0	

Note: The total projected building area ranges from 634,265 SF to 665,265 SF, depending upon the extent of new infill construction, including the number of new cottage-style duplexes sited in the Arboretum area.

MU Indicates mixed-use. The uses in this specific building could be categorized under one or more categories. For example, artist live-work buildings provide artist housing, but also work (commercial) space for the resident artist. Since it is arts and culture-related, it could be also classified as an arts building.

No SF* No information as to the specific area measurements for this building is available

Table VIII-1. Preferred Uses for MSH Master Plan. (cont)

Overview of Preferred Uses for MSH North of Hospital Road				
Bldg #	Existing Bldg Name	Bldg SF	Program	Planned Use
28-N	New	40,500	New Construction	Skilled Nursing/ Memory Care
29	East Hall	20,459	Historic Rehab	Residential --Millennial
30	Supt's House	4,369	Historic Rehab	Residential
31	Employee Cottage 1	4,000	Demo/New Construction	Residential Duplex
32	Employee Cottage 3	2,000	Demo/New Construction	Residential Single Family
33	Employee Cottage 5	2,000	Demo/New Construction	Residential Single Family
34	Employee Cottage 6	4,000	Demo/New Construction	Residential Duplex
35	Stonegate House Cottage	4,000	Demo/New Construction	Residential Duplex
36	Asst Supt's House	4,000	Demo/New Construction	Residential Duplex
Arboretum	New	22,000	New construction	Residential -- SF & Duplexes
	Total	803,967	<i>Includes demolition SF</i>	
	TOTAL	661,265	<i>Net of Any Demolition</i>	
				MSH Core Campus & West Slope
				Arboretum Units
				Total MSH North of Hospital Road

Key Data Points

Table VIII-1. Preferred Uses for MSH Master Plan.

	44 buildings*/ 661,000 SF	Rehab and new construction in the MSH Reuse Plan
	294 to 334 87-89 121-123	Housing Units Includes: Affordable Subsidized Housing Inventory
	191,000 SF	Commercial Spaces: Office, Restaurant, Co-working, Retail & Services, and a possible Inn
	26,000 SF	Cultural Space

** The total building count ranges from 43-44 buildings depending on the number of duplexes in the arboretum area.*

Bldg #	Preferred Use by Building Area (SF)				Preferred Use		Preferred Uses: Residential Uses	
	Commercial	Arts	Residential	Demolition	Total Resl Units	Addl Units Alternative	Market Rate	Affordable
28-N	40,500						0	
29			20,459		18		10	8
30			4,369		2		2	
31			4,000		2		2	
32			2,000		1		1	
33			2,000		1		1	
34			4,000		2		2	
35			4,000		2		2	
36			4,000		2		2	
New			22,000		11		11	0 - 2
TOTAL	190,692	25,639	444,934	142,702	294	40	207 - 245	87 - 89
Core & West St.	190,692	25,639	398,565	142,702	271	38	184 - 222	87
Arb.	0	0	46,369	0	23	2	23	0 - 2
Total	190,692	25,639	444,934	142,702	294	40	207 - 245	87 - 89*

Building SF area measurements have varied as to several sources. The appendix includes a table as to the various sources of SF building measurements and the areas for each building.

Note: The total projected building area ranges from 634,265 SF to 665,265 SF, depending upon the extent of new infill construction, including the number of new cottage-style duplexes sited in the Arboretum area.

Classification of residential units as affordable in Tables VIII-1 and VIII-2 is based on financing and the income-eligibility of a prospective occupant. To secure an allocation of LIHTC (Low Income Housing Tax Credits), it is more competitive to commit to all or a very high percentage of units within a building as affordable. The state's Subsidized Housing Inventory (SHI) will allow all the units in a rental building to be counted as affordable if 20% of the units are all rented to persons with income less than 50% of the median household income or 25% of the units if the units are leased to persons with incomes less than 80% of the median household income.

* Based on the current proposed distribution, a minimum of 121-123 rental units will be added to the Town's Subsidized Housing Inventory.

Table VIII-2. Residential Uses for MSH Master Plan as to Target Audience and Housing Type.

Overview of Preferred Uses for MSH North of Hospital Road				
Bldg #	Existing Bldg Name	Bldg SF	Program	Planned Use
1	Hillside House	2,336	Historic Rehab	Office; Welcome Center
2	West Hall	28,075	Historic Rehab	Inn (30 rooms), Restaurant, Fitness
2	West Hall		Historic Rehab	Housing (back-up alternative)
3	C-2 Bldg	16,226	Historic Rehab	Market Rate Housing
4	D-2 Bldg	8,975	Historic Rehab	Market Rate Housing
5	E-2 Bldg	14,670	Historic Rehab	Affordable Housing
6	F-2 Ward	29,733	Historic Rehab	Market Rate Housing
7	S Bldg Training Academy	47,423	Historic Rehab	Office; Brewery/Distillery
8	L-2 Ward	17,495	Historic Rehab	Market Rate Housing
9	D-3 Ward	8,975	Historic Rehab	Market Rate Housing
10	Machine Shop	18,000	Demolition	Demolition
10-A	New	27,000	New Construction	Market Rate - Sale
10-B	New	27,000	New Construction	Market Rate - Sale
10-D	Paint Shop	no data	Demolition	Demolition
11	C-3 Ward	16,226	Historic Rehab	Residential
12	B-3 Ward	14,425	Historic Rehab	Residential
13	R Bldg	30,890	Demolition	Demolition
14	B-4 Ward	14,425	Historic Rehab	Residential
15	C-4 Ward	16,226	Historic Rehab	Residential
16	D-4 Ward	8,975	Historic Rehab	Res'l -- Special Needs
17	L-1 Bldg	17,495	Historic Rehab	Senior Housing -- CCRC
18	F-1 Bldg	29,733	Historic Rehab	Senior Housing -- CCRC
19	E-1 Bldg	14,670	Historic Rehab	Senior Housing -- CCRC
20	D-1 Bldg	8,975	Historic Rehab	Residential (Alt: CCRC)
21	C-1 Bldg	16,226	Historic Rehab	Residential
22	B-1 Bldg Southgate	15,272	Historic Rehab	Residential: Artist Live/Work
22-A	Administration A Bldg	15,412	Historic Rehab	Office; Co-Working
23	B-2 Bldg (office)	15,272	Historic Rehab	Residential: Artist Live/Work
24	Lee Chapel/ Auditorium	17,328	Historic Rehab	Performance; Arts; Special Events
25	Infirmery	8,311	Historic Rehab	Arts Center / Arts Classes
26	Clubhouse / Canteen	11,834	Historic Rehab	Commercial; Café

S indicates this building alternatively could be part of the CCRC.

Classification of residential units as affordable in Tables VIII-1 and VIII-2 is based on financing and the income-eligibility of a prospective occupant. To secure an allocation of LIHTC (Low Income Housing Tax Credits), it is more competitive to commit to all or a very high percentage of units within a building as affordable. The state's Subsidized Housing Inventory (SHI) will allow all the units in a rental building to be counted as affordable if 20% of the units are all rented to persons with income less than 50% of the median household income or 25% of the units if the units are leased to persons with incomes less than 80% of the median household income.

(Table VIII-2 continues on the next page.)

Bldg #	Residential Target Audience					Type of Housing							
	General	Senior	Special Needs	Millennial	Artist	Rental Hist Rehab	Condo (sale)	Apartment	Single Family	Duplex	CCRC	Live-Work	Special Needs
1													
2													
2	20					0-20							
3	10					10							
4	9					9							
5	10					10							
6	24					24							
7													
8	10					10							
9	8					8							
10													
10-A	12						12						
10-B	18					0 - 18							
10-D													
11	9					9							
12	12					12							
13													
14	9					9							
15	9					9							
16			2										2
17		18										18	
18		24										24	
19		10										10	
20		9										9	
21		14										14	
22					8								8
22-A													
23					8								8
24													
25													
26													

Note: The total projected building area ranges from 634,265 SF to 665,265 SF, depending upon the extent of new infill construction, including the number of new cottage-style duplexes sited in the Arboretum area.

Table VIII-2. Residential Uses for MSH Master Plan as to Target Audience and Housing Type.

Overview of Preferred Uses for MSH North of Hospital Road				
Bldg #	Existing Bldg Name	Bldg SF	Program	Planned Use
27-A	Service Bldg	85,224	Historic Rehab with New Construction of Addns + Replace Connector	Mixed-Use; Residential; Commercial, Office, Services, Restaurant; Educ.
27 B	Bakery/Food Srvc Bldg	91,163	Demolition	Demolition
28	TB Cottage	2,649	Demolition	Demolition
28-N	New	40,500	New Construction	Skilled Nursing/ Memory Care
29	East Hall	20,459	Historic Rehab	Residential --Millennial
30	Supt's House	4,369	Historic Rehab	Residential
31	Employee Cottage 1	4,000	Demo/New Construction	Residential Duplex
32	Employee Cottage 3	2,000	Demo/New Construction	Residential Single Family
33	Employee Cottage 5	2,000	Demo/New Construction	Residential Single Family
34	Employee Cottage 6	4,000	Demo/New Construction	Residential Duplex
35	Stonegate House Cottage	4,000	Demo/New Construction	Residential Duplex
36	Asst Supt's House	4,000	Demo/New Construction	Residential Duplex
Arboretum	New	22,000	New construction	Residential -- SF & Duplexes
	Total	803,998	<i>Includes demolition SF</i>	
	TOTAL	661,265	<i>Net of Any Demolition</i>	
MSH Core Campus & West Slope				
Arboretum Units				
Total MSH North of Hospital Road				

S indicates this building alternatively could be part of the CCRC.

Key Data Points

Table VIII-2. Target Audience and Housing Type.



MSH Is Fulfilling Medfield's Affordable Housing Goals

- 89 Affordable Units: 26.6%
- 245 Market-Rate Units: 73.4%
- 121-123 SHI Units

Classification of residential units as affordable in Tables VIII-1 and VIII-2 is based on financing and the income-eligibility of a prospective occupant. To secure an allocation of LIHTC (Low Income Housing Tax Credits), it is more competitive to commit to all or a very high percentage of units within a building as affordable. The state's Subsidized Housing Inventory (SHI) will allow all the units in a rental building to be counted as affordable if 20% of the units are all rented to persons with income less than 50% of the median household income or 25% of the units if the units are leased to persons with incomes less than 80% of the median household income.

Bldg #	Residential Target Audience					Type of Housing							
	General	Senior	Special Needs	Millennial	Artist	Rental Hist Rehab	Condo (sale)	Apartment	Single Family	Duplex	CCRC	Live-Work	Special Needs
27-A	38					28	10						
27 B													
28													
28-N													
29				18		18							
30	2									2			
31	2									2			
32	1								1				
33	1								1				
34	2									2			
35	2									2			
36	2									2			
Arboretum	11-13								1	10-12			
	237	61	2	18	16	170-190	22-40	-	3	20-22	61	16	2
	192-212	61	2	18	16	170-190	22-40	0	0	0	61	16	2
	23-25	0	0	0	0		0	0	3	20-22	0	0	0
	215-237	0	2	18	16	170-190	22-40	0	3	20-22	61	16	2

Note: The total projected building area ranges from 634,265 SF to 665,265 SF, depending upon the extent of new infill construction, including the number of new cottage-style duplexes sited in the Arboretum area.



MSH Diversifying Medfield's Housing Options

- 19.5% Home Ownership Opportunities (Single Family, Duplexes, Condos)
- 56.9% Rental - Historic Rehab Units
- 18.3% CCRC
- 4.8% Live/Work
- 0.6% Special Needs Housing



MSH will offer Housing for Everyone

- 18.3% Senior
- 5.4% Millennials
- 4.8% Artists
- 0.6% Special Needs
- 71% General Market

The full buildout of the MSH master plan entails 661,000 SF across forty-four buildings north of Hospital Road. South of Hospital Road up to twelve acres would be reserved for municipal recreation and agriculture, and would potentially be the site of a new 60,000 square-foot Parks and Recreation facility with an indoor turf field. The balance of the land would be dedicated to agricultural uses in the South Field and around Sledding Hill. If the recreation facility is built elsewhere, reuse of the South Field could include construction of some green houses and a small barn/service building of approximately 10,000 SF. The detailed breakout of uses as to sector, such as commercial, arts, residential, or demolition and the number of residential units can be found in Table VIII-8.

The planned mix of uses intended for the reuse and redevelopment of Medfield State Hospital is illustrated in Figure VIII-6.

The land use mix in the reuse plan by building area is approximately two-thirds residential, 28.8% commercial, and 3.9% arts and culture.

Figure VIII-9 shows the proportion of valuation of commercial and residential uses on the proposed plan relative to the proportion of these uses town-wide and state-wide. The proportion of planned commercial uses is significantly higher in the MSH reuse mix than town-wide and state-wide. The proposed land use mix at MSH advances Medfield’s goal to diversify the mix of residential and commercial/industrial uses so that the Town can strengthen its tax base.

The proposed residential uses include both market rate and affordable housing units. For a project the size of the Medfield State Hospital, Medfield’s town bylaw requires that twenty-five percent of the housing units be affordable. The preferred reuse

Figure VIII-8.
Land Use Mix of MSH North Reuse Plans as to Building Use.

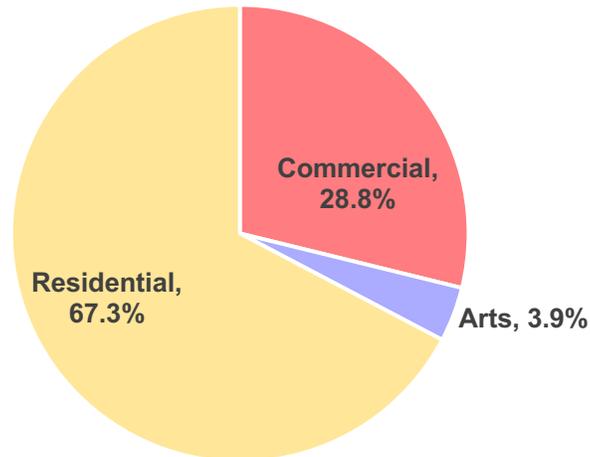
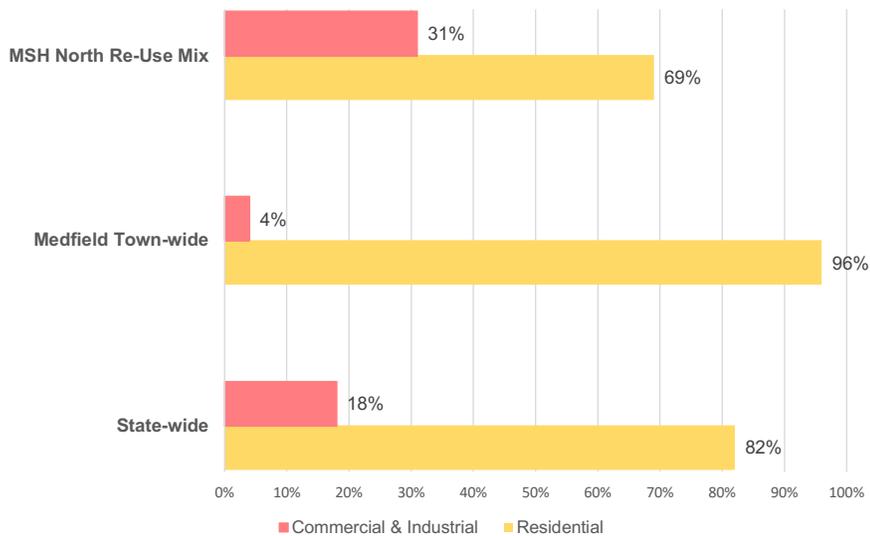


Figure VIII-9.
Use Mix at MSH North Compared to Valuations in Medfield and MA.



Source: MA Department of Revenue and McCabe Enterprises.

plan meets this standard. The MSH Reuse Master Plan will advance Medfield's compliance with 40B and affordable housing goals as the plan is implemented.

The reuse plan calls for housing for a range of audiences and market segments. The majority of housing units is for the general market. Seniors could opt for dedicated senior housing or choose to live in a general market unit. Likewise, the plan includes a building targeting residential use for millennials. However, a millennial might choose a general market housing unit

instead, if it is more to his or her liking. The reuse plan provides for artist live-work housing as well as housing for individuals with special needs. Figure VIII-11. illustrates the diversity of target audiences.

The rehabilitation of the existing buildings into housing as well as the additional new construction will provide a mix of housing types and significantly add to the diversity of housing types in Medfield, which is primarily single-family homes today. The housing type mix is depicted in Figure VIII-12.

Figure VIII-10.
The Residential Use Mix in the MSH Reuse Plan.

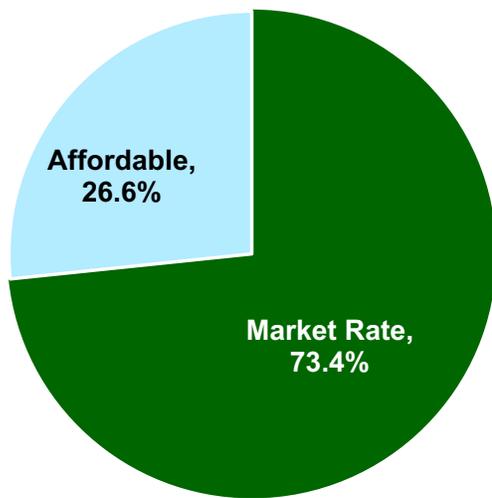


Figure VIII-11.
Target Audiences for Residential Options at MSH.

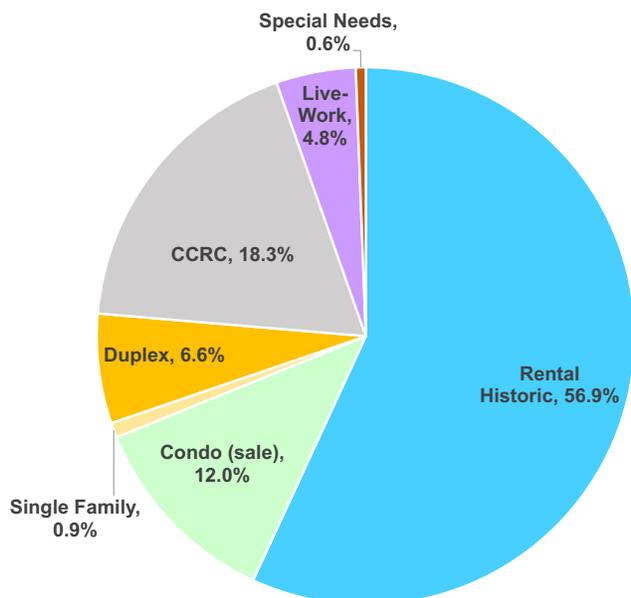
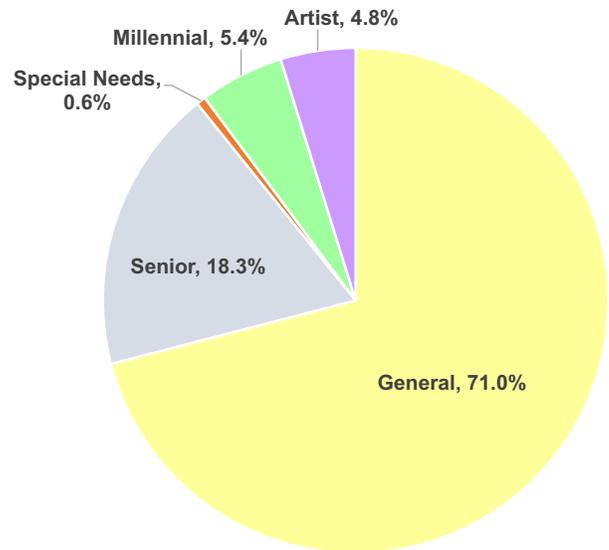


Figure VIII-12.
Housing Types in MSH Reuse Plan.

Note: Historic tax credits are an essential component for financing redevelopment of the MSH. Historic tax credits can be used for commercial uses and for residential rental properties. Residential properties using historic tax credits must remain rental properties for a minimum of five years, after which time they could convert to homeownership.

Preservation Approach

One of the types of housing included in the plan is “rental historic.” Reusing the architecturally interesting and historic buildings around the MSH quadrangle will likely require the use of federal historic tax credits. Federal historic tax credits are a proven and important tool for preserving and reusing historic buildings. Tax credits provide significant source of funding that can make historic rehabilitation in accordance with the Secretary of the Interior’s guidelines more attractive than new construction in some cases. Most major preservation projects rely on historic tax credits as part of the project financing. A key factor in the successful use of tax credits is using a design and financing team that is familiar with tax credits.

Federal historic tax credits can only be applied to commercial structures. The definition of commercial structures in this program is broadly stated to include residential rental properties. To qualify for the use of historic tax credits and to use the buildings for residential use, each housing unit must be used as a rental unit for a minimum of five years. After five years, the building owner could continue operating the building as rental units or convert it to residential condominiums.

Most of the existing buildings on the MSH campus have steps. The design of buildings for accessibility and ease of entrance will be important in the appeal to a broad market. Whether it is younger families with baby strollers or empty nesters with knee replacements, ease of mobility is important. The planned rehabilitation of the historic structures is envisioned to include elevators and sensitively-designed access improvements, so that residential units can be easily lived-in by persons of all ages. The housing in the Arboretum area includes duplexes and a few single-family homes, which can have at-grade entrances. The strategy of a connector building between Lee Chapel and the Infirmary illustrates how a handicap accessible entrance can be tastefully added to historic structures.

Viewsheds

The essence of the Medfield State Hospital lies in the way the village-like campus buildings are sited atop a hill with sweeping views of surrounding fields, forest and hills. The contrast between the confined campus core formed by the ring of regularly spaced structures and the views out to the landscape beyond are a unique asset to be preserved. Important viewsheds include: Hospital Road South, The Green, The North Field and the Charles River Reservation. Surveys and workshops indicated that town residents highly value these existing viewsheds.



Figure VIII-13. View of fields and rolling hills south of Hospital Road.

Hospital Road South. Approaching the site from the east or from the west, the open expanse looking south from Hospital Road opens to a wide expanse of fields, trees, rolling hills and beautiful sunsets. This is a unique moment along Hospital Road, and in Medfield in general, and serves as a reminder of the town’s agrarian history.

The Green. From Hospital Road, the expansive lawn provides views to the campus atop the crest, and sets the tone for Medfield State Hospital as a place. Visibility of the grand buildings in a bucolic setting to passersby is a key character defining moment that can contribute to the value of development on the campus. This view is particularly striking from late fall through the spring, when trees have shed their leaves.

The North Field. The center of the campus is a compact village, ringed by a perimeter of regular buildings. To the north, between Buildings 11, 12, 14 and 15, views to rolling fields and distant hills beyond provide a striking visual counterpoint to the campus environment.



Figure VIII-14. View of the Core Campus from across the Green.



Figure VIII-15. Campus buildings frame views to the North Field and rolling hills beyond.

The Charles River Reservation. To the west of Medfield State Hospital is the Medfield Charles River State Reservation. From the campus core, the viewshed between buildings opens to the wooded areas of the reservation.

On the northern, western and southern perimeter of the Core Campus, additions or connections between buildings beyond the historical footprint should be avoided in order to preserve the views outward. Additionally, demolition of Building 13 to the rear of the campus would re-open the central viewshed from the middle of the campus to the north. In the South Field area, any new construction on the Odyssey House site should be oriented so as to minimize impact on the viewshed from Hospital Road. The Master Plan provides for an Open Space Areas framework (Table VIII-3) for balancing development with preserving viewsheds.



Figure VIII-16. View of the Charles River Reservation from the campus.

Source: B. Kunze Photography.

Public Access

The Medfield State Hospital property is enjoyed today by many residents of Medfield and surrounding communities as a publicly accessible open space. It is used on a regular basis for a variety of activities including: walking, dog walking, running, biking, horseback riding and hiking. In the winter additional activities include sledding, snowshoeing, and cross-country skiing. The Bay Circuit Trail, which runs through the site and on to the Lot 3 area, brings visitors to the area from beyond Medfield on a daily basis. The Charles River Link Trail through the state reservation can be reached from the northwest corner of MSH.

The Master Plan envisions establishing a redevelopment framework that will not only maintain existing uses, but will also augment opportunities for public access to the Hospital grounds for active and passive recreation, making the campus an integral part of the Medfield community. Programming for community and volunteer events, such as the site tours, nature walks, the car show, summer concerts, sporting events, community gardens, and outdoor art events can all help activate the open spaces at the state hospital grounds. Public programming helps create a welcoming atmosphere and provides for continuing public use and access to the site.

Active Public Uses

Medfield has the good fortune of owning a beautiful piece of land with vistas of the Charles River, known as the Medfield State Hospital grounds. Placemaking is rooted in community involvement and engagement. Over the past several years, the MSHMPC has led the community in discussions of how to create the best future for this land, drawing on its unique history and architectural character, and on the vision and desires of Medfield.

Placemaking is a continuing process of creating public spaces that we use and enjoy and where we like spending time. Placemaking entails creating layers of interest and opportunities, whether it is places to walk one's dog, live, work, have a cup of coffee, garden, socialize, listen to music, play Frisbee or skateboard. A balanced mix of uses and activities that appeal to a range of people is essential.

Public access is a crucial part of placemaking. Places need to be attractive and well-maintained. Places need to be welcoming and safe. Amenities, like benches, chairs, trash receptacles, and public bathrooms, make a place more inviting.

A welcoming place needs to provide places to sit and enjoy the sun or some shade on a hot day, and places to retreat to in inclement weather. Public access needs to extend from the outdoor public spaces into the buildings, with active ground floor uses that are accessible to the public. Places that offer refreshments, coffee, libations, and meals, all positively contribute to encouraging people to spend time and enjoy a place, watch people, and meet friends.

Placemaking may in part be fostered and supported by developers, but it also requires involvement, management, creativity and commitment by a multi-faceted set of players. In the long run, placemaking comes from and is sustained through programming developed by the community, including civic and social activities in the public realm that are supported by individuals along with public and private sector support.

Active programming and special events play a key role in defining a sense of place. Arts and cultural activities lie at the core of this effort with opportunities for enjoyment and learning. Public art, musical performances, and theatrical presentations can enliven the campus outdoor spaces and public buildings, creating a destination on the campus and encouraging repeat visits. A cultural use in the Chapel could serve as a catalyst in developing a sense of place at Medfield State Hospital, and would be a valuable early action component of the plan.

Placemaking at Medfield State Hospital can and should reflect Medfield's values of community involvement, community caring, and appreciation of history. Medfield can make MSH a very special place through engaging community programming.



Figure VIII-17. A Meet Your Maker event at Hope and Main culinary kitchen in Rhode Island.

Source: <https://makefoodyourbusiness.org/>

Active Uses & Open Space: Feedback from the May 2017 Community Workshop

- Recreation opportunities will be important to future residents
- Highlight trail network
- Space for Tennis Courts
- Consider a dog park
- Cafe might work
- New music concert space
- Incorporate a bike path
- Create a pavilion for group gatherings
- Commercial – help village become more self-sustaining
- European-style village with housing, shops, coffee
- Restaurants & café for “revenue”
- Sell local produce to restaurants & Farmers’ Market
- Need more new updated restaurants,
- Nosh & Grog, Cafes
- Pop up shops – carts; Food trucks
- Nice to have an inn
- Agriculture in conjunction with farm to table restaurants



Figure VIII-18. A production of Pippin by the Medfield High School Theatre Society.

Source: Medfield High School Theatre Society.

Open Space

Two key goals of the MSH Master Plan are to preserve the relationship between the campus and the surrounding landscape and to maintain publicly accessible open space on the campus. The designated open space outlined in the Master Plan supports current activities and activities associated with new uses on the campus. Figure VIII-19 shows areas designated as open space, and Table VIII-3 identifies the target set of uses for each area.

Open Space Maintenance

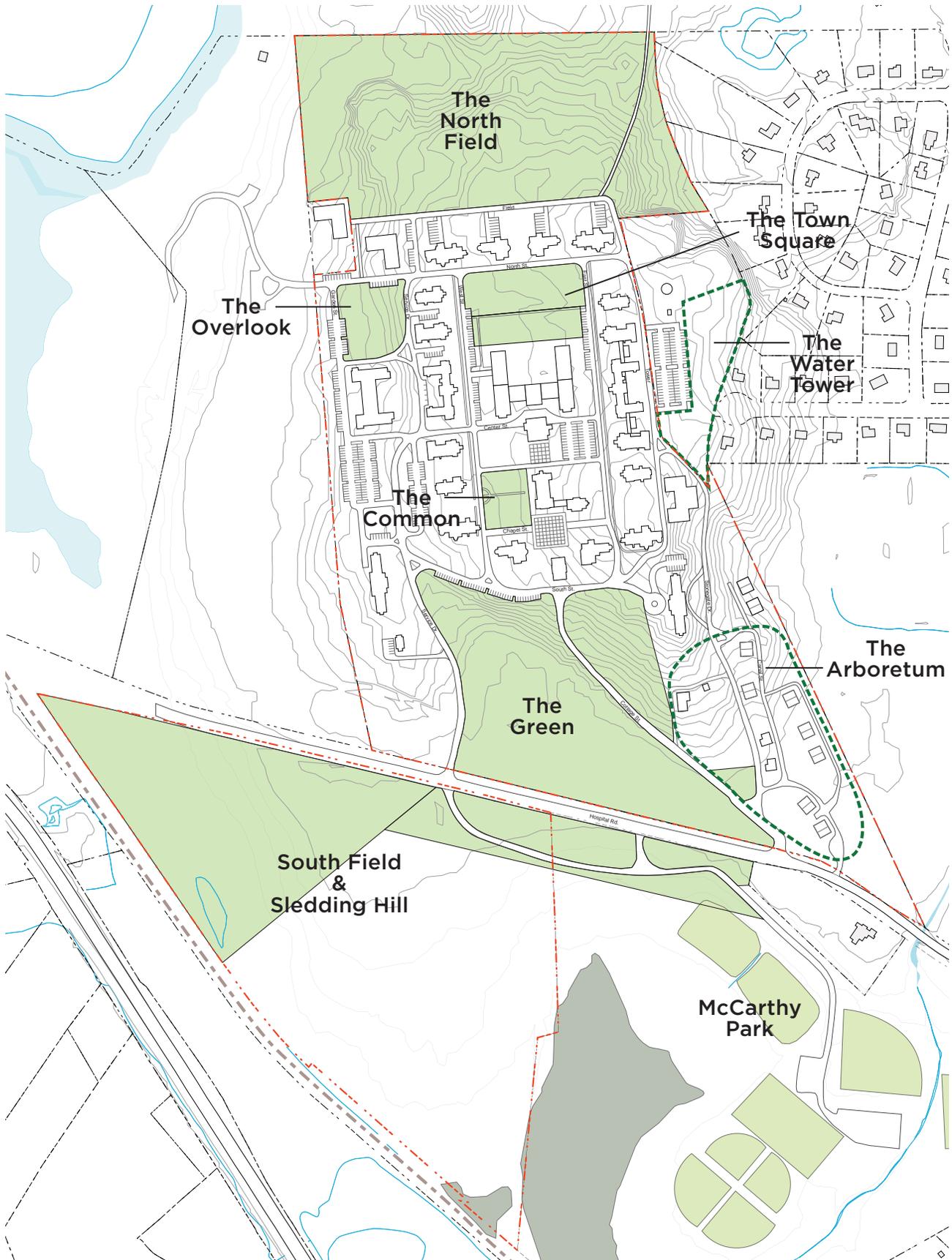
At present, the Town through its Public Works Department maintains the open spaces at Medfield State Hospital, including snow plowing and basic mowing. As the reuse master plan for MSH is implemented, a longer-term approach to maintenance and stewardship will be required. The various open space areas will require careful planning to identify vegetative materials based on intended use of the space. Additionally, an arborist will need to be engaged to develop a maintenance plan for the campus specimen tree collection.

Table VIII-3. Open Space Uses.

Open Space Area	Approx. Acres	Use	Characteristics/ Vegetation
Main Campus			
The Green	12.5	Passive recreation, arboretum, public space activation and events, public art.	<ul style="list-style-type: none"> Lawn suitable for event use. Broad terraced slope suitable for event or performance use. Potential for temporary public art. Preservation and maintenance of specimen trees.
The Common	0.8	Passive recreation, public space activation and events, public art.	<ul style="list-style-type: none"> Lawn suitable for event use. Potential for temporary public art.
The Town Square	2.6	Passive recreation, sports and active recreation, public space activation and events, public art.	<ul style="list-style-type: none"> Lawn suitable for recreation, informal sports, and event use. Potential for temporary public art.
The Overlook	1.3	Passive recreation, sports and active recreation, public space activation and events, public art.	<ul style="list-style-type: none"> Connection with the Medfield Charles River Reservation. Lawn suitable for recreation, informal sports, and event use.
The North Field	18.5	Passive recreation, agriculture.	<ul style="list-style-type: none"> Informal mowed field.
The Water Tower	1.9	Community Gardens. Overflow parking.	<ul style="list-style-type: none"> Community Gardens Connection with Parcel A-1.
The Arboretum	8.4*	Passive recreation, arboretum. Nature education.	<ul style="list-style-type: none"> Preservation and maintenance of specimen trees.
South of Hospital Road			
Hospital Road Viewshed Setback	2.4	Setback area.	<ul style="list-style-type: none"> Lawn, mowed field.
The South Field & Sledding Hill	27.8 (Sledding Hill 13.4 ac)	Agricultural open space. Sledding Hill: winter recreational uses. Area to be subject to an APR.	<ul style="list-style-type: none"> Hay; low cut grasses Cultivated groups, possibly in future

*Note: See Section XIII: Phasing for a discussion of arboretum development areas and open space.

