



# BERKSHIRE MALL



## Future Use Study JUNE 2019

Funding for this planning effort was provided by the Massachusetts Executive Office of Energy and Environmental Affairs, and by the Baker Hill Road District of Lanesborough, Massachusetts.



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# PROJECT OVERVIEW

## Funding and Scope

Funding for this report was provided by the Massachusetts Executive Office of Energy and Environmental Affairs, with additional support from the Baker Hill Road District. An application submitted on October 19, 2017 identifies the overall goal of creating a redevelopment plan to make the Berkshire Mall site a new regional destination, through tasks consistent with the Baker Administration’s Best Practices program, specifically relating to concentrating development and creating a mix of uses. Letters of support were submitted by the Town of Lanesborough (John W. Goerlach, Select Board Chair), and Baker Hill Road District (William P. Prendergast, Chairman).

A portion of project resources were devoted to assessments of the current building conditions (Appendix A) and of current utility conditions (Appendix B) in order to establish a more substantive understanding of the current value of the property and potential constraints for revitalization or redevelopment. Both observation of physical conditions as well as review of historical documents contributed to these components of the report (Appendix C - Appendix E).

Local and state-level permitting processes associated with re-use concepts were investigated in order to inform town officials and developers of potential steps needed before proceeding with development. Lanesborough zoning bylaws were reviewed and compared with potential re-use concepts to determine what if any modifications would be necessary to allow for re-purposing of the property. Analysis of bylaw amendments or revisions is provided for each concept, referencing the town’s use regulation table (Appendix F).

Berkshire Regional Planning Commission also conducted research into redevelopment of enclosed malls throughout the United States (Appendix G), as well as reputable redevelopment firms associated with successful projects aligning with our identified potential re-use concepts (Appendix H). Germane to this process are examples of current or pending redevelopment throughout Berkshire County which thematically tie to redevelopment concepts identified within this report. An awareness of potentially competing or complementary projects will help to inform stakeholders of the viability of potential plans for the Berkshire Mall site. Brief summaries of local re/development examples along with contact information for each project are provided (Appendix I).

## Partners

Core project partners included Berkshire Regional Planning Commission and representatives from the two consulting firms, Milone & MacBroom, Inc. in Springfield, MA and EDM Architecture, Engineering and Management in Pittsfield, MA. Members of the Baker Hill Road District and Town of Lanesborough staff were updated regarding progress and provided input at regular intervals.

## **Berkshire Mall History**

Opened in September of 1988, the Berkshire Mall has provided Berkshire County residents and visitors with a place to shop for a wide range of goods for over 30 years. The site, which occupies around 720,000 ft<sup>2</sup> on 86.2 acres of land, was originally home to five anchor stores (Hills, J.C. Penney, Sears, Steiger's, and Service Merchandise). While the mall was highly successful through the 1990s and early 2000s, by 2009 it was beginning to experience difficulties in retaining anchor businesses. In that year, Old Navy and Steve & Barry's both closed. Despite these early closings, the Berkshire Mall remained profitable with its five anchor spots filled.

In 2015, the then Mall owner was unable to meet its financial commitment on a loan and the owner of the loan took possession of the Mall. However, Best Buy closed their location in 2015, followed by Macy's in 2016, and J.C. Penney in 2017. In September 2016, the Mall was sold to Berkshire Mall Realty Holding, LLC. Financial hardships and the inability of mall management to fill the space came to a head in July 2017 when Michael Kohan, the principal of the Berkshire Mall, failed to pay over \$200,000 in back taxes owed to the Baker Hill Road District. The news that Sears would be shuttering its mall location in January 2018 further compounded difficulties. While Target remains a popular destination for shoppers, the vast majority of the mall's storefronts remain either empty, shuttered, or full of promotional materials and adverts for other stores. Today, only Target and Regal Cinema remain open.

## **Research and Process**

Review of pertinent articles in the national media provided a deeper understanding of retail trends overall. With no shortage of reporting on dead or dying malls, and the communities struggling with what to do next, it became abundantly clear that Lanesborough is not alone in its experience of decline pertaining to "traditional" enclosed retail malls, especially those lower tier properties classified as "B" or "C" in size and type of retailer, and located outside of major population centers. Local media provided ongoing coverage of difficulty specific to the Berkshire Mall, with the vast majority of articles during the grant timeframe addressing issues such as repeated power outages, missed tax payments, and the departure of both anchor and in-line retail tenants (Appendix J).

A public input session was conducted on October 9, 2018, in accordance with Task 6 of the grant application. Attendees were invited to openly discuss potential re-use scenarios, and vote on a wide range of preferred concepts. A questionnaire was provided to meeting attendees and made available for interested parties to submit input after the October meeting (Appendix K). Results from a 2017 Community Survey related to the Town of Lanesborough's Economic Development Plan were also taken into consideration, along with anecdotal input via committee meetings, online comments, and social media posts.

Core project partners then gathered for a design charette to apply topical research and input from stakeholders in order to define the re-use scenarios which would be further investigated for viability.

A comprehensive list of references considered is provided in Appendix O.

## **Approaches**

During the design charette, project partners agreed to three general categories of redevelopment:

1. **Revitalize** (Rehabilitation of the majority of the existing building);
2. **Re-use** (Partial demolition of the existing building, re-use of a portion of the site);
3. **Redevelop** (Complete demolition of the existing building redevelopment of the site)

Categorizing possible approaches in this way allowed the team to apply estimated square foot demolition costs to each re-use concept for more accurate assessment of the viability of each concept. It also acknowledges that future developers will consider a wide spectrum of rehabilitation and demolition options when determining the most cost-effective approach to redevelopment.

## **Concepts**

After taking into consideration research into retail trends and market conditions, examples from other communities, and public input, the following broad concepts were identified:

1. **Sports Destination**
2. **Family Entertainment Destination**
3. **Training/Technology Center**
4. **Senior Transitional Care Facilities**
5. **Green/Agriculture**

For each concept, a brief narrative summary is provided, along with Bird's-eye and schematic design drawings. The plans are conceptual in nature and are subject to many parameters that may alter any future development.

## **Concept Guidance**

A "concept guidance" section accompanies each scenario, addressing zoning and regulatory considerations, order of magnitude cost estimates, and a summary of how each concept scores within the Evaluation Matrix.

## **Evaluation Matrix**

To further assist stakeholders in assessing the viability of each concept, and to provide some level of qualitative and quantitative assessment, an evaluation matrix was constructed. Each of the five concepts developed were evaluated and scored in relation to each of the three redevelopment approaches, for a total of 15 evaluated scenarios. (see Appendix M for all evaluation matrices.)

This report does not recommend one concept over the others – additional evaluation criteria may be identified as specific projects are brought before stakeholders for consideration, and community leaders and future developers will need to weigh the potential benefits and impacts of more refined proposals before moving forward.

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# INTRODUCTION

The Berkshire Mall in Lanesborough, Massachusetts faces significant economic challenges not unlike many other once popular indoor destination malls of the 80's and 90's throughout the United States. These malls once fulfilled a unique and important function of everyday life in America, serving as de facto downtown hubs, popular gathering spots, and regional shopping destinations. However, economic and demographic transitions at the local and national level, combined with the transformation of the retail sector by increasingly advanced online shopping, warehousing, and delivery technologies have had extreme impacts on the sustainability of these properties. The emergence of these technologies and trends has forced traditional indoor malls to either adapt or fail. Western Massachusetts retail malls have not been immune to these global changes. Economic conditions can weaken much quicker than they take to recover, and opportunities to adapt and remain viable are oftentimes considered too late in the process.



Summer at the Berkshire Mall, courtesy of the Berkshire Eagle

In the spirit of embracing such developments not as threats, but as an exciting opportunity to redefine the Berkshire Mall site and capitalize on ways in which the Berkshires have changed since its construction, Berkshire Regional Planning Commission (BRPC) has begun the process of assessing and exploring the future of the building and parking areas at the site. This study investigates ways to reinvent, revitalize, and redevelop the property to promote economic viability and growth for the town and the region. The Berkshire Mall Future Use Study has been conducted with support from the Massachusetts Executive Office of Energy and Environmental Affairs and the Baker Hill Road District (caretakers of Route US7/SR8 Connector Road).