Figure VIII-19. Open Space Areas.



Trails

The Medfield State Hospital grounds connect with two regional trails, the Bay Circuit Trail and the Charles River Link (Figure VIII-22 and VIII-23 on the following pages). The Bay Circuit Trail is a greenway network for hiking and walking connecting thirty-seven Eastern Massachusetts communities from Plum Island in Newburyport to Kingston Bay in Duxbury. The Bay Circuit Trail winds about 200 miles around greater Boston with hiking trails, some polished and some rough. The Bay Circuit Trail is a century-long vision. The Appalachian Mountain Club and The Trustees of Reservations have recently decided to collaborate to complete the vision of a totally connected Bay Circuit Trail with the appropriate easements providing safe passageway for hikers. The trail extends through the area south of Hospital Road. Connecting the main campus with the Bay Circuit Trail could enhance activation of public spaces. The map of the Bay Circuit Trail shows how the trail passes nearby.

The second regional trail is the sixteen-mile Charles River Link. Plans for this trail are underway to link six suburban communities: Newton, Wellesley, Needham, Natick, Dover and Medfield. The trail would reach to Medfield at MSH connecting with the Bay Circuit Trail. The Charles River Link was dedicated in 2009. Volunteers from trails committees in the suburban towns have been working to increase awareness of the trail.

Medfield State Hospital is adjacent to the Charles River Gateway. A new entry drive to the Gateway is slated for construction. This site, which is accessible from the hospital grounds, features a lookout point, a canoe launch area, and informal hiking trails. Creation of a hiking trail map with hiking and walking trails passing through MSH and connecting with regional trails would create additional interest.

A walking path connecting the east and west portions of the former state hospital grounds owned by the Commonwealth is planned. This walking path will connect the east half with the community gardens at the water tower and continue westward with connections to the street and pedestrian network on the core campus and then further westward along the access road to the lookout point, which is part of the western parcel, formerly referred to as parcel A-2 owned by the Commonwealth.

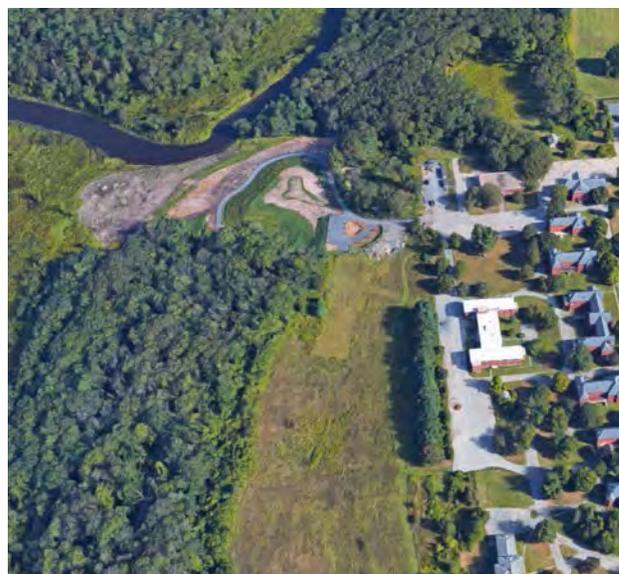
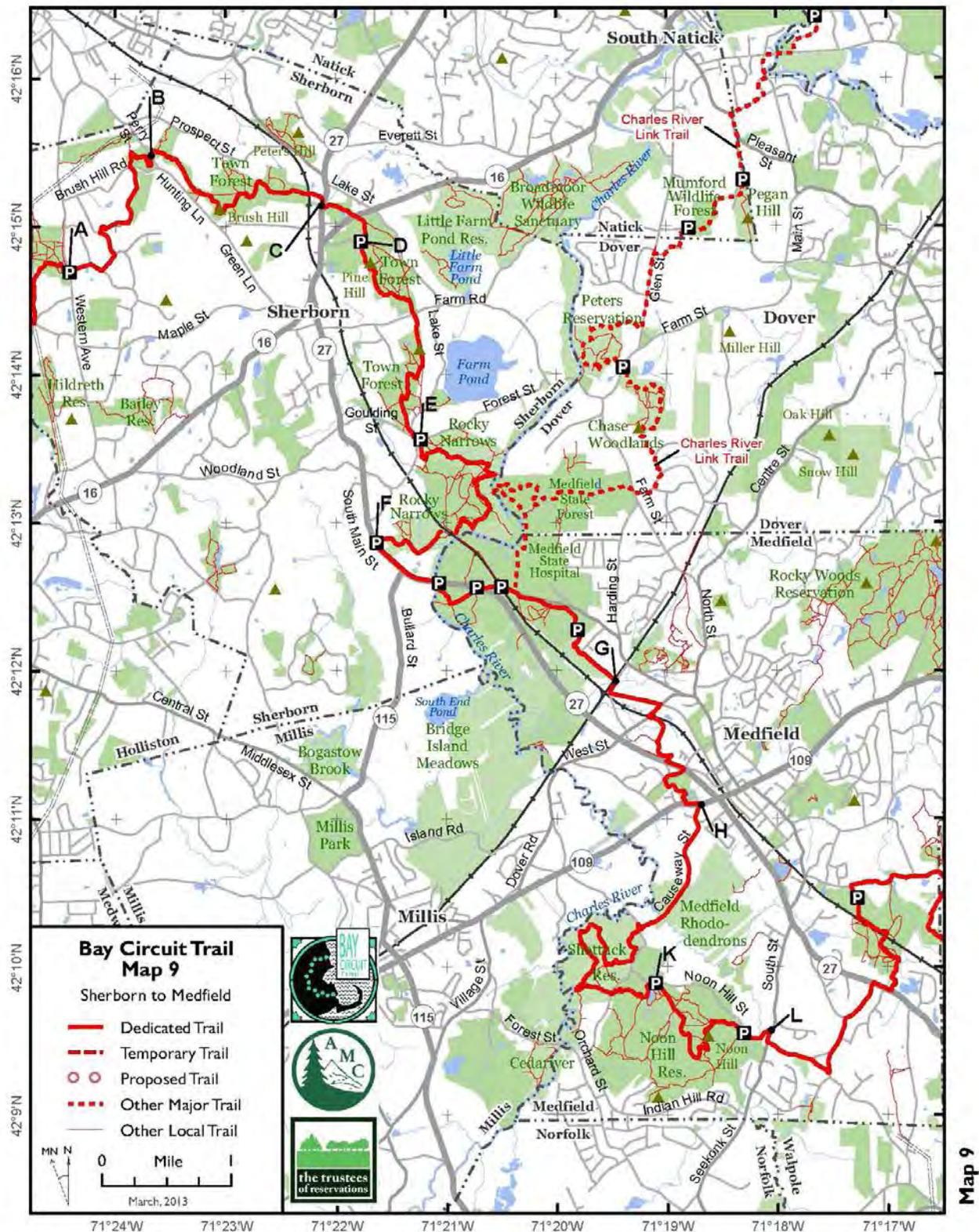


Figure VIII-20. The Medfield Charles River Reservation is accessible from the northwest corner of the campus.



Figure VIII-21. The Bay Circuit Trail crosses through the Medfield State Hospital properties and Lot 3, and is well used by hikers and mountain bikers.

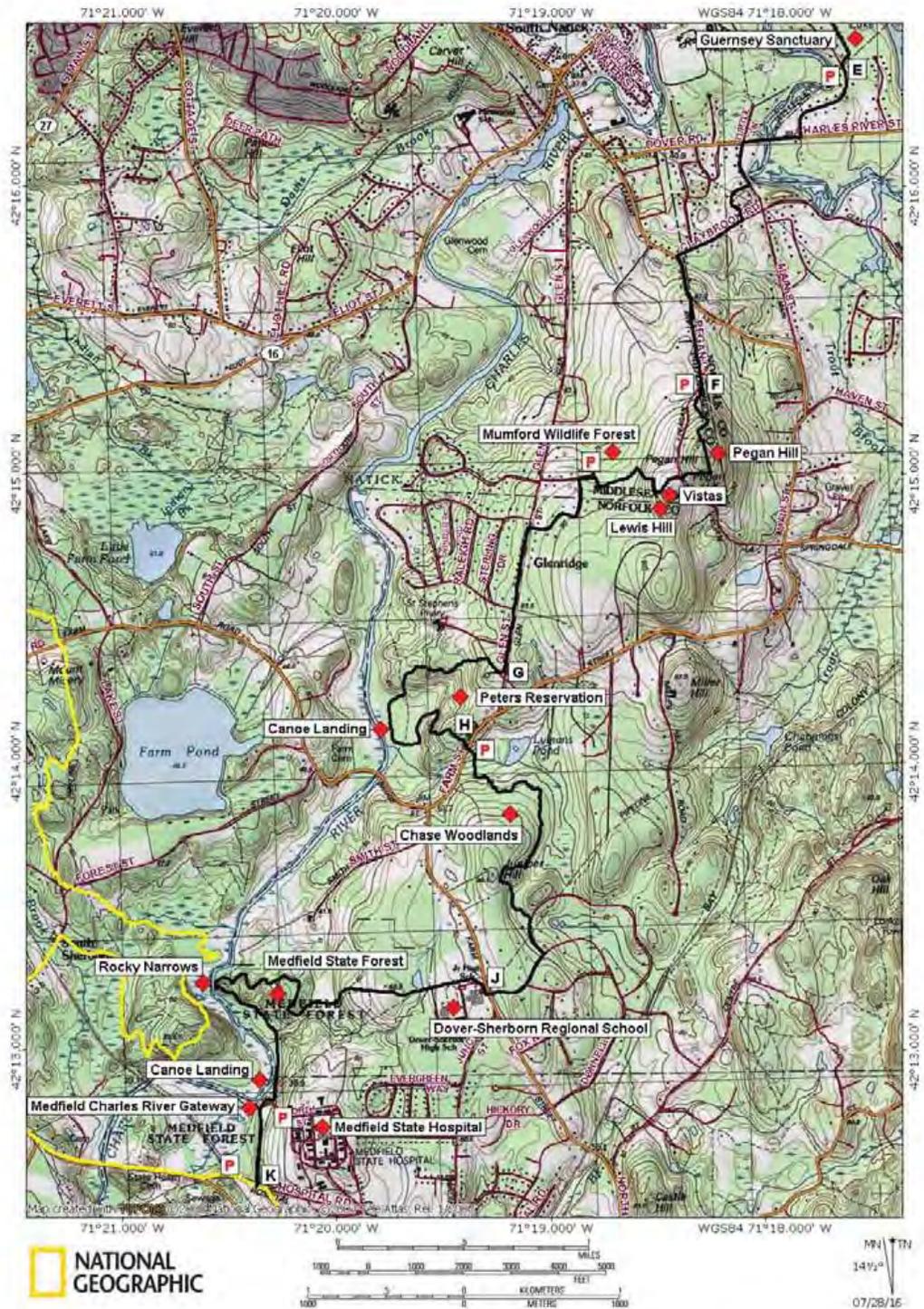
Figure VIII-22. The Bay Circuit Trail.



Disclaimer and Cautions: The Bay Circuit Alliance, as the advocate and promoter of the Bay Circuit Trail, expressly disclaims responsibility for injuries or damages that may arise from using the trail. We cannot guarantee the accuracy of maps or completeness of warnings about hazards that may exist. Portions of the trail are along roads or train tracks and involve crossing them. Users should pay attention to traffic and walk on the shoulder of roads facing traffic, not on the pavement, cross only at designated locations and use extreme care. Children and pets need to be closely monitored and under control. Bay Circuit Trail maps are intended for personal use only. Reproduction for commercial purposes is prohibited. © Bay Circuit Alliance

Figure VIII-23. The Southern Half of the Charles River Link Trail.

Charles River Link Trail Map 2 - Needham, Dover, Natick, Medfield



NATIONAL GEOGRAPHIC

- P Parking
- ◆ Jewel
- Charles River Link Trail
- Bay Circuit Trail

Figure VIII-24. Pedestrian Access and Circulation.



Circulation

The existing roadway system at the Medfield State Hospital provides a sound framework. Today, people value the ability to easily walk through the campus with few worries about moving vehicles. Sustaining the focus on a pedestrian-friendly, walkable environment is an important consideration in designing the circulation system for a redeveloped state hospital grounds. Walkable neighborhoods are an important consideration when selecting a place to live. The National Association of Realtors reports that 77% of home buyers prefer communities with sidewalks and places to take walks.

Walkable environments are important to businesses as well. The benefits of walkability are capitalized into office, retail and industrial property values with more walkable sites commanding higher property values according to the National Council of Real Estate Investment Fiduciaries.

At present, there is an inner roadway loop around the perimeter of the quadrangle that includes sidewalks and is tree-lined. The pedestrian quality of this area needs to be protected and promoted. The narrow street widths will help slow down cars, so people can easily and safely walk across the quadrangle and streets. Narrow street widths should be maintained whenever possible. This inner perimeter loop, which consists today of Chapel, East, North and West Streets, is proposed to include some on-street parking to enable easy access for residents and visitors. However, the inner loop should be designed for pedestrians and slow-moving vehicles.

The majority of the vehicle circulation on the site (north of Hospital Road), is proposed to be directed to two-way outer loop that extends behind the residential buildings, and includes portions of South Street, Tower and Field Streets, as well as Service Drive. This external loop is shown in Figure VIII-26 on the next page. Service Drive is recommended as the primary entry from Hospital Road since the West Slope area is the locus of many of the commercial uses, which may generate additional traffic. Service vehicles would easily access the buildings on the West Slope and avoid Tower Street and the majority of the residential area.

Both existing entries, Stonegate Drive to the east and Service Drive on the west, will remain. The driveway intersection geometry with Hospital Road should be enhanced to increase visibility and safety. Installation of a speed table (sometimes called a traffic table or an intersection table – see Figure VIII-25) to slow

down traffic along Hospital Road, where cars often travel forty to forty-five miles an hour at the entrances to MSH as well as McCarthy Park, should strongly be considered.

Expanding multi-modal options was considered. Within the existing circulation system, bicycles can be added. The potential of a bicycle path along Hospital Road was also investigated. Existing roadway widths and right-of-way do not easily accommodate a dedicated bike path. Dedicated bike paths require a minimum of four feet of width per direction. In lieu of a dedicated bike path, designation of Hospital Road as a roadway with sharrows is recommended. A sharrow is depicted in Figure VIII-27. Sharrows increase awareness of drivers that bicyclists are often present and they must share the road.

An access drive will be required for service and parking for reuse of the South Field. A small parking area would be created with an agricultural use. Locating a parks and recreation facility will require a large 150 to 200-space parking area. Shared use parking for McCarthy Field as well as MSH North is envisioned with a parks and recreation facility.

To minimize the number of cars on the MSH campus and which the anticipated use of automatic electric vehicles (AEVs) becoming more prevalent, an AEV shuttle serving residents, businesses and visitors to MSH grounds should be considered. AEVs can provide on-call custom service, as well as regular routes. There could be a regular internal shuttle on the campus with connections to south of Hospital Road, McCarthy Park, the senior center and downtown Medfield. A shuttle connection to commuter rail service could also be offered. A retirement community in San Jose has already been successfully using AEVs since early 2017 as an alternative to residents using personal vehicles.



Figure VIII-25. Intersection Tables can help calm traffic and reduce speeds.

Figure VIII-26. Circulation Plan for MSH North.

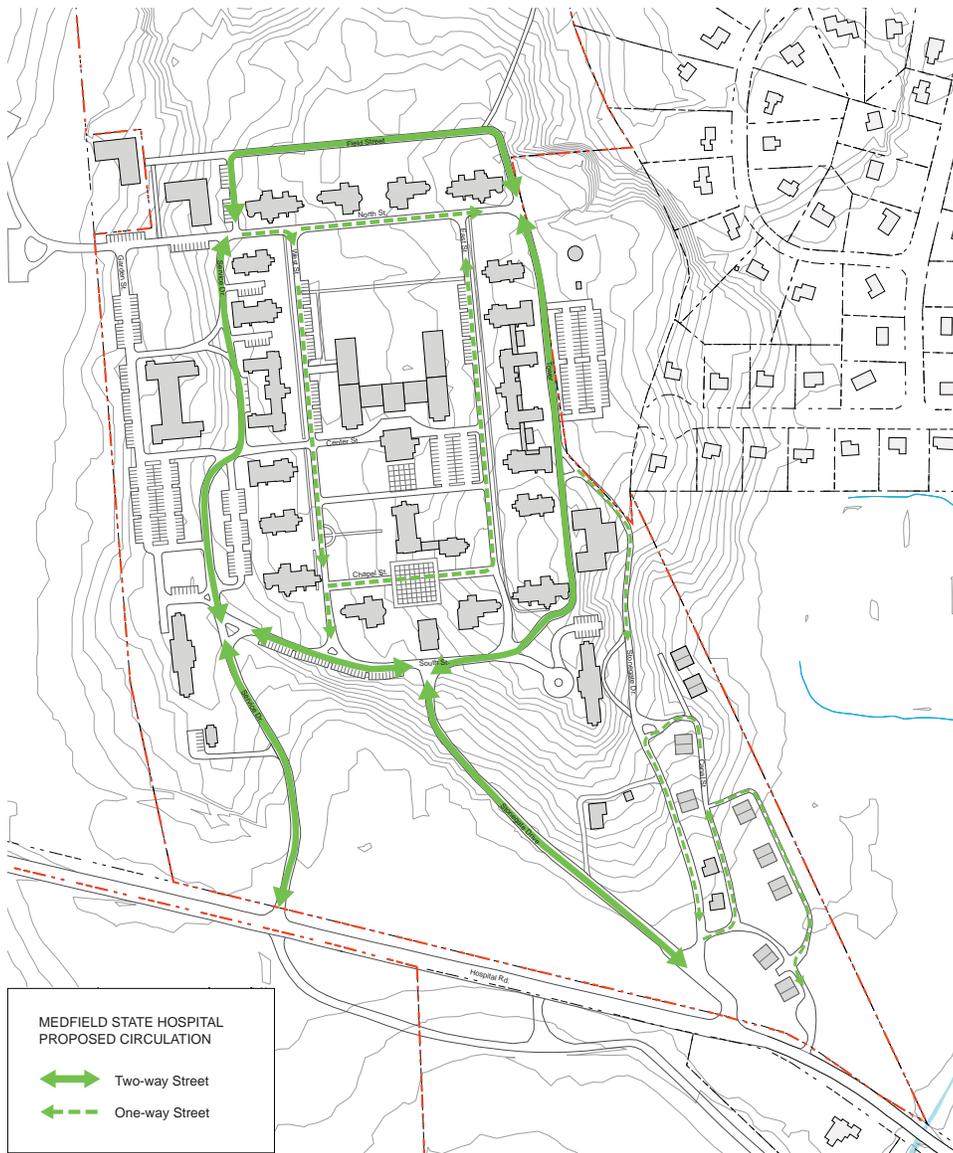


Figure 27. Sharrows can enhance the safety of bicyclists using Hospital Road.



Figure 28. Olli, the Automated Electric Vehicle by Local Motors. Local Motors has begun taking orders from communities and business for Olli AEVs.

Parking

In most any development the question of how to find enough space for cars is always a challenge. The reuse of Medfield State Hospital poses a similar challenge. People gravitate to the state hospital grounds because it is a place where they can walk and get away from the hustle and bustle of life, including cars. While residents may drive to MSH, they usually ambulate around the grounds.

Parking standards have been evolving. Communities focusing on downtown revitalization and redevelopment projects, like the reuse of MSH, have begun reexamining parking requirements. The goal for the future of the Medfield State Hospital grounds is to create a place where people want to live, visit, work, spend time, hike, walk their dogs and enjoy the fresh air and vistas in a historic setting. Because of its rural setting, parking at MSH needs to be convenient, but discrete and should not dominate the setting.

Figure VIII-29.
Existing Parking at MSH North.



Approximate parking locations
exclusive of on-street parking spaces.

Source: Pare Corporation.

Table VIII-4. Parking Standards at Medfield State Hospital.

	Required Spaces at MSH	Acreage Required for Required Parking	Percent of MSH North to be allocated for Parking
Medfield Zoning Bylaw	1,627	13.1	15.0%
ITE Average Peak Period	814	6.5	7.5%
ITE - 85th Percentile Peak Period	1,117	9.0	10.3%

Figure VIII-30. Parking Needs for Reuse by Area (Based on ITE Average Peak Period).

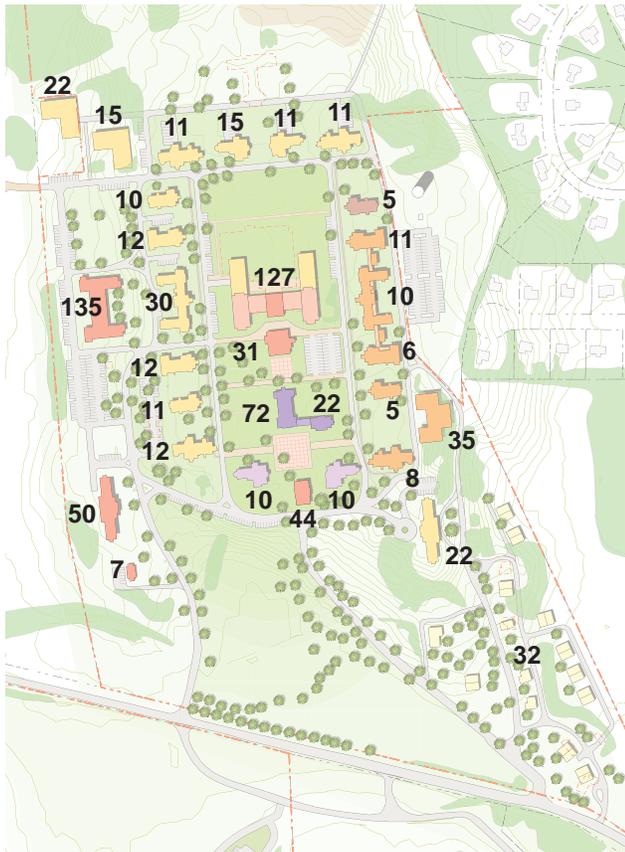
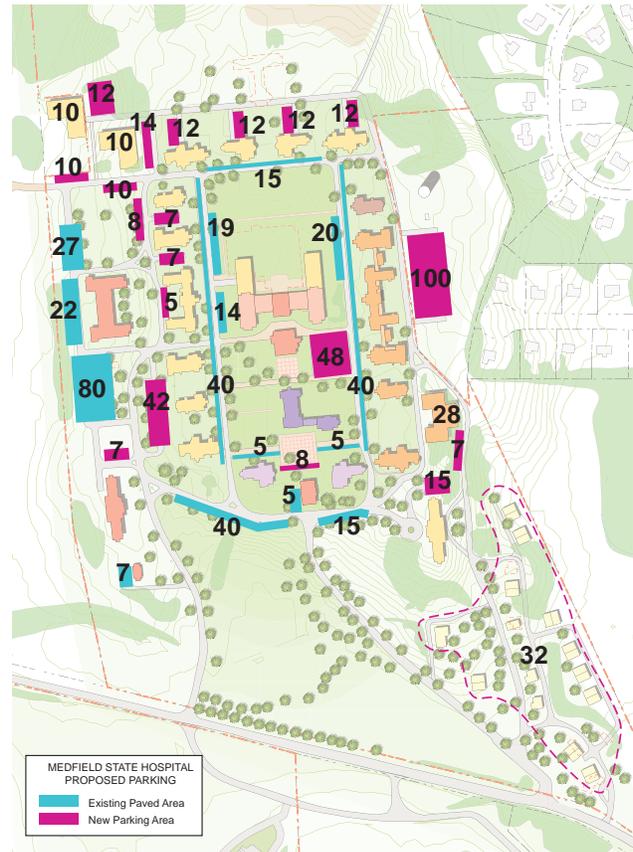


Figure VIII-31. Proposed Parking Areas to be Established at MSH.



The parking standards in Medfield's zoning bylaws were reviewed and compared to the Institute of Traffic Engineers (ITE) standards for parking. The aggregate number of parking spaces required for uses at Medfield State Hospital are detailed in Table VIII-4. A comparison of Medfield's parking requirements with other nearby communities can be found in the Appendix. Medfield's zoning standards for parking as applied to the desired uses for the future at MSH create demands for a large portion of the open land areas to be paved. Applying Medfield's zoning parking to MSH requires 15% of the land north of Hospital Road. Instead, using ITE Average Peak Period standards, results in approximately half of this allocation of land to parking (7.5%). As a consequence, discussion with MSHMPC and the Planning Board have led the master plan to use the ITE Average Peak Period standard for determining the parking needs at MSH.

There are 615 parking spaces currently at MSH North, which are depicted in Figure VIII-29. The existing parking areas are in various conditions. At a minimum all require resurfacing. Some of the existing parking areas may be repurposed. For example, the large unpaved parking area on the front green at the former site of the Clark building is proposed to be reseeded and become an integral part of the front Green, or great lawn.

Figure VIII-30 examines parking demand by area. There is a mismatch as to where parking is located and where parking is needed. Figure VIII-31 details the recommended locations for parking on the site. The last diagram, Figure VIII-32 shows the potential for locating small parking courts between buildings on the west side of the Core Campus. In this location the existing slope from West Street down to Service Road, in combination with landscape screening, could help conceal cars from view.

Figure VIII-32. Parking Court Studies.



OPTION 1C
TREES

PARKING SPACES	
LOT PARKING	10 SPACES
	12 SPACES
	14 SPACES
	16 SPACES
STREET PARKING	6 SPACES



OPTION 3C
LANDSCAPE LIGHTING + REAR
PARKING ACCESS

PARKING SPACES	
LOT PARKING	10 SPACES
	12 SPACES
	14 SPACES
	16 SPACES
STREET PARKING	6 SPACES



OPTION 4C
SOLAR CANOPIES OVER
PARKING SPACES

PARKING SPACES	
LOT PARKING	10 SPACES
	12 SPACES
	14 SPACES
	16 SPACES
STREET PARKING	6 SPACES

Source: Paul Lukez Architecture.

Utilities

To facilitate the reuse and redevelopment of the state hospital grounds, new utility infrastructure is required. The existing wastewater system including the pump station was disconnected and abandoned over a decade ago. A new water distribution system is needed, particularly north of Hospital Road, that provides potable water to all the buildings and that meets the fire flow and water pressure requirements for commercial and higher density residential buildings.

At full build-out of the reuse master plan, it is anticipated that 130,000 to 150,000 gpd for water use will be required. Wastewater services demand will range 100,000 to 120,000 gpd. The Medfield Board of Water & Sewer needs to verify sufficient capacity to treat the prospective wastewater flow generated by anticipated uses based on the MSH reuse master plan.

The Board of Water and Sewer is currently undertaking a well capacity analysis and forecast for the Town's overall water usage. Medfield typically issues water conservation orders as required by the State and restricts lawn watering in summer months. Water usage in Medfield spikes in summer months due to lawn watering and filling of swimming pools. The Board expressed concern about high demands for water in summer months from additional users at MSH, if water usage patterns are similar to other water customers in Medfield.

Based on the concerns regarding summer time water capacity, it will be imperative for new commercial and residential water users to install Water-Sense plumbing products to minimize water use and conserve water. Water Sense is similar to the Energy Star program that rates appliances and products as to energy efficiency. Water Sense rates water-using appliances and products as to water efficiency.

The standards for redeveloping the state hospital should include strict water conservation standards including the use of highly

water efficient toilets and outdoor sensor-based irrigation systems. The use of xeriscaping and rain barrels should be undertaken. Xeriscaping is a landscape design approach that uses native species and minimizes the need for irrigation. Some forms of water recycling at the state hospital grounds may also be appropriate and should be explored.

Historically, Medfield State Hospital did have its own water source and system. It may be appropriate to consider generating a source of well water for occasional summer watering of the grounds, particularly for community gardens and any agricultural demands.

Some early pre-engineering studies were undertaken and initial layouts of the water and wastewater system were developed for the reuse of the state hospital grounds north of Hospital Road. Figure VIII-33 illustrates the proposed water distribution network and the proposed wastewater collection system. The wastewater collection system requires the use of a pump station. The pump station in the concept plan is on parcel G, which is not currently owned by the Town. The Town will need to secure an easement from the Commonwealth if the pump station is sited on parcel G. Additional engineering and design will be required to further evaluate the optimal water and sewer layouts. The requisite fire flow for insurance standards, adequate drinking water supply for residential and commercial uses, and sufficient wastewater collection capacity will need to be refined.

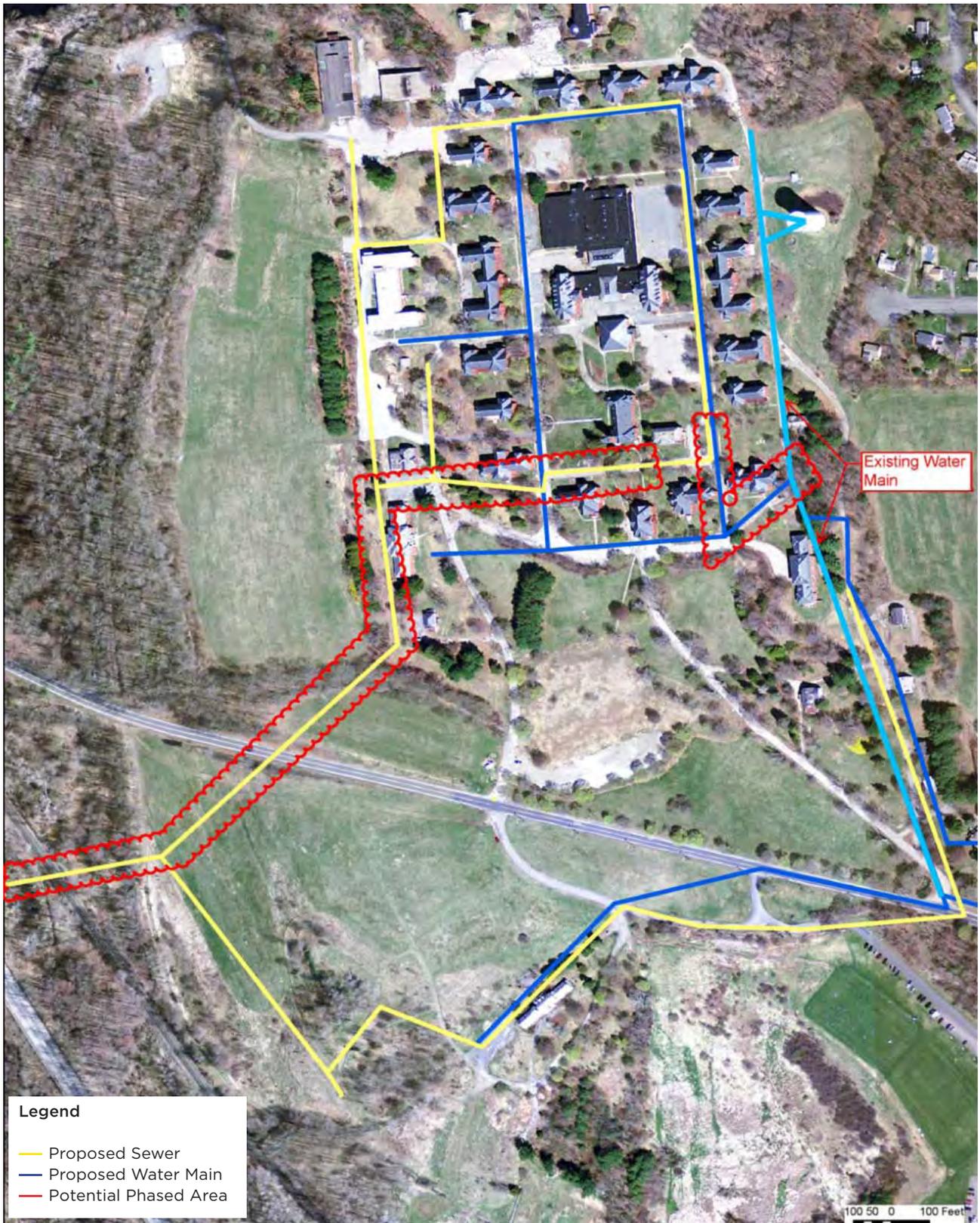
Some alternate utility layout concepts were developed to address possible phase-in development of the Cultural Center or the Arboretum area. These concepts are depicted in Figures VIII-34 and 35.

Figure VIII-33. Proposed Water Distribution and Wastewater Collection Systems for MSH.



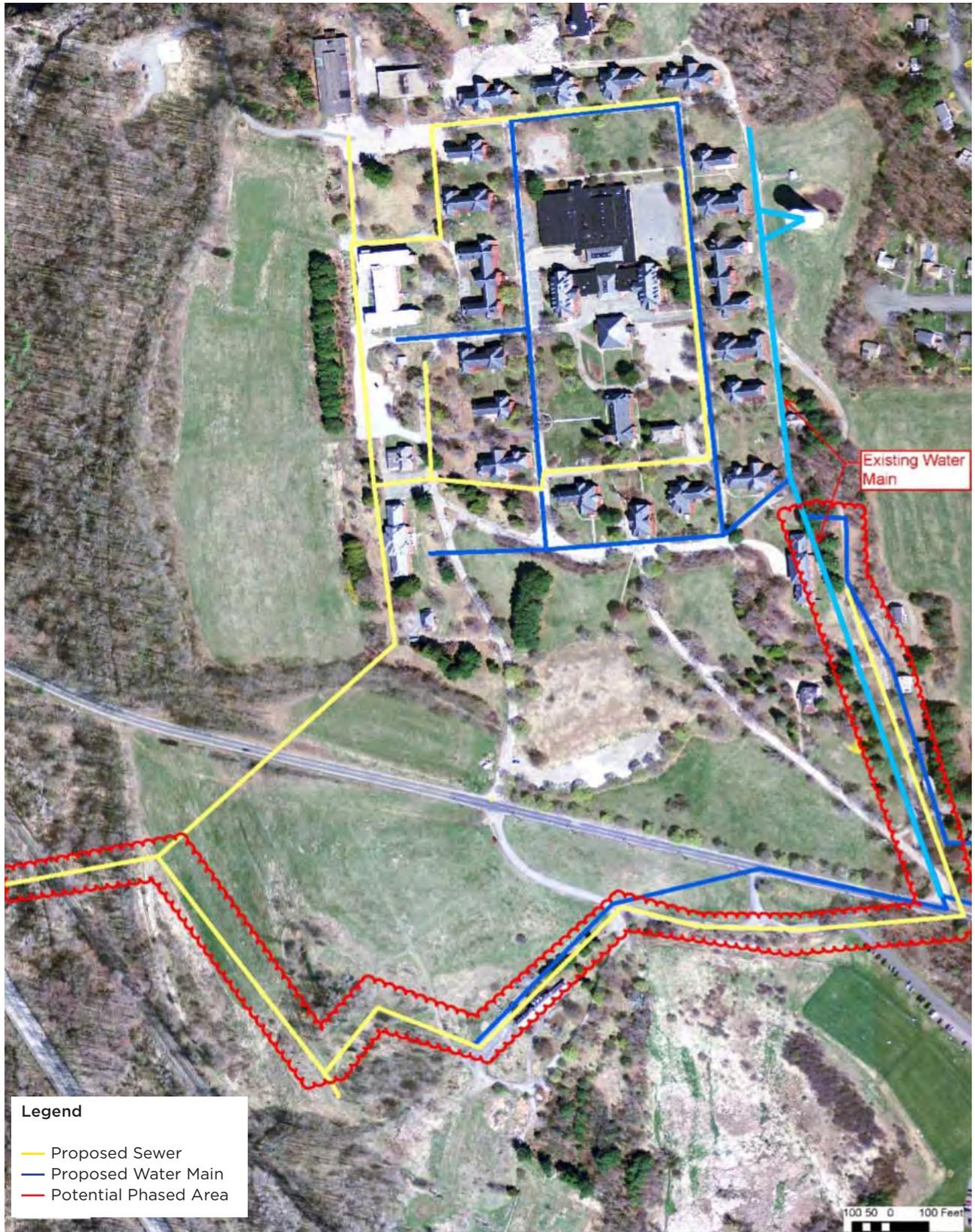
Source: Pare Corporation.

Figure VIII-34. Potential Phased Utility Infrastructure Concept for a Cultural Center.



Source: Pare Corporation.

Figure VIII-35. Potential Phased Utility Infrastructure Concept for the Arboretum Area.



Source: Pare Corporation.

Renewables and Sustainability

The United Nations World Commission on Environment and Development defines sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Incorporating renewable energy, adhering to water and energy conservation standards in the rehabilitation and new construction of buildings, and applying xeriscaping and best management practices as to storm drainage will all contribute to long-term sustainability at the state hospital grounds. Good building practices that minimize waste, recycle where possible, and use locally sourced material to a great extent are important elements of sustainability. Incorporating best practices in building rehabilitation and new construction are an important aspect of sustainability.

Medfield State Hospital originally used a district energy approach, with a steam tunnel system heating all buildings. District energy, microgrids and renewables are all strategies that can be used to increase energy efficiency and reliability. The Town has a unique opportunity to incorporate innovative and renewable energy in the design of the redevelopment, including the use of geothermal energy sources. This should be explored more fully.

With the construction of an entire new wastewater collection system at MSH, the Town has an opportunity to capture some of the waste heat generated as effluent and biosolids travel through the collection system. Some utilities have started to capture this “waste heat” and use it as a source of energy. The Massachusetts Clean Energy Center has been interested in piloting this concept further in Massachusetts.

At minimum, the waste heat energy from the sewer collection system can be captured by a heat exchanger, which can be used to provide hot water to each building on the MSH main campus. A larger scale geothermal system can capture the waste energy from the entire collection system and use it to provide heat and energy.

Adherence to green building policies with explicit standards and metrics such as the LEED for Neighborhood Development (ND) standards promulgated by the US Green Building Council can help advance site, building and district-level sustainability issues. LEED ND is compatible with the Massachusetts Sustainable Development Principles.

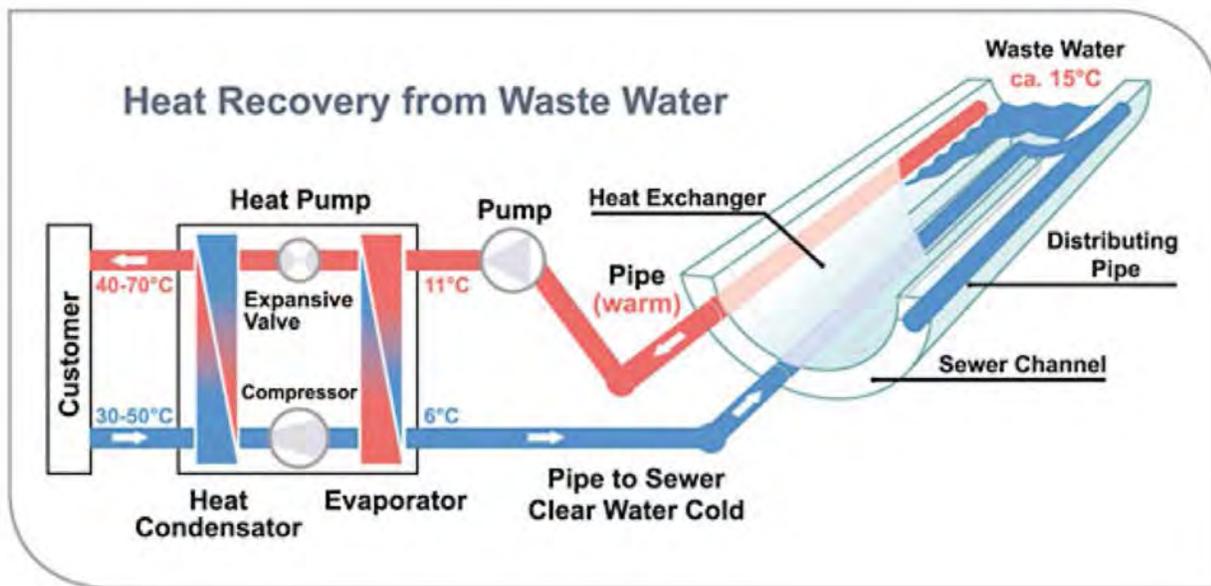


Figure VIII-36. Waste water heat exchanger.

A Cultural Center

In response to the expressed desire for public access and the need to create a special place for all of Medfield at the state hospital site, the Strategic Reuse Master Plan incorporates space for an Arts and Culture Center in the heart of the campus at Lee Chapel. The Center is envisioned as a focal point that will serve all of Medfield, as well as those from surrounding communities, and engage a broad range of age groups. Four buildings are envisioned as establishing a base for the center: Lee Chapel (building 24), also known as Lee Hall, The Infirmary (building 25), and buildings 22 and 23. Cultural uses in the center would be complemented by redevelopment of the Administration Building (building 22A) as commercial office or cultural type use. Potential tenants for this building could include a co-working center or small business offices.

Adjacent to the historic common, and fronting a new public plaza, these five buildings would activate the heart of the campus with arts and cultural programming ranging from music and theater performances, to open studios, gallery shows, artist talks, classes and public art installations. To the north of this active, public area, buildings 26 and 27A are envisioned as having ground level uses that complement and support the public nature of the arts center, and could potentially offer expansion space for arts and cultural users at a future date.



Figure VIII-37. Artisan's Asylum, Somerville, MA.

Source: <https://makezine.com/artisans-asylum/>

Cultural Alliance of Medfield Efforts

The Cultural Alliance of Medfield (CAM) is a 501-c-3 non-profit coalition of town arts and cultural organizations established in 2015 as an umbrella organization to represent the greater cultural needs of the community. The Cultural Alliance grew from a group of cultural leaders initially working on the Downtown Cultural District (DCD), who, with the town's acquisition of the Medfield State Hospital and the advent of the Master Plan process, saw the need for a broader advocacy role for community arts and cultural needs. The mission of the Cultural Alliance of Medfield is to nurture, support and promote all cultural activities in town by non-profit organizations, individual artists, volunteer led associations, and the Cultural Alliance.

Understanding the need to test the viability of a potential arts center in Medfield in tandem with the planning process, the Cultural Alliance of Medfield has undertaken a number of efforts that have provided valuable information in the planning process. They have toured arts and cultural facilities, conducted outreach in neighboring communities, sought funding for consultants and commissioned feasibility studies. CAM's efforts to establish a Cultural Center at MSH are on-going.

In 2016 the Cultural Alliance secured funding from the Massachusetts Cultural Council's Cultural Facilities Fund (CFF) to conduct a preliminary feasibility study. The CFF grant, along

Regional programs identified by CAM as potential model or offerings include:

Artisan's Asylum, MA
ArtSpace Maynard, MA
Create-a-Cook, MA
Crop Circle Kitchen, MA
Einstein's Workshop, MA
Fort Point Arts Community, MA
Green Street Studios, MA
Hope & Main, RI
Hopkinton Center for the Arts, MA
Newton Music Academy, MA
Regis College Fine Arts Center, MA
The Steel Yard, RI
Studio 52, MA

with matching funds from the Town of Medfield, enabled the Alliance to engage ArtsMarket from Bozeman, MT, to develop an initial assessment. In tandem, DBVW Architects of Providence, RI, a firm specializing in preservation and adaptive reuse of historic structures, was brought on board by the Cultural Alliance to conduct an initial architectural feasibility study. ArtsMarket conducted an on-line survey of residents from Medfield and surrounding towns, provided information on comparable chapels redeveloped as arts centers, and developed a preliminary set of operating expenses and revenue projections for the project.

The initial architectural feasibility study included buildings identified at that time for possible arts and cultural uses: the Chapel (#24), the Infirmary (#25) and the Administration Building (#22A). DBVW's efforts included review of building conditions; evaluation of their appropriateness for reuse as a cultural center; development of concept plans, diagrams and renderings; and a preliminary outline of probable construction costs. Their findings are summarized in a 2017 report "Cultural Arts Facility Feasibility Study: Architectural Assessment, Medfield State Hospital, Medfield, MA."

The feasibility report and the architectural assessment provided the Cultural Alliance, and the MSHMPC with a high-level understanding of programming components and the reuse potential for development arts center. As the Cultural Alliance moves into the next stages of planning, it is evident from these studies that:

- Medfield and surrounding communities value the arts and arts education.
- There is potential demand for cultural programming across age groups.
- The identified buildings are suitable for development as a cultural center.
- The Cultural Alliance of Medfield will need to commit to a significant capital campaign to fund redevelopment of the buildings.
- The operating plan for a cultural center will need to be multifaceted, and include a combination of ticket revenue, educational revenue, space rental, event rental in order to be sustainable.

The studies were presented to the MSHMPC, and provided important information that informed the arts and cultural elements included in the Master Plan program and reuse.

Arts and Cultural Uses in the Master Plan

The Medfield State Hospital Master Plan envisions arts and cultural uses at the campus that provide a range of active programming that is attractive to residents of all ages. Cultural programming is seen as an important year-round element that helps reinforce the public nature of the Medfield State Hospital campus, and anchors it as a central place within the community. The spaces designated for arts and cultural use in the plan are flexible enough to accommodate a range of programming – from individual studios and art making, to small group classes, to performances and large regional events. Potential cultural activities include:

- A performance and event center in the Chapel;
- Arts education, workshops and studio spaces in the Infirmary;
- Arts administration and non-profit office space;
- Outdoor venues for performance, including possible stage or performance platforms;
- Activation of open spaces with public art installations, both temporary and permanent; and
- Placemaking activities.

Additionally, the MSHMPC committee saw inclusion of arts and cultural programming in the Master Plan as an important way to build a sense of place on the campus by creating opportunities for community-building. Medfield has a long history of arts education in its public schools and is something that can be built upon at Medfield State Hospital.

The arts are not just for school-aged residents. Artists and artisans are an important part of the small business environment in a community - whether it be as craftspeople with jewelry or pottery shops, or as part of the music, graphic design, film industries. In New England people working in the creative economy earn over \$17 billion a year, and are a vital part of redevelopment and growth in towns and cities.

Additionally, the arts have become an increasingly important component in senior living facilities as studies have found that seniors who participate in arts programs have better health, fewer doctor visits, and less medication; have more positive responses in mental health measures; and have more involvement in overall activities. Similarly, veterans and service members rank art as one of the top 4 therapies they participate in. Arts can help

unify communities regardless of age, race and ethnicity. They are a place where commonalities can be found, and as such will contribute to the desired sense of place and destination outlined by Medfield as a goal for the state hospital site.

To move the vision forward, the Strategic Reuse Master Plan sees the Cultural Center beginning with the redevelopment of two buildings, Lee Chapel and the Infirmary, and growing to include artist live-work space in buildings 22 and 23. The former clubhouse (building 26) and service building (building 27A) are envisioned as having active ground floor commercial uses, such as restaurants or small businesses that would complement the arts and cultural uses, and if demand warrants, could include additional arts and cultural spaces.

The Culinary Arts

In addition to the visual and performing arts, the Cultural Alliance of Medfield sees the potential for complementing arts and cultural programming on the campus with culinary arts uses. With its agrarian roots and the surrounding rich farmland soils, culinary education and small business uses are a potential natural fit for the Medfield State Hospital campus. Culinary programming on the campus could potentially expand from the buildings designated as arts uses to other spaces in the central campus quadrangle, in particular building 26 and the ground level of building 27A. Here, uses such as a shared commercial kitchen serving as a food business incubator could be located, along with a possible culinary arts education program. A comparable model for such programming would be Hope & Main in Warren, RI. <https://makefoodyourbusiness.org>

Public Space Activation

Activation of public spaces at Medfield State Hospital is an important component of establishing the campus as a cultural center. Outdoor activities and programming have multiple benefits: they are visible, they enliven space, they allow for activities at scale and they reinforce the public nature of campus open spaces. Current use of the property ranges from the annual auto show on the Green, to informal winter recreation on Sledding Hill. There are a number of opportunities for Medfield to activate the large open spaces on the campus that would support public use of the site and serve as seeds for arts activation of the Chapel and Infirmary, including:

- Arts, crafts and food festivals;
- A seasonal amphitheater for warm weather music, theater and dance performances;
- Temporary and permanent public art and sculpture;
- Walking paths and connections to regional trails; and
- Environmental learning stations.

Additionally, outdoor programming can happen as an early action item which creates a track record of engagement that is important for grant and foundation support for capital projects.

Building Reuse for Arts and Culture

The following buildings are envisioned as central to the development of an arts center on Medfield State Hospital campus:

The Chapel and Infirmary: The Arts Center

The focal point for Arts and Culture at the site is envisioned as the development of a cultural facility in Lee Chapel (building 24) and the adjacent Infirmary (building 25). As previously discussed, these two structures would incorporate classrooms, performance space and public programs. A new glazed circulation connection between the two buildings would include public restrooms and would serve as a small gallery space. A plaza in front of the Chapel serves as a public drop-off, entrance and space for outdoor arts activities.

The architectural assessment by DBVW Architects commissioned for CAM concluded that the condition of the buildings planned for cultural use is “sufficiently good to merit further consideration for rehabilitation and reuse”¹, to do so will require a broad scope of work that addresses building envelope conditions, building systems, code issues and interior renovation needs.

Lee Chapel. The Chapel is a two-story high brick masonry structure with wood frame floors and roof; it is mainly one large interior volume with mezzanine levels at the north and south of the building. It is distinguished by a large clock/bell tower on

¹ *Cultural Arts Facility Feasibility Study: Architectural Assessment, Medfield State Hospital, Medfield, MA, DBVW Architects, p18.*

the southwest corner of the building. The DBVW study found the Chapel to be in fair-good condition. There are the usual age and maintenance issues found in structures of this age that have been left unused, however elements of the building are generally intact.

The main hall is easily adapted for performance use, however stage area is accessed by stairs and in order for the space to be accessible, installation of a new lift is required. Additionally, code requirements for a public assembly use will require the addition of restrooms as those in the current structure are not sufficient.

The Infirmary. The Infirmary is a two-story brick masonry structure with a number of small rooms on both the first and second floor which had served as medical areas, and patient rooms. It was likewise noted in the study as being in fair-good condition. Some partitions may need to be removed in a reuse scenario and the majority of finishes will need to be replaced. The second floor is accessed by staircases, and installation of a new elevator or lift is required for reuse as arts or cultural space. Similar to the Chapel, additional restrooms may be required in a reuse scenario for the Infirmary.



Figure VIII-38. Lee Chapel today.
Source: B. Kunze Photography.



Figure VIII-39. Arts center concept sketch by DBVW Architects as part of the 2016 Cultural Alliance of Medfield feasibility study.

Source: Cultural Arts Facility Feasibility Study: Architectural Assessment, DBVW Architects.

The Connector. To address the accessibility needs and to create a single facility that can function as an arts center, the study proposes construction of a single-story glazed connection between the two buildings. This connection would tie the buildings together while providing a new entrance and space for shared restroom facilities.

Buildings 22 & 23: Artist Live-Work Housing

To support active use of the arts center, two adjacent buildings (buildings 22 and 23) have been identified as locations for artist live-work housing. Both building 22 and 23 are two story structures with a partially exposed basement level and an attic level that has the potential to be converted to occupiable space. These structures were not included in the Architectural Assessment.

Similar to other buildings that ring the perimeter of the Core Campus, these structures are readily adaptable to new housing uses and could be done as an affordable housing component in the plan. With a large attic space due the steep roof pitch, they are two and three-quarter to three-story structures atop an exposed basement. The historic floor plans available indicate a combination of small rooms and large congregate areas that could readily be converted to housing. The tall ceiling heights and large windows add to their suitability for writers, visual artists and musicians.

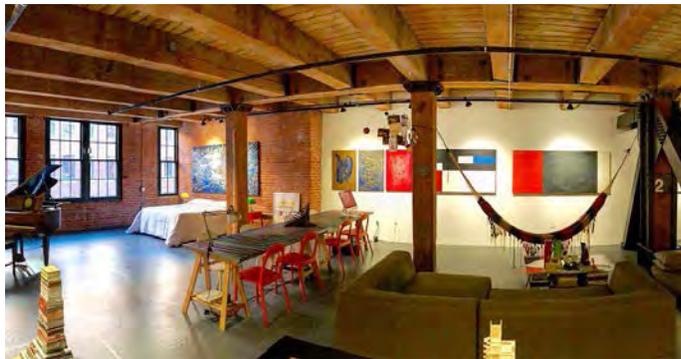


Figure VIII-40. Building 22 and 23 could be redeveloped as artists' housing similar to this example from Boston.
Source: Morel Orta.

Figure VIII-41. (top right) Building 22 today.

Figure VIII-42. (bottom right) Building 22A today.

Incorporating a live-work housing component in the center of the campus will help promote a sense of community and at the same time supports local economic development. Having artists living and working on the campus will provide opportunities for engagement beyond the typical galleries and performances, by allowing for opportunities for studio visits, open studios sales and mentorship.

Administration 'A' Building: Co-working & Office Space

The Administration building was reviewed as part of the DBVW architectural assessment. The Administration Building likewise is in fair-good condition and has two floors plus a large attic space due the steep roof pitch and an exposed basement. As with other structures, hazardous materials removal, building systems, interior renovations and accessibility improvements will be required.

The Master Plan envisions reuse as a commercial office building, which could include co-working space that would complement the creative uses in the arts center and surrounding live-work buildings. Basement level space could provide event support or storage space due to its proximity to both the plaza between it and the Chapel to the north, and to The Green (the Great Lawn) to the south.



Complementary Uses and Expansion

As arts and culture grow and become stronger, there is the potential for added building redevelopment with arts and cultural uses, or related uses such as culinary arts space. The Master Plan envisions active uses in the Clubhouse, building 26. Initial ideas for this building include office space, a black box theater and a small café which could complement performance use in the Chapel by offering a place for a meal or refreshment.

Building 27A to the north is planned as a mixed-use structure in the Master Plan that would incorporate active ground floor commercial uses. The desire is for this to incorporate a restaurant, which similar to the Clubhouse, could support the arts and culture use of the Chapel and infirmary. Building 27A, most likely will be a combination of reuse and new construction due to the condition of portions of the building. With a larger and more flexible footprint than the Clubhouse, building 27A may be a good location for additional cultural uses, including a culinary kitchen or educational program.

Within the broader vision developed through the Cultural Visioning Committee process and subsequent work by the Cultural Alliance, a sustainable plan for a cultural center at the Medfield State Hospital needs to establish immediate project objectives, set milestones for completion, and outline next steps for potential expansion as goals and benchmarks are met. The Cultural Alliance is actively working toward a strategic plan. To engage consultants and move the project forward, the Cultural Alliance has secured a second round of grant funding from the Massachusetts Cultural Council's Cultural Facilities Fund (CFF) and matching funds at the April 2018 Medfield Town Meeting.

Role of Arts in MSH Redevelopment

Reusing Lee Chapel and nearby buildings for a cultural center can create an anchor for the redevelopment of Medfield State Hospital which will infuse new life into the historic setting. Many communities seek to use arts as part of local revitalization strategies. Jeremy Nowak, the CEO of the Reinvestment Fund, a national fund which invests in real estate and redevelopment projects, noted that the “real estate impact of arts and cultural activities is seen not only in the redevelopment of discrete buildings, but in the incremental renewal of large districts involving complex social and design solutions. The physical expression of place-making by the creative sector often plays out over decades.”²

Whether it's developers of newly-built planned communities and neighborhoods, such as Pine Hills in Plymouth or revitalization efforts in Providence, arts are making a difference. At Pine Hills, a mixed-use planned community, special events, including the annual spring-time arts festival, Art on the Green, help build community and draw people to Pine Hills. Arts events occur throughout the year with summer concerts, ice sculptures, children's arts activities, and a “reindog” parade, and are an integral part in helping make Pine Hills an attractive place to live, shop, work and spend time.

The cornerstone of Providence's revitalization has been arts and culture, which started with preserving and finding new uses for historic buildings and encouraging artists to live in Providence. WaterFire, an outdoor celebration of music and fire on the river, has become an iconic special event throughout the year for Providence. Arts organizations, large and small, have converted abandoned buildings into community assets offering theater, arts and music classes and performances for all, which has strengthened the Providence economy.

A cultural center at MSH will provide a place for people to gather, to socialize and meet friends while enjoying the arts. A cultural center will connect residents from throughout Medfield to new residents residing at MSH, helping to integrate MSH into the Medfield community. Places for social interaction and to meet friends is amongst the leading criteria for selecting a neighborhood and place to live for active adults. Establishment of a cultural center will enhance the value of MSH and Medfield, as a place to live and work.

² *Strategies for Creativity and Neighborhood Development, Strategies for Community Investment; Jeremy Nowak, The Revitalization Fund.*



Figure VIII-43. View showing the Core Campus cultural uses.

The Redevelopment Process

IX Overall Financial Strategy

Introduction to Financials

There are three key constituencies to consider in the evaluation of the financials for the reuse of Medfield State Hospital. They are the developer, the Town, and the taxpayer. The reuse plan with its attendant financial costs and benefits must be beneficial to all three.

Private investment is a critical and desired component. A developer must be able to make sufficient money from the redevelopment of MSH to justify the investment of significant private dollars. Developers typically want to minimize financial risks and assure revenues to cover costs. The Town needs to be financially responsible and ensure that there are sufficient revenues (real estate taxes) to cover future educational costs for additional school children and for municipal services to town residents, and to cover any share of infrastructure costs. The Town wishes to retain its history and sustain its small-town character, in light of new development demands. The taxpayer typically wants to minimize future tax increases and for the Town to be financially prudent, while receiving high quality services in a well-maintained and managed community.

The uses and densities in the preferred reuse plan outlined in the previous section details many of the benefits and attributes desired by the Town and Medfield residents at MSH, including lower density development and retention of open space areas for public access, parks and recreation, hiking, walking, and the views of the Charles River, to name a few. With benefits, there are also costs. This section examines the financial issues considered by MSHMPC in the development of the Strategic Reuse Master Plan.

The proposed cultural center as well as the proposed municipal recreational facility south of Hospital Road are assumed to be separate financial endeavors and are not included in the overall financials.

MSHMPC undertook a detailed financial modeling process evaluating development costs for each building and alternative scenarios. The cost of infrastructure—water, wastewater, roadway costs, and use of heat recapture from the sewer collection system at MSH were investigated. Assumptions were vetted and tested.

A professional construction cost estimator, Project Management & Cost, was used to make preliminary assessments as to costs based on a planning-scale. No engineering or architectural plans for rehabilitation or construction have been prepared at this stage, so all numbers are approximate, with a margin of error of plus or minus 30%.

The estimated cost of construction (hard costs, exclusive of soft costs and financing costs) for redevelopment of MSH is \$197.6 million, exclusive of Lee Chapel and the Infirmary (the future cultural center), which has an estimated hard construction cost of \$11.7 million. Selected demolition of buildings would be additional hard costs, estimated to be \$3.1 million. These cost estimates do not include the cost of infrastructure, which is discussed in the next few pages. The planned cultural center, as well as the planned parks and recreation facility for South of Hospital Road, have not been included in the MSH financial strategy.

Total development costs include construction costs, other hard costs, soft costs and financing costs. Construction costs are a type of hard cost. Other hard costs include site work, parking, remediation of hazardous materials, permit costs, and demolition-activities. Soft costs are engineering and architecture costs, and also include legal, tax credit consultations, preservation consultants, project management costs, insurance, accounting and utilities (for construction activities, e.g., electrical for saws, hammers, heat for interior rehabilitation work in cold weather, etc.).

Real estate development entails risk, and with risk there can be rewards. In real estate development, most of the expenses are front-ended. Revenue from sales and leasing comes after several years in large, complex projects like the MSH redevelopment. In the early years, there are extensive costs for engineering and design, building rehabilitation and new construction, permitting and infrastructure, as well as acquisition costs. All of these costs are front-ended before any revenue is generated. Consequently, many large-scale projects entail some level of public-private partnership to address necessary early expenditures. As the owner, the Town can structure a relationship with a development partner, where the Town not only shares the risk, but shares in the rewards as well.

Risk

In any real estate development project, there are fundamental risks, namely market risk, financing risk and construction risks. At MSH, the Town also has risks associated with ownership of the existing collection of architecturally and historically significant, but vacant buildings, which are an aging asset.

Market Risk. Market risk entails demand for various residential, office and commercial space products and competitive projects (supply). The real estate environment is dynamic. New projects are being conceived and coming online. There is a strong demand for housing in eastern Massachusetts. The Governor has announced the goal of building 135,000 new housing units statewide by 2025. Medfield’s proportionate share of housing units as part of this statewide goal is 249 housing units. However, the demand for housing is more acute in eastern Massachusetts, so the market can support a greater number of units. The RKG market study commissioned earlier by MSHMPC has informed the development of this plan.

Table IX-1. Total Development Costs for Construction and Rehabilitation at MSH.

	Estimated Construction Costs	Estimated Total Development Costs
Redevelopment Plan with 294 Housing Units	\$ 197,583,000	\$ 280,101,000
Redevelopment Plan with 334 Housing Units	\$ 202,175,000	\$ 298,895,000
Development of a Cultural Center	\$ 11,675,000	\$ 16,457,000
Selected Demolition of Buildings	\$ 3,077,000	\$ 3,890,000

Total Development Costs are presumed to be the private sector costs (not town costs).

Figure IX-1. Total Development Costs.

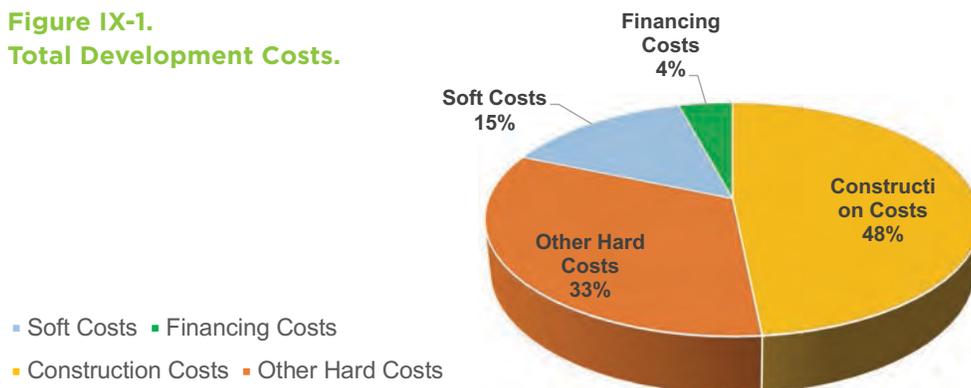
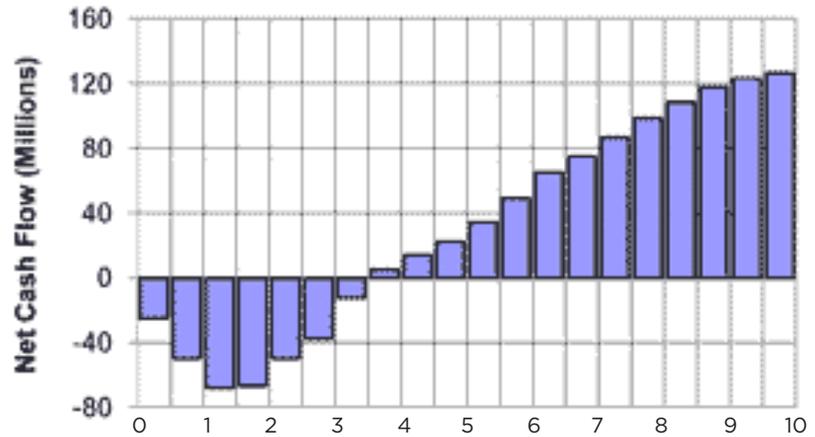


Figure IX-2. Real Estate is a Front-Loaded Investment.



Financing Risk. Every project has some degree of financing risk in securing the support of private capital markets to support private development. Some of this risk is managed with the use of incentives, such as historic tax credits, low income housing tax credits, as well as public investments in infrastructure. Streamlined and expedited permitting programs help minimize the financing risk by providing certainty as to the duration of the permitting process.

Construction Risk. Construction risk entails the timeliness of construction activity, the potential risk of changing costs (e.g., new tariffs on steel, as an example), as well as unknowns uncovered in the construction and rehabilitation process.

Historic Risk. One of the risks inherent in acquiring a campus, such as MSH, is the collection of historic buildings. At present, these buildings are vacant and have been selectively repaired by the Town. The longer the buildings remain vacant, the greater the challenge in rehabilitating the buildings using a preservation approach. Federal and state historic tax credits create incentives making historic rehabilitation financially attractive to knowledgeable developers. Delay in rehabilitation carries the risk of deteriorating building conditions and water infiltration.

Cash Flow Risk. Real estate is a front-loaded investment, as shown in Figure IX-2. In the early years there are many expenses, site acquisition, engineering, design, permitting, construction, financing costs, before there is any revenue generation from real estate sales or leases.

Political Risk. Projects entailing public owners, such as MSH, have political risk. Leadership changes often with elections. Policies and laws can change which impact projects, such as the recent changes enacted by the 2017 Tax Cuts & Jobs Act, which altered the rules governing historic tax credits. Existing funding programs can change. New initiatives and funds can be announced.