*"Today, when all but the strongest traditional malls are facing financial peril and an evolving marketplace has created a challenging competitive environment for retail-only destinations, more mall owners and operators are looking to transform their properties from traditional retail centers into mixed-use developments."*

- Lori Bongiorno and CJ Lindberg, "Mixed-Up Malls: Injecting mixed-use dynamism into struggling malls", *rejournal.com*, 2018

## Study Process

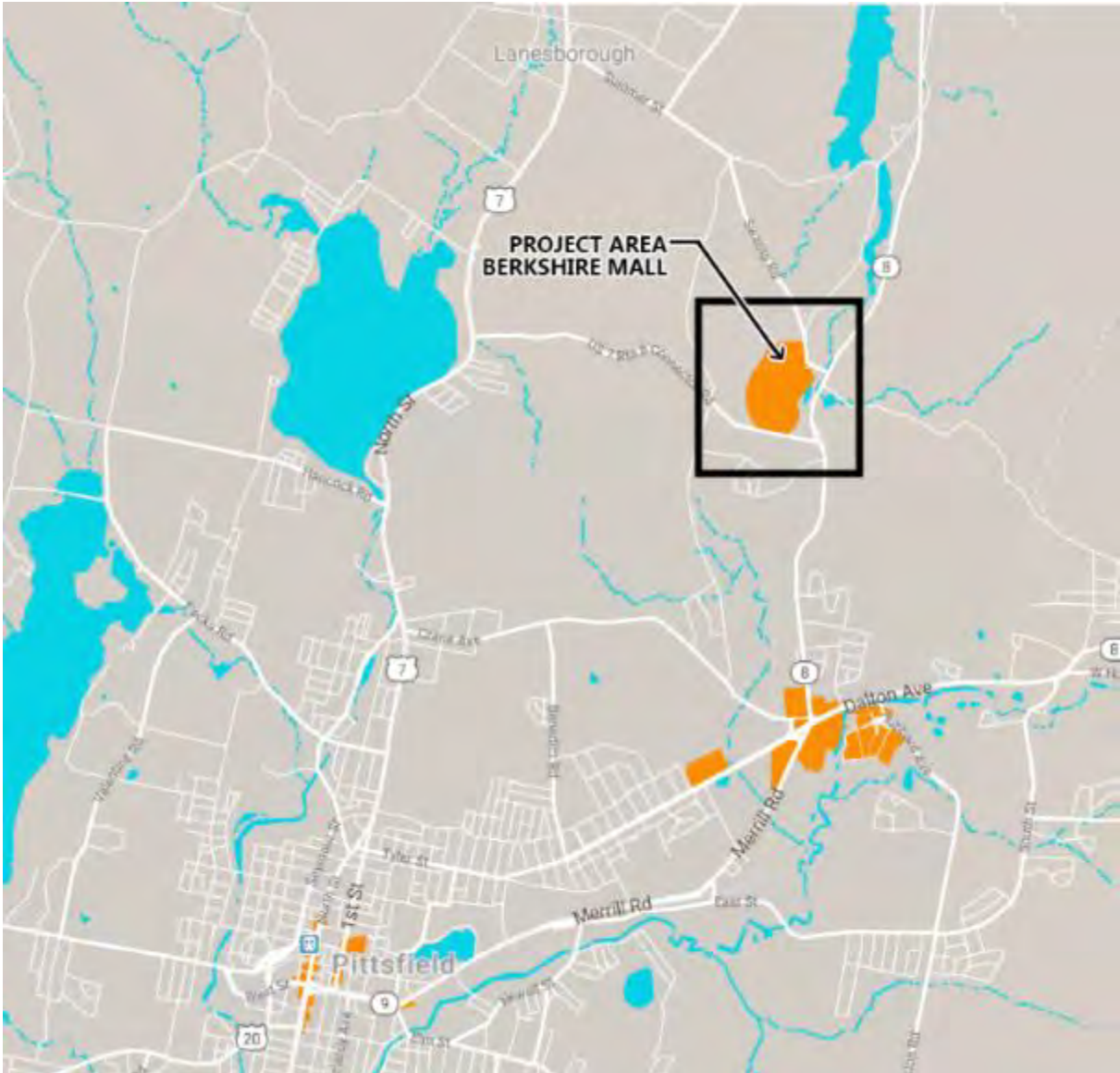
- 1 Understand Conditions**
- 2 Engage Stakeholders**
- 3 Develop Concepts**

Understand opportunities and challenges of the Berkshire Mall site by considering national and local trends and assessing current conditions, infrastructure, and constraints.

Engage stakeholders to share ideas and be part of the process of exploring potential re-use concepts.

Develop themes and concept visions for the Berkshire Mall that can be supported by both the community and reality.

Regional map highlighting nearby retail centers



## Background

Enclosed shopping malls originated in the United States, with a handful of properties from coast to coast claiming the distinction of being the “first”. Most often a feature of suburban areas where neighborhood developments on the outskirts of metropolitan areas made it increasingly difficult to shop on foot or in a downtown area, malls were constructed at a frenetic pace in the post-World War II era, continuing into the late 1980’s and early ‘90’s. Construction and expansion of malls far out-paced the growth in per capita consumer spending, which rose 14% from 1990 to 2005, During the same time frame, retail space per capita had nearly doubled.

Inevitably, this over-retailing of the U.S. (with six times the retail square footage per capita than Europe) was bound for a correction. More recent and no less impactful elements such as the proliferation of internet shopping and increasingly prompt home-delivery have contributed to an extremely high rate of shopping center closures. The nearly three-quarter century phenomenon has come to an abrupt halt, with no new enclosed malls having opened since 2006. Instead, retail bankruptcies are on the rise. Credit Suisse predicted in 2017 that 25% of U.S. malls, nearly 300 sites, would close by 2022. While many properties are being closely monitored, and the departure of an anchor store often occurs as part of a nationwide series of closures, many companies are choosing to quietly close their doors when their leases terminate, providing less opportunity for a mall owner or the community to brace for the impact. The resulting empty space in existing malls subsequently allows surviving chains to be more selective in their expansion plans.

Economic factors play a clear role in the rise and decline of enclosed malls, so too do shifts in consumer habits and attitudes. Similar trends have been appearing in both travel and shopping during the last decade, with a demonstrated preference for experiences combined with or in place of the acquisition of goods. An aging population may be finding themselves less interested in amassing possessions, and increased urbanization also allows younger generations to forgo car ownership in favor of a walkable community.

Malls seeking to survive as retail destinations are trying myriad ways to counter the trends of e-commerce and shifting demographics, to varying levels of success. Some tools include direct relationships with shoppers through social media, rewards and loyalty programs, and reduction of “pain points” associated with mall shopping: closer parking, valet services, clusters of like retailers in areas or floors of the mall (especially effective in very large properties, increase of open space or conversion to open-air plazas, public programming, fashion shows, art exhibits and parties. These are more likely to be seen in Class A properties where owners have available cash to undertake revitalization efforts. In lower-tier malls where rents



Increasing a mall's market draw, courtesy of Urban Land Institute



are stagnant or sinking, any income is more likely reserved for the basics – utilities, security, and day-to-day maintenance.

Re-imagining mall properties goes well beyond the simple renovation to make a shopping trip more enjoyable. As stated by Taylor Coyne, senior retail research analyst for JLL and author of a 2017 report regarding the billions of dollars being invested, “Mall owners are not only renovating to elevate the retail experience, but are also thinking strategically about the future viability of those properties by adding in residential units, hotels and office space to create a property with diverse uses.” Others go further in separating their development efforts from the floundering mall mindset: “We’re not trying to repurpose the mall,” says Scott Beck, regarding the \$3.5 billion redevelopment of Valley View Center in North Dallas. “We’re simply repurposing the land.”

For those unwilling to entirely remove retail from their vision for a mall property, major changes remain at hand. A 2014 article in the *New Yorker*, entitled “Are Malls Over?” quoted Rick Caruso, CEO of Caruso Affiliated which specializes in



Creative solution to unlocking the value of land under obsolete shopping centers and parking lots, courtesy of Urban Land Institute.

developing luxury outdoor malls, as saying “Within 10 to 15 years, the typical U.S. mall, unless it is completely reinvented, will be a historical anachronism – a 60-year aberration that no longer meets the public’s needs, the retailers’ needs, or the community’s needs.”



## Research and Assessments

Berkshire Regional Planning Commission engaged the professional services of Milone & MacBroom, Inc. (MMI) with assistance from EDM Architecture, Engineering, and Management to assess the existing conditions of the property and to visualize the site's potential for revitalization, adaptive re-use, and/or redevelopment. The following scope defined the responsibilities of the two consulting firms.

Task 1.0- Site Utility Assessment

Task 2.0- Building and Site Conditions Assessment

Task 3.0- Future Use Study

3.1- Understanding the Current and Potential Market

3.2- Engage Stakeholders

3.3- Design Meeting/Charette

3.4- Refinement of Concepts

3.5- Preparation of Report

Task 4.0- Meetings and Coordination

The team completed extensive research to understand current site conditions, the current and potential market, and the community's present needs and future objectives. With the goal of helping stakeholders determine the most viable possible uses, the research included a review of public documents/plans, review of private documents/plans, site observations, existing building evaluation and utility assessment, interviews of mall management/maintenance staff and mall tenants, public involvement meeting; and various other stakeholder meetings.