Demolition

Although clearance and demolition of all the existing buildings was rejected by MSHMPC and Medfield residents with the rejection of the all park land option during the February 2017 open house and survey, the financial implications of demolishing all the buildings was determined. The total cost of demolition, including hard costs, soft costs, such as the preparation of a recordation plan per the agreement between the Town and the Massachusetts Historical Commission, and financing costs for all buildings is estimated to be in excess of \$20 million.

Infrastructure Costs

As part of the master planning assignment, order of magnitude cost estimates have been prepared for the utilities and roadway improvements, described in Section VIII. The cost of new utilities for water, sewer and inclusion of a heat exchanger are detailed in Table IX-2. Water distribution system costs include the cost of delivery potable water to each building as well as providing adequate water pressure for fire flow. The utility construction cost estimates were prepared by professional engineers based on recent actual costs for comparable utility construction. Order of magnitude roadway cost estimates are detailed in Table IX-3. These cost estimates are based on general planning-stage descriptions. Actual design and pre-engineering of utility systems and roadway improvements is the next step and has not occurred. The total estimated order of magnitude cost for water, sewer, heat exchange recapture and roadways within MSH is approximately \$25,000,000. Phasing of the redevelopment of MSH may significantly affect the timing of infrastructure costs.

Table IX-2. Infrastructure Construction Costs for Redevelopment at MSH.

	WATER (\$300/LF)		SEWER (\$500/LF)		Wastewater Heat Recapture
	Pipe Length	Cost	Pipe Length	Cost	
MSH North	5,500	\$1,650,000	5,850	\$2,925,000	\$500,000
MSH South	1,450	\$435,000	2,600	\$1,300,000	N/A
Ice House Road	1,800	\$540,000	1,350	\$675,000	\$60,000
Sub-Total Pipe Cost		\$2,625,000		\$4,900,000	
Pump Station				\$2,000,000	
Permitting & Engineering @18%		\$472,500		\$1,242,000	\$100,800
Sub-Total Costs		\$3,097,500		\$8,142,000	\$660,800
TOTAL Costs All Utility Infrastructure				\$11,900,300	

Table IX-3. Roadway Infrastructure Costs for MSH Main Campus.

	Road Length	Base Cost	Drainage, Landscape, etc.	Contingency	TOTAL ESTIMATE*
Cottage Street	1,250	\$985,000	\$197,000	\$197,000	\$1,599,000
Service Drive	1,250	\$613,000	\$123,000	\$123,000	\$995,000
Outer Loop	4,000	\$3,007,000	\$601,000	\$601,000	\$4,881,000
Inner Loop	3,000	\$2,361,000	\$472,000	\$472,000	\$3,832,000
Cottage Loop	1,500	\$1,130,000	\$226,000	\$226,000	\$1,834,000
TOTAL MSH Main Campus Roadways				\$13,141,000	

* Includes a 3% escalation factor to 2022.

Table IX-4. Estimated Real Estate Tax Income to the Town.

	Low Estimate of Anticipated Real Estate Taxes Based on 294 Units	High Estimate of Anticipated Real Estate Taxes Based on 334 Units
Real Estate Taxes based on MSH North Land Assessed Value (87.29 ac)	\$ 143,000	\$ 143,000
Real Estate Taxes Based on Projected Bldg Values	\$ 3,696,000	\$ 4,165,000
Estimated Real Estate Taxes from MSH North to Town	\$ 3,839,000	\$ 4,308,000

Anticipated Real Estate Tax Revenues

For over the past century the Medfield State Hospital grounds has been an exempt property generating no real estate tax revenues for the Town. With reuse and redevelopment, Medfield has the opportunity to generate new growth and increase the tax base for the Town. The MSH land north of Hospital Road is currently valued at \$8,459,000 by the Board of Assessors. Applying the 2017 tax rate of \$16.89 per thousand, the land value would generate \$143,000 in local real estate taxes. Projected building valuations were based on an income approach for residential rental uses and all commercial uses applying a 6% cap rate after a five-year stabilization following build-out to determine the projected value. The projected real estate taxes on MSH buildings and land at full build-out after 5-years of stabilization ranges from a low of \$3,839,000 annually with 294 housing units to a high of \$4,308,000 annually with 334 units as shown in Table IX-10.

The Town of Medfield will also receive one-time revenues for sale of development rights, permitting fees, and water and sewer connection fees. Continuing revenues to the Town include real estate taxes, personal property taxes, annual land lease payments and periodic transfer fees, as well as water and sewer usage fees.

School and Municipal Costs

School costs are a major concern of towns, since education constitutes a large portion of the municipal budget. While Medfield takes great pride in a strong school system and invests in education, it remains very concerned about education costs as part of its overall municipal budgeting. The MSH Strategic Reuse Master Plan projects the development of 294 to 334 housing units at MSH.

Several approaches to projecting the number of school children per housing unit were considered. US Census Bureau data for Medfield from the American Community Survey (ACS) 2011-2015, five-year estimate reports that there are 4,090 households in Medfield. The average household size in Medfield is 3.01 persons, with 87.1% of the households living in single family homes. There are 2,931 school-age young people from 5 years to 17 years living in Medfield. This is a town-wide average of 0.717 school-age children per household in Medfield. Applying this ratio of school-age children to the number of housing units in the MSH Strategic Reuse Master Plan, the anticipated number of potential students is likely to be 211 to 240 children. It should be noted that some school-age children (6.1%) attend parochial and private schools, as reported in Table IX-5. Accordingly, the number of school age children enrolled in Medfield Public Schools should be reduced at by least 5% of the school-age population, to a range of 200 to 228 students.

Table IX-5. Medfield School-Age Children School Enrollment.

	Percent in Public School	Percent in Private School
K to 12	93.9%	6.1%
Elementary: Grades 1 to 4	94.9%	5.1%
Elementary: Grades 5 to 8	92.0%	8.0%
High School: Grade 9 to 12	94.1%	5.9%

Source: American Community Survey, 2011-2015, 5-year estimates.

Table IX-6. Projected Number of Housing Units at MSH.

Housing Units	Low Projection	High Projection
Total Number of Housing Units at MSH	294	334
Senior Units at MSH	75	61
Net All-Ages Units at MSH	219	273

Source: American Community Survey, 2011-2015, 5-year estimates.

There are 61 to 75 senior housing units projected. To determine the low estimate of non-senior housing units (units where school children may reside), the higher value in the senior housing range is used. To estimate the maximum number of non-senior housing units, the lower value of the senior housing range is used.

Table IX-7. Projected Number of School-Age Children Living at MSH.

	Total Number of School-Age Children		Estimated Public School Attendees	
	Low Estimate of 5 - 17 Year Olds	High Estimate of 5 - 17 Year Olds	Low Estimate of Public School Students	High Estimate of Public School Students
0.717 School-Age Children Per All Households	211	240	200	228
0.8 children per non-senior household	175	218	166	207
0.9 children per non-senior household	197	246	187	233

Table IX-8. Annual Marginal Cost of Educating Additional Medfield Public School Students.

		0.717 School-Age Children Per All Households	0.8 School Age Children Per Non-Senior Household	0.9 School Age Children Per Non-Senior Household
LOW Estimate	Estimate of Public School Students	200	166	187
	Marginal Cost of Education @ \$3800/ student	\$ 760,000	\$ 630,800	\$ 710,600
	Marginal Cost of Education @ \$4200/ student	\$ 840,000	\$ 697,200	\$ 785,400
HIGH Estimate	Estimate of Public School Students	228	207	233
	Marginal Cost of Education @ \$3800/ student	\$ 866,400	\$ 786,600	\$ 885,400
	Marginal Cost of Education @ \$4200/ student	\$ 957,600	\$ 869,400	\$ 978,600

Table IX-9. Anticipated Municipal Costs with Additional Households.

	Municipal Costs (exclusive of Debt, Educ. W&S) less non-population dependent expenses & PWD	Municipal Costs (exclusive of Debt, Educ. W&S) less non-population dependent expenses	Municipal Costs (exclusive of Debt, Educ. W&S)
FY18 Town Budget Expenses	\$ 6,457,000	\$ 8,746,000	\$ 8,958,000
Cost Per Household (4,090)	\$ 1,578.65	\$ 2,138.32	\$ 2,190.12
Estimate of Add'l Town Costs based on 294 units	\$ 464,000	\$ 629,000	\$ 644,000
Estimate of Add'l Town Costs based on 334 units	\$ 527,000	\$ 714,000	\$ 732,000

One of the key target markets for housing at MSH are empty nesters. Significant occupancy by empty nesters would reduce the number school-age children enrolled in Medfield public schools living at MSH even further.

In several discussions with MSHMPC members, as well as the Warrant Committee representatives assigned to the MSHMPC, a more conservative approach was agreed upon. That approach uses a range of 0.8 to 0.9 school-aged children per non-senior household. This method yields a somewhat higher school age population than applying proportionate share projection from the American Community Survey. Applying this more conservative approach to the 219 and 273 non-senior households, the number of school age population residing at MSH could range from 175 to 246 children.

The Warrant Committee has advised that a key threshold as to the number of additional school-age children is 300 students. Once there are an additional 300 students, the Town will need to consider making capital investments to expand classroom space to accommodate the requisite school population. The school-age children population projections for the number of future school-age residents at MSH does not reach the 300 student threshold.

The marginal cost of education in the Medfield schools is \$3,800 per student, based on the 2017-2018 school year. Thus, the aggregate marginal annual cost of educating school-age children attending Medfield public schools who will reside at MSH could range from \$630,800 to \$885,400. Anticipating potential increases in school transportation costs, the Warrant Committee representatives suggested using the marginal cost of \$4,200 per student, which creates a cost range of \$697,200 to \$978,600 annually.

Municipal Costs

An analysis of probable additional costs of municipal services was prepared based on Medfield's FY2018 budget. Three variations of municipal expenses were reviewed.

One variation addresses municipal costs exclusive of debt, education and water and sewer costs. The cost of indebtedness is fixed and will not change if Medfield adds additional housing units at MSH. For example, the cost of debt service for the Public Safety Building is fixed and will not vary if fewer or more housing units exists in Medfield. The anticipated impact on education costs was previously reviewed and is being factored into the cost impacts, so the school budget is excluded from this analysis. Water and sewer is an enterprise fund. Any new residential or commercial water and sewer users at MSH will pay water and sewer fees directly. These costs are not typically covered by the Town's general fund and are excluded from each of the three cost scenarios in Table IX-9. The cost of property and general liability insurance is viewed as a fixed cost as well, since the Town will not be increasing its property holdings at MSH and may in fact reduce some of its exposure.

The second variation included the base case just discussed and also excluded costs from town services not dependent upon changes in population, such as the tree warden, the inspector of weights and measures, and the line items for historic resources, cultural, cemetery and Downtown.

The third variation assumes the base case less the costs of departments whose services are not sensitive to the number of new households at MSH. In this third variation, the amount of the

Table IX-10. Net Real Estate Taxes After Education & Municipal Services Costs from MSH Redevelopment.

	Low Estimate Based on 294 Housing Units	High Estimate Based on 334 Housing Units
Projected Real Estate Tax Revenues on Buildings and Land at Full Build-Out, 5-Year Stabilization (at 2017 tax rates)	\$ 3,839,000	\$ 4,308,000
Less Projected Marginal Educational Costs for School-Age Children at MSH	\$ 631,000	\$ 979,000
Less Projected Cost of Add'l Municipal Services for MSH when fully occupied	\$ 464,000	\$ 732,000
Net Annual Real Estate Tax Revenue from MSH Redevelopment	\$ 2,744,000	\$ 2,597,000

Public Works operating budget was excluded from the base case. Public Works already is providing snow removal and maintenance services to MSH. No new streets are being proposed at MSH, so the roadway network requiring maintenance and snow plowing is not expanding with the rehabilitation of the buildings at MSH.

In fact, Medfield could receive increased revenues from the state for Chapter 90 road funds, since the funding formula is based on the number of road miles, population and number of persons employed in town. At present, the street and road system at MSH is not included in the town's base road mileage calculations for Chapter 90 funds. With the redevelopment of MSH, the MSH streets should be added to the Chapter 90-eligible inventory. The anticipated increase in residents at MSH and employment created by commercial enterprises located at MSH will all positively contribute to an increased share of Chapter 90 funds for Medfield.

The annual additional municipal operational costs that may be incurred by Medfield when MSH is fully redeveloped and occupied could range from a low of \$464,000 to a high of \$732,000, as noted in Table IX-9.

Fiscal Impacts

The projected marginal additional cost of educating young people who may reside in the future at MSH and the anticipated additional cost of municipal services for MSH is less than the projected local real estate taxes that MSH will generate for the Town. The redevelopment of MSH will be revenue positive for the Town of Medfield over the long-run, See Table IX-10. The cost of additional children resulting from the preferred plan and the additional municipal services is less than the incremental real estate taxes that are generated.

Financing Infrastructure

Financing infrastructure will likely entail assistance from the Town, which could take several forms, including tax agreements, such as TIF or DIF, state grants, or direct Town financing. The estimated cost of infrastructure is \$25 million for water, sewer, heat exchange and roadways. Demolition costs as outlined in the plan could be an additional \$3.9 million. Financing infrastructure could entail a program of pursuing state grants, such as MassWorks and Housing Choice, which could provide \$7.5 to \$12 million. Lower-interest financing from the State Revolving Fund known as the Massachusetts Clean Water Trust (MCWT),

Table IX-11. Financing MSH Infrastructure.

Financing Sources	Amount	Type	Annual Cost
MassWorks	\$ 10,000,000	Grant	\$ 0
Developer Contribution	\$ 1,000,000	Contribution	\$ 0
Massachusetts Clean Water Trust (2% at 20 years)	\$ 11,900,000	Low Interest Loan	\$ 834,000
DIF Bond (5% at 30 years)	\$6,000,000	Bond	\$ 550,000
TOTAL	\$ 28,900,000		
Total Annual Cost			\$ 1,384,000
Net New Annual Real Estate Taxes from MSH After School & Municipal Expenses (Lower Amount from Table IX-10)			\$2,419,000
Annual New Real Estate Taxes from MSH after Infrastructure Finance Expenses and School & Municipal Expenses. This would be new revenues for the Town's General Fund.			\$1,035,000 This could range higher.

which provides cities and town with low-interest loans (2% for twenty years or to 2.4% for thirty years) for water and wastewater infrastructure financing, could greatly facilitate funding of the needed water and sewer lines, which are a prerequisite for reuse.

District Improvement Financing is a flexible financing tool, which enables municipalities to borrow funds (outside the debt limit) in anticipation of future real estate tax revenues. The future real estate tax revenue stream becomes the dedicated source of repayments. DIF bonds can be further collateralized with special assessments and guarantees from the developer, using the Chapter 23L Local Infrastructure Financing program, which requires financing through MassDevelopment.

The Town, as part of its developer selection process, can also seek contributions and support from the developer for infrastructure. However, it is not realistic to expect the private-sector development partner to pay for all or a major portion of the infrastructure without some combination of Town assistance given Medfield's preference for lower density housing.

Some communities choose to grant a developer a TIF (Tax Increment Financing) incentive, in part as an acknowledgment of an extraordinary investment infrastructure or brownfields remediation. TIF is discussed in more detail in Section XII.

The challenge of financing infrastructure necessitates determining the appropriate balance of costs and benefits to the developer and to the Town. Medfield's preferred scenario favors a lower number of new housing units, 294 to 334 units overall and retention of much of the open space. Many residents would like the private sector to pay for most, if not all of the infrastructure. This has occurred at other state hospital projects, such as Danvers and Westborough. In Danvers, the developer paid for water and sewer infrastructure and undertook a historic rehab creating 491 all-age units. In Westborough, the developer is building 700 new housing units for persons fifty-five and older and paying for the infrastructure.

This Strategic Reuse Master Plan is proposing the development of 219 to 273 all-age units with 61-75 senior housing units at MSH. Danvers has nearly 80% more units than the all-age units in the plan for MSH. Westborough has over twice the housing units proposed at MSH.

An approach to financing the necessary infrastructure to advance reuse and redevelopment of MSH is illustrated in Table IX-11. The exact amount of the MassWorks grant could vary and be

somewhat higher than the estimated ten million in this funding approach. Using both a MCWT low interest loan for the water and sewer portion and a DIF bond for the balance, the Town could finance most of the infrastructure.

The annual cost of infrastructure can easily be repaid with the projected net annual real estate tax revenues. After accounting for the cost of municipal services and education costs, MSH will be generating a projected net \$2.5 to \$2.7 million annual tax revenues in excess of annual expenses (see Table IX-10). Thus, there are new real estate tax revenues from the MSH property that could be used for bond repayments.

Table IX-11 illustrates how financing of the infrastructure could occur for MSH. A MassWorks grant of \$10 million and a developer contribution of \$1 million are projected. A twenty-year bond with a 2% interest rate from the Massachusetts Clean Water Trust could finance the cost of the water, sewer and heat recapture system costs, with an annual repayment of \$834,000. This would leave \$6,000,000 of infrastructure and demolition costs to be financed. A thirty-year District Improvement Financing (DIF) bond could be issued with an annual bond payment of \$550,000. The projected net new real estate tax revenues to the Town ranging from \$2.5 million to \$2.7 million can readily cover the annual bond and loan payments of \$1,384,000. During the term of any infrastructure financing, a projected \$1 million to \$1.2 million of net new real estate taxes after infrastructure bond and loan payments, school and municipal service costs will be generated by MSH redevelopment for the Town.

The challenge is the initial year payments, before real estate tax revenues fully accrue. The developer's contribution to infrastructure, in lieu of being allocated to the capital cost, could be used to cover initial bond repayments, minimizing some of the short-term costs to the taxpayer. The projected one-time revenues to the Town for development rights, permitting and utility connection fees could be used in part to pay the initial bond payments. These one-time revenues are estimated to be \$7.6 to \$7.7 million, possibly higher, and are not part of the current revenue stream the Town depends upon for operations. One-time revenues could cover bond payments for an estimated five-year period, without any additional cost to the taxpayer.

Alternatively, the Town can use the Tax Increment Financing (TIF) program and offer the developer a tax incentive (essentially a reduction in anticipated new real estate tax payments to the Town) if the developer pays for all or a substantial amount of the required infrastructure.

Implementation & Management Costs

The Town of Medfield will need to retain professional services to implement the strategic reuse master plan. A development manager will be needed for day-to-day implementation and development activities, as well as specialized legal counsel. It would be prudent to budget \$300,000 to \$500,000+ annually so that the Town has sufficient resources to manage the disposition processes and redevelopment with the selected private sector partners. Included in this estimated cost are compensation for a development manager, ongoing maintenance costs, specialized legal counsel fees and expenses, and initial costs such as property surveys. This cost may require some additional town investment, until revenue streams from MSH are realized.

Table IX-12.
Estimated Pre-Development Costs

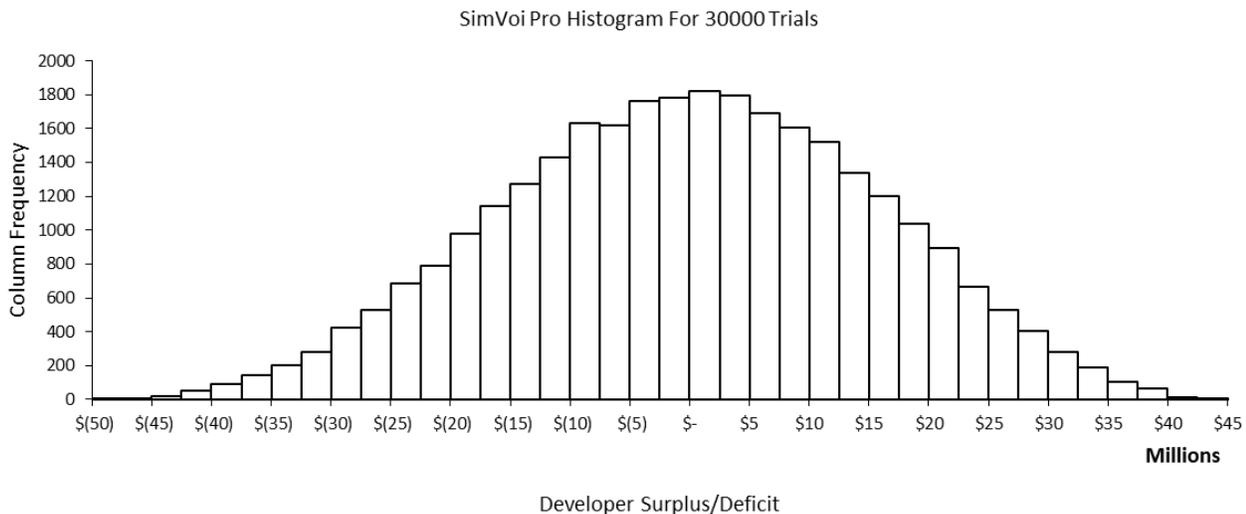
Development Manager Compensation	\$130,000 to \$145,000
Legal, specialized legal counsel and services (will be higher in initial years)	\$150,000 to \$200,000
Survey	\$ 60,000 to \$ 80,000
Maintenance	\$ 40,000 to \$ 50,000
Placemaking Activities	\$ 15,000
Misc. Expenses (advertising, notices, printing, delivery, etc.)	\$ 10,000
TOTAL	\$500,000

The Three Financial Tests

Three financial tests were applied to the preferred reuse plan by MSHMPC in its evaluation of alternative scenarios. The Committee was mindful that the Medfield community has repeatedly expressed a desire for lower density development, in part due to concerns about school financing, but also due to consensus about preserving the rural, small town character of Medfield. The three tests are:

Figure IX-3. Monte Carlo Analysis Results: Developers' Perspective.

The Monte Carlo analysis indicates that the development generates a surplus in half of the probability scenarios.



Source: Pat Casey, MSHMPC.

1. The Private Investment Test. Is the project financially feasible for a private developer?
2. The Municipal Impact Test. What are the financial impacts to the Town (revenues and costs), and does the plan advance Town goals and objectives?
3. The Taxpayer Test. What is the estimated annual cost to the taxpayer? What are the anticipated benefits to the taxpayer?

Redevelopment of MSH at the scale and level of density desired by Medfield using exclusively private capital with conventional debt and equity does not meet or exceed the hurdle rate for private investment. The assumption that the private sector can pay entirely for the required new infrastructure fails the private development test.

The potential of using public participation and investment tools to successfully foster private investment and redevelopment of MSH was investigated. These public-private investment tools include the use of:

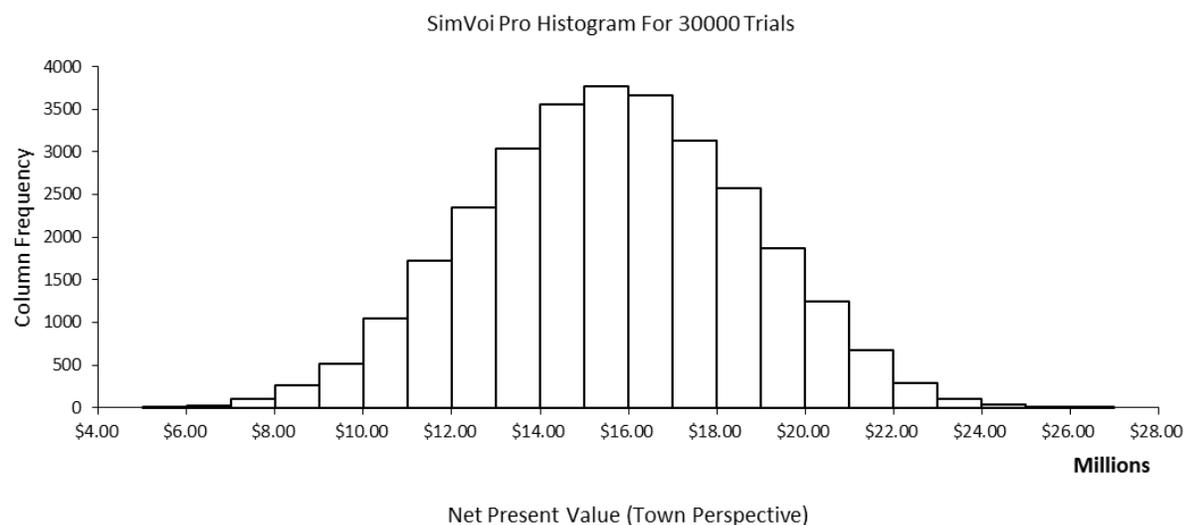
- Historic Tax Credits, federal and state, to facilitate the preservation and reuse of the existing buildings which are listed on the State and National Register of Historic Places;
- Low Income Housing Tax Credits (LIHTC);
- MassWorks, Choice Housing grants and other programs to offset the cost of infrastructure and amenities; and
- District Improvement Financing (DIF) or Tax Increment Financing (TIF) for infrastructure and site preparation costs.

The Private Development Test

The feasibility of attracting private investors with private capital to redevelop MSH in keeping with the desired vision of Medfield was extensively analyzed and evaluated. Financial modeling of the plan based on market and real estate realities was undertaken for each building and the plan as a whole. Earlier plans that had been financially modeled as viable had been rejected by Medfield and the MSHMPC due to the proposed density and high number of housing units. (Prior rejected plans for MSH had housing unit counts ranging from 400 units to nearly 700 units of housing.)

Figure IX-4. Monte Carlo Analysis Results: Town Perspective.

The Monte Carlo analysis indicates that the Town realizes an NPV under virtually all scenarios.



Source: Pat Casey, MSHMPC.

Using a public-private partnership model is essential for the reuse and redevelopment of MSH to pass the private developer test. With a public-private partnership model and the use of historic tax credits, LIHTC, state infrastructure grants; and DIF or TIF, the private development test can be met with a lower density of housing units (294 to 334 units) at the MSH campus. Passage of the private investment test, however, is enhanced with increasing the number of housing units at MSH.

Two common measures that developers use to assess potential risk for prospective investments is the Internal Rate of Return (IRR) and the Cash on Cash Return (CCR). The IRR for the preferred development scenario ranges between 20.2% to 27.2% on a ten-year basis following build-out. The IRR is within an acceptable range to expect private investment using a public-private partnership model. The overall CCR approaches ten percent with the higher unit count. Ten percent CCR is a standard hurdle rate for private investment.

The MSHMPC Financial Sub-Committee with input from the Warrant Committee representatives further examined the financial impacts on Medfield and applied a Monte Carlo analysis to the financial modeling. A Monte Carlo analysis is a probabilistic simulation model that addresses the risk and uncertainty of multiple variables simultaneously.

Monte Carlo simulations are used when outcome of a project depends on a combination of key variables (e.g. development costs, number of school aged children, tax revenues, etc.) that cannot be known with precision in advance. The simulation calculates the financial results of the project over many (30,000) trials using variables randomly selected from a range of possible values (e.g. plus or minus 5% for total development costs). The result is a probability distribution of financial outcomes for the Town and the developer.

The Monte Carlo simulation shown are for the high case. Additional conservative assumptions include:

- No financing of Town infrastructure and development expenses
- \$4,200 midpoint for annual education cost per student
- \$3,000 midpoint for annual municipal cost per household

The Monte Carlo simulation indicates that a developer could secure financing for the MSH preferred redevelopment plan in 40% of the trials at the lower unit count set forth in the Master

Plan, and 50% of trials for the lower unit count set forth in the Master Plan. The Monte Carlo analysis affirms that real estate development is a risky business. While there is an appreciable probability that developers will find the preferred plan attractive, it is likely that they will propose adjustments that are more financially attractive, likely in the form of more residential units.

With the information available at this point, it is impossible to determine a priori whether the preferred plan can be financed. The MSHMPC recommends seeking proposals from developers of large-scale, mixed use projects who have an understanding of project costs and risks.

The Municipal Test

The financial impacts to the Town, including school costs and cost of basic municipal services, were carefully scrutinized and evaluated and are detailed in the coming section.

Once MSH is redeveloped and occupied, the Town will receive on a continuing annual basis once the property is built-out and occupied real estate tax revenues; personal property tax revenues, such as “excise tax” on motor vehicles; and water and sewer fees. It is projected that the real estate tax revenues, based on the likely assessed valuation of the buildings, will equal \$3.8 to \$4.3 million annually after full build-out and stabilization (based on current tax rates).

There are also projected one-time revenues to the Town: revenues from the sale of development rights, building permit fees and utility connection fees. The Town has also received occasional nominal revenues as to special use permits for events at MSH and filming fees.

The result of the Monte Carlo simulation indicates that the Town realizes a positive net present value with the MSH preferred redevelopment plan in nearly all trials of the simulation.

From a fiscal perspective, the overall financial impacts of MSH reuse and redevelopment on the Town are positive in the long-term. There will need to be some financial investments on the part of the Town in the short-term to reap longer-term financial gains in increased real estate tax revenue and new growth to the tax base. The MSH Strategic Reuse Master Plan passes the municipal test.

The Taxpayer Test

The taxpayer test posits the question of how much, if any, cost will the redevelopment of MSH cost the individual taxpayer in Medfield. The Town agreed to purchase the MSH property in 2014 for \$3.1 million and with this vote by Town Meeting agreed to incur the cost of acquisition and stewardship of the property as to basic maintenance, security and safety related to the property. At present the MSH property does not generate any tax revenues or income to the Town, beyond nominal permit fees for one-time events and occasional use rentals.

In the long-run, a redeveloped MSH will provide a positive cash flow to the Town and thus to the taxpayer. The early cost of financing infrastructure can in large part be covered by initial one-time revenues or bond financing. Early costs for a development manager, specialized legal counsel, land surveying and engineering will likely need to be borne by the general fund supported by the taxpayer for an estimated \$300,000 to \$500,000 annually for the first several years, before new real estate tax revenues are realized. The average cost per household in Medfield would be \$122 yearly for these initial years. This is an estimated 1.16% annual increase on the average single-family tax bill in Medfield. The Town and the taxpayers need to make an investment in order to grow revenues and retain the desired level of control at MSH.

The municipal and taxpayer financial tests are two-pronged. One prong focuses on finances – revenues and costs. The second prong focuses on the advancement of municipal goals and objectives from the Town's perspective. From the taxpayers' perspective, the second prong relates to desired attributes and quality of services in the Medfield community, such as open space, development of a parks and recreation center potentially at MSH south of Hospital Road, creation of a cultural center at Lee Chapel, to name a few.

A balance is needed. Financial costs and risks need to provide benefits and make progress towards desired community goals.

The preferred reuse and redevelopment plan does advance several town goals and objectives including increasing the diversity of housing types in Medfield, including housing designed for easy living and use by seniors; increasing the number of affordable housing units in Medfield to meet 40B requirements; providing continued public access and open space; providing a potential site for parks and recreation's new facility; diversifying the Town's tax base by increasing commercial uses; and generating new real estate tax revenue to the Town from a property that has not generated real estate taxes for more than a century. For a review of how the preferred reuse and redevelopment master plan addresses the objectives established by the Board of Selectmen at the outset of the master planning process, please refer to Table IX-13.

Table IX-13. Master Plan Benefits: Meeting MSH Goals, Objectives and Values.