- A. The Town of Lanesborough Economic Development Plan and accompanying community survey (Appendix L) provided:
  - a. Guidance on regional market and goals;
  - b. Significant community input regarding the future of the mall
- B. Stakeholder interviews, public discussion, and local media coverage (Appendix J) provided:
  - a. A better understanding of past and current issues;
  - b. A broad selection of ideas being discussed by Lanesborough residents and citizens of Berkshire County from which to draw for further consideration
- C. A public input meeting provided:
  - a. An opportunity for stakeholders to "vote" for their favorite themes and concepts;
  - b. Feedback regarding public desires and needs through a questionnaire (Appendix K);
  - c. Information regarding what events and services the property currently offers

*"Shopping centers have now become the true town or community center—offering both indoor and outdoor places and spaces along with a wider and more appealing mix of uses. Which is why, when conceived and completed in a thoughtful and strategic manner, the process of bringing mixed-use energy to traditional malls has truly transformative potential: reinventing an under-performing retail-only facility into a strong and sustainable social and economic engine. The end result can be a place that not only serves the community but has also demonstrated a role as an integral part of that community."*

- Source: [Rejournals.com/mixed-up-malls](http://Rejournals.com/mixed-up-malls)





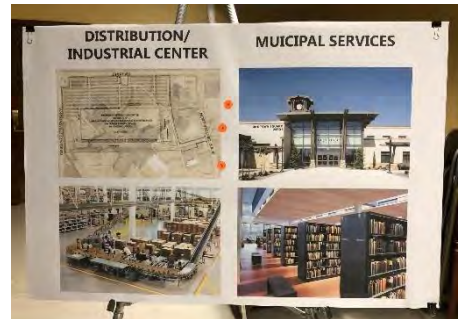
Public input meeting



Public input meeting



Public input meeting



Reuse concepts voting boards

## Overview of research (continued):

- D. Building, utility, and site evaluations provided:
- A general understanding of site conditions and documenting of any significant repairs, improvements, or upgrades required in the near future;
  - Guidelines for evaluating the feasibility of re-use scenarios

The project team included civil engineers, architects, and landscape architects who inventoried and assessed the current state of the site, utilities, and building facilities, using available documents, service records, and visual observations. Work by the team consisted of evaluating the following:

- Overall site condition
- External utility service
- Building exterior structural analysis, interior finishes and utilities/services.

Existing building exteriors



Repaving Plan



Example existing site conditions



Reviewing archived site plans on site



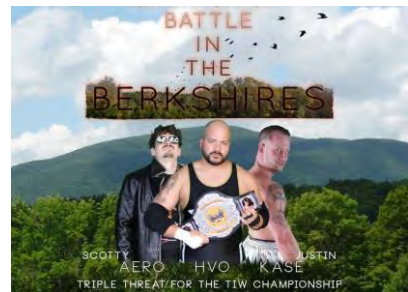
**Overview of research (continued):**

E. Extensive review of articles and reports related to retail mall trends throughout the United States. As one example, Urban Land Institute’s “10 Principles for Rethinking Malls” served as a valuable resource for approaching this project:

1. Grab Your Opportunities or They Will Pass You By;
2. Broaden Your Field of Vision;
3. Unlock the Value of the Land;
4. Let the Market Be Your Guide;
5. Create Consensus;
6. Think Holistically Before Planning the Parts;
7. Connect All the Dots;
8. Design Parking as More Than a Ratio;
9. Deliver a Sense of Community;
10. Stay Alert, Because the Job Is Never Done



Sample of events currently utilizing the mall site



# OPPORTUNITIES AND CONSTRAINTS

The Berkshire Mall, like many malls throughout the country, is experiencing significant financial and operational stresses. The 86-acre site, which housed over 100 busy restaurants and stores shortly after opening in 1988, has been reduced to no more than 3 tenants. Furthermore, the mall's social media states the it is closed (May 2019). The mall has lost the majority of its anchor establishments, including BestBuy, Macy's, Sears, and JC Penney, all of which have been closing stores nationwide. Target and Regal Cinemas are the lone remaining anchors (The Target department store is connected to the mall but is a separately owned 8.22-acre parcel and not subject to this study).

While the Berkshire Mall is not a 1 million+ square foot mega mall, it is still one the largest and most promising potential redevelopment sites in Berkshire County. It is 2.5 times the size of the largest existing redevelopment site in the county (Pittsfield Airport) and has 2.7 times the amount of building space as the next largest commercial property available in the region (234 Union Street, North Adams).

In 2018, the Massachusetts State Legislature expanded the authority of the Baker Hill Road District to allow it take ownership of the Berkshire Mall. Specifically, the District can now *"acquire by purchase, gift, or devise real property within the District, and purchase or lease equipment, materials and services necessary or appropriate for the purposes of the District to the same extent and subject to the same limitations as shall apply to Towns of this Commonwealth."* (H. 3760, An Act Expanding the Powers of the Baker Hill Road District). This, of course, would require a willingness to sell upon the part of the mall's current owner; however, should the transaction occur, this could be an important first step in redevelopment of the mall property according to Lanesborough's Economic Development Plan.



Existing site plan

A telling passage in the article "The Rise and Fall of the US Mall," by Callum Glennen, World Finance, April 7, 2017 seems to be describing the Berkshire Mall:

*"Unfortunately for mall developers, the department stores that supported them in the past are now beginning to flounder. In 2016, Macy's announced it would be closing 100 stores. Sears also plans to close over 150 stores, while JC Penney has announced a number of store closures over the last two years.*

*The challenge for many malls is, once a department store closes, it can be difficult to find something to fill the void. For a start, there are few modern retailers operating on the scale of a traditional department store. While some malls may be able to find a cinema to fill the space, many already have one. If a mall were to lose multiple department stores at the same time, the drop in footfall would be catastrophic."*

Losing anchors has not been the mall's only struggle. In 2018 and 2019, the mall temporarily closed without warning multiple times, reportedly due to issues with electricity. The mall was designed with electric heat, thus heating the entire mall while so much of it remains empty becomes problematic and expensive.

Other than a few small additions to the original mall building, there have been minimal renovations thus leaving it in desperate need of a face-lift. In addition to site issues, the mall owner is currently facing litigation and mounting tax bills.



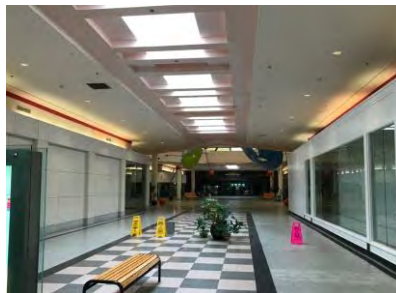
Courtesy of Berkshire Eagle—Mar. 26, 2019



Site Photo Taken by MMI—Aug. 22, 2018



Courtesy of Berkshire Eagle—May 28, 2019



Courtesy MMI— Aug. 22, 2018



Courtesy of Berkshire Eagle—Jan. 10, 2018



Additional information has been gathered to assess current site conditions including utility services and structural integrity. EDM evaluated everything within the building while MMI evaluated the grounds and services coming into or out of the building.

Some key takeaways from the Building Evaluation (Appendix A) are that overall, the existing building is in good condition and suffers primarily from deferred maintenance issues, and that the structural systems are in good condition. Given the construction type and materials used, the building lends itself to multiple potential re-uses and expansion with limited code implications. Mechanical, Electrical, and Plumbing systems are in place and supply is there. These systems, though existing, will need to be modified and or replaced to suit any new use. The existing roof is the primary point of concern, as it is in very poor condition and needs to be fully replaced. Most interior damage to the building is directly traceable to the roof, which exhibits widespread water infiltration causing staining and deterioration of ceilings and floors. Presently, such deterioration is largely localized, and the remainder of the interior finishes are in fair to good condition. However, damage may spread if the roof is not addressed in a timely manner. Renovation of the space, if a change of use is extensive enough, will trigger reevaluation of all systems for the new use. Most systems will require reconfiguration for any new occupant regardless of use. Items such as existing fluorescent lighting and levels of insulation or equipment efficiency should be evaluated as part of any proposed redevelopment to increase the overall efficiency and feasibility of the proposal.

The Site Utility Assessment (Appendix B) demonstrates that the existing site utilities (Gas, Electric, and Telcom), appear to be in reasonably good condition and would support most potential uses of the site. Specific water- and sewer-intensive developments could warrant upgrades to the existing water distribution system and the on-site sanitary disposal system, though. Capacity of the on-site disposal system must be carefully reviewed with respect to anticipated peak demands associated with the intended use. Options for sewer upgrades include either an on-site packaged wastewater treatment facility or running a new sanitary sewer line running south to connect with the Pittsfield sewer system. Both options are expensive and would require detailed engineering design, capacity analysis, and potential Massachusetts Environmental Policy Act (MEPA) and Department of Environmental Protection (DEP) permitting.



Courtesy of Berkshire Eagle, Berkshire Mall 1988

Capacity of the on-site disposal system must be carefully reviewed with respect to anticipated peak demands associated with the intended use. Options for sewer upgrades include either an on-site packaged wastewater treatment facility or running a new sanitary sewer line running south to connect with the Pittsfield sewer system. Both options are expensive and would require detailed engineering design, capacity analysis, and potential Massachusetts Environmental Policy Act (MEPA) and Department of Environmental Protection (DEP) permitting.

*“Revitalizing a struggling mall into a profitable mixed-use destination takes both dollars and sense. It requires a nuanced and sophisticated understanding of the marketplace, a willingness to embrace bold and sometimes creative design and development solutions, and a commitment to invest the sometimes-significant upfront funds required to make these unique projects happen. Architects, developers, and other commercial real estate professionals who are successful in this specialized space understand how to accommodate the different logistical and operational demands of new tenants and new uses and have the demonstrated ability to resolve often complex leasing and zoning issues.”*

Source: [Rejournals.com/mixed-up-malls](https://www.rejournals.com/mixed-up-malls)

More ambitious and comprehensive redevelopment initiatives would present the most difficult challenges. Modifying existing structures to make them suitable for new and different retail tenants—not to mention residential or hospitality uses—would require extensive and potentially costly modifications. Ceiling heights, space constraints, building code issues and site logistics are just a few of the potential obstacles. In many cases, it would be more cost effective to simply conduct a partial or complete demolition and rebuild.

Despite the complexity and cost of redevelopment, there are multiple reasons why the Berkshire Mall can continue to be an asset to the community and region. According to the Urban Land Institute's "10 Principles for Rethinking the Mall:

*"Opportunities abound in both a declining and improving asset. Less can be more: as the value of a mall decreases, the opportunities for large-scale change increase. This is when the possibility may arise for complete redevelopment or reconfiguration, or for the introduction of nonretail uses. In the competitive retail world, an improving asset requires no less attention: as the value of a mall increases, opportunities increase for extensive rehabilitation, additional construction, expansion of the tenant base, repositioning, and access improvement.*

*The public sector benefits as well by understanding the sources of change and carefully monitoring current conditions. A working knowledge of the factors that affect the mall may help the public sector facilitate effective partnerships, recognize an opportunity for a catalyst project, or develop ideas for complementary projects for the larger mall area."*

Courtesy of Community Impact Newspaper, "Plano's Willow Bend Mall bets big on diversifying tenant base" article, June 26, 2017

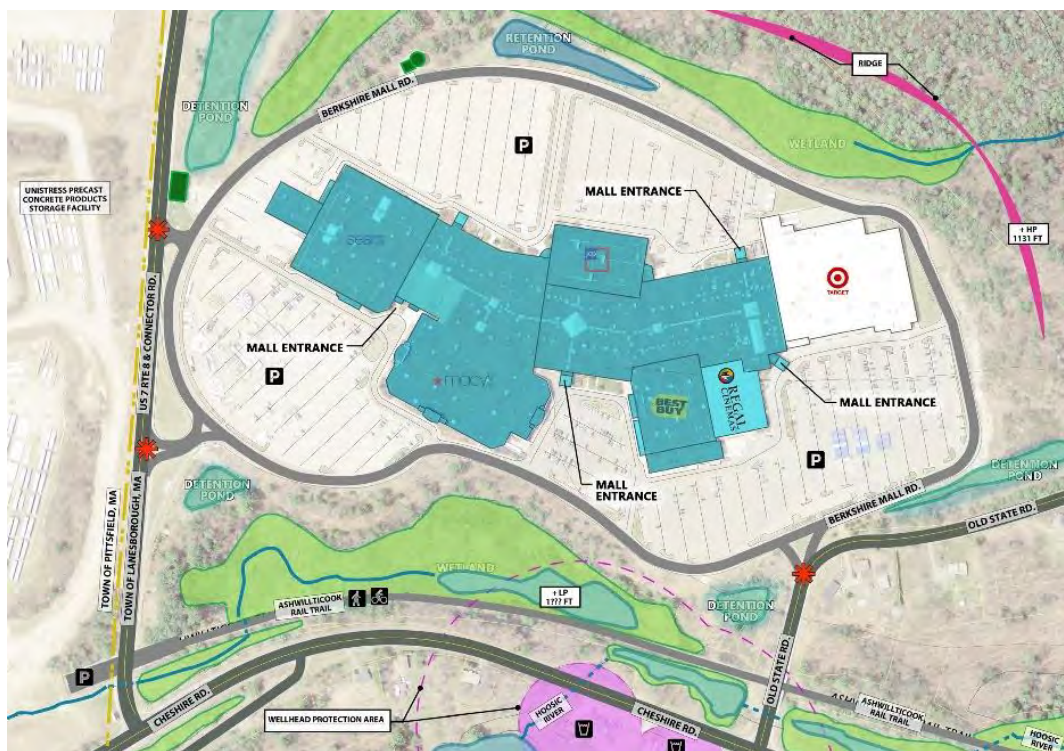


In the aforementioned article, Robert J. Gibbs, President of Gibbs Planning and author of Principles of Urban Retail Planning and Development, cited several positive points to keep in mind:

- Failed malls are easily re-developable into other land uses—keeping the mall structure and turning them into employment centers, community colleges, and city halls;
- Redevelopments do not necessarily mean retail is completely removed from the equation, but rather scaled down to a more suitable level—dropping retail space from one million square feet to 100,000 square feet—a level far more sustainable in the long term;
- Another alternative: tear the mall down and redevelop the property into a walkable and dense mixed-use community. In a relatively small space, retail, housing, and employment are all connected, reducing the average person’s dependence on a car and encouraging more integrated communities

The Berkshire Mall is in a great position to transform into something new and different. Listed below are some of the site’s unique advantages

- Fewer hurdles for redevelopment because of grayfields land
- Largest potential redevelopment site in Berkshire County
- Isolation can be a positive for some redevelopment concepts
- Target store and Regal Cinema can be incorporated into new concepts
- Target is a major draw and especially desirable for some redevelopment concepts
- The site's large size lends itself to mixed-use development
- New spaces, tenants, and new uses present exciting new opportunities to create a richer, more engaging, and more commercially robust mixed- use environment



Site analysis plan by MMI



1. The Town of Lanesborough's Economic Development Plan goals, strategies, and objectives could be accomplished by the redevelopment of the mall site: Redevelopment of the Berkshire Mall site would contribute significantly to achieving the Town of Lanesborough's Economic Development goals: Create a diverse economy with a wide range of employment opportunities;
2. Recognize Berkshire Mall Redevelopment as a priority for the Town of Lanesborough;
3. Raise the profile of Lanesborough as tourism destination;
4. Establish a welcoming environment for business creation and sustainable growth

Some examples of what other communities have planned for their failing malls:



Courtesy of Alberta Developers, Foothills Mall



Courtesy of HOK, Great Mall to Mentum project



Courtesy of Olin Studio, Vallco Town Center



Courtesy of City of Planfield, Texas, Mustang Square

# VISIONING AND CONCEPT DESIGN

Having established that the current mall site is not only a challenge for the region but also an opportunity, it is appropriate to now showcase and unlock the value of the land.

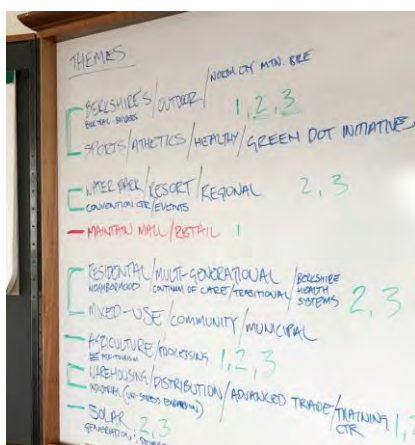
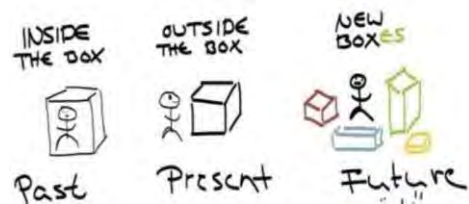
If a mall becomes more than a retail destination, it oftentimes transforms into a "third place"—a public gathering spot where people can interact comfortably and spend time with others in an environment that is neither work nor home. Instead of site traffic being driven by retail, the mall site can provide a vital sense of community this region craves. This detail is not a frill but good business; it brings more customers and keeps them on the site for longer periods of time.

The goal is to create a place where people want to go—not a place where they must go. An innovative mix of uses can create unique and exciting opportunities for the region.

After understanding the conditions to determine opportunities and constraints and engaging the stakeholders to build consensus, the following three redevelopment approaches were identified:

4. **Revitalize** (Rehabilitation of the majority of the existing building);
5. **Re-use** (Partial demolition of the existing building for redevelopment, but re-use a portion of the site);
6. **Redevelop** (Complete demolition of the existing buildings and redevelopment of the site with new infrastructure)

Some of the ideas considered were the popular option of completely demolishing the old building and "turning the mall inside-out" by creating an open-air style village center, and also re-using the buildings as a distribution and fulfillment center. However, stakeholders challenged the design team to think outside the box.



Team workshop notes board

Next, the team conducted a day-long workshop and developed the following five "development concepts". These concepts were determined to be most likely to bring the most value to the property. Graphics were developed to help the public understand how the three redevelopment approaches could be applied to the site for each of the five concepts:

6. Sports Destination
7. Family Entertainment Destination
8. Training/Technology Center
9. Senior Transitional Care Facilities
10. Green/Agriculture



Concept sketch by MMI

Applying this design process, 15 design concepts were considered and discussed, however, only five were refined into more detailed graphics and evaluated.

The concepts were evaluated to understand the general feasibility of each and for comparison with the overall goals for the study. In the following pages, concept plans and narratives are provided along with graphic illustrations and precedent images to provide the most thorough understanding of each development

concept. Also included is pertinent information for each concept such as zoning changes that

may be required, permitting challenges, utility upgrades, and an estimate of probable costs to consider. (See Appendix M for the entire set of evaluation matrices.)