MSH Strategic Reuse Master Plan Uses			How Planned Bldg Uses Advance MSH Goals, Objectives and Values			
Bldg #	Existing Bldg Name	Planned Use	Preserve Natural Resources & Rural Character	Conserve when feasible site's arch'l & cultural history	Establish Sense of Place & Destination	Reflects Medfield Values
1	Hillside House	Office/ welcome center		X		X
2	West Hall	Inn & Restaurant		X	X	X
3	C-2 Bldg Opt A	Housing		X		
4	D-2 Bldg	Market Rate Housing		X		
5	E-2 Bldg	Affordable Housing		X		
6	F-2 Ward	Market Rate Housing		X		
7	S-Bldg Trng Academy	Office; Brewery		X	X	
8	L-2 Ward	Market Rate Housing		X		
9	D-3 Ward	Market Rate Housing		X		
10	Machine Shop	Demolition				
10-A	new	Market Rate - Sale				
10-B	new	Market Rate - Sale				
10-D	Paint Shop	Demolition				
11	C-3 Ward	Residential		X		
12	B-3 Ward	Residential		X		
13	R Bldg	Demolition				
14	B-4 Ward	Residential		X		
15	C-4 Ward	Residential		X		
16	D-4 Ward	Res'l -- Special Needs		X		X
17	L-1 Bldg	Senior Housing -- CCRC		X		X
18	F-1 Bldg	Senior Housing -- CCRC		X		X
19	E-1 Bldg	Senior Housing -- CCRC		X		X
20	D-1 Bldg	Residential		X		
21	C-1 Bldg	Residential		X		
22	B-1 Bldg Southgate	Artist Live/Work		X	X	
22-A	Admin A Bldg	Office; co-working		X		
23	B-2 Bldg	Artist Live/Work		X	X	
24	Lee Chapel	Arts Cultural Center		X	X	X
25	Infirmery	Arts Center/ classes		X	X	X
26	Clubhouse	Café; Commercial		X	X	
27-A	Service Bldg	Mixed Use		X	X	
27-B	Bakery Food Srvc	Demolition		X	X	
28	TB Cottage	Demolition				
28-N	New	Nursing/Memory Care				X
29	East Hall	Residential --Millennial		X		X
30	Supt's House	Residential	X	X		

Bldg #	Complements Character of Medfield	Housing needs for multiple econ./demographic sectors	Create & integrate open space with easy access throughout	Create economic value & serve community needs	Address rec, learning & cultural opportunities supporting diversity of talents & interests	Include com'l space while supporting downtown Medfield	Acceptable Long-term, economic, environ'l, & financial impacts
1	X						X
2	X			X	X	X	
3	X	X					X
4	X	X					X
5	X	X					X
6	X	X					
7	X			X	X	X	X
8	X	X					
9	X	X					
10			X				
10-A	X	X					
10-B	X	X					
10-D							
11	X	X		X			X
12	X	X		X			X
13			X				
14							X
15							X
16	X	X		X			X
17	X	X		X	X		X
18	X	X		X	X		X
19	X	X		X	X		X
20	X	X					X
21	X	X					
22	X	X		X	X	X	X
22-A				X		X	X
23	X	X		X	X	X	X
24	X			X	X		
25	X			X	X		
26				X	X	X	
27-A		X		X	X	X	X
27-B			X		X		
28							
28-N				X			X
29	X	X					X
30	X	X	X	X			X

Table IX-13. Master Plan Benefits: Meeting MSH Goals, Objectives and Values. (cont)

MSH Strategic Reuse Master Plan Uses			How Planned Bldg Uses Advance MSH Goals, Objectives and Values			
Bldg #	Existing Bldg Name	Planned Use	Preserve Natural Resources & Rural Character	Conserve when feasible site's arch'l & cultural history	Establish Sense of Place & Destination	Reflects Medfield Values
31	Employee Cottage 1	Demo; New Resl Const				
32	Employee Cottage 3	Demo; New Resl Const				
33	Employee Cottage 5	Demo; New Resl Const				
34	Employee Cottage 6	Demo; New Resl Const				
35	Stonegate Cottage	Demo; New Resl Const				
36	Asst Supt's House	Demo; New Resl Const				
Arboretum New		Residential -- Duplexes				
MSH South	South of Hospital Rd	Park & Rec Center			X	X
	Sledding Hill	Sledding; Open Space	X	X	X	

Bldg #	Complements Character of Medfield	Housing needs for multiple econ./demographic sectors	Create & integrate open space with easy access throughout	Create economic value & serve community needs	Address rec, learning & cultural opportunities supporting diversity of talents & interests	Include coml space while supporting downtown Medfield	Acceptable Long-term economic, environ'l, & financial impacts
31	X	X	X	X			X
32	X	X	X	X			X
33	X	X	X	X			X
34	X	X	X	X			
35	X	X	X	X			
36	X	X	X	X			
Arboretum	X	X	X	X			X
MSH	X			X	X		
South	X						

X The Development & Permitting Process for MSH

The Development & Permitting Process

The development process for the Medfield State Hospital grounds and buildings entails both the redevelopment process, as well as a concurrent placemaking process. These dual tracks complement each other and advance the master plan goals and the desires for public access and activities by townspeople.

The placemaking track at MSH includes the perpetuation of public access throughout the hospital grounds – walking, dog walking, hiking, as well as hosting special events, such as MSH tours, festivals, car shows, summer concerts, art installations, athletic events and runs, to name a few. Early development of the community gardens should occur. Placemaking activities will maintain public awareness and interest in the site. They will introduce people to MSH who may wish to become future residents or business operators once MSH buildings become rehabbed and ready for use. Placemaking activities, including the development and opening of the Cultural Center, can interest developers in the merit of investing in projects at MSH. Placemaking contributes to the branding of MSH. Placemaking helps assure the successful reuse of MSH.

Continued public access, walking, dog walking and hiking activities during construction will need to be worked through with Medfield’s future development partners. Sustaining these placemaking activities at MSH will be important. Typically, there will be increased public interest to view change as it progresses.

The development track is a multi-year process with major components as noted on the MSH development timeline in Figure X-2. The reuse and redevelopment of Medfield State Hospital will require both state and local permits for implementation. The Town as the landowner and signatory to the Land Disposition Agreement is responsible for ensuring that all required and necessary consultations and permits are secured by the Town or its future development partner(s). Within the development track there are three core components: infrastructure; the cultural center; and redevelopment of MSH (both north and south of Hospital Road).

The key steps that the Town will need to undertake in the development and permitting process are highlighted next.

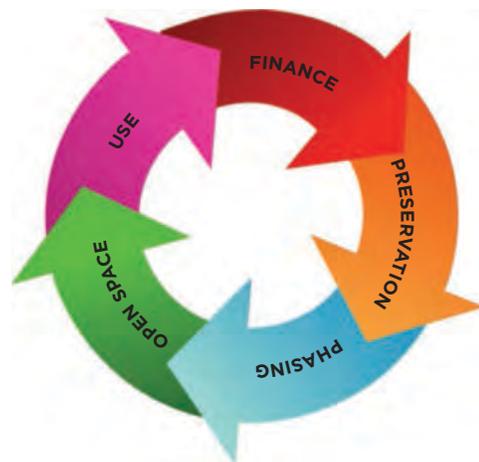


Figure X-1.
Interrelated Master Plan Elements.

Implementation Entity & Staff

There are some initial organizational steps the Town needs to undertake so that the Town is ready and able with the needed additional management capacity to undertake a complex, multi-year redevelopment project encompassing 128 acres, 44 buildings with projected redevelopment construction costs of \$265 million. A committee or authority with responsibility to spearhead the redevelopment process on behalf of the Town needs to be formed. Board members will need to become informed and oriented to the strategic reuse master plan and MSH conditions. The implementation entity will need sufficient resources, staff and budget. Staff and specialized legal counsel will need to be recruited and retained.

Land Survey

Concurrently, the Town will need to secure the services of a land surveyor to survey the MSH properties detailing all existing building footprints and existing easements, with two-foot contour lines. Whether it is a property sale or the sale of development rights and land leasing, this is necessary for the Town to be able to move forward with disposition, the sale of development rights and land-leasing. The land survey will enable the preparation of legal descriptions for the development rights to be sold or land-leased.

Reuse & Redevelopment of MSH

Plans for the reuse and redevelopment of MSH include the areas both north and south of Hospital Road. The development process outlined here incorporates the siting of a parks and recreation facility south of Hospital Road at MSH, independent of the Town's final decision on this important facility.

In April 2018, Town Meeting authorized two activities that will impact the reuse of the hospital grounds south of Hospital Road, namely commission a site evaluation study for locating a new parks and recreation facility and development of a town-wide master plan. As noted earlier, the Medfield Parks & Recreation Commission has stated a preference for using south of Hospital Road for their new facility. Town Meeting authorized funding to evaluate the appropriateness of several good-candidate sites, including the MSH South site. Town master plans provide guid-

ance to communities as to the need and location of community facilities. Medfield's town master planning committee could likewise weigh in on siting of the parks and recreation facility as well.

Prepare Request for Proposals

The Town will need to prepare a draft request for proposals (RFP) to solicit developer interest, statements of qualifications and proposals for MSH. A marketing plan to reach out to prospective proposers including an advertising plan, schedule and distribution list of the RFP is required per the Disposition Agreement. The draft RFP will need time for legal review as well. The Town has entered into a memorandum of agreement (MoA) with the Massachusetts Historical Commission, which requires the Town to consult with MHC, the Medfield Historic Commission (Medfield HC) and the Medfield Historic District Commission (MHDC) during the drafting of the RFP and the development of the marketing plan. The Town agreed to provide MHC, Medfield HC, and MHDC fourteen days to review and comment on the marketing plan, plus another seven days to review the marketing plan after the Town has had an opportunity to review and incorporate any comments in the marketing plan. Following the revision of the draft marketing plan, the Town is obligated to submit the revision again to MHC, Medfield HC, and MHDC for a final seven-day review and comment period on the marketing plan for the RFP.

Development RFPs for projects the size and character of Medfield State Hospital often entail a two-step review and procurement process. An initial request for qualifications of prospective development teams with initial concepts can be issued. The Town can then evaluate a larger number of prospective development teams and narrow it down to three candidates. This enables the Town to short-list candidates with the right mix of management capacity, expertise, financial strength and experience to successfully undertake the MSH redevelopment assignment and work with the Town.

The Town would then invite its short list of pre-qualified proposers to submit full-scale development proposals for the reuse and redevelopment of MSH. A full-scale proposal often entails detailed preliminary plans. With the two-step process, the Town will more likely receive fuller and more detailed proposals from development teams. Development teams are typically provided at least eight-to-ten weeks between short-listing and submittal of the final proposal.

Specialized legal counsel should also review any draft RFPs, as well. MHC, Medfield HC, and MDHC will need to be involved throughout the two-step procurement process, including attendance at interviews.

Chapter 30B of Massachusetts General Laws governs the procurement process, which allows municipalities to establish minimum standards and criteria for the selection of the responsible proposer. The Town does not have to award the development rights to the lowest bidder, if selection criteria are established at the outset.

Review and Vet Requests for Proposals

Following receipt of responses to the call for RFP for Medfield State Hospital grounds, the Town will need to review and carefully evaluate the development proposals, the development team, check references, and conduct interviews. Some communities ask development teams to make public presentations in addition to the interviews with the selection committee. The review process typically includes a technical review, a review as to compliance with the RFP requirements, financial review, and a legal review, as well.

Select Development Partner

After an exhaustive review of the proposals, the Town makes a preliminary award and designation of the development team.

Negotiate Disposition Agreement

The terms and conditions of the development process are typically set to writing in a disposition agreement between the municipality and the developer. This typically takes some time to negotiate and subsequently adopt and gain approval by the necessary boards. On a rare occasion, some municipalities during the negotiation of the disposition agreement find that they cannot come to agreement with their preferred development partner and opt to re-start the negotiation process with an alternate candidate who submitted in the final proposal process.

Financing (Private)

The successful development team, upon award and successful negotiation of a disposition agreement, will finalize its financing with various banks and financial partners. This is an activity typically undertaken by the private development partner independent of the Town.

Applications for state and federal historic tax credits, low income housing tax credits (LIHTC) will need to be filed by the development team, as well as other applications for state or federal assistance for infrastructure or housing finance. The Town, as a development partner, will be expected to support and advocate for public resources for redeveloping MSH. The Town may wish to consider allocating funds from its newly formed Affordable Housing Trust fund to advance affordable housing at MSH.

Permitting

The first step in permitting, typically led by the designated development partner, is the Massachusetts Environmental Policy Act (MEPA). The redevelopment of Town-owned MSH property north of Hospital Road is currently subject to a MEPA Certificate (EEOA No. 14448R) issued on April 2, 2010 for a development project proposed by DCAMM that did not proceed. The process for any Town-owned MSH property to be developed will include a developer's filing with MEPA, and obtaining permits from relevant local and state agencies. These agencies are expected to include, but may not be limited to: MassDEP; MassDCR; Mass Historic Commission; Medfield Historic District Commission (subject to the existing MOA); MassDOT; MassAgriculture; Medfield Zoning Board of Appeals; and Medfield Planning Board.

The first MEPA filing due after MSH property transfer and before the start of development will likely be a Notice of Project Change (NPC) updating the 2010-approved redevelopment plan and identifying any material differences from the prior plan. If new activities not covered by the previously issued Certificate are proposed, MEPA may require a new Environmental Notification Form. Because filing of a Single Environmental Impact Report (SEIR) was approved in 2010, there will be no requirement for MEPA submission and a public comment period on a Draft EIR. Only the SEIR with its complete description of the new project and alternatives, as well as an assessment of potential environmental impacts and mitigation measures, will likely be required for submission to MEPA and public comment.

MEPA jurisdiction over the Town-owned MSH property north of Hospital Road cannot be avoided by “phasing” or segmenting the redevelopment into smaller parts. The SEIR will need to include all components of the project’s development, even if implemented in “phases.” Incremental disposition and development of portions of this property will likely require developer submittal of an NPC identifying material differences from the development for that same portion described in the 2010 MEPA Certificate. New uses may require developer submittal of a new EIR. The development of the cultural center at Lee Chapel and the Infirmary will need to navigate the MEPA process, but may be an appropriate candidate for a waiver request.

During this same time period the Town and the development team will need to address initial local permitting issues as to access; public safety; potential subdivision issues, if any; as well as water and sewer considerations. Early consultation with the Planning Board to assure alignment with the design guidelines and zoning would be appropriate. Medfield has enacted a demolition delay bylaw. Steps to adhere to its provisions should be taken early.

Design & Construction

Specific design plans for building rehabilitation and new construction will need to be prepared. Engineering and design of MSH-wide systems will need to be undertaken, such as the use of renewable geothermal energy for heating and cooling at the outset. Local building permits, review by the Planning Board and local Historic District Commission review will need to be undertaken prior to construction. Depending on the locus of building and construction plans, an archaeological reconnaissance study may also be needed. Pre-construction activities, including abatement of any asbestos, lead and existing hazardous materials within the existing building structures should be undertaken prior to rehabilitation and construction.

Rehabilitation and construction will likely occur incrementally. Timing of specific building rehabilitation and new construction will depend upon market conditions and demand, as well as the availability of financing.

Leasing and Sales

As construction of the first rehabilitated buildings at MSH, a sales and leasing campaign will be needed. Once construction is completed and certificates of occupancy are issued, new life at MSH will commence. The process of sales and leasing is likely to continue as buildings come online for use as rehabilitation and construction is completed.

Operations & Maintenance

Successful projects include provisions for continuing operations and good maintenance of the buildings and settings. This will be a critical aspect of the long-term success at MSH.

The Cultural Center

The steps in advancing the development of a Cultural Center at Lee Chapel and the Infirmary (buildings 24 and 26) will follow many of the steps outlined above for Reuse & Redevelopment of MSH. There are, however, some differences, which are discussed here.

The RFP Process for an Arts & Cultural Center Development Partner

The RFP process seeking a development partner for the cultural center is likely to be more abbreviated than for the state hospital grounds as a whole. A one-step process for selection of the cultural center development partner would be appropriate. However, MHC, Medfield HC, and MHDC, are required to be involved in the preparation of an RFP marketing plan for the cultural center development partner, the RFP, and review of the RFPs.

Capital Campaign

It is probable that the cultural center development partner will be a nonprofit. A capital campaign to raise funds from donations, philanthropists and public sources of funding will occur throughout the development period. Work on funding will also require application for allocations of state historic tax credits for the historic rehabilitation of Lee Chapel and the infirmary buildings.

Permitting

Permitting for the cultural center will most likely focus on local permits. The arts and cultural center development partner will likely need to seek a waiver from the MEPA process.

Infrastructure

Since the water and sanitary sewer lines that served Medfield State Hospital when it was operational have been severed and are not operational, an entirely new water and sewer distribution and collection system will need to be engineered and permitted. Infrastructure is an upfront investment that must be functional by the time the first building is open for use and operational at MSH.

Securing grant funds from the Commonwealth will be part of the funding strategy for public infrastructure. MassWorks, the state's popular grant program for infrastructure, requires inclusion of 25% design engineering plans with the application for funding. Completion of the land survey, mentioned earlier, is needed to prepare 25% engineering plans.

Undertaking additional engineering for water and sewer, as well as pre-engineering studies for the use of renewables, heat exchange and campus-wide geothermal, will strengthen the Town's ability to negotiate with prospective development partners as to the shared investment in infrastructure. Planning for extension of water and sewer services for facilities, such as the parks and recreation facility or agricultural support services, south of Hospital Road should be considered and planned for at the outset.

The permitting process for water and sewer extensions and related renewable infrastructure will require a MEPA review.

Plans for the streetscape, roadway and lighting design for circulation should be designed and developed with the designated private development partner team.

XI Disposition & Control

Disposition & Control

Implementation of the MSH Strategic Reuse Master Plan will most likely require the Town to sell, lease or otherwise dispose of all or a portion of the MSH lands, both north and south of Hospital Road, with the exception of the Water Tower site (which is owned by the Town for water utility purposes). Private sector investment is essential to realize the desired plan. Development of a municipal parks and recreation facility south of Hospital Road does not require a sale or lease of land by the Town.

A major theme throughout the planning and community engagement process for Medfield State Hospital is “control.” One of the primary reasons for purchasing the MSH campus discussed at Town Meeting was the Medfield’s ability “to control the development path” of MSH. There are several ways the Town can sustain its interest and positively control the quality and nature of the future development at MSH, while partnering with a private sector partner. These controls mechanisms include:

- Land leasing;
- Sale of Development Rights;
- Zoning;
- Design Guidelines; and the
- Disposition Agreement.

In this section, land leasing, development rights and the disposition agreement will be reviewed. Land leasing, development rights and disposition agreements are very specific and detailed as to the exact locus, terms and conditions of the building, and financial considerations. These are conditions stemming from the Town of Medfield’s role as owner of the MSH buildings and grounds. Zoning and design guidelines provide the broader framework as to use, dimensional, character and appearance considerations. These are the control mechanisms the Town of Medfield can enact in its local government role. In the next section, zoning and design guidelines will be covered along with other municipal-related implementation tools for the Master Plan.

Land Leasing

To enable future reuse and redevelopment of MSH, a land leasing approach to disposition is recommended. Land leases are appropriate for long-term owners, such as the Town of Medfield. Land leasing is often used with properties which have a high-aesthetic value, such as MSH with its vista overlooking the Charles River and historic campus-character.

Land leasing provides an additional level of control to the Town, which is an important consideration in the reuse planning. Land leasing precludes a developer or a mortgagee from re-selling the property (or their interest) without the Town’s input.

Typically, land leases run at least sixty-five years, sometimes one-hundred years or longer. Land leases are often used in commercial development. Rental housing and multi-family condominiums can easily be undertaken with land leasing. Single-family housing developments in planned communities increasingly occur with a land lease format. The single-family home or duplex functions as condominium with some adjacent open land in the immediate adjacent area to the house with contributions towards common area maintenance (CAM) features (as with a HOA – home owners association). Some banks who are less familiar with planned communities, may be less likely to financing a single-family home with a land lease. However, utilizing a condominium structure minimizes the financing concern.

Land leasing can be a potential source of continuing revenue to the Town. Land lease revenues typically entail a modest lease payment. With a land lease, the Town could also charge a transfer fee when a building or condominium is sold from one party to another. The redevelopment of the historic Charlestown Navy Yard is a local example of where the property owner, the Boston Redevelopment Authority, receives a transfer fee on each real estate transfer ranging from one to four percent of the sale value of the transfer. Like the reuse master plan for Medfield State Hospital, the redevelopment of the Charlestown Navy Yard was a preservation-oriented historic rehabilitation and redevelopment project with infill new construction. Transfer fees are sometimes called reconveyance fees.

The US Census found that five percent (5%) of homeowners in the Northeast move annually, including moves within the same county. There are 35 to 61 homeownership units planned for MSH, plus an additional 136 units of market-rate historic rehab rentals (that could become homeownership units after five-years), for a total of approximately 171 to 197 residential units that could be owner-occupied. Based on average moving rates for homeowners in the Northeast, it would be reasonable to expect seven to ten real estate transfers annually. Based on a transfer rate of one to four percent on a sale of \$400,000 to \$600,000, transfer fees could generate between \$28,000 to \$120,000 annually to the town (and possibly more as future sale prices rise), after MSH is built out and rehabilitated. There are also nineteen commercial and rental residential buildings that could generate a transfer fee, as well.

Transfer fees provide a possible new revenue stream for the continuing maintenance and enhancement of the MSH campus and lands.

Development Rights

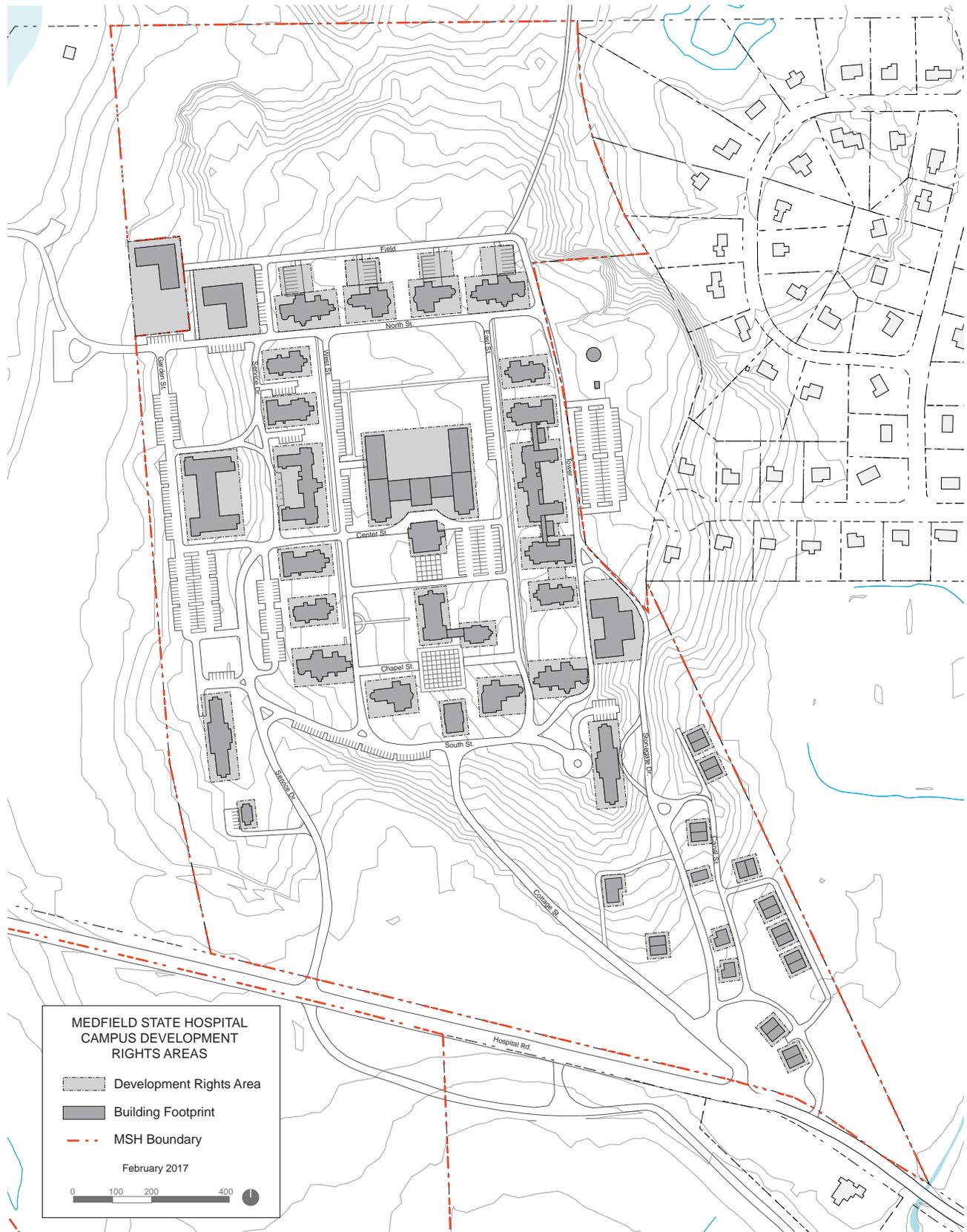
With land leasing, the Town could sell development/redevelopment rights for the right of a developer to rehabilitate buildings within the existing footprint area plus a small area beyond the existing footprint to restore the porches and verandas that once existed on many of the residential buildings on the MSH campus (that were removed by DCAMM to prevent further deterioration). In the event that one of the historic buildings becomes severely deteriorated beyond the possibility of historic rehabilitation, the development rights owner could build a new building within the footprint in accordance with the existing zoning and design guidelines.¹ Figure XI-1 illustrates the planned locations of development rights on the MSH north campus.

Prospective developers would pay for both the development rights as well as for the land lease. Development rights would be based on the maximum building envelope. In the financial analysis, development rights pricing was based on existing building footprints and buildable areas. Figure XI-1 includes additional land area beyond the existing building footprint to enable restoration of the historic porches and access areas. The exact boundaries of the development areas will need to be determined through a land survey prior to disposition. Legal descriptions of each development rights area will then need to be drafted.

Development rights are the ability to own and develop a defined area as measured by square feet and the number of vertical floors. For example, a building pad area that is 100 feet by 50 feet has a 50,000 SF pad area and the zoning in the area allows for a maximum of 3 stories plus a basement for four floors. The development area for this building pad is 200,000 SF. A developer wishing to purchase the development right to use this pad would be required to purchase the development rights for the maximum building area of 200,000 SF. It is easier to determine this, with existing buildings as is the case at Medfield State Hospital.

¹ Demolition of a building at MSH will require a demolition permit from the Town of Medfield. As a National Register site, consultation with MHC, the Medfield Historic Commission and Medfield Farm & Hospital District Commission will be required.

Figure XI-1. Campus Development Rights Areas.



Disposition Agreement

The disposition agreement is the written agreement between the Town as property owner and its to-be-designated development partner(s) selected through the RFP process discussed in Section X. Sometimes a Disposition Agreement is referred to as Memorandum of Agreement (MoA) or Memorandum of Understanding (MoU). Essentially, the disposition agreement sets forth the terms and conditions for both parties that will further guide and inform the development process with designated preferred developer(s).

Disposition agreements define the terms and condition of the development. This can include a schedule with benchmarks, as well as some or all of the conditions noted here, as well as other issues. Topics that a MSH disposition agreement would likely include are:

- Date or time period following execution of the Disposition Agreement when the MEPA permitting for the site must begin;
- Date when historic rehabilitation of buildings must begin;
- Date when a specific percentage (e.g., 25%, 50%, etcetera) of buildings must have been completely rehabilitated or built).
- Provisions for infrastructure and the responsibilities for building and paying for infrastructure;
- Public access;
- Identification of open space areas;
- Payments;
- Terms and conditions of future sale and transfer, and subordination (e.g., mortgage financing);
- Easements and roadways;
- Use and maintenance of public access areas;
- Requirements to meet key development goals, such as providing a percentage of affordable housing to meet the Town's safe harbor goals;
- Requirements to make demonstrable good faith efforts to implement the Town's preferred mix of uses in the MSH Strategic Reuse Master Plan, e.g., creation of an inn;

- Change in key development team members, e.g., architects or engineers;
- Conveyance of the terms and conditions requirement by the Commonwealth in the deed transfer, the MOA with Massachusetts Historical Commission, and the agreement with the MA Department of Agricultural Resources; and/or
- Terms for de-designation; and any
- Town commitments.

Real estate development is a complex process with changing circumstances. It is common for the Disposition Agreement to be updated periodically with mutually agreed upon codicils throughout the development process.

In Massachusetts towns, development agreements are typically negotiated by chief development officer with executive staff or the Selectboard along with specialized legal counsel, and then approved by Town Meeting. In some municipalities, the municipality chooses to transfer the property and this responsibility to a Redevelopment Authority, created in accordance with Chapter 121B, Massachusetts General Laws (MGL). Redevelopment authorities are typically operated by a board of five persons. (See Section XII for additional information on redevelopment authorities.)

Maintenance

With land leasing and the sale of development rights, the management, maintenance and use of the open spaces throughout the MSH building and grounds area needs to be explicitly provided for at the outset of the development process.

High quality management and maintenance will be important to developing and maintaining value at MSH. The first impression of MSH from Hospital Road with the Green and the planned infill housing in the Arboretum area is critical. It is the front door to MSH's Core Campus. These areas set the image and stage for subsequent development.

Options for alternative maintenance and management of the open spaces and common areas at MSH north of Hospital Road include management by the Town, management by the developer or developers, or some type of hybrid approach. The pros and cons of each approach to maintenance and management of open space is noted in Table XI-1, and key questions to consider in determining the best approach for Medfield.

Table XI-1. Alternative Approaches to Managing & Maintaining MSH Open Space.

Alternative Approaches	Pros	Cons & Key Questions
<p>Open Space areas owned and managed by the Town.</p>	<ul style="list-style-type: none"> Retains public ownership & access. Town already does basic grounds maintenance. Open space areas could be maintained as public parks. With possible Parks and Recreation facility locating south of Hospital Road, Parks & Recreation would be nearby. 	<ul style="list-style-type: none"> The public sector may not be willing to exercise the level of landscape management and maintenance desired by developer and users/residents. Could be a continuing and/or additional cost to Town. Athletic field expertise differs from general open space & landscape maintenance with nearby homes & commercial uses. Retaining ownership of all open spaces may adversely affect future revenue-sharing agreement with Commonwealth.
<p>Open Space areas are “leased,” managed and maintained by the developer</p>	<ul style="list-style-type: none"> Provides a designated entity responsible for the cost of landscape maintenance and management during the development phases. Developer has a vested interest in high-quality landscape maintenance at the outset of the project. “Open Space” could be part of the lease to the developer. 	<ul style="list-style-type: none"> Weakens the perception and the right of public access. Future management of landscape may be left undetermined. Developer(s) establishes framework and fee structure for open space (which may or may not include public input). This approach becomes more difficult with multiple developers. What happens when the developer divests or sells to the management & maintenance of open space? If developer has a land lease on the open space, what protections are in place for the open space? Owners and renters’ CAM fees may be reluctant to pay for maintenance related to special events open to the public.
<p>Hybrid 1: Public-Private Partnership with specific open space areas designated the Town’s responsibility and other open space areas deemed the responsibility of the developer.</p>	<ul style="list-style-type: none"> Clear delineation of responsible entity for each open space area. Reduced cost burden for landscape as to Town and to Developer. 	<ul style="list-style-type: none"> May have uneven levels of maintenance and plantings. Does open space “maintained” by the developer become inadvertently privatized, thus reducing public access? Retains a cost responsibility for the Town. Informal division of responsibility may not stand the test of time. Are CAM fees used to support maintenance by either town or developer-designated spaces?
<p>Hybrid 2: Land Trust, Conservancy or nonprofit, e.g., Friends of MSH, with representation of key stakeholders – Town, developer(s), residents and commercial users – assumes responsibility for management and maintenance of open spaces.</p>	<ul style="list-style-type: none"> Involves all key constituencies in management and landscape maintenance CAM charges could be used to pay for landscape maintenance. This approach could be institutionalized, enabling the approach to be sustainable and endure changes amongst key players. If this approach includes a land transfer or lease, it may address concerns regarding the revenue sharing formula. 	<ul style="list-style-type: none"> Will CAM charges be sufficient for the varied and different types of open space at MSH? Role of the Town as land owner needs to be addressed? If appropriate, some or all of open space could be transferred to a land trust, conservancy or nonprofit.

Note: CAM fees are Common Area Maintenance fees.

Each of these approaches has merits and issues requiring further attention and resolution. All too often, the care and management of open areas is not explicitly addressed. Since the open space areas are an important asset and create the first impression of MSH, further attention to the long-term maintenance and public access strategy is needed. Continued public access is a critical and fundamental value that is essential for Town's long-term legacy as to the future of MSH reuse.

Successful examples of each of these approaches can be found. Maintenance of public park spaces amongst residential and commercial areas in downtowns, town centers, river walks, and residential areas can be found in many communities, each with varying qualities of landscape and maintenance. An example of where a long-term owner/developer maintains the open spaces and landscaping in around the various housing types and homes is Ocean Edge in Brewster. However, this is a gated community, with limited public access. Pinehill in Plymouth is another ownership example. Pinehill is a planned community, however it is not a gated community. Hybrid approaches are frequently used with parks and open space systems, such as the Central Park Conservancy in New York, the Friends of the Public Garden in Boston, and the Greenway Conservancy created in Boston for the programming and open space maintenance resulting from the new land created by the depression of the Central Artery.

Assuring adequate resources for continuing landscape maintenance and management will be important to the future quality, image and perception of MSH as an asset to the Medfield community.

XII Implementation Tools for the Reuse Master Plan

The tools for implementing and executing a master plan for MSH entail policy tools as to land use and design, open space, and financing, as well as the disposition process and eventual disposition agreement. Land use and design tools include zoning, design guidelines, open space and watershed protections. The state's 43D Expedited Permitting is a land use tool as well as a financial tool. District Improvement Financing is a financial tool that can help Medfield pay for infrastructure and desired amenities. Redevelopment authorities as created by Massachusetts General Laws can help communities undertake redevelopment projects. In this section, these tools to enable Medfield to move forward with realizing its preferred vision and plan for the Medfield State Hospital grounds are reviewed.

Zoning

The Medfield State Hospital grounds north of Hospital Road are currently zoned Business-Industrial (BI). South of Hospital Road the land is zoned for Agricultural, as noted in Figure XII-1. Many of the uses identified in the preferred reuse plan detailed in Section VIII are not allowed in the Medfield Zoning By-law. MSHMPC reviewed the existing zoning and various zoning tools for and their potential use as to the MSH grounds in consultation with the Planning Board. Zoning is an important tool for implementing master plans. It establishes the framework for reuse and development. The desired uses articulated in the preferred use master plan should become as-of-right uses in Medfield's zoning bylaw to enable implementation.

Figure XII-1. Medfield Zoning Map Detail.