*Note on concepts:* Although Target is physically connected to the mall, it sits on its own property and therefore is shown on every plan. The theater is a part of the mall property and is doing well despite the decline in mall patrons. It should be noted that some of the design concepts show the theater being removed or replaced for a different use.

CONCEPT 1 - DEVELOPMENT THEME: SPORTS DESTINATION												
Category	Design/Goal			Impact	Renovation/Rehabilitation		Re-use/Partial Demolition		Innovative/Complete Demolition			
	Worse	Same	Better		Ranking	Discussion	Ranking	Discussion	Ranking	Discussion		
<b>1. Land Use and Economic Development</b>												
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-1	☹	Existing building layout & floor plans limit adaptive re-use options	1	☺	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	2	●	Adaptive reuse of larger store footprints for indoor sports venues, sports themed retail	2	●	Partial Demo and Partial reuse affords best options for this use type	-2	☹	No reuse proposed
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	-1	☹	Adaptive reuse could support outdoor activities Berkshires and extreme sports themes	2	●	Adaptive reuse could support outdoor activities Berkshires and extreme sports themes	2	●	New facilities and outdoor activities could support Berkshires and extreme sports themes
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☺	Limited exterior visual change, predominantly interior renovation of spaces	1	☺	Significant improvements to exterior	2	●	Extreme improvements to exterior
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	1	●	Regional draw for use of adapted spaces	2	●	Regional draw for adapted and new spaces	2	●	Regional Draw for adapted and new spaces
<b>2. Environmental Effects</b>												
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☺	Limited improvements	2	●	Improvements & Partial Re-use	2	●	Significant improvements (No Re-use)
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☺	Limited improvements	1	☺	Less impervious	1	☺	Less impervious
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Limited improvements	2	●	Improvements & Partial Re-use	1	☺	Improvements (No Re-use)
<b>3. Cost</b>												
3.1	Off-Site Construction	Order of magnitude for required off-site (infrastructure/utilities) improvements	Concept Plan/Existing Conditions Assessment	-2	●	Limited off-site improvements required	2	●	Limited off-site improvements required	2	●	Limited off-site improvements required
3.2	On-site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan Published Data on Uses, etc.	-1	☹	Significant renovation to interior spaces, roof, and mechanicals	-1	☹	Demolition costs and new building/infrastructure costs	-2	☹	Demolition and new building/infrastructure costs
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvements	Concept Plan Published Data on Uses, etc.	0	☺	Significant initial cost, no significant change in long-term maintenance	0	☺	Significant initial cost, specific uses determine maintenance, generally equal	0	☺	Significant initial cost, specific uses determine maintenance, generally equal
Evaluation Total				5			14			10		

Sample evaluation matrix

Ranking	Symbol	Description
2	●	Better
1	◐	Same-Better
0	○	Same
-1	◑	Same-Worse
-2	◒	Worse



## CONCEPT 1: SPORTS DESTINATION THEME (RE-USE APPROACH)

This concept depicts a sports destination for the Berkshires. A partial mall demolition would maintain two existing building footprints and re-purpose them to support a sports-oriented facility. This new facility would consist of a large indoor sporting event space and include outdoor athletic fields or courts as well. Two additional accessory buildings would be added to support regional travel and the Target would remain as-is but add outdoor connections. The amount of paved impervious surface would be reduced but keep as much parking as anticipated. By renovating the parking islands to include as many trees as possible, and the addition of trees and vegetation in the green connector space, this concept would provide additional environmental and health aspects to the property. The green open space would also allow for events at the centrally located stage and festivals to take place. The south lot would remain to host the annual carnival on a paved surface and to not disturb underground utilities located there.



Bird's-eye model

### PRECEDENT IMAGES



Accessory Building



Mixed-use Sports Center



Artificial Turf Facilities



Concept 1 Plan: see Appendix P for scaled image pull-out



This plan is conceptual in nature, and has been developed for informational purposes. This plan is subject to all applicable regulatory approvals. Final plans may vary significantly from this layout.





CONCEPT 1- DEVELOPMENT THEME: SPORTS DESTINATION									
Criteria	Description/Goal	Re-Use/Partial			Partial Re-Use/Full			Complete Demo/New	
		Ranking	Discussion	Ranking	Discussion	Ranking	Discussion	Ranking	Discussion
<b>1. Land Use and Economic Development</b>									
1.1	Growth: Potential for expansion/growth on parcel, within town or regionally	-1	Concept Plans & Regional Context	1	Existing building layout & floor plans limit adaptive re-use options	2	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	All new buildings and exterior spaces will allow greatest design flexibility and efficiency
1.2	Re-Use: Repurposing or redevelopment of existing structures or infrastructure	2	Concept Plans & Existing Conditions Assessment	2	Adaptive reuse of larger store footprints for indoor sports venues, sports themed retail	2	Partial Demo and Partial reuse affords best options for this use type	2	No reuse proposed
1.3	Community Compatibility: How does the project fit in general context of the region, town & community?	1	GIS Mapping & Concept Plans/Stakeholders Meeting	2	Adaptive reuse could support outdoor activities: Berkshires and extreme sports themes	2	Adaptive reuse could support outdoor activities: Berkshires and extreme sports themes	2	New facilities and outdoor activities could support Berkshires and extreme sports themes
1.4	Visual: Impact of the project viewsheds onto the site and from the site	0	Concept Plans & Rendering	1	Limited exterior visual change, predominantly interior renovation of spaces.	2	Significant improvements to exterior	2	Extreme improvements to exterior
1.5	Economy: Impact of the project on Regional Economy	1	Concept Plans- SF/Type of use proposed	2	Regional draw for use of adapted spaces	2	Regional draw for adapted and new spaces	2	Regional Draw for adapted and new spaces
<b>2. Environmental Effects</b>									
2.1	Impacts to Resources: Potential impacts (positive/negative) to environmental resources	0	Concept Plan Base Mapping	2	Limited Improvements	2	Improvements & Partial Re-use	2	Significant Improvements (No Re-use)
2.2	Impervious Surface (Building & Pavement): Overall quantity increase/reduction of impervious surfaces on the property	0	Concept Plan	0	Limited Improvements	1	Less impervious	1	Less impervious
2.3	Green/Sustainability: Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	1	Concept Plan	2	Limited Improvements	2	Improvements & Partial Re-use	1	Improvements (No Re-use)
<b>3. Cost</b>									
3.1	Off-site Construction: Order of magnitude for required off-site (infrastructure/utilities) improvements	2	Concept Plan/Existing Conditions Assessment	2	Limited off-site improvements required	2	Limited off-site improvements required	2	Limited off-site improvements required
3.2	On-site Construction: Order of magnitude costs/effort for assumed on-site construction	-1	Concept Plan Published Data on Uses, etc.	-1	Significant renovation to interior spaces, roof, and mechanicals.	-2	Demolition costs and new building/infrastructure costs	-2	Demolition and new building/infrastructure costs
3.3	Long-Term Maintenance: Order of magnitude costs/effort for assumed maintenance of improvements	0	Concept Plan Published Data on Uses, etc.	0	Significant initial cost, no significant change in long-term maintenance	0	Significant initial cost, specific uses determine maintenance, generally equal	0	Significant initial cost, specific uses determine maintenance, generally equal
<b>Evaluation Total</b>				5		14		10	

Opinion of Probable Costs: Concept 1- Sports Destination Theme	
Removals & Renovations (Existing)	\$25 M
Proposed Improvements (New)	\$75 M
Utilities* & Site Work	\$10 M
Project Subtotal	\$110 M
20% Contingencies (design & construction)	\$22 M
<b>Project Total</b>	<b>\$132 M</b>

\*No sewer extension or water/sewer treatment upgrades

## CONCEPT 2: FAMILY ENTERTAINMENT/RESORT DESTINATION (RE-USE APPROACH)

This concept depicts a destination for family-oriented activities for the region. The Berkshires are a draw for families and groups primarily in the warmer months, and this would allow for an indoor option during colder seasons. A large indoor resort facility would be a strong attraction and act as an anchor to bring more families to the mall. In this concept, approximately half of the existing mall buildings would be removed, and the other half revitalized. Redevelopment of a new hotel from the former JC Penney structure, along with a re-imagined mall entry and drop-off circulation would create a signature gateway into the reinvented building. Adding dining and entertainment opportunities would in turn support the renovated retail or commercial space. Target remains as-is and is an anchor to the complimentary uses of the mall. Existing parking remains or gets renovated where the existing mall is removed.



Bird's-eye model

### PRECEDENT IMAGES



Indoor Ice Rinks



Aquatic Resort



IMAX Theater









CONCEPT 2- DEVELOPMENT THEME: FAMILY ENTERTAINMENT/ RESORT DESTINATION											
Criteria	Description/Issue	Score			Is-Use/Rehab			Complete Re-use/New			
		Ranking	Disposition	Ranking	Ranking	Disposition	Ranking	Disposition	Ranking		
<b>1. Land Use and Economic Development</b>											
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-1	Existing building layout & floor plans limit adaptive re-use options	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities.	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency.
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	1	Adaptive reuse of larger store footprints for family entertainment and themed retail	2	●	Partial Demo and Partial reuse affords best options for this use type	-2	○	No reuse proposed
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	2	Adaptive reuse could support other regional family Berkshires destinations	2	●	Adaptive reuse could support other local & regional family Berkshires destinations	2	●	New facilities and outdoor activities could support local and regional destinations
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	Limited exterior visual change, predominantly interior renovation of spaces.	1	●	Significant improvements to exterior	2	●	Extreme improvements to exterior
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - S7/Type of use proposed	1	Regional draw for use of adapted spaces	2	●	Regional draw for adapted and new spaces	2	●	Regional Draw for adapted and new spaces
<b>2. Environmental Effects</b>											
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	Limited Improvements	1	●	Improvements & Partial Re-use	2	●	Significant improvements (No Re-use)
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	Limited Improvements	1	●	Less Impervious	1	●	Less Impervious
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	Limited Improvements	2	●	Improvements & Partial Re-use	1	●	Improvements (No Re-use)
<b>3. COST</b>											
3.1	Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	Concept Plan/Existing Conditions Assessment	1	Limited off-site improvements required	1	●	Limited off-site improvements required	1	●	Limited off-site improvements required
3.2	On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan/Existing Conditions Assessment	-1	Significant renovation to interior spaces, roof, and mechanicals.	-1	○	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvements	Concept Plan Published Data on Uses, etc.	-1	Significant initial cost, no significant change in long-term maintenance	-1	○	Significant initial cost, specific uses determine maintenance, generally equal	-1	○	Significant initial cost, specific uses determine maintenance, generally equal

Evaluation Total 3 11 8

Opinion of Probable Costs: Concept 2- Family Entertainment Destination Theme	
Removals & Renovations (Existing)	\$85 M
Proposed Improvements (New)	\$87 M
Utilities* & Site Work	\$38 M
Project Subtotal	\$210 M
20% Contingencies	\$42 M
<b>Project Total</b>	<b>\$252 M</b>

\*No sewer extension or water/sewer treatment upgrades



### CONCEPT 3: TRAINING/TECHNOLOGY THEME (RE-USE APPROACH)

This concept depicts a new training and technology center for the Berkshires. Removing the interior mall and turning it into an outdoor green space would not only increase ecological sustainability and leisure opportunities but allow each building to stand alone in utilities and ensure better flexibility for an ever-changing market. A covered walkway through the "campus" would connect all the existing renovated buildings as well as the two new accessory buildings which could provide new community uses or dining opportunities for those on-site users. Target would remain as-is, while existing parking would remain and be renovated, or turned into additional green space if anticipated parking needs are less than the current parking spaces.



Bird's-eye model

#### PRECEDENT IMAGES



Training Facility



Outdoor Green Space



Covered Walkway Connection



Concept 3 Plan: see Appendix P for scaled image pull-out



The plan is conceptual in nature and has been developed for informational purposes. This plan is subject to all applicable regulatory approvals. Final plans may vary significantly from this layout.





CONCEPT 3- DEVELOPMENT THEME: TRAINING/ TECHNOLOGY/ SPECIALIZED MANUFACTURING									
Criteria	Description/ Data	Source		Re-Use/Re/Reh		Partial Re-Use/Re/Reh		Complete Demo/New	
		Ranking	Discussion	Ranking	Discussion	Ranking	Discussion	Ranking	Discussion
1. Land Use and Economic Development									
1.1 Growth	Potential for expansion/growth on parcel, within town or regionally	1	Existing building layout & floor plans may benefit adaptive re-use options	1	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	All new buildings and exterior spaces will allow greatest design flexibility and efficiency		
1.2 Re-Use	Repurposing or redevelopment of existing structures or infrastructure	2	Adaptive reuse of larger stone footprints for larger training areas, variety of uses	2	Partial Demo and partial reuse affords best options for this use type	-2	No reuse proposed		
1.3 Community Compatibility	How does the project fit in general context of the region, town & community?	2	Adaptive reuse could support local economy and provide workforce training	2	Adaptive reuse could support local economy and workforce training	2	New facilities and outdoor activities could support local economy and training		
1.4 Visual	Impact of the project viewsheds onto the site and from the site	0	Limited exterior visual change, predominantly interior renovation of spaces.	1	Significant improvements to exterior	2	Extreme improvements to exterior		
1.5 Economy	Impact of the project on Regional Economy	2	Regional draw for use of adapted spaces	2	Regional draw for adapted and new spaces	2	Regional draw for new use type		
2. Environmental Effects									
2.1 Impacts to Resources	Potential impacts (positive/negative) to environmental resources	0	Limited improvements	1	Improvements & Partial Re-use	2	Significant improvements (No Re-use)		
2.2 Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	0	Limited improvements	1	Less impervious	2	Less impervious		
2.3 Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	1	Limited improvements	2	Improvements & Partial Re-use	1	Improvements (No Re-use)		
3. Cost									
3.1 Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	1	Limited off-site improvements required	1	Limited off-site improvements required	1	Limited off-site improvements required		
3.2 On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	-1	Significant renovation to interior spaces, roof, and mechanicals.	-1	Demolition costs and new building/infrastructure costs	-2	Demolition and new building/infrastructure costs		
3.3 Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvement	0	Significant initial cost, no significant change in long-term maintenance	-1	Significant initial cost, specific uses determine maintenance, generally equal	-1	Significant initial cost, specific uses determine maintenance, generally equal		
<b>Evaluation Total</b>		8		11		9			

Opinion of Probable Costs: Concept 3- Training/ Technology Center Theme	
Removals & Renovations (Existing)	\$88.5 M
Proposed Improvements (New)	\$15.5 M
Utilities* & Site Work	\$21 M
Project Subtotal	\$125 M
20% Contingencies	\$25 M
<b>Project Total</b>	<b>\$150 M</b>

\*No sewer extension or water/sewer treatment upgrades



#### CONCEPT 4: SENIOR CARE/TRANSITIONAL FACILITIES THEME (REDEVELOP APPROACH)

This concept illustrates the third approach of redeveloping after a complete demolition of the site. This plan depicts an opportunity for the aging population in the Berkshires by creating a transitional living community. Going from independent living "cottages" or town homes to full nursing and rehabilitation facilities, supported by retail and health services, would help the development be more attractive to possible residents. A community center with recreation as well as plenty of green open space would be better for the health of the residents as well as the health of the land. A connecting trail to the nearby existing Ashuwillticook Rail Trail trailhead would provide additional recreation opportunities for residents. While this development theme could work for any of the three redevelopment approaches, this plan highlights a redevelopment that could benefit from starting from scratch. Target would remain as-is and the reduced existing parking would remain where needed but be renovated.



Bird's-eye model

#### PRECEDENT IMAGES



Fitness- Rehabilitation



Senior Housing/Assisted Living



Housing Complex





## **GUIDANCE - CONCEPT 4: SENIOR CARE/TRANSITIONAL FACILITY (REDEVELOP APPROACH)**



This concept comprises a complete demolition of the mall buildings (except Target) for reconstruction of a senior care and transitional living/healthcare village. The following are summaries of development factors that should be further evaluated if this project progresses in development planning and design.

Zoning and Regulatory Consideration: As shown, this concept would require extensive rezoning. The two major options available would be modifying the MR

district to accommodate the specific uses involved within the MR district or revising the MR district in its entirety and reimagining the district as a zone specifically for a mixed-use senior living community. This project would also likely be subject to a review by the local ConCom, with either an application for a Request for Determination (RDA) or a Notice of Impact (NOI). Traffic generation, housing unit total, or water/wastewater upgrades to the site would most likely be required for this concept to be placed under State review by MassDOT, MassDEP or MEPA. Although more detailed design is needed to understand which specific permits are required, it would be safe to assume at this level that a review by MEPA could be triggered due to exceedance of threshold levels for new traffic generation, housing units, change of use, or utility upgrades/extensions.

Order of Magnitude Cost Opinion: When developing opinions of construction cost at a schematic/conceptual design level, it should be noted that the figures only provide an estimation of the range of a potential project budget. Many parameters unknown at this time would affect the final estimates of construction budgets. Order of magnitude costs for each concept that include building demolition, building renovation, new building construction, general mechanicals and utilities, site related construction and landscaping, engineering, and 10% contingencies have been developed to provide some planning level understanding of scope for each concept. Implementation of this development concept can be expected to fall within the range of \$175-190 million. Significant offsite improvements should be anticipated for this concept, however more detailed design would be required to determine order of magnitude costs. Sewer extensions or onsite sewage disposal treatment can add significant costs to this development concept.

Evaluation Ranking: Although this concept scored on the positive side of the rankings in all three development approaches (re-use of existing mall, partial demolition of mall, complete demolition of mall), all were relatively low scores when compared to the other concepts themes with scores of 1, 5, and 6. The lower scores can be attributed to the significant change in use from the current mall use. A project of this type will require significant infrastructure upgrades, (Water and Sewer) to support the new use. Although in concept this theme appears to have merit, the constructability and feasibility will require more detailed investigation and design alternatives.