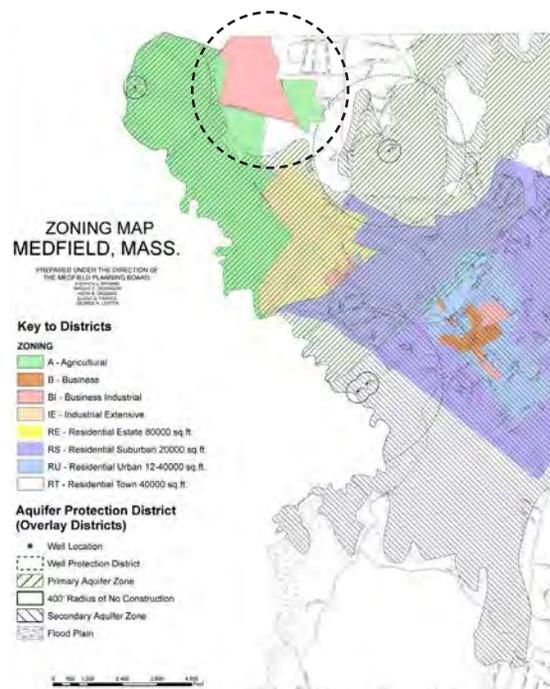


Table XII-1. Medfield’s Existing Zoning for the MSH Area.

Area	Existing Zoning	Aquifer Overlay
MSH Main Campus north of Hospital Road	BI - Business Industrial	Not Present
South of Hospital Road - Sledding Hill area + Odyssey House area	Agricultural	Partially on Western Edge

The by-right uses in a Business-Industrial zone in Medfield include storage of campers, trailers, house trailers or boats; a library, museum or nonprofit art gallery; agriculture, horticulture, floriculture; growing of crops and conservation of water, plants and wildlife; non-commercial forestry and growing of all vegetation; sales by vending machines; and parking of commercial vehicles of greater than a gross vehicle weight (GVW) of 10,000 lbs. While some of these uses may be compatible with the MSH reuse plan, there is no provision for housing, small offices or an inn to be as-of-right uses. Many of these uses are not even allowed by special -permit in the BI zone. Since MSHMPC undertook an extensive community engagement process to identify desired new uses at MSH, it would be appropriate to have the preferred reuse for MSH buildings and open space areas be as-of-right uses in Medfield’s Zoning Bylaw. The preferred uses have been publicly vetted. As-of-right zoning shortens the pathway to implementation.

The by-right uses in an Agricultural zone include agriculture, horticulture, floriculture, greenhouses; a farm stand for wholesale or retail sale of agricultural and farm products; raising of livestock including horses, keeping poultry, cattle and domestic animals use for food production, and apiaries; commercial stables and boarding of animals; growing of crops and conservation of water plans and wild life; and noncommercial forestry and growing of vegetation. In addition to these uses, a one-family dwelling for a farmer, accessory structures, such as a tool shed, greenhouse, private pool, or boat house can be permitted by right. Storage of a camper, trailer, house trailer, or boat is also allowed by-right, as are licensed day care centers for six or fewer children and parking by commercial vehicles with gross vehicle weights greater than 10,000 pounds.

Table XII-2. Anticipated Type of Construction by Area Per Reuse Plan.

Area	Anticipated Construction Per Reuse Plan
Core Campus	Renovation, Historic Rehabilitation, Additions, New Vertical Construction
Arboretum Area	Renovation; Historic Rehabilitation; New Vertical Construction
West Slope	Renovation; Historic Rehabilitation; New Construction;
The Green	No Vertical Permanent Construction
North Field	No Vertical Permanent Construction at Present
Water Tower	Parking; No Vertical Permanent Construction
Sledding Hill	No Vertical Construction
South Field	New Vertical Construction and Shared-Use Parking



Figure XII-2. (right) State Hospital Areas.

The following tables detail the anticipated type of construction activities by sub-area in the strategic reuse master plan. Table XII-3 reviews the existing permitted uses in the Medfield Zoning Bylaw with the preferred reuse master plan uses. Table XII-3 highlights the desired use in the strategic reuse master plan and the needed changes in Medfield’s zoning bylaw.

Rezoning Alternatives

MSHMPC reviewed a number of zoning tools and approaches, including the use of the 40R Smart Growth Zoning incentive tool; creation of an overlay district; and creation of a new zoning district. Each of these options are reviewed in the coming pages. MSHMPC has selected the third of these alternatives.

Table XII-3. Summary of Existing Zoning, Preferred Uses & Needed Changes.

MSH Sub-Area	Existing Zoning	Allowed By-Right Uses	Preferred Use	Needed Change in Zoning
The Green	BI - Business Industrial	<ul style="list-style-type: none"> Storage of campers, trailers, house-trailers, boats. 	Open space, great lawn	No change needed; May wish to preclude permanent buildings
Arboretum Area	BI - Business Industrial	<ul style="list-style-type: none"> Library, museum, non-profit art gallery Agriculture, horticulture, floriculture, & growing of crops. 	<ul style="list-style-type: none"> Duplexes and Single-Family Housing Protection of tree collection 	Housing – SF and duplexes need to be permitted uses.
Core Campus	BI - Business Industrial	<ul style="list-style-type: none"> Sales by vending machines Vehicle storage of gvw >10,000 lbs. 	<ul style="list-style-type: none"> Housing Assisted living Nursing care Memorial care Artist Live-Work Performance space Office Restaurant/Café Retail/ Services Mixed-use Education/ Training Accessory parking Open Spaces 	Permitted as-of-right issues need to be expanded for the Core Campus area to include preferred uses. Only a nonprofit art gallery is an allowed by right under current zoning.
Water Tower	BI - Business Industrial		Water Tower (existing); community gardens; and parking for MSH	Parking for MSH needs to be allowed.
North Field	BI - Business Industrial		Open space or agriculture	No change needed.
West Slope	BI - Business Industrial		An Inn with Restaurant and Fitness Center; Office space, Brewery; Distillery; Housing; Parking	None of desired uses are allowed by-right in current zoning.
South Field	A -- Agricultural	Agriculture. Municipal uses require a Special Permit.	<ul style="list-style-type: none"> Recreation (public/for-profit/nonprofit) on 12 acres Shared Use Parking with MSH North + Agriculture 	As of right use for a public recreation facility & activities with shared-use parking. Special permit for up to six acres of commercial or educational uses.
Sledding Hill	A -- Agricultural	Agriculture	Agriculture and continued use of Sledding Hill for sledding.	No Change Needed.

40R Smart Growth Zoning Overlay

MSHMPC investigated the potential of using the zoning overlay tool known as smart growth zoning, 40R for short, after the chapter number in Massachusetts General Laws. 40R uses up-front financial incentives to encourage municipalities like Medfield to adopt zoning overlay districts to encourage as-of-right housing in transit-oriented areas, areas of concentrated development, or highly suitable areas.

Representatives of MA Department of Housing & Community Development (DHCD) met with MSHMPC and the Planning Board to review the details of the 40R smart growth zoning overlay tool. DHCD, at the time, made a site visit to MSH and determined that the MSH building and grounds area would qualify as a 40R area under the highly suitable classification.

Additional threshold criteria in the 40R program include that housing uses need to be as-of-right; residential and mixed-uses should be among the allowed uses; a mix of housing; no mor-

Table XII-4. Summary of Preferred Uses in the MSH Preferred Master Plan and Use Status with the Medfield Zoning Bylaw.

Green Indicates allowed use.

Orange Indicates use may be allowed; but requires an additional permitting process review, such as a special permit or site plan review.

Red; Indicates prohibited.

PB: Planning Board, which is responsible for site plan review.

Use	Status
Agriculture	Allowed by Right
Artist Live-Work Space	Home Occupations Prohibited
Arts/Cultural Center/ Performance Space/ Gallery (Non-Profit Art Gallery)	Allowed by Right; Nonprofit Educational Uses require a Site Plan (PB); Indoor Motion Picture showing requires a Special Permit
Performance/ Concert Space	No mention in Zoning Bylaw
Assisted Living	Special Permit
Café	Special Permit
Distillery	Mfg./Fabrication - Special Permit
Fitness/ Recreation	Special Permit
Function Space	Special Permit
Inn	Hotels & Motels Prohibited
Mixed Use Commercial /Residential	Residential is Prohibited
Nonprofit Office Space - Historical Assn/Society	Special Permit
Nursing Home	Special Permit
Office Space - Medical Offices	Special Permit
Misc. Business Offices	Special Permit
Residential	Prohibited
Restaurant	Special Permit
Retail	PB - Site Plan Approval
Light Assembly/ Education / Training	Mfg./Fabrication - Special Permit
Community Residences for rehabilitation of mentally and physically handicapped	Prohibited (Residential)

atorium or building cap should be in place; no age-restricted housing; and at least 20% of the units need to be affordable. The preferred reuse plan meets most of these threshold criteria. Concerns were voiced as to the designated senior housing area.¹ Target customer audiences for housing are allowed, but restrictions as to age are not allowed.

After deliberations and discussion, MSHMPC opted not to recommend a 40R zoning overlay approach for MSH at this time. MSHMPC preferred an approach with more local control and less involvement and approvals from the Commonwealth and suggested adoption of a specific MSH Zoning District that better fit Medfield.

Zoning Overlay

A zoning overlay district creates an additional layer of zoning controls over a pre-existing district. The new zoning layer may address use, dimensional and related requirements. The existing zone, for example Agricultural or BI – Business & Industry, remains intact. Often times the regulatory framework established with a specific zoning district applies to several areas throughout the municipality. Such is the case with the Agricultural zone, which applies to lands at MSH, adjacent to MSH, and lands south and west of North Meadow Road. Similarly, there are several areas in Medfield zoned BI, MSH lands north of Hospital Road, lands north of West Street near Route 27, land south of downtown adjacent to the Framingham secondary rail line, and northeast of downtown. Needed changes to facilitate the preferred reuse plan for MSH may not be appropriate to these other areas.

Hence, the creation of an overlay district for a specific area, like MSH, is one approach to creating additional use and dimensional regulations for a specific area. Medfield has previously adopted an overlay district, namely the Aquifer Protection District, which is an overlay district. With a zoning overlay district, the underlying zoning for the A and BI zones remains in effect. MSHMPC does not believe that underlying zoning is consistent with the Master Plan and so did not elect to pursue an overlay district.

¹ Most of the concerns regarding age restrictions pertained to the development of age-restricted housing on Hinkley and Lot 3. The Board of Selectmen shortly afterwards assumed the lead in planning for these two sites. The incorporation of independent living and assisted living under the rubric of a continuing care retirement community on the Core Campus could be included or excluded in a 40R zoning overlay incentive.

Zoning District

Creating a new zoning district, such as the MSH district, would create specific use, dimensional and parking regulations specific to this area. As a large area with multiple buildings and uses, creating a new underlying zoning district would not constitute spot zoning, but rather it would be the implementation zoning of the Strategic Reuse Master Plan's preferred development scenario for MSH. When creating a new zoning district, there are both text and map changes to the Zoning Bylaw.

The advantage of creating a new zoning district, the regulations are specific to the desired used and character to guide future development at Medfield State Hospital. A new zoning district also avoids the likelihood of conflicts between the overlay and the underlying zoning district.

The draft amendment to Medfield's zoning bylaw to create a separate MSH zoning district can be found in the Appendix.

Design Guidelines as a Development Tool

Design guidelines provide a roadmap to the intended character of a place. Guidelines advance the goals and objectives of a master plan and help translate these into standards for the design of buildings, streetscape, and open spaces that describe the desired character and outcome of a place. Guidelines are an important development planning tool and can provide:

- A basis for making fair decisions. Design guidelines provide a clear set of standards expected of projects and serve as a framework for objective design review comments and decisions.
- Consistency in design review. A design guidelines document in place can help ensure that a design review committee or project staff have a basis from which to apply a consistent set of standards from project to project.
- Consistency in a large project that is developed over time. Large development projects often happen over a span of time based on market conditions and they are often carried out by more than one developer or builder. Design guidelines provide a framework that can be referred to over time to ensure the form and quality of materials is consistent across projects over time, ensuring the final development best reflects a cohesive character.
- Property value enhancement. Design guidelines can promote consistency in character and quality across a master planned area, which in turn can enhance property values.
- A tool for education & communication. During the design and development process, design guidelines can serve as a communication tool that conveys intended community character and design expectations to development partners. They can also help reinforce with the broader community, agreed upon vision and character for a place.

As a tool that will be used to help guide development, design guidelines should reflect the collective vision for the property.

Secretary of the Interior's Standards for Treatment of Historic Properties

In addition to project defined design guidelines, the historic significance of the Medfield State Hospital site and structures brings the need for adherence the Secretary of the Interior's Standards

for Treatment of Historic Properties. Published by the National Park Service (NPS), this broad set of principles were developed for reviewing project work on individual buildings receiving federal grant funds and historic tax credits. These guidelines can be found at <https://www.nps.gov/tps/standards.htm> Within the Standards, there are four approaches to treatment of historic properties. The rehabilitation approach, which “acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property’s historic character,” is most appropriate for the Medfield State Hospital project. Standards for this approach can be found at <https://www.nps.gov/tps/standards/four-treatments/treatment-rehabilitation.htm> The NPS standards provide guidance as to materials and methods that recommended for successful rehabilitation, and which are not recommended as they could negatively impact the building’s character or long-term integrity.

MSH Design Review Committee

For design guidelines to be an effective tool for the Medfield State Hospital site the following are recommended:

- The MSH Design Guidelines should be reviewed by the Planning Board.
- The MSH Design Guidelines should be shared with the Massachusetts Historical Commission to garner support for the project and applications for state historic tax credits.
- A Design Review Committee should be established as a subset of, or advisory committee to the Planning Board. The Design Review Committee would make recommendations to the Planning Board as to whether a project meets the objectives set forth in the MSH Design Guidelines.
- The Design Review Committee would be tasked with making recommendations regarding building design and site treatment in response to the elements of the Design Guidelines. They would include comments or recommendations on scale, height, proportion, fenestration, entries, roof line, material selection, and impact on historic character the existing buildings, site features or viewsheds.

Following are a draft set of basic guidelines and design principles for guiding rehabilitation projects and new construction at MSH. The design guidelines can be used in concert with zoning controls.

Medfield State Hospital District Design Guidelines

1. Overview: Establishment of Zones

1.1. Medfield State Hospital Zones

The Design Guidelines divide the Master Plan area into eight zones based on building characteristics and siting. They define areas for appropriate development density within the campus based on existing context and planned uses. The zones include:

The Core Campus: The central hilltop campus quadrangle consisting of 24 brick buildings.

The West Slope: An area to the west of the main quadrangle overlooking the Charles River Gateway, with a few additional existing brick buildings and open lot areas.

The Arboretum: An area with wood frame single family homes set among a collection of specimen trees.

The Water Tower: An open area surrounding the existing town water tower, currently partially paved.

The North Field: A rolling field to be maintained as open space, and possible agricultural use.

The Green: A broad open space defining the entry to the campus.

Sledding Hill: The western portion of the area south of Hospital Road is a rolling hill to be preserved as a public open space for winter sledding activities. It may be used for agricultural use if compatible with the primary sledding use.

The South Field: The area south of Hospital Road between Sledding Hill and McCarthy Park Fields.

1.2. Zone Map

The boundaries of each zone are shown on Figure XII-2. State Hospital Areas. In most, but not all instances, existing roads are the primary demarcation between zones.

2. Campus Character & Context

The Medfield State Hospital campus is a unique setting both for its historic buildings and its natural features. Characterized by a clear campus “quadrangle” atop a hill crest, the main campus offers view of rolling hills, forested areas, and the Medfield Charles River Gateway to the west. Maintaining these view-sheds is a top priority for the site, and has informed strategies for renovation and new construction, parking and landscape planting.

2.1 Campus Setting

2.1.1 Medfield State Hospital Campus

New construction on the main campus area is limited in order to maintain consistent rhythm of perimeter buildings and views between the buildings to the surrounding landscape. New development shall be compatible in relationship to the campus context and surrounding structures in terms of solid to void massing, rhythm and spacing between buildings, setback patterns of buildings and porches, overall building massing and form.

- The view-shed between buildings, especially to the north, west and south is to be maintained.
- The rhythm/ spacing of buildings of the Core Campus should be maintained.
- Reuse of existing buildings and new construction should orient structures toward the primary street, and main building entries should be from the primary street. (Refer to “Frontage” in Table XII-5 for additional information.)
- Appropriately designed additions which respect existing building features permitted at the rear of buildings.
- Additions linking buildings are permitted on the east side of the Core Campus only, where they least disrupts view-sheds.
- Links on the East Perimeter of the Core Campus should be set back from the inner street face of buildings and appear to be distinct in materials; glazing is preferred.

2.1.2 South of Hospital Road

South of Hospital Road is currently an open grass field. The plan provides for potential construction of a facility to support public recreation and sports, or agricultural uses on the South Field area.

- The 13 acre Sledding Hill area is designated as a permanent open space in the Master Plan, and construction is prohibited.
- The former Odyssey House was not visible from Hospital Road. New construction in the South Field area should be located so as to prevent or minimize impact on the Hospital Road viewshed.
- New construction should reflect the character of the historic campus north of Hospital Road and be in keeping with the surrounding South Field and Sledding Hill context.

2.2 Historic Preservation

Adherence to the Secretary of the Interior's Standards for Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating & Reconstructing Historic Buildings is a core part of preservation of the Medfield State Hospital properties. Within

the standards, the Secretary of the Interior's Standards for Rehabilitation provide the best guidance for the Medfield State Hospital Redevelopment. Principles for preservation include:

- Removal or alteration of historic features is discouraged; repair preferred.
- Replacement of historic materials or features should be based on evidence, and new materials should match those being replaced as best possible.
- Additions should not impact integrity of the original building if removed in the future.

Specific approaches for dealing with cleaning, repair and replacement of materials are as follows:

- Retain & repair original materials wherever possible.
- Replace deteriorated material with matching materials.
- Match masonry and mortar as closely as possible.
- Clean masonry with gentlest method possible.
- Avoid using waterproofing or water repellent coatings on masonry.
- Do not paint masonry.

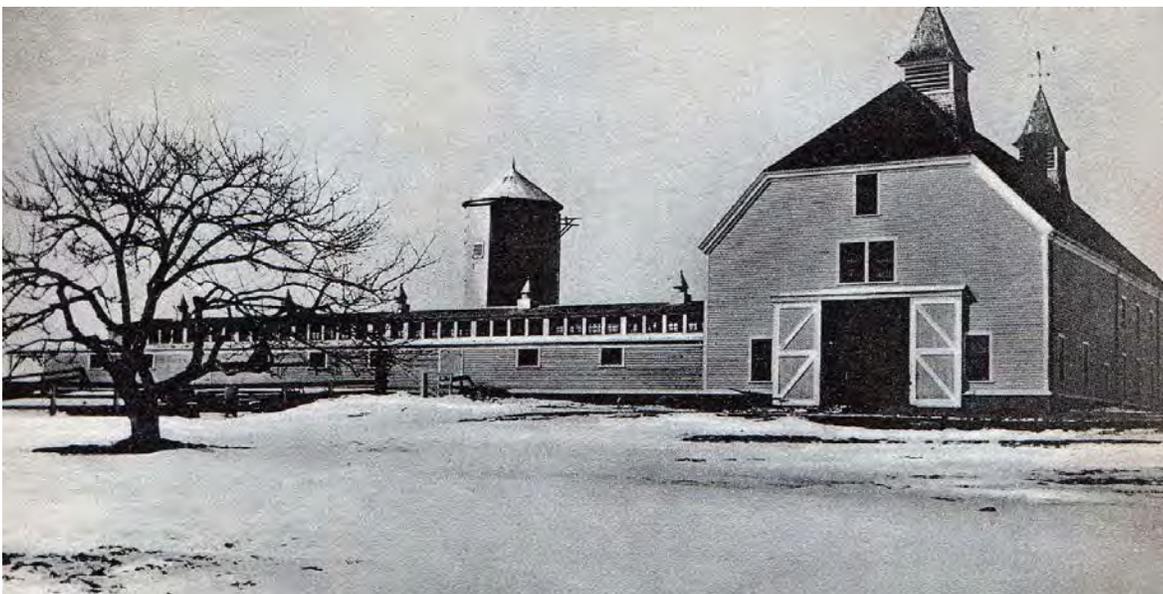


Figure XII-3. One of the farm buildings that sat south of Hospital Road.

Table XII-5. Design Guidelines for MSHD and Dimensional Requirements.

MEDFIELD STATE HOSPITAL CAMPUS			
Zone/ Area	Footprint	Frontage	Height
CORE CAMPUS			
West Perimeter of Quad	Limited to existing building footprints, plus the area of previous porches.	Maintain line of existing building frontage facing the quadrangle.	Maintain height, cornice line and floor-to-floor levels consistent with existing structures. (See guideline 3.1. Design & Massing)
North Perimeter of Quad	Limited to existing building footprints. Extensions to the north are possible but not to exceed 100% of the existing footprint. Planning Board approval required.	Maintain line of existing building frontage facing the quadrangle.	Maintain height, cornice line and floor-to-floor levels consistent with existing structures. (See guideline 3.1. Design & Massing)
East Perimeter of Quad	Limited along East Street to existing building footprints, plus the area of previous porches. Connections between buildings are allowed, with a maximum footprint of 2,000 SF each. Planning Board approval required. New construction permitted on site of former TB Cottage, east of South Street and west of Stonegate Drive.	Maintain line of existing building frontage facing the quadrangle. New link construction should be set back from the inner street face of buildings, and appear to be distinct in materials; glazing preferred.	Maintain height, cornice line and floor-to-floor levels consistent with existing structures. (See guideline 3.1. Design & Massing)
South Perimeter of Quad	Limited to existing building footprint; additions or extensions are prohibited.	Maintain line of existing building frontage facing the quadrangle.	Maintain height, cornice line and floor-to-floor levels consistent with existing structures. (See guideline 3.1. Design & Massing)
Core of Quad	Where additions to existing structures are permitted per the Master Plan, footprint of addition not to exceed 50% of existing footprint. If Building 27B is demolished, new construction of up to 50% of the existing building footprint may be permitted, subject to design review. Planning Board approval required.	N/A	Maintain height, cornice line and floor-to-floor levels consistent with existing structures. (See guideline 3.1. Design & Massing)
West Slope	Limited to existing building footprints, with the exception of the area north of North Street, where new construction residential uses are permitted.	N/A	Maintain height, cornice line and floor-to-floor levels consistent with existing structures (See section 3.1.), with the exception of the area north of North Street where a maximum of 40 feet to the lower edge of the roof eave is permitted.
Cottage Arboretum	New construction with a maximum footprint of 3,600 sf is permitted; new construction should be sited so as not to impact or remove existing specimen trees.	Minimum 15 feet, and maximum of 30 feet from the edge of the ROW.	Maximum 35 feet to peak of roof.

Table XII-5. Design Guidelines for MSHD and Dimensional Requirements. (Cont'd.)

MEDFIELD STATE HOSPITAL CAMPUS			
Zone/ Area	Footprint	Frontage	Height
Water Tower	New construction prohibited, with the exception of parking with solar panels above, single story accessory structures for parking and community gardens, and for public water supply purposes.	N/A	Maximum 12 feet to the bottom of the roof eave for accessory parking structures.
North Field	New construction prohibited.	N/A	N/A
The Green	New construction prohibited.	N/A	N/A
SOUTH OF HOSPITAL ROAD			
Sledding Hill	New construction prohibited.	N/A	N/A
South Field	New construction permitted on up to twelve acres.	N/A	Maximum 24ft to the bottom of the roof eave.

3. Buildings

To address how rehabilitation and new construction projects best fit in with the established context of the campus, the design guidelines criteria for buildings address massing and form, site relationships, orientation, fenestration and materials.

3.1 Design & Massing

3.1.1 Medfield State Hospital Campus

The existing campus buildings are characterized by:

- Steep-pitched, slate roofs with dormers, clerestories and chimneys.
- A three-part massing consisting of: a base (an exposed basement/ lower level), a two-story section with generous floor to floor heights, and a steep pitched roof.
- Wood porches and entry stairs protrude from the main brick building massing.

Effort should be made to rehabilitate existing structures in order to maintain the historic campus setting. To this end:

- Building features removed over time, such as verandas, porches and entry stoops should be reconstructed or may be integrated into the building as part of new uses.
- New construction need not replicate existing buildings, but should reflect the massing, floor heights and character of the existing buildings in order to promote a consistent appearance across the campus.
- New construction should match the cornice height and floor-to-floor dimension of existing buildings in order to reflect the scale of the campus setting.
- Any new construction should maintain a consistent building line relative to the street in the Core Campus area.
- New construction should maintain a distance between structures, existing or new, that is consistent with the existing Core Campus building footprints.

3.1.2. South of Hospital Road

New construction should reflect the scale of structures of the historic campus and be in keeping with the surrounding agrarian context of the South Field and Sledding Hill.

3.2 Windows and Doors

Guidelines for window openings and glazing, door openings and doors are as follow:

- New glazing is acceptable if elements are consistent in scale, rhythm, color, and transparency with campus setting.
- Existing door and window openings should be retained; do not enlarge or reduce size of existing openings.
- Replacement windows on existing structures should match original window mullions and details.
- Rhythm or pattern of door and window openings should be consistent with that of the original buildings.

3.3 Materials

Material choices for new construction and renovations are important in the context of the historic campus and natural areas of Hospital Road.

3.3.1 Character of Existing Materials in the Medfield State Hospital North Buildings

The current campus is characterized by brick buildings with slate roofs, and white painted wood window frames, porches and details. The brick construction incorporates detail on the cornice line and eave area, around window openings and at entryways.

3.3.2. Materials for Rehabilitation and New Construction on MSH North

While not limited to the existing palette of existing materials, new construction should reflect the quality of construction and durability of materials in existing historic context. While some new materials may better address maintenance issues, their appearance may not be in keeping with the historic character of the campus. For this reason, materials such as vinyl siding and brick veneer are prohibited.

3.3.3. Materials for New Construction South of Hospital Road

While not limited to the existing palette of existing materials on the main campus, new construction south of Hospital Road should reflect the quality of construction and durability of materials in existing campus context. While some new materials may

better address maintenance issues, their appearance may not be in keeping with the historic character of the campus or its bucolic setting.

- Materials such as vinyl siding and brick veneer are prohibited.

3.3.4. Sustainable Materials and Practices

Electric and Gas. Energy Star – conservation-rated lighting, appliances, and heating and cooling systems should be used in both rehabilitation and new construction throughout MSHD. Renewable energy technologies, such as solar energy, geothermal, microgrids and waste heat recovery are encouraged; wind turbines and stand-alone ground mounted solar arrays are not encouraged.

Water. Water Sense – conservation-rated products and services should be used in both rehabilitation and new construction throughout MSHD. Water Sense products include, but are not limited to low-flush toilets, water-reducing shower heads, and water-conserving appliances. Water saving methods, such as capturing ground water run-off and recycling gray water for irrigation are encouraged.

3.4 Roofs

3.4.1 MSH North

The MSH campus buildings are distinguished by steep pitched, slate roofs.

- As character-giving elements of the buildings, existing hip roofs, dormers, and clerestories should be preserved.
- Details of roof construction such as cornices, brackets, gutters, and cupolas, should be preserved.
- Deteriorated roof materials should be replaced with like materials, or if not feasible, with materials that approximately match the existing in size, shape, color, texture, and installation method.

3.4.2 South of Hospital Road

The roof of the main portion of the barn was characterized by a half-hipped roof with two cupolas, typical for the large spans of farm structures. While new construction need not replicate the exact form of the barn, a pitched roof structure within a barn typology would accommodate a large clear floor span and blend with the surrounding bucolic context. In general, roofs should be compatible with structures on the historic campus north of Hospital Road.

4. Infrastructure

4.1 Streets & Sidewalks

Streets and sidewalks should be compatible with the historic fabric of the MSH campus and in keeping with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

4.2 Utilities

Impact of utilities on viewsheds and on the historic fabric of the campus should be minimized. To this end:

- Utilities and infrastructure should be installed underground so as not to impact the character of the campus or disrupt view-sheds.
- Utility infrastructure elements, such as electrical boxes, standpipes and similar items, should be located to the rear of buildings, out of view from the main campus quadrangle. Utility infrastructure elements should be screened from view with landscape treatment.

4.3 Lighting

- Building lighting, signage lighting and site lighting should adhere to any dark sky guidelines adopted from time to time by the Medfield Planning Board.
- Pedestrian scaled lighting should be provided at paths and walks in the public areas of the main campus.

5. Access & Parking:

5.1 Public Parking

Public parking to support public access to site is to be provided. Public parking should also be provided for visitors to residential homes and for customers of commercial and nonprofit uses.

- The primary public parking areas should be concentrated at the entry road by Building 2, and near the access point to the Medfield Charles River Gateway in the northwest corner of the property. Additional smaller-scale public parking areas should be distributed across the MSH Core Campus, West Slope and Water Tower areas.
- On street parking is permissible per the Master Plan; one bump-out with vegetation is required for every ten or fewer parking spaces.

5.2 Building Entrances

- In the Core Campus area, primary building entrances should match the historic pattern of building stoops and porches, and be oriented toward the campus core road.
- In other areas of the MSH site, primary building entrances should be oriented toward the addressing street.
- Secondary building entrances from parking areas may be located at the rear or sides of buildings.

5.3 Garage and Parking Entrances

Garage and parking entrances should be from the rear of buildings on the Core Campus quadrangle so as to support a pedestrian-oriented walkable core area and not visually disrupt the main campus circulation.

5.4 Parking Areas

- Parking should be provided based on the Institute of Transportation Engineers (ITE) Parking Generation, 4th Edition for Average peak Period Parking Demand.
- Ample storage area for snow removal should be located so as to not damage the campus landscape or impact the natural areas surrounding the campus.
- Parking should be screened from view and preferably located at the rear of buildings.
- Parking on The Green is limited to special event parking, if necessary
- Shared-use parking with MSH patrons and residents should be developed in conjunction with the prospective siting of municipal recreational facilities south of Hospital Road.

6. Landscape

The essence of Medfield State Hospital's character lies in the contrast between the formality of the hilltop campus and the surrounding pastoral landscape. Development on the campus should respect this framework through contextual siting of buildings and appropriate enhancements to the campus landscape.

6.1 Landscape Setting

- Maintain the simplicity of the landscape within the Core Campus.
- Maintain the open, rolling pastoral landscape of the Historic Farm and Hospital District along both sides of Hospital Road.
- Maintain the historic gateway and entrances to the site and the tree-lined historic entry drives—Stonegate Drive, which runs along the existing ridge line and Service Drive.
- Preserve and retain existing stone walls. New entry walls, site walls or stone fencing should be of fieldstone to match the existing campus entry gates and walls.
- Preserve the connection to the Charles River from the Core Campus.
- Restore and preserve the Common to the west of Lee Chapel.
- With the demolition of Building 27B, enlarge the landscaped park area to create a town square or add a structure that meets design standards.
- Preserve historic landforms, such as the knoll on The Green by the Superintendent’s House that contribute to the character of the campus.

6.2. Buffers and Screening

Landscape buffers and quality screening elements consistent with the campus character and the species and variety of trees and shrubs currently in place should be used to minimize disruption of the campus environment and important viewsheds. Buffers and screening are required as follow:

- Landscape buffers should be provided at utility infrastructure, such as electric boxes, to screen them from view.
- Landscape buffers and fence screening should be provided at trash areas and maintenance areas.
- Landscape buffers should be provided between parking lots and residential uses.
- Parking areas should have tree planting areas. A minimum of one tree planting area for every ten parking spaces should

be provided; if a more restrictive requirement is outlined in any town-wide design guidelines the more restrictive requirement shall apply.

6.3 Trees and Plantings

- Protect and preserve the historic, mature trees that define the spaces and streets of the campus.
- The historic specimen tree collection is to be preserved and maintained throughout the site, and in particular in the Core Campus, the Green and the Arboretum areas.
- Invasive species should be removed, and new plant materials should be native species. In the Cottage Arboretum area new specimen plantings are encouraged.
- Tree plantings along Stonegate Drive should be restored.
- The parallel lines of street trees that, along with the architecture, create the street walls of the Core Campus should be maintained and reinforced.

6.4 Irrigation

- **Soil Moisture-Sensor Devices.** All in-ground irrigation systems installed shall be equipped with a soil moisture-sensor device to prevent the system from operating when not needed. Any service or repair to an existing in-ground irrigation system shall include the installation of a moisture-sensor device, if the same is not already installed and in good working condition. Proof of this installation shall be provided to Medfield Board of Water and Sewer.
- **Timing Device.** All in-ground irrigation systems shall be equipped with a timing device that can be set to make the system conform to any Non-essential Outdoor Water Use Restrictions that may be issued by the Town of Medfield.
- **Shutoff Valve.** All in-ground irrigation systems shall be plumbed so that a shutoff valve is located outside the building.

Open Space Protections

There are nine different planned open space use areas encompassing over seventy-six acres on the Medfield State Hospital grounds, as detailed in Table VIII-3. Forty-four acres of open space are on the campus north of Hospital Road, just over thirty acres are south of Hospital Road, and 2 acres are on the Water Tower lot. The proposed uses of the open space areas include passive recreation, walking, hiking, trails areas, special event spaces, space for outdoor concerts and fairs, a future natural amphitheater, the arboretum, nature education, agricultural areas, space for community gardens, sports and active recreation, winter sledding and cross-country skiing.