CONCEPT 4 - DEVELOPMENT THEME: SENIOR CARE/ TRANSITIONAL FACILITIES									
Criteria		Worse		Same		Better		Source	
1. Land Use and Economic Development		Ranking		Discussion		Ranking		Discussion	
Description/Detail		Ranking		Discussion		Ranking		Discussion	
1.1	Growth	0	0	0	0	0	0	0	0
1.1	Potential for expansion/growth on parcel, within town or regionally	-2	0	0	0	1	0	0	0
1.2	Re-Use	2	0	0	0	-1	0	0	0
1.2	Repurposing or redevelopment of existing structures or infrastructure	2	0	0	0	-1	0	0	0
1.3	Community Compatibility	2	0	0	0	2	0	0	0
1.3	How does the project fit in general context of the region, town & community?	2	0	0	0	2	0	0	0
1.4	Visual	0	0	0	0	1	0	0	0
1.4	Impact of the project/viewsheds onto the site and from the site	0	0	0	0	1	0	0	0
1.5	Economy	2	0	0	0	2	0	0	0
1.5	Impact of the project on Regional Economy	2	0	0	0	2	0	0	0
<b>2. Environmental Effects</b>									
2.1	Impacts to Resources	0	0	0	0	1	0	0	0
2.1	Potential impacts (positive/negative) to environmental resources	0	0	0	0	1	0	0	0
2.2	Impervious Surface (Building & Pavement)	0	0	0	0	1	0	0	0
2.2	Overall quantity increase/reduction of impervious surfaces on the property	0	0	0	0	1	0	0	0
2.3	Green/Sustainability	1	0	0	0	2	0	0	0
2.3	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	1	0	0	0	2	0	0	0
<b>3. Cost</b>									
3.1	Off-Site Construction	-2	0	0	0	-2	0	0	0
3.1	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	-2	0	0	0	-2	0	0	0
3.2	On-Site Construction	-1	0	0	0	-1	0	0	0
3.2	Order of magnitude costs/effort for assumed on-site construction	-1	0	0	0	-1	0	0	0
3.3	Long-Term Maintenance	-1	0	0	0	-1	0	0	0
3.3	Order of magnitude costs/effort for assumed maintenance of improvement	-1	0	0	0	-1	0	0	0
<b>Evaluation Total</b>		<b>1</b>		<b>5</b>		<b>5</b>		<b>6</b>	

Opinion of Probable Costs: Concept 4- Senior/ Transitional Care Theme	
Removals & Renovations (Existing)	\$10 M
Proposed Improvements (Existing)	\$115 M
Utilities* & Site Work	\$28 M
Project Subtotal	\$153 M
20% Contingencies	\$30 M
<b>Project Total</b>	<b>\$183 M</b>

\*Sewer extension or water/sewer treatment upgrades not included, but likely required. (TBD)

## CONCEPT 5: GREEN/AGRICULTURE THEME (RE-USE APPROACH)

This concept would capitalize on the demand for sustainable technologies and agriculture in the region with traditional greenhouses and open fields intermingled with solar fields, educational elements, and renovated mall buildings. Some existing mall buildings would become indoor growing/hydroponics facilities or food processing and storage. The existing Target would remain as-is and benefit from direct sale of the crops produced on the site. Adding solar shelters to the parking of Target would add to their growing interest in green energy. Adding an educational element with a farm tourism facility would create additional draw to the retail anchor to remain. Removing 90% of the parking and adding water quality improvement basins and vegetated buffers would improve the health of the land, while capturing to filter storm water before it enters the adjacent detention ponds.



Bird's-eye model

### PRECEDENT IMAGES



Agriculture Fields



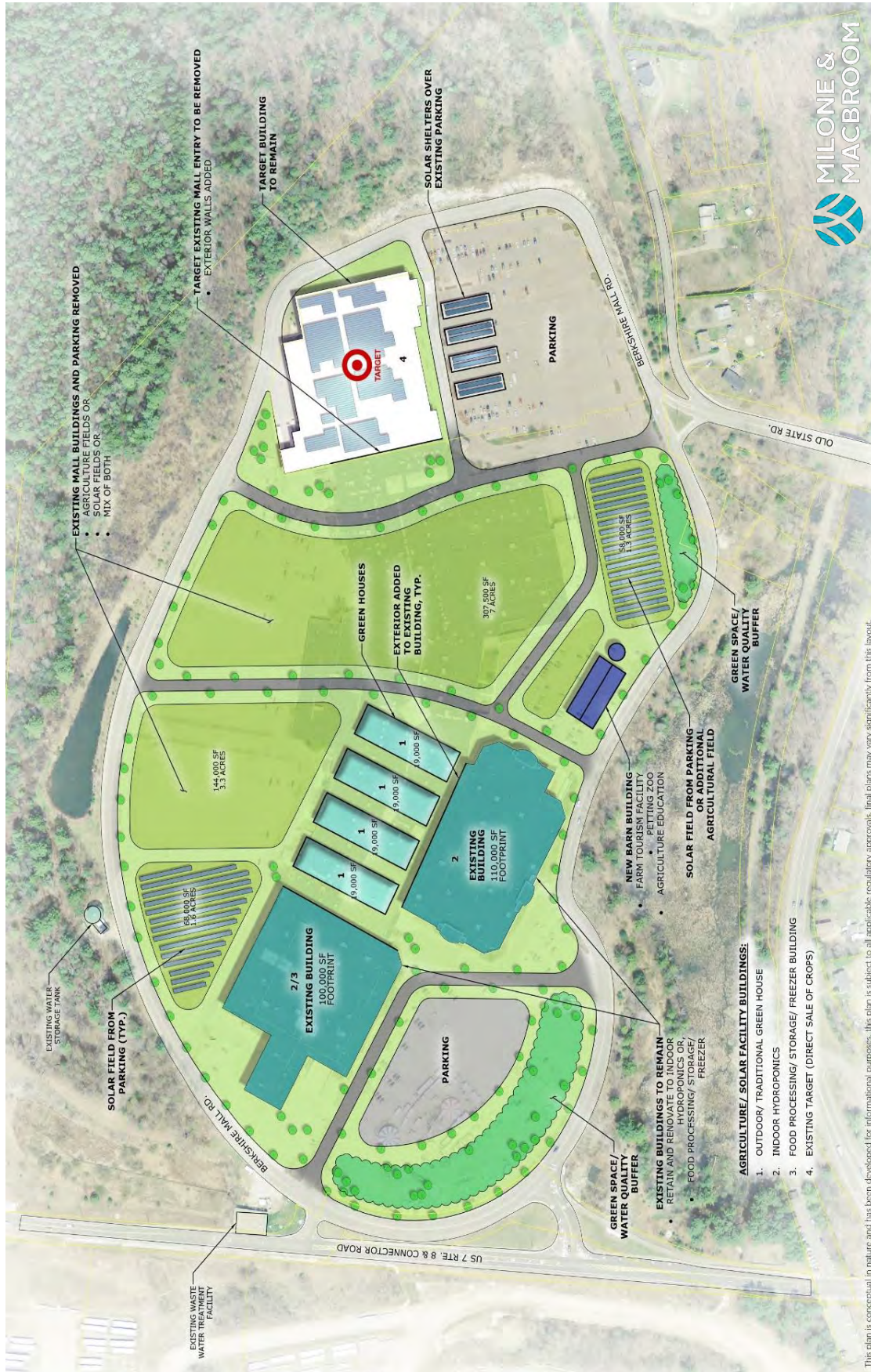
Solar Facility



Indoor Hydroponics



Concept 5 Plan: see Appendix P for scaled image pull-out



This plan is conceptual in nature and has been developed for informational purposes. This plan is subject to all applicable regulatory approvals. Final plans may vary significantly from this layout.



## **GUIDANCE - CONCEPT 5: GREEN/AGRICULTURE THEME (RE-USE APPROACH)**



This concept comprises a complete demolition of the mall buildings (except Target) for reconstruction of an agricultural themed, green development. The following are summaries of development factors that should be further evaluated if this project progresses in development planning and design.

Zoning and Regulatory Consideration: As shown, this concept would not require a re-zoning process; however, final parking counts and specific agriculture related uses would need further scrutiny if this

concept were to move forward. The Planning Board is also required to perform site plan review during that process. This project would also likely be subject to a review by the local Conservation Commission, with either an application for a Request for Determination (RDA) or a Notice of Impact (NOI). With regard to State-level regulatory reviews for a project of this type, several determinations would be required in order to accurately predict the permits or level of reviews. Infrastructure upgrades to the site (if required) would most likely be the reasons for any of these concepts to be placed under State review by MassDOT, MassDEP or MEPA. Although more detailed design is needed to understand which specific permits are required, upgrades to the water supply for irrigation purposes could be the triggers for State-level review.

Order of Magnitude Cost Opinion: When developing opinions of construction cost at a schematic/conceptual design level, it should be noted that the figures only provide an estimation of the range of a potential project budget. Many parameters unknown at this time would affect the final estimates of construction budgets. Order of magnitude costs for each concept that include building demolition, building renovation, new building construction, general mechanicals and utilities, site related construction and landscaping, engineering, and 10% contingencies have been developed to provide some planning level understanding of scope for each concept. Implementation of this development concept can expect to fall within the range of \$80-90 million. Significant offsite or onsite utility improvements, primarily for irrigation purposes, should be considered for this concept and would require more detailed design and engineering which have not been included in these cost estimates.