The Medfield Zoning By-law does not provide any explicit protections for general open space. In fact, open space and parks are both not named as uses in the Table of Uses in Medfield's zoning. The Town has adopted an Open Space Residential Development zoning bylaw, which enables more compact residential development when nearby open space is retained and preserved through a recorded conservation restriction.

Retention of the views and open spaces at MSH are one of the many desires MSHMPC heard time and time again from residents during the public engagement process. The desire for open space for all ages -- places for kids to play and run; trails and paths for folks to walk with their dogs and amble through the open lands down to the river; scenic views and sunsets to savor looking westward over the Charles; and outdoor gathering spaces to see neighbors and enjoy concerts and festivals were all

Table XII-6. Open Space Areas at MSH.

Open Space Area	Acres
The Green	12.5
The Common	0.8
The Town Square	2.6
The Overlook	1.3
The North Field	18.5
Water Tower site for community gardens	1.9
The Arboretum	8.4
Hospital Road Viewshed Setback	2.4
South Field & Sledding Hill	27.9
Total	76.3

mentioned numerous times. The importance of agriculture and the desire for local food was also articulated.

The strategic reuse master plan sets aside land for open space and agriculture as illustrated in Figure XII-4. The Town can indicate as it does in this Strategic Reuse Master Plan for MSH that the intention for these lands is to be open space areas for passive and active recreation, agriculture and the arboretum, without any formal protections. The Town, however, could also consider making some or all of the open space subject to a conservation restriction(s) or subject to agricultural preservation restrictions (as it is required to do for 28 acres south of Hospital Road). A conservation restriction can protect open spaces in perpetuity or for a specified period of time.

A conservation restriction enables restricting the future use of land for specified conservation values including natural, scenic or open space purposes. Conservation restrictions can include lands for agricultural purposes and condominium common lands. Historic resources, particularly landscapes, but also buildings in some circumstances, can be the focus of a conservation restriction. Conservation restrictions in Massachusetts are approved and held by the Secretary of Environmental Affairs. Dissolution of a conservation restriction requires an act of the legislature

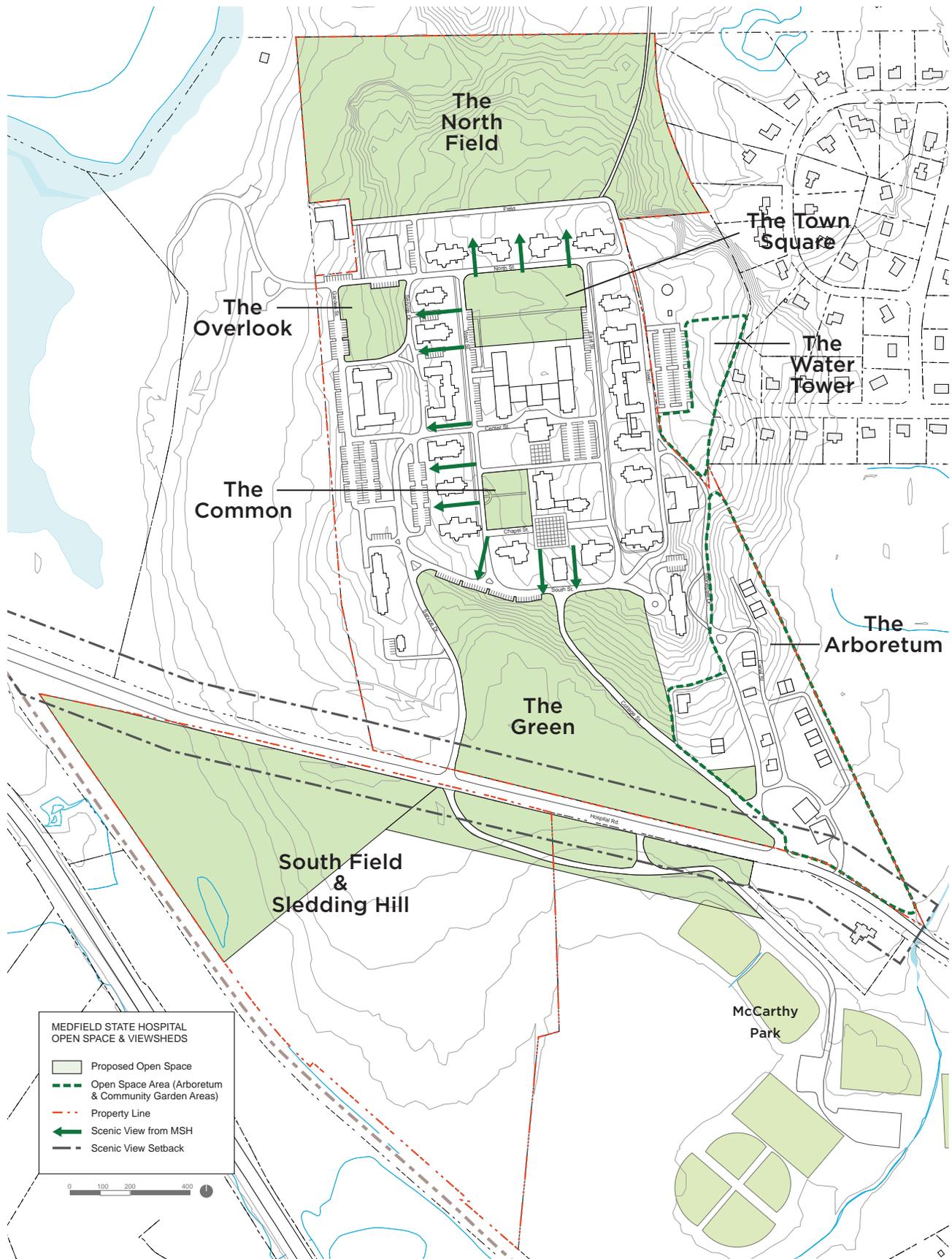
Because of this requirement, conservation restrictions were not recommended by MSHMPC.

Viewsheds

The scenic views and vistas from the top of the hill at MSH draw people to the campus. The views and vistas along Hospital Road are an important part of the scenic character and heart of the Historic Farm and Hospital District in Medfield. Today, the views are cherished, but there is no protection for vistas and viewsheds. Protection of vistas and views can be undertaken through zoning, typical with prescriptive standards for building height and setbacks. The appropriate placement of buildings, particularly in-fill buildings at MSH will be important to maintaining the existing scenic views.

Two key areas of concern for viewshed protection include the farmland vista as seen and experienced from traveling along Hospital Road, and the view from the center of the quadrangle looking westward towards the Charles River. Figure XII-4 highlights these key view corridors.

Figure XII-4. Open Space Areas and Viewsheds.



43D Expedited Permitting

Expedited permitting is a land use tool that has financial implications. The Commonwealth has urged municipalities to indicate if they want development and if so where the community desires development, particularly for larger-scale projects. For select larger sites, known as Priority Development Sites, the Commonwealth has developed the 43D expedited permitting program. This is a voluntary program that towns like Medfield can choose to adopt for sites with development potential exceeding 50,000 SF of development (rehabilitation or new construction). MSH qualifies since it has over 600,000 SF slated for redevelopment.

The 43D Expedited Permitting program requires a Town to agree to undertake all permit reviews, public hearings and render a decision in accordance with the law within 180 days of receiving a complete application on a site-specific property. The 43D Expedited Permitting program does not require a specific outcome, but it does require a decision – yes or no as to a permit. In the event, there is no decision within 180 days, the permit is automatically granted.

From a real estate development perspective, expedited permitting provides a developer with certainty as to when a decision will be made. This can save a developer money from the costs related to multiple hearings and delays. It also allows an applicant to schedule work and financing with clarity as to the time required for permitting.

To participate in the 43D Expedited Permitting/Priority Development Sites program, Medfield needs to first identify the specific properties, in this case the Medfield State Hospital grounds owned by the Town. Secondly, the Town needs to commit to reviewing and making a decision on all local permits for development at the specified property within 180 days from receipt of a complete application.

Medfield has a Land Use Permitting Guidebook. Many, if not all local permits, could be reviewed, posted for public hearing and the applicable board or official deliberate and render a decision within the required 180 days. In some cases, expedited permitting may require parallel reviews by boards instead of sequential reviews. For example, the Conservation Commission and Planning Board may need to be reviewing the relevant per-

mit applications for the same property simultaneously, and not wait for one board to go finish its review before the other board starts. In some communities, the relevant permitting boards have held joint public hearings, so that all parties hear the same presentation and there is shared information. A pre-permitting conference with the applicant and representatives of the various municipal permitting offices can also help clarify expectations and as to the necessary submittals and review processes.

Third, the Town will need to designate a single-point of contact for permitting for the specified property, namely the MSH grounds owned by Medfield. A single-point of contact provides an applicant with a name, phone number and email of a person to contact that will be knowledgeable about the status of the permit (or can easily obtain the requisite information) who works for the Town. This could be the Town Administrator, the Town Planner, or a person hired to be the MSH Development Manager.

Town Meeting will need to approve designating the MSH building and grounds as Priority Development Site participating in the 43D Expedited Permitting Program. An application will then need to be prepared and submitted to the Commonwealth for review by the Massachusetts Permit Regulatory Office. A handout on the Expedited Permitting Program can be found in the Appendix.

The Town following approval of its Priority Development Site/43D Expedited Permitting application will have 120 days to enact and implement any needed policy changes to be in compliance with the 180 day permitting requirements.

With the designation of the Medfield State Hospital grounds as a priority development site with 43D expedited permitting, the Town will receive priority consideration for MassWorks infrastructure funding grants, brownfields remediation assistance, and other financing assistance from the state and the quasi-public agencies, such as MassDevelopment. The revenue sharing scheme agreed to by the Commonwealth and Medfield when the Town purchased MSH provides a further financial incentive to adopt 43D Expedited Permitting. Medfield will receive an additional 2.5% of net income from sales and leasing at MSH, if the Town chooses to adopt 43D Expedited Permitting for the MSH building and grounds before the first sale or lease of a portion or all of the property.

District Improvement Financing

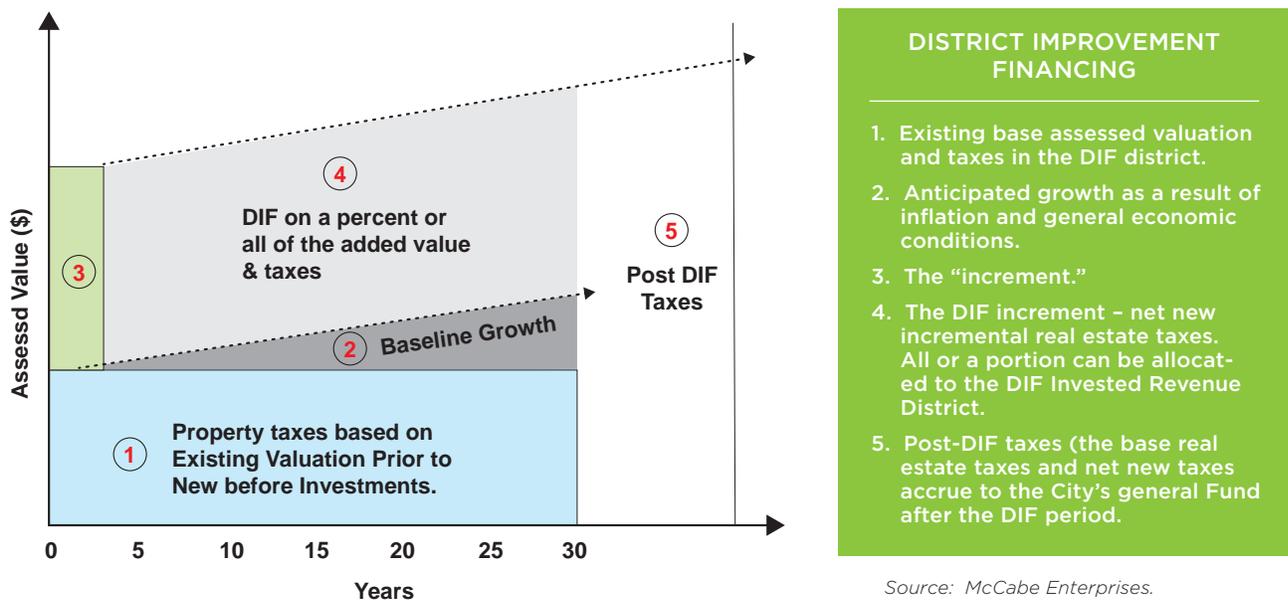
District Improvement Financing or DIF was established by Massachusetts General Court to enable municipalities, such as Medfield, to capture the anticipated new real estate taxes from planned development in a designated area to pay for improvements in the area. DIF is a widely used tool across the United States to foster private investment and redevelopment.² In essence, DIF is an advance appropriation based on anticipated real estate tax revenue for public improvements and pre-development activities.

Figure XII-5, District Improvement Financing, illustrates how DIF works from a tax perspective. DIF is based on the incremental new value, point 3, in the diagram. For the life of the DIF District, the incremental new real estate taxes are set aside to be used for repayment of the DIF bond and DIF activities. It is fortuitous that the Medfield State Hospital generates no real estate taxes and has a very low valuation today. This will enable Medfield to essentially capture all new real estate tax revenue stemming from MSH redevelopment as part of the DIF, if need be.

The designated area is known as the DIF Invested Revenue District – or DIF district for short. DIF can be a powerful tool enabling municipalities, like Medfield, to make the requisite investments to spur new investment and development in areas such as MSH. DIF districts can be created for up to thirty years in Massachusetts.

The DIF district designation and approval processes authorize municipalities to set aside new incremental real estate tax revenue for investments in improvements in accordance with the DIF Invested Revenue District Plan (often referred to as the DIF Plan). Municipalities can issue revenue bonds secured by anticipated DIF revenues, the new incremental real estate taxes in the district. Sometimes municipalities choose to issue a general obligation bond and designate the DIF revenues as the source of repayment, along with the full faith and credit of the municipality. To further strengthen the securitization of DIF bonds, it is possible to use the DIF program in conjunction with the Chapter 23L of Massachusetts General Laws (MGL), the Local Infrastructure Improvement program, which provides a back-up assessment fee.

Figure XII-5. District Improvement Financing – How It Works.



² In other states, District Improvement Financing is called Tax Increment Financing, or TIF. Unlike other states, TIF in Massachusetts focuses on a tax reduction incentive.

Massachusetts enables DIF funds to be used for a broad set of purposes related to spurring economic development. Allowable DIF expenditures include pre-development, expenses, land assembly; public works improvements, such as streetscape, infrastructure, water and sewer; planning, design and engineering costs; work force training; relocation costs; as well as costs associated with creating new employment opportunities, promoting public events, advertising cultural, educational and commercial activities, providing public safety and managing / implementing the development program.

To effectively use DIF, Medfield will need to undertake the following broad steps:

- **Establish a district area** which can be the DIF Invested Revenue District to generate potential incremental new real estate taxes, and the benefitting area. Most likely this will be the Medfield State Hospital building and grounds owned by the Town of Medfield. The target area generating new incremental real estate taxes and the benefitting area are typically the same area. Massachusetts does allow up to three non-contiguous areas to benefit from the DIF Invested Revenue District;
- The District needs to be an area **ripe for development** that includes a pipeline of potential development projects, which is outlined in this strategic reuse master plan, and will become further realized as the Town solicits proposals for a development partner;
- **Estimate the costs** of prospective public investments in infrastructure, public realm and work force improvements, pre-development and other investments as permitted and needed. Master planning-level cost estimates have been prepared for the needed infrastructure for MSH. Additional engineering work will enable the Town to have more defined cost estimates based on preliminary engineering plans;
- **Secure the necessary municipal approvals**, including Town Meeting authorization; and
- **Implement** the DIF financing plan and project(s).

Tax Increment Financing

Tax Increment Financing in Massachusetts functions as a real estate tax incentive program. Similar to DIF, the focus is on the new incremental increase real estate valuation (see Figure XII-5 on the previous page). With DIF municipalities can designate the new incremental real estate tax revenue in a designated area, such as Medfield State Hospital for pre-development expenses and infrastructure (just a few of the allowable purposes). However, in a TIF the municipality provides a permanent job-creating property owner (developer) with a percentage reduction in the incremental net new real estate taxes on the designated property for a period of five to fifteen years.

TIFs focus on commercial and industrial development. TIFs are typically used as an incentive to encourage a desired job-creating business to locate in the community or for an existing business to grow and expand. TIFs are part of the state's larger Economic Development Incentive Program, which is a three-phase process with Economic Target Areas (ETA), Economic Opportunity Areas (EOA), and Certified Projects (which can receive a TIF incentive or a Special Tax Assessment). The state's Economic Assistance Coordinating Council (EACC) reviews and considers applications for ETAs and EOAs.

State statute established a maximum number of ETAs. In some cases, it is possible for a municipality to join an existing ETA. Amendments in ETA boundaries are reviewed by the EACC. There is one ETA that includes two of Medfield's municipal neighbors, Norton and Walpole. This is the I-495/I-95 South Regional Technology Center, which was established by the legislature.

In order to use TIF, Medfield needs to become part of an ETA and designate an EOA.

An Economic Opportunity Area is a designated area established by the municipality where there is the potential and desire for business development and job growth. A local application to the EACC is required. One of the benefits of an Economic Opportunity Area is the Abandoned Building Tax Deduction.

Although the purpose of TIF is to foster and support job growth and expansion, municipalities when gauging the amount of the TIF often consider whether or not extraordinary pre-development costs will be incurred. Extraordinary pre-development costs could include extensive and costly brownfields remediation or significant infrastructure investments.

Urban Housing Center - TIF

The residential counterpart to the TIF program is the Urban Housing Center Tax Increment Financing (UHC-TIF) program, which is overseen by the MA Department of Housing & Community Development. Like the commercial-focused TIF, municipalities can offer developers of residential and mixed-use properties an UHC-TIF a real estate tax incentive when at least twenty percent (20%) of the units will be affordable. The tax incentive is based on the reduction of real estate taxes on the new incremental real estate taxes. UHC-TIF incentives can be for up to twenty years. An affordability deed restriction must also be in place.

UHC-TIFs can be used per state statues, in commercial centers located “within an area of concentrated development, as that term is defined in Section 2 of Chapter 40R, characterized by a predominance of commercial land uses and a need for multi-unit residential properties” (MGL, Chp.s 40O §60). When MSHMPC was reviewing the merits of using 40R zoning for MSH, the committee invited DHCD representatives to visit the site. At the time, DHCD staff indicated that MSH could qualify as an area of concentrated development. If Medfield wishes to pursue the UHC-TIF program, this eligibility question should be reviewed again with DHCD. Use of UHC-TIFs require approval of an UHC-TIF plan by DHCD, use of an affordable housing deed restriction, and Town Meeting agreeing to offer an UHC-TIF incentive.

Abandoned Building Tax Deduction

In Massachusetts, businesses locating in an abandoned building in an approved Economic Opportunity Area (EOA) may deduct 10% of the costs of building renovation and fit-up from their Massachusetts tax liability. All the buildings on the MSH campus presently meet the EACC’s definition of an abandoned building. The abandoned building tax deduction could be additional incentive to Medfield’s prospective development partners.

Redevelopment Authorities

Some cities and town wishing to foster new investment and redevelopment have established redevelopment authorities in accordance with Chapter 121B, MGL.

Redevelopment authorities are five-person authorities with four persons elected by town serving staggered five-year terms, and one gubernatorial appointee. The mission of redevelopment authorities is to plan and implement redevelopment activities, such as the redevelopment of MSH. Redevelopment authorities are engaged in planning, land assembly and disposition, infrastructure development, promotion, marketing and financing. The jurisdiction of a redevelopment authority is activities within the municipalities’ borders. However, redevelopment authorities typically focus on a specific target area, like MSH.

A redevelopment authority is a quasi-public, independent entity legally separate body from the Town. Successful redevelopment authorities frequently work very closely with the Town and are often staffed by the municipality. Towns typically financially underwrite redevelopment authorities, but they are separate legal entities. Essentially, a redevelopment authority functions as the community’s developer. As such, the redevelopment authority often provides stronger control over development activities.

Redevelopment authorities have broad powers, including eminent domain and exemption from the 30B procurement processes required by state law. Redevelopment authorities with an approved urban renewal plan can undertake negotiated sales with developers. Many redevelopment authorities use transparent procurement processes to make initial selection of developers, and then use the authority to undertake negotiated sales terms.

Medfield State Hospital with its vacant abandoned buildings meets the urban renewal statutory requirements of being sub-standard or decadent. This strategic reuse master plan has many of the required features of an urban renewal plan.

Redevelopment authorities are an attractive option for communities to manage and undertake major multi-year redevelopment projects, like MSH.

XIII Phasing

Phasing Overview

The successful redevelopment of projects the size and scope of Medfield State Hospital often occur in phases and over many years. The redevelopment of MSH entails the historic rehabilitation of 28 buildings, new construction of 16 buildings, the engineering and construction of infrastructure, and the preservation and enhancement of seventy-six acres of open spaces, walking trails and paths, along with programming will take several years.

The phasing of the continuous incremental redevelopment of Medfield State Hospital can be undertaken by the Town or its private sector partner. Often times, the private sector establishes a phasing plan that is responsive to the needs of its public partner, the Town, market demands, and favorable financing conditions. Phasing plans are often modified over the course of a redevelopment project.

The Town also has some goals and objectives that need to be considered in phasing. These include affordable housing, senior housing needs, and infrastructure. Addressing Medfield's 40B compliance challenges with the development of affordable housing units and achieving annual safe harbor goals has been a frequently mentioned purpose and desired benefit of MSH redevelopment. This points to the importance of early MSH redevelopment phasing to include affordable housing help the Town reach safe harbor status.

Seniors and empty nesters living in Medfield have been vocal about diversifying the town's housing stock, enabling older residents to continue living in Medfield. More senior-friendly housing options with smaller scale housing units with less maintenance requirements, few or no steps, elevator access are desirable features that MSH redevelopment can offer. Many seniors want senior-friendly housing now, creating an urgency for new housing types in Medfield.

The cost and financing infrastructure is another consideration in phasing. The planning scale cost estimates for water and sewer to enable the early development of the Cultural Center is just over \$4 million. The cost of extending water and sewer to enable the development of duplexes in the Arboretum area is slightly more than \$5.3 million. These cost estimates are based on early planning-level plans. With additional engineering, the Town could investigate more utility design options and fine-tune the cost estimates. The layouts for the early extension of utilities is depicted in Figures VIII-34 and VIII-35 on pages 112-113.

Table XIII-1. Water & Sewer Cost Estimates for Early Extension to the Cultural Center.

	WATER (\$300/LF)		SEWER (\$500/LF)	
	Pipe Length	Cost	Pipe Length	Cost
MSH North	600	\$ 180,000	2,500	\$ 1,250,000
Pump Station				\$ 2,000,000
Permitting & Engineering @18%		\$ 32,400		\$ 585,000
Sub-Total Costs		\$ 212,400		\$ 3,835,000
COST of EARLY PHASED EXTENSION OF UTILITY INFRASTRUCTURE TO ARTS/CULTURAL AREA	\$4,047,400			

Table XIII-2. Water & Sewer Cost Estimates for Early Extension to the Arboretum Area.

	WATER (\$300/LF)		SEWER (\$500/LF)	
	Pipe Length	Cost	Pipe Length	Cost
MSH North	1,550	\$ 465,000	4,100	\$ 2,050,000
Pump Station				\$ 2,000,000
Permitting & Engineering @18%		\$ 83,700		\$ 729,000
Sub-Total Costs		\$ 548,700		\$ 4,779,000
COST of EARLY PHASED EXTENSION OF UTILITY INFRASTRUCTURE TO ARBORETUM AREA	\$5,327,700			

There are four early phase options. They are:

1. Early development of a Cultural Center at Lee Chapel and the infirmary;
2. Early development of a Parks and Recreation facility south of Hospital Road;
3. Selection of a developer to undertake Arboretum development of twenty-three to twenty-five units, entailing a combination of historic rehabilitation of the Superintendent's House, and infill new construction of duplexes and a couple single-family cottages amidst the trees.
4. Selection of a master developer for MSH North who would be responsible for proposing a phasing plan and schedule addressing Medfield's concerns and priorities.

Two of the early phase options, namely the Cultural Center and the Parks & Recreation Center were both determined by MSHMPC as "off-balance sheet," meaning that the master plan did not financially assess these components and include them in the overall financial plan.

The Medfield Cultural Alliance, the leading proponent and aspiring sponsor and operator of the cultural center has retained independent consultant services which found the financial projections to be quite positive for rehabilitation and operating a cultural center at MSH. The Parks and Recreation Department, the leading proponent for a new indoor parks and recreation south of Hospital Road has undertaken financial projections, and the fee-based program revenues can make a substantial contribution to the cost of successfully operating an indoor recreation facility with minimal burden on the Town.

MSHMPC had a consensus view that a later phase element of the plan is the redevelopment of building 3 into an inn with a restaurant. It is also anticipated that the development of infill construction for market-rate condominiums at the former laundry site will occur at a later period. Since the Commonwealth is completing remediation work at this site, the site will be transferred to the Town once cleanup is completed.

The first project or element at MSH is important since it will likely set the quality standard for the balance of the development. The first project sets the tone and image of MSH for investors, but also for future residents and commercial tenants. The first project is critical building block and is in essence the cornerstone for the next phase of MSH.

Continuation of the MEPA environmental review process begun with the 2010 Certificate for the original DCAMM project (proposed but never developed) will be required for any development or redevelopment of all or any portions of the Town-owned MSH property north of Hospital Road. Because phasing or segmenting of any project to avoid MEPA jurisdiction is expressly prohibited, whether for a single developer's project after the Town's disposition of the entire property or multiple developers' projects after the Town's incremental dispositions of portions of the property, MEPA will require filing of Notices of Project Change (NPC) updating the 2010 Certificate. New Environmental Notification Forms (ENF) may be required. The costs of MEPA review and filings will be the responsibility of developers. Filing of a Single Environmental Impact Report (SEIR) for any project has already been approved eliminating the requirement for filing a Draft EIR.

Three tests have been applied to the master plan – will the development work for the developer, for the town and for the taxpayer. These three tests also need to be applied to phasing.

Segmenting the Arboretum area from the overall MSH redevelopment adversely affects the overall return for investors who would be a master developer for the balance of MSH north. The IRR (Internal Rate of Return) becomes substantially less attractive when the Arboretum area is excluded.

The two phasing options entailing a private sector partner with the Town are the Arboretum as the first phase and project el-

ement that moves to market, or a master developer for MSH north, excluding the cultural center. The Town will want to take steps that the initial work at MSH is successful, setting the stage for future successful redevelopment.

Table XIII-4 provides a closer examination of the pros and cons of phasing the private sector elements, the Arboretum or MSH North with a master developer.

Table XIII-3. Phasing Options.

Early Phasing Option	Developer Perspective	Town Perspective	Taxpayer Perspective
Cultural Center	Cultural Center helps create a sense of place and adds to the unique quality of MSH. An existing cultural center is more attractive to private investment partners.	The Town will need strategy for \$4 million infrastructure investment. This can be done with DIF, with an identified private master developer.	The Master Plan is based on non-municipal funding of the Cultural Center.
Parks & Recreation Facility	A Parks & Recreation Center will activate the MSH area and be an attractive amenity to families and people living at MSH. Developers will view Parks & Rec as an amenity.	The Town will need a strategy for financing the utility infrastructure and building for Parks & Rec. Some MSH utility cost could assist a new facility south of Hospital Rd.	The Master Plan did not assess financial implications of a Parks & Rec facility for the taxpayer.
Arboretum Development of 23-25 housing units	Building in the Arboretum area with primarily for-sale duplexes is a financially attractive investment with a positive IRR and CCR (cash on cash return). The developer could contribute to infrastructure costs.	After accounting for marginal cost of additional students and municipal operations, the Town would net an estimated \$289,000 annually in real estate taxes after five years of stabilization.	Early development of the Arboretum is likely to be financially neutral to the Medfield taxpayer.
Master Developer determines initial phasing	<p>The financial assessment for a master developer with 294 to 334 units was determined to mixed, per the Monte Carlo analysis discussed in Section XI. The IRR is positive and within acceptable ranges, indicating the ideal master developer would be a long-term investor.</p> <p>The developer would be required to invest a minimum of \$1 million towards infrastructure, and likely guarantee repayment of a DIF bond through assessments. (Chapter 23L Local Infrastructure Program).</p>	<ul style="list-style-type: none"> Affordable housing can be an early element to address safe harbor/40B; Senior-friendly housing can be an early element. Phasing plan with developer will need to be sufficient to general real estate taxes to repay DIF bonds or be collateralized with assessments (the Chapter 23L infrastructure program). Overall, the financial results work for the Town, diversifying the tax base and generating significant new real estate tax revenues (after school & municipal operation costs) 	Preliminary estimates indicate that with a master developer, the annual cost per household is \$122 per year in the first few years. Afterwards, there is no additional cost for MSH redevelopment for the taxpayer.

Implementation considerations in selecting development partner(s) is detailed as to the Town's criteria on the following pages. As Medfield deliberates how to best implement the strategic reuse master plan and select development partners, these issues should be weighed carefully.

The following pages provide a list of criteria for consideration across the range of options for disposition of the land:

- Single Developer: Sale of Land;
- Single Developer: Land Lease;
- Modified Single Developer with Cultural/ Arts Separate Designation;
- Multiple Developers for:
 - (a) Main Campus;
 - (b) Arts/Cultural Area;
 - (c) Arboretum Area with Land Lease; and
- Multiple Developers: Solicit Developers for Different Uses throughout Campus – Land Lease.

Table XIII-4. Pros and Cons of the Arboretum as an Initial Phase.

	Factors Favoring Initial Phase	Factors Disfavoring Initial Phase
ARBORETUM	<ul style="list-style-type: none"> • Arboretum Area is an easy area to start. The Arboretum is an area with frontage onto Hospital Road, making it readily visible and discrete area that can be readily separated as to zoning and subdivision. • Get Something Visible Happening. It has been four years since the Town purchased MSH, there is interest in seeing something happen at MSH. • Lower Costs to Provide Initial Infrastructure. Some have argued that the early development of the Arboretum will have lower infrastructure costs and this may be true. This assumption needs confirmation by professional engineers. • Developer Pays for Early Infrastructure. Treating the Arboretum like a traditional subdivision, a developer would pay for the infrastructure. This could minimize initial costs to the Town. • Could Provide Senior-Friendly Housing. Senior advocates are requesting more diverse housing types with one-floor, no-steps housing options, which could be built in Arboretum area. • Development of the Arboretum is profitable and will bring early revenue to the Town. As a first mover, the Arboretum will contribute real estate taxes to the Town based on 25 new units of housing, single-family and duplexes. • Arboretum area is a sure profit area for developer, so the Town should sell this area, and make money on a sure bet. Early sale of the Arboretum could provide the Town with new revenues that could pay for other Arboretum improvements. 	<ul style="list-style-type: none"> • Makes Balance of MSH Redevelopment Riskier. The developer profits from the Arboretum contribute to the overall financial viability and attractiveness of MSH North. • MEPA Process Will Likely Be Required. MEPA rules prohibit segmentation, and the first phase of MSH development will likely trigger MEPA review. MEPA costs shift to the Arboretum developer or the Town, in lieu of the master developer. • Historic Tax Credits Could Be Jeopardized. MSH redevelopment relies on \$67 million of historic tax credits. New infill development at Arboretum prior to historic rehab could be ruled by MHC as impairing the “ideal landscape,” cited in the National Register nomination. Additional consultation with MHC is recommended. • Risk of an Archaeological Reconnaissance Study. The Arboretum area has greatest amount of new construction in “undisturbed” areas which could trigger an archaeological study, which can increase costs and add time delays. • Diversity of Housing Stock is somewhat addressed. No safe harbor as to 40B is reached with Arboretum housing development. • Public Access and Open Space Maintenance considerations may not be sufficiently addressed using a separate phasing of the Arboretum with a typical subdivision development approach. • Ignores Lessons Learned from other developments. These lessons include saving the highest value site to last, and piecemeal development can be problematic.

Table XIII-5. Considerations As To Selecting Development Partner(s).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
Level of Control Over Development	<ul style="list-style-type: none"> • Developer designation with the sale/transfer of land limits Medfield’s control to zoning, design guidelines, and the disposition agreement. A designated developer can undertake an initial project(s) and subsequently sell the property to another developer. The Town would have limited input, if any, in the re-sale. • In the event, a lender forecloses on a developer, the Town would no longer have input or “control.” • Zoning provides the primary regulatory framework as to land uses. • While reversionary clauses in disposition agreements are possible, they significantly hinder project financing. 	<ul style="list-style-type: none"> • Land leasing enables the Town to continue owning the land and enable a designated developer (& future owners) to own buildings/condos. • Land ownership enables the Town to continue to retain long-term interest and control of the land. • Enables the Town to establish a transfer fee and gain revenue from any future building or unit transfers (sales), providing a continuing source of revenue. • Allows Town to define public access to MSH grounds. • Eliminates risk of loss of land/control in the event of a developers’ default. • Establishes the Town as an interested party in sale/transfer of property.
Town Role	<ul style="list-style-type: none"> • Seller of land, buildings and development opportunity. • Town retains role as a permit reviewer/issuer/ enforcer. • Monitor of progress per disposition agreement. • Town may be builder of infrastructure. • Possibly holder of easements and rights-of-way at MSH (TBD) 	<ul style="list-style-type: none"> • Seller of development rights and buildings. • Land owner. • De facto/ subordinate development partner. • Town retains role as a permit reviewer/issuer/ enforcer. • Monitor of progress per disposition agreement. • Town may be builder of infrastructure. • Holder of easements and rights-of-way at MSH (TBD)
Communication	<p>With a single developer, there is a single point-of-contact facilitating communication with the Town and concerned citizens and abutters.</p>	<p>With a single developer, there is a single point-of-contact facilitating communication with the Town and concerned citizens and abutters.</p>

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<ul style="list-style-type: none"> • The control considerations as to land sale or land lease remain with a single developer or with a separate designation for the arts area. • Two separate designation processes enable the Town to identify & select the preferred arts area developer and the preferred master (single) developer. • 2 designation processes could enable the Town to expedite the designation of an arts-area developer. • Two developer designation processes will require more work & effort by the Town. • Most for-profit developers while valuing amenities often delay development of capital improvements for arts, as well as minimize investment in arts/ community facilities. The designation of an arts developer enhances viability of an arts program and lowers the risk of inadequate arts facilities by a less-committed partner. 	<ul style="list-style-type: none"> • The control considerations as to land sale or land lease remain with a single master developer, or with multiple developers. • Increasing the number of developers to be designated, along with the needed coordination and monitoring of the various development efforts and initiatives requires increased staff capacity, time, management, and legal from the Town and expenditure of Town resources. 	<ul style="list-style-type: none"> • The control considerations as to land sale or land lease remain with a single master developer, or with multiple developers. • Increasing the number of developers to be designated, along with the needed coordination and monitoring of the various development efforts and initiatives requires increased staff capacity, time, management and legal from the Town and expenditure of Town resources.
<ul style="list-style-type: none"> • Seller of development rights and buildings. • Land owner. • De facto development partners. • Town retains role as a permit reviewer/issuer/ enforcer. • Monitor of progress per disposition agreements/leases. • Town may be builder of infrastructure. • Holder of easements and rights-of-way at MSH (TBD) 	<ul style="list-style-type: none"> • Seller of development rights and buildings. • Land owner. • De facto “development partner” for the Main Quad area possibly. • Town retains role as a permit reviewer/issuer/ enforcer. • Monitor of progress per disposition agreements/leases. • Town may be builder of infrastructure. • Holder of easements and rights-of-way at MSH (TBD) 	<ul style="list-style-type: none"> • Master developer. • Seller of development rights and buildings. • Land owner. • Town retains role as a permit reviewer/issuer/ enforcer. • Monitor of progress per disposition agreements/leases. • Town is the builder of infrastructure. • Holder of easements and rights-of-way at MSH (TBD)
<p>With two developers (an arts developer and a main campus developer), there are 2 points of contact, which requires some additional fielding of issues, whether with the Town, concerned citizens and abutters, or between the 2 designated developers.</p>	<ul style="list-style-type: none"> • Three points-of-contact • Town is arbiter of issues and communication amongst designated developer(s). • The Town will need to field issues with Town offices, boards, concerned citizens and abutters with the 3 designated developers. 	<ul style="list-style-type: none"> • With multiple developers who may be incrementally designated, the Town is the primary point of contact for public, concerned citizens, abutters, Town boards. • Town is the arbiter of issues and communication amongst the designated developers. • Potential lack of clarity as to who is responsible on issues.

Table XIII-5. Considerations As To Selecting Development Partner(s) (cont).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
<p>Mothballing & Maintenance</p>	<ul style="list-style-type: none"> At the time of sale, the Town would no longer be responsible for building or property maintenance. The new owner/developer assumes all responsibility for mothballing of buildings and maintenance of grounds (assuming the Town transfers all land and reserves no conservation easements). At present the roadways are considered privately-owned and are not part of the Chapter 90 inventory. If the roadway rights-of-way are sold as part of the sale, the Town would relinquish roadway maintenance and snowplowing responsibility. The Town could also opt to add MSH streets to the Chapter 90 inventory, receive some state funds for road maintenance, and continue street maintenance and plowing. This would make the streets public, and provide public access, as well. 	<ul style="list-style-type: none"> At the time of land lease execution, the developer would assume control and responsibility for mothballed buildings and the immediate adjacent land (estimate 10' +/- perimeter) that is being acquired by development rights. The Town may continue to be responsible for all or a portion of the maintenance of the land and roadways beyond the development rights area (building footprint plus), depending upon the terms of the lease.
<p>MEPA - Massachusetts Environmental Policy Act</p>	<p>MSH redevelopment is subject to a MEPA review based on several thresholds. A single master developer (whether land sale or land lease) could partner with the Town to undertake the MEPA process.</p>	<p>MSH redevelopment is subject to a MEPA review based on several thresholds. A single master developer (whether land sale or land lease) could partner with the Town to undertake the MEPA process.</p>

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<ul style="list-style-type: none"> At the time of land lease execution, the developer would assume control and responsibility for mothballed buildings and the immediate adjacent land (estimate 10' +/- perimeter) that is being acquired by development rights. The developer would own the buildings and possess the right to build within the development rights area. The arts area developer would assume responsibility for the maintenance of the arts-area buildings and related land area per the lease terms. Ownership of the arts buildings to be transferred to the arts-area developer, which could be subject to a reversionary or de-designation clause in the event of non-action. The Town may continue to be responsible for all or a portion of the maintenance of the land and roadways beyond the development rights area (building footprint plus), depending upon the terms of the leases with the two developers. 	<ul style="list-style-type: none"> At the time of land lease execution, one developer would assume control and responsibility for mothballed buildings and the immediate adjacent land (estimate 10' +/- perimeter) that is being acquired by development rights on the main campus/quad area. At the time of land lease execution, the Arboretum developer would assume control and responsibility for mothballed buildings and the development rights areas that are being acquired by development rights in the Arboretum area. The Town may continue to be responsible for all or a portion of the maintenance of the land and roadways beyond the development rights areas (building footprint areas plus) depending upon the terms of the lease agreements. With two-to-three developers, the Town will likely be responsible for interim grounds maintenance, as developer designation and leasing occurs. Two different management structures for ongoing maintenance of area may evolve, one for the Arboretum area and one for the MSH main campus. 	<ul style="list-style-type: none"> In this scenario, the Town is responsible for building maintenance until such time a developer is selected, designated and a land lease/ development rights agreement is executed. With a multiple-developer scenario, the time period for which the Town would be responsible for all or a portion of the buildings would likely be lengthened. With multiple developers for various buildings, a management structure for overall grounds landscaping and maintenance will be needed. The Town would be responsible for developing and implementing such as structure at the front end, which all parties would need to abide. The management structure will need funding and resources. In the interim, the Town would be responsible for grounds maintenance.
<ul style="list-style-type: none"> An arts-area developer may have limited exposure to MEPA but would likely be re-quired to file an ENF and request no further review by MEPA. The Town and its development partners will need to address the MEPA permitting for infrastructure to serve Lee Chapel. MSH redevelopment is subject to a MEPA review based on several thresholds. A single master developer (whether land sale or land lease) could partner with the Town to undertake the MEPA process. 	<p>MSH redevelopment and infill new construction is subject to MEPA. Solicitation of two or more developers does not negate the requirement for MEPA review. The Town will need to proceed cautiously to avoid segmentation.</p> <p>MEPA review is triggered by the early development of the Arboretum area since the minimum thresholds as to wastewater will trigger a MEPA review solely for the Arboretum area. One umbrella MEPA permit and review would be more cost efficient and timely. This militates against multiple developer(s).</p> <p>Responsibility, costs and roles as to environmental permitting require clarity. Potential risk for stalemate amongst developers as to who is the lead on permitting, costs and strategy. This could result in considerable legal negotiations with Town, with Town bearing costs of MEPA permitting.</p>	<p>MSH redevelopment and infill new construction is subject to MEPA. Solicitation of two or more developers does not negate the requirement for MEPA review. The Town will need to proceed cautiously to avoid segmentation. One umbrella MEPA permit and review would be more cost efficient and timely. This militates against multiple developer(s).</p> <p>With designation of multiple developers (whether all at the outset or incrementally thereafter), the Town is functioning as the master developer, and will be required to prepared an ENF and an EIR. An EIR represents a significant cost in engineering, design, and permitting, which could easily range from \$200,000 to \$500,000.</p>

Table XIII-5. Considerations As To Selecting Development Partner(s) (cont).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
<p>Financial Viability/ Stability of Developer</p>	<p>Overall project success is linked to the financial health of a single developer.</p>	<ul style="list-style-type: none"> • Overall project success is linked to the financial health of a single developer. • Enables developer to fully depreciate/ expenses investment in MSH (land is not depreciable), thereby improving financial viability.
<p>Financial Return to the Town</p>	<ul style="list-style-type: none"> • A sale provides a one-time revenue to the Town for the sale of the property. • The Town would receive real estate taxes on the assessed valuation of the land and on the buildings. 	<ul style="list-style-type: none"> • Land leasing typically has a nominal annual lease fee. The amount of the annual lease payment is established per the RFP and disposition agreement. • The Town would receive payment for the sale of development rights to the existing buildings and defined buildable area. • The Town could generate some revenue with a transfer fee of any units or buildings subsequently sold over the duration of the land lease. • New real estate taxes would be based solely on the building and “yard” valuations to be paid by the developer (and successive owners).

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<ul style="list-style-type: none"> • Early development of an arts center is a place-making activity which could enhance the attractiveness of MSH to a private developer. • Designation of a nonprofit developer for the arts area enables philanthropic and grant resources to be used for the redevelopment of Lee Chapel. • Development of an arts center could be perceived by a private developer as a financial burden. A separate arts developer eliminates this burden to a developer. 	<ul style="list-style-type: none"> • Multiple competitive developers both focusing on housing could foster competition which lowers the potential value of units by increasing the supply, without increasing the demand. The designation of multiple developers could possibly weaken the financial viability of private development partners. • The first project sets the bar and needs to establish a high level of quality with appropriate pricing. Conversely, if the initial project establishes a lower bar or is not successful, it tarnishes the balance. 	<ul style="list-style-type: none"> • Multiple competitive developers each focusing on housing could foster competition lowering the potential value of units by increasing the supply, without increasing the demand. The designation of multiple developers could possibly weaken the financial viability of private development partners. • The approach of designating multiple developers with different developers for different buildings & uses, puts the Town in the role of the master developer. The onus is then on the Town to timely identify market and financing trends, to identify appropriate buildings and developer(s) to “time” the real estate market. • The first project sets the bar and needs to establish a high level of quality with appropriate pricing, so as to establish the mark and image for the overall MSH redevelopment.
<ul style="list-style-type: none"> • Designation of a nonprofit developer for the arts area enables philanthropic and grant resources to be used for the redevelopment of Lee Chapel, thereby lessening the potential financial contribution from the Town. • Two designation processes will require more work and effort by the Town. • A planned arts center with an arts area designated developer can enhance the overall value of MSH, attracting developers and investors. 	<ul style="list-style-type: none"> • Absorption of new housing products (whether rehab or new construction) is fundamental to the creating financial return to the Town in the form of real estate taxes. • It is difficult to predict whether the Town would receive greater initial upfront financial benefit, if there is one developer for the entire area north of Hospital Road; or 3 developers – one for the main campus, a developer for the Arboretum, and a developer for the arts area. • Developers with less or no experience with land leasing may be less attracted to bidding to be a developer. 	<ul style="list-style-type: none"> • Absorption of new housing products (whether rehab or new construction) is fundamental to the creating financial return to the Town in the form of real estate taxes. • It is difficult to predict whether the Town will receive greater initial upfront financial benefit, if there is one developer for the entire area north of Hospital Road; or multiple developers for the main campus. • Incremental designations of developers would be influenced by quality and value created by the initial MSH project. The higher the quality/ value, the potential development rights value could be enhanced. The first project developer has less incentive to make significant early investment, since they may not reap the longer-term rewards. • Developers with less or no experience with land leasing may be less attracted to bidding to be a developer.

Table XIII-5. Considerations As To Selecting Development Partner(s) (cont).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
<p>Ability for Developer to assume some of the infrastructure/ public amenity costs</p>	<p>The larger the financial stake in a project the more likely a developer can internally cross-subsidize desirable uses and/or contribute to infrastructure.</p>	<p>The larger the financial stake in a project the more likely a developer can internally cross-subsidize desirable uses and/or contribute to infrastructure.</p>
<p>Preservation of scenic & natural characteristics of the site</p>	<ul style="list-style-type: none"> • Sale of the property for development does not provide any explicit or additional protections for the scenic or natural areas of MSH, beyond zoning. • The Town could designate portions of the MSH, such as the Great Lawn, to be permanent open space with a conservation restriction. 	<ul style="list-style-type: none"> • Responsibility for maintenance and enhancement of scenic and natural resources will need to be negotiated with a designated developer. • The town retaining ownership of the land will enable the Town to maintain eligibility for grants. • The Town could use conservation restrictions to designate areas as permanent open space, e.g., the Great Lawn.
<p>New uses should not negatively affect natural resources surrounding the property</p>	<ul style="list-style-type: none"> • The selection of a developer in response to an RFP and any subsequent transfer of a portion or all of the property has no regulation or guidance on the use of natural resources. The MSH Strategic Reuse Master Plan sets for the vision but is not regulatory framework. • Conservation restrictions can be used for safeguarding natural resources. • It is likely for the larger master developer to take the long or meta-view of MSH and have greater appreciation of the value of the natural resources on and adjacent to MSH. 	<ul style="list-style-type: none"> • A land lease enables the Town to have an ongoing voice on protection of natural resources in accordance with the disposition agreement. • The Town could consider the use of conservation restrictions to protect natural resources and open space at MSH. • It is likely for the larger master developer to take the long or meta-view of MSH and have greater appreciation of the value of the natural resources on and adjacent to MSH.

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<p>Designation of a separate arts-area developer can advance redevelopment plans and minimize some of the upfront in-vestment requirements for a master developer. This de facto cost shifting could perhaps enable a master developer to make contributions towards infrastructure or place-making.</p>	<p>The larger financial stake in a project the more likely a developer can internally cross-subsidize desirable uses and/or contribute to infrastructure.</p>	<p>With multiple developers, the likelihood that a developer will be financially able to assume some of the costs and responsibility for infrastructure or public amenities is significantly reduced. In the multiple developer scenario, the Town in essence is taking on the role of the Master Developer, and would then be responsible for infrastructure, amenities, and permitting.</p>
<ul style="list-style-type: none"> • Separate designation of an arts developer could prompt early redevelopment/ preservation of Lee Chapel advancing historic preservation and the MOA between the Town & MHC • Responsibility for maintenance and enhancement of scenic and natural resources will need to be negotiated with designated developer(s). • The town retaining ownership of the land will enable the Town to maintain eligibility for grants. • The Town could use conservation restrictions to designate areas as permanent open space, e.g., the Great Lawn. 	<ul style="list-style-type: none"> • Separate designation of an arts developer could prompt early redevelopment/ preservation of Lee Chapel advancing historic preservation and the MOA between the Town & MHC • Responsibility for maintenance and enhancement of scenic and natural resources will need to be negotiated with designated developer(s). • The town retaining ownership of the land will enable the Town to maintain eligibility for grants. • The Town could use conservation restrictions to designate areas as permanent open space, e.g., the Great Lawn. 	<ul style="list-style-type: none"> • With multiple developers, each developer will be focused on their specific needs and building(s). No single developer will be sharing the larger vision for the site with the Town. • With multiple developers, the level of effort needed by the Town to preserve scenic and natural characteristics of the site will be increased. • The town retaining ownership of the land will enable the Town to maintain eligibility for grants. • The Town could use conservation restrictions to designate areas as permanent open space, e.g., the Great Lawn.
<ul style="list-style-type: none"> • Designation of a master developer along with a separate arts-area developer is likely to be neutral on the issue of natural resources. • The Town could consider the use of conservation restrictions to protect natural resources and open space at MSH. 	<ul style="list-style-type: none"> • Appropriate siting of new infill residential development in and around the Arboretum will be important to assuring no negative effect on natural resources. • On one hand, the designation of one or three developers could be neutral as to effect on natural resources. Much depends on the specific development partners. • The Town could consider the use of conservation restrictions to protect natural resources and open space at MSH. 	<ul style="list-style-type: none"> • With multiple developers, each developer will be focused on their specific needs and building(s). No single developer will be sharing the larger vision for the site with the Town. • With multiple developers, the level of effort needed by the Town to preserve scenic and natural characteristics of the site will be increased. • The Town could consider the use of conservation restrictions to protect natural resources and open space at MSH.

Table XIII-5. Considerations As To Selecting Development Partner(s) (cont).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
<p>Contribute to the Long-Range Economic Benefits of Town & Sensitive to Character of the Site</p>	<p>A single developer’s long-term interest would likely be aligned with the Town’s desire for long-term economic benefit and sensitivity to the site (assuming selection of a like-minded development partner).</p>	<p>A single developer’s long-term interest would likely be aligned with the Town’s desire for long-term economic benefit and sensitivity to the site (assuming selection of a like-minded development partner).</p> <p>Transfer payments on sales/transfer could accrue to the Town with land leasing.</p>
<p>Diversity of Housing, including affordable housing provided</p>	<ul style="list-style-type: none"> • A single-large scale developer may have different divisions which specialize in a variety of housing types, including affordable housing. A large-scale developer has the option of bringing in additional development partners to provide a range of housing types including affordable housing. • A master developer or two developers could provide a variety of housing types. Developers who are likely candidates for master developer have the resources/ capacity to develop a variety of housing types. 	<ul style="list-style-type: none"> • A single-large scale developer may have different divisions which specialize in a variety of housing types, including affordable housing. • A large-scale developer has the option of bringing in additional development partners to provide a range of housing types including affordable housing. • A master developer or two developers could provide a variety of housing types. Developers who are likely candidates for master developer have the resources/ capacity to develop a variety of housing types.
<p>Redevelopment strategies should take into consideration the impact on surrounding neighborhoods</p>	<p>With sale of the property, zoning is the primary control mechanism the Town has to address impacts of development on surrounding areas. The disposition agreement can also address some issues during the development phase.</p> <p>The MEPA permitting process requires consideration of impact issues on site and nearby areas.</p>	<p>As the land owner selling development rights, the Town in addition to zoning can address impacts of development through zoning, the disposition agreement, and the lease.</p> <p>The MEPA permitting process requires consideration of impact issues on site and nearby areas.</p>

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<p>Transformation of Lee Chapel into an arts center will help create a sense of place at MSH and make the area more attractive for investor(s), potential buyers and users. This is likely to be done most “quickly” with a separate arts-related developer designation. Preservation and reuse of Lee Chapel is an example of how reuse is sensitive to the character of the site.</p>	<p>A developer of the Arboretum area is going to be focused on the Arboretum area and may not be as attuned to the character of the larger site, or the long-range economic benefits to the Town. In some ways, the Arboretum area could be classified as a typical subdivision development endeavor.</p>	<p>Multiple developers at MSH will each focus on their individual building (rehab or new construction) and may not be as attuned to the character of the larger site, or the long-range economic benefits to the Town. The creation of an ongoing management structure/ home owners association (HOA)-type entity will be needed to address maintenance, management, programming and retaining the character of MSH.</p>
<p>Not applicable</p>	<ul style="list-style-type: none"> • A master developer or two developers could provide a variety of housing types. Developers who are likely candidates for master developer have the resources/ capacity to develop a variety of housing types. • A single developer for the Arboretum area may or may not have the experience with a variety of housing types, including affordable housing. • The ability to internally cross-subsidize affordable housing, without reliance on state and federal programs is diminished with multiple developers and smaller scale projects. 	<ul style="list-style-type: none"> • The ability to internally cross-subsidize affordable housing, without reliance on state and federal programs is more difficult in smaller projects. • The cost of preparing LIHTC applications and other related affordable housing initiatives is more difficult to absorb in a small project. • If multiple small developers are each individually competing for a LIHTC allocation, the competition could be self-defeating for MSH. Small developers may not have the clout or financial presence to be competitive. • The ability to internally cross-subsidize affordable housing, without reliance on state and federal programs is diminished with multiple developers and smaller scale projects.
<p>Not applicable</p> <p>The MEPA permitting process requires consideration of impact issues on site and nearby areas.</p>	<p>As the Town increases the number of development partner(s), the Town will need to devote more time to addressing potential impacts on surrounding neighborhoods.</p> <p>The MEPA permitting process requires consideration of impact issues on site and nearby areas.</p> <p>The Town’s zoning and permitting process also provides a regulatory framework for addressing neighborhood impacts.</p>	<p>As the Town increases the number of development partner(s), the Town will need to devote more time to addressing potential impacts on surrounding neighborhoods.</p> <p>The MEPA permitting process requires consideration of impact issues on site and nearby areas.</p> <p>The Town’s zoning and permitting process also provides a regulatory framework for addressing neighborhood impacts.</p>

Table XIII-5. Considerations As To Selecting Development Partner(s) (cont).

CRITERIA	1 SINGLE-DEVELOPER: SALE	2 SINGLE DEVELOPER: LAND LEASE
<p>Sustainable Development</p>	<ul style="list-style-type: none"> • Sustainable development practices, particularly as to use of renewable energy – geothermal, heat exchange recapture, for example, can most economically be done on a larger scale, system-wide basis. The ability to address renewable energy favors partnering with a single-developer. Design/ construction of heat exchange renewable energy needs to be considered in conjunction with the design of the sanitary sewer system. • Incorporating recycling and energy conservation measures into individual building rehab can be undertaken by a single or multiple developer(s). 	<ul style="list-style-type: none"> • Sustainable development practices, particularly as to use of renewable energy – geothermal, heat exchange recapture, for example, can most economically be done on a larger scale, system-wide basis. The ability to address renewable energy favors partnering with a single-developer. Design/ construction of heat exchange renewable energy needs to be considered in conjunction with the design of the sanitary sewer system. • Incorporating recycling and energy conservation measures into individual building rehab can be undertaken by a single or multiple developer(s).

MODIFIED SINGLE DEVELOPER WITH CULTURAL/ARTS Separate Designation	MULTIPLE DEVELOPERS – for: (a) Main Campus; (b) Arts/Cultural Area; (c) Arboretum Area with Land Lease	MULTIPLE DEVELOPERS – Solicit Developers for Different Uses throughout Campus – Land Lease
<ul style="list-style-type: none"> • Incorporating recycling and energy conservation into individual buildings can be undertaken by each developer. • If the Town opts for an arts-developer & a MSH campus developer, either could be first to develop & occupy a building needing energy & infrastructure. The Town will need to provide the requisite energy/ infrastructure or require this of the campus developer for the arts area. • Sustainable development especially renewable energy – geothermal, heat exchange recapture – can most economically be done on a larger scale, system-wide basis. The ability to address renewable energy favors partnering with a single-developer. • Providing the arts area with renewable energy will reduce the longer-term operating costs of an arts/cultural center, thereby minimizing potential requests for help with operating costs to Town. 	<ul style="list-style-type: none"> • Incorporating recycling and energy conservation into individual buildings can be undertaken by each developer. • The potential for utilizing sustainable development as to use of renewable energy – geothermal, heat exchange recapture is diminished with multiple developers. • Design/construction of heat exchange renewable energy needs to be considered in conjunction with the design of the sanitary sewer system. It is easier to address funding, construction costs and O&M issues of heat exchange recapture with a single owner/ management structure. 	<ul style="list-style-type: none"> • Incorporating recycling and energy conservation into individual buildings can be undertaken by each developer. • The potential for utilizing sustainable development as to use of renewable energy – geothermal, heat exchange recapture is diminished with multiple developers.

XIV Summary

The redevelopment of the 128-acre Medfield State Hospital property purchased by the Town in 2014 can create a special place providing housing, open space and trails, a cultural center, commercial uses with café, restaurants, small offices, and municipal recreation use, while strengthening and diversifying the Town's tax base. Situated on a hill overlooking the Charles River with state parkland to the west, MSH has bucolic vistas and breathtaking sunsets, and presents a unique opportunity to balance public access and development.

The Medfield State Hospital Master Planning Committee has spent the past four years undertaking an in-depth study and extensive analysis with the assistance of consultants on how best to redevelop MSH in a manner that reflects Medfield's values and advances Town goals. The Strategic Reuse Master Plan is Medfield's vision for the sustainable reuse of MSH.

MSHMPC conducted a robust public engagement and consultation process entailing four public surveys, many community events, charrettes, workshops and meetings, numerous news articles, ten cable television shows, and social media involving thousands of Medfield residents. MSHMPC visited other state hospital redevelopment projects, interviewed developers and municipal officials associated with other state hospitals properties, and met with real estate developers specializing in new construction and preservation. Thirty Catalyst Sub-committee meetings were held by MSHMPC with developers, private-sector companies, and organizations to gain insights on innovative ideas and test assumptions implicit in the plan. Market studies

were conducted which have provided market realities and informed the plan as to desired uses and redevelopment considerations.

The MSH Strategic Reuse Master Plan advances the three reuse priorities established by the Board of Selectmen at the outset, namely:

1. Maintain and enhance the character and values of the Town of Medfield and its residents, including the site's scenic and natural features, spaces for passive and active recreation, and the site's cultural, historic, agricultural and architectural significance.
2. Address Town housing needs, which may include smaller-footprint housing that is affordable for empty nester and senior Medfield residents who are downsizing and would like to stay in Medfield, or any housing that brings more diversity into Medfield's housing stock, in alignment with the Town's Housing Production Plan.
3. Achieve reasonable economic and financial impacts on Medfield residents and Town services, assuring that the master plan is in the Town's economic best interests.

Control over the future of this prime property in Medfield so that it continues to be beneficial, and assures public access and enjoyment for generations to come has, been a central concern in MSHMPC's work.

To maintain and enhance the character and values of Medfield, the preferred plan:

- Preserves 76 acres of open space with trails and walking paths, inclusive of agriculture.
- Calls for rehabilitation of 28 historic buildings and construction of 16 new buildings encompassing 661,000 SF overall.
- Provides 191,000 SF of commercial space – offices restaurant, co-working, retail and services, with a possible inn.
- Creates a 26,000 SF Cultural Center.
- Reserves up to 12 acres for a public parks and recreation use south of Hospital Road.

To address the Town's housing needs, the preferred plan:

- Creates 294 to 334 housing units overall.
- Adds 89 affordable units (26.6%).
- Diversifies Medfield's housing options with:
 - 19.5% homeownership opportunities (single-family, duplexes and condos);
 - 56.98% rental – with historic rehab units;
 - 18.3% continuing care retirement community (CCRC) options;
 - 4.8% live-work units; and
 - 0.6% special needs housing.
- Offers housing for everyone:
 - 18.3% senior housing;
 - 5.4% millennial housing;
 - 4.8% artist housing;
 - 0.6% special needs housing; and
 - 71% general market housing.

To achieve reasonable economic and financial impact on Medfield residents and Town services, the preferred plan:

- Passes all 3 economic and financial tests that were applied by MSHMPC for the developer, the Town and the Medfield taxpayer.
- Realizes a positive net present value for Medfield in nearly all probabilities per the Monte Carlo analysis.
- At full MSH development produces \$2.4 to \$2.6 million in net new real estate taxes after accounting for increased school costs and municipal operations attributable to persons residing at MSH at full-build out.
- Can be a profitable venture for developers with restoration expertise of historical buildings working closely with the Town but with a high degree of uncertainty. Monte Carlo analysis shows that there is about a 50% probability of being profitable to the developers.
- Creates a minimal burden of up to \$122 per year on the Medfield taxpayer for a few initial years in the pre-development phase.

Medfield will need to contribute to the financing of infrastructure to implement the preferred plan and should aggressively pursue grants and strongly consider dedicating a portion of future anticipated net new real estate tax revenues stemming from MSH towards infrastructure financing using DIF, TIF or Chapter 23L, or a combination of approaches.

To provide continuing Town control, public access and enjoyment for generations of Medfield residents, the preferred plan:

- Outlines a land-lease strategy to enable reuse and redevelopment while providing control and revenues to the Town.
- Commits to public accessible open space and walking trails.
- Provides for publicly-accessible uses throughout MSH, such as commercial uses, including restaurant, offices, retail and services, the cultural center and the prospective parks and recreation facility.
- Advocates for the creation of a Cultural Center and an active program of placemaking.
- Dedicating area south of Hospital Road for public recreational uses.

This Strategic Reuse Master Plan for Medfield State Hospital charts a balanced plan that is both ambitious and realistic. Implementation of the Strategic Reuse Master Plan will require the Town to partner with the private sector to implement the desired new uses that will create a unique place in Medfield at MSH for generations to come.

To move forward with implementation of the Strategic Reuse Master Plan, the Town will need to:

1. Approve the MSH Strategic Reuse Master Plan as the vision and guiding principles for the redevelopment of MSH;
2. Identify and establish an Implementation Committee, which could be a redevelopment authority, to oversee and implement the MSH Strategic Reuse Master Plan;
3. Provide the requisite financial resources for implementation, including staff resources and retaining a Development Director and specialized legal counsel;
4. Adopt the design guidelines and flexible zoning framework to enable plan implementation and provide some of the desired development controls for the Town;
5. Enact Chapter 43D Expedited Permitting for MSH to increase the Town's financial cost sharing formula with the Commonwealth and entice developers;
6. Pass the required Agricultural Preservation Restrictions (APRs) and file the APRs with the MA Division of Agriculture to protect the Town's rights and ownership of the land south of Hospital Road.
7. Undertake preliminary engineering to fine-tune infrastructure costs, particularly water, sewer and heat exchange for MSH.
8. Engage in placemaking activities at MSH, such as community gardens, places for recreation, exercise, hiking, walking and exploration, community concerts and festivals, to make MSH special while assuring continued public access.
9. Pursue disposition process(es) to identify and designate private sector development partner(s) to implement the Strategic Reuse Master Plan.
10. Annually review the MSH Strategic Reuse Master Plan and inform Medfield residents of the progress towards implementing the plan.



Figure XIV-1. Rendering of the Medfield State Hospital Master Plan.

About the McCabe Enterprises Team

McCabe Enterprises provides strategic solutions in public financing, community planning and economic development to public and private sector clients with innovative and award-winning work. A wholly woman-owned consulting firm founded by Kathleen McCabe, AICP, EDP to work with clients to develop customized solutions addressing the unique needs of each client and community. Our approach encompasses planning and economic analysis, financing, community consultation, with a focus on implementation and community engagement. Our work includes market analysis, feasibility studies, downtown revitalization, public financing, urban renewal, sustainability, neighborhood planning, industrial retention brownfields reuse planning and redevelopment.

McCabe Enterprises can be reached at mccabe@plan-do.com or 617 469-9444.

McCabe Enterprises team members on the Medfield State Hospital Strategic Reuse Master Plan include **Kathleen McCabe, AICP, EDP** and:

Jennifer Mecca, Architect is an experienced urban designer with downtown, neighborhood revitalization and redevelopment projects, including work with Boston Main Streets, Waterfront Square in Revere, and New Bedford brownfields development planning. She brings a breadth of redevelopment experience to enable communities to understand proposed redevelopment projects and their impacts.

John Amodeo, ASLA, LEED AP, BD+C, Landscape Architect, Ruth Loetterle, Project Manager and Carolina Carvajal is a landscape architect with CRJA | IBI Group of Carol R. Johnson Associates | IBI Group, an award-winning landscape architectural design and environmental planning firm. CRJA has developed a reputation for excellence in the design of both natural and urban environments. CRJA's design approach integrates natural systems with built features, achieving high quality, cost-effective solutions.

Beverly Kunze Photography provided supplemental campus photographs.

John Shevlin, PE, Senior Vice President for Transportation, Timothy Thies PE, Vice President, Timothy Thomson, Senior Engineer, Harsha Prasad, Environmental Engineer, of Pare Corporation, a regional multi-disciplinary firm of engineers, environmental and wetland scientists, and GIS/CAD specialists specializing in transportation, waterfront, environmental, geotechnical engineering and sustainable design with offices in Foxborough, MA and Lincoln, RI.

Paul Lukez, FAIA and LEED AP, of Paul Lukez Architecture, which was founded with the mission to transform environments into sustainable and poetic places. The firm is committed to incorporating research and fact-based frameworks to inform the design, land use and the development planning process and evaluation of alternative scenarios.

Peter Bradley, LEED AP, is the principal and founder of Project Management & Cost, a cost estimating and project management firm. PM&C offers a full range of cost estimating, cost and project management services to building owners, real estate developers, architects, and financial institutions.

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Medfield State Hospital
Strategic Reuse Master Plan
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