Evaluation Ranking: This concept scored on the positive side of the rankings in two of development approaches (partial demolition of mall and complete demolition of mall). The partial demolition scenario scored the highest, at 10, while full demolition scored a 7. The ability to re-use parts of the mall building for interior growing or food storage/processing and creation of agriculturally-based land in lieu of parking and building all scored this concept relatively high in sustainability and adaptive re-use.

CONCEPT 5- DEVELOPMENT THEME: GREEN/ AGRICULTURE										
Criteria	Worse	Same	Better	Re-Use/Proposals		Partial Re-Use/Rebuild		Complete Demo/New		
				Ranking	Discussion	Ranking	Discussion	Ranking	Discussion	
<b>1. Land Use and Economic Development</b>										
1.1 Growth	Potential for expansion/growth on parcel, within town or regionally			Concept Plans & Regional Context	-2	Existing building layout & floor plans severely limit adaptive re-use options	1	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	All new buildings and exterior spaces will allow greatest design flexibility and efficiency
1.2 Re-Use	Repurposing or redevelopment of existing structures or infrastructure			Concept Plans & Existing Conditions Assessment	1	Adaptive reuse of larger store footprints for research and growing/food processing, etc.	2	Partial Demo and Partial reuse affords beneficial options for this use type	-2	No reuse proposed
1.3 Community Compatibility	How does the project fit in general context of the region, town & community?			GIS Mapping & Concept Plans/Stakeholders Meeting	1	Adaptive reuse could support agricultural/rural Western MA culture	2	Adaptive reuse could support agricultural/rural Western MA culture	2	New green industry could support agricultural/rural Western MA culture
1.4 Visual	Impact of the project viewsheds onto the site and from the site			Concept Plans & Rendering	0	Limited exterior visual change, predominantly interior renovation of spaces.	1	Significant improvements to exterior	2	Extreme improvements to exterior
1.5 Economy	Impact of the project on Regional Economy			Concept Plans - 5/7 Type of use proposed	1	Regional/Local new industry draw	2	Regional/Local new industry draw	2	Regional/Local new industry draw
<b>2. Environmental Effects</b>										
2.1 Impacts to Resources	Potential impacts (positive/negative) to environmental resources			Concept Plan Base Mapping	0	Limited Improvements	2	Improvements & Partial Re-use	2	Significant Improvements (No Re-use)
2.2 Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property			Concept Plan	0	Limited Improvements	1	Less Impervious	2	Significantly Less Impervious
2.3 Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)			Concept Plan	1	Re-use and Green Industry	2	Re-use and Green Industry	1	Green Industry
<b>3. Cost</b>										
3.1 Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)			Concept Plan/Existing Conditions Assessment	-1	Potential significant off-site improvements required (water)	-1	Potential significant off-site improvements required (water)	-1	Potential significant off-site improvements required (water)
3.2 On-Site Construction	Order of magnitude costs/effort for assumed on-site construction			Concept Plan/Existing Conditions Assessment	-2	Significant renovation to interior spaces, roof, and mechanicals.	-1	Demolition costs and new building/infrastructure costs	-2	Demolition and new building/infrastructure costs
3.3 Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvement			Concept Plan Published Data or Uses, etc.	-2	Significant initial cost, no significant change in long-term maintenance	-1	Significant initial cost, specific uses determine maintenance, generally equal	-1	Significant initial cost, specific uses determine maintenance, generally equal
<b>Evaluation Total</b>					-3		10		7	

Opinion of Probable Costs: Concept 5- Green/ Agriculture Theme	
Removals & Renovations (Existing)	\$58 M
Proposed Improvements (New)	\$2 M
Utilities* & Site Work	\$12 M
Project Subtotal	\$72 M
20% Contingencies	\$14.5 M
<b>Project Total</b>	<b>\$87 M</b>

\*No sewer extension or water/sewer treatment upgrades

# ZONING AND REGULATORY CONSIDERATIONS

## Current Zoning: Major Retail

Current zoning for the Berkshire Mall property in Lanesborough is composed of a base zoning district labeled “Major Retail” (MR). The MR district was custom designed for the Berkshire Mall development project in the late 1980s, receiving Town Meeting approval in 1988, according to statements of a then Planning Board member. In terms of development intensity, The MR district has the most permissive dimensional regulations within the Town. The district permits an impervious surface coverage of 97% and a maximum height of 65 feet on a minimum lot size of two acres. The MR district, as currently written, also overrides the use-specific parking requirements in place town-wide, which require 3 parking spaces per 1,000 square feet of gross leasable area.

The Lanesborough Zoning Bylaw’s use regulation table (Appendix F) allows several specific uses in the MR district. The MR district is largely designed to support a major commercial retail, dining, and shopping complex. The bylaw’s definition of “Shopping Mall” reflects the current primary use of the property and is permissible upon issuance of a Special Permit from the Planning Board. The bylaw defines “Shopping Mall” as follows:

*A group of not less than 20 commercial establishments (including, without limitation, retail, food, entertainment and various service uses which may include retail stores, restaurants and theaters) containing a total Gross Leasable Area for all establishments of not less than 500,000 square feet, together with ancillary utility facilities, parking areas and driveways, roads, landscaped areas and buffer areas. A Shopping Mall may consist of one or more lots and one or more buildings, owned by one or more Property Owners, provided that these lots and buildings are subject to an operating agreement with the areas used in common (including the central enclosed mall area, the parking garages, parking and circulation areas, and the area between the permissible impervious surface area and the boundaries of the development lot) under integrated management, and provided that the separate lots and buildings are developed with a unified approach to pedestrian ingress and egress, parking, truck loading, vehicular entrances and exits, drainage, utilities, and management of landscaped and buffer areas.”*

It should be noted that there are also numerous standalone commercial uses (such as the examples given above) that are allowed by right within the MR district. This allows an evolution of commercial tenants within a “shopping mall” property without continual need for special permitting. Notable among these permissible uses are agriculture, hotel developments, and mixed use (housing above the first



floor). Recent additions to the zoning bylaw (since 2017) have allowed further commercial use in the district including marijuana related land uses and large scale solar photovoltaic developments.

Other uses within the current zoning code that have re-use implications are, "Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses." (allowed by right) and exempt uses covered by MGL Ch. 40A-3 including agriculture.

Finally, the use table entry for Industrial and Retail / Service Complexes (5,000 sq ft or more gross floor area) is likely to apply to any proposed redevelopment at the property. These complexes are permissible by Planning Board Special Permit and governed by special regulations in Section VIII-I of the Zoning Bylaw. At present, the bylaw defines such a complex as follows:

*"A building or complex of buildings for retail, commercial or industrial, or office, hotel, motel or other service uses with a gross floor area of 5,000 square feet or greater on a common site or sites of two (2) acres or greater which is integrated in terms of utilities and services and/or in respect to the conduct of business activities on the site."*

The extensive requirements of Section VIII-I require any applicant for such a complex to prepare an impact statement addressing the following:

- i. An analysis of resulting demands on public utilities and services and on future demand for them, including, but not limited to, sewer, water, and drainage systems, police, fire and public works.*
- ii. An analysis on increased traffic volumes and the effect of this increase on nearby uses and area.*
- iii. An analysis on architectural, site planning, and other design features assuring environmental quality of the facility and compatibility with the surrounding areas.*
- iv. A report of anticipated effects of demolition or alteration of existing buildings, if any.*
- v. A report of architectural, site planning, and other design features assuring public safety in both day to day and emergency situations.*
- vi. An engineering report detailing the effect on nearby water systems such as, but not limited to, aquifers, groundwater supplies, wetlands, rivers, lakes and floodplains, including erosion and siltation during the construction and other impacts on natural resources and environments, and proposed controls to minimize adverse impacts.*
- vii. An impact study on local wildlife and its habitat.*

Finally, all commercial and industrial uses within the district are subject to Site Plan Review through the Planning Board, with the exception of agriculture.

## **Re-use Concepts and Themes: Potential Rezoning Analysis**

The public participation and research portion of this report identifies five re-use concepts that are potentially feasible at the site. Each re-use concept is likely to need some amount of zoning modification to be successfully permitted, and each is analyzed below for interpretation through current MR zoning, with recommendations for amendments in order to accommodate the proposed concept.

### **Concept 1: Sports Destination (Limited to no rezoning required)**

This concept depicts a destination sports facility for the region. As presented, it would retain two existing building footprints and the existing Target facility, while creating outdoor connections and recreation space and reducing impervious surface coverage.

Depending on the specific use profile of the development and the nature of ownership, the property could possibly be permitted through the existing by right use category, "Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses." The concept would also trigger the permitting provisions for a "Retail, Service, and Industrial Complex" which includes an impact statement requirement. Current MR dimensional requirements do not impinge upon this scenario. However, close analysis of the exact size of the developments will need to be conducted when calculating how much parking could be eliminated from the site. Revisions to the MR parking requirements are likely necessary to prevent an oversupply of parking.

Conclusion: Concept 1 could be permitted under current zoning through a Planning Board Special Permit for a "Retail, Service, and Industrial Complex". The principal use within that complex, "Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses." is permissible by right. The Planning Board is also required to perform site plan review during that process.

### **Concept 2: Family Entertainment / Resort Destination (Limited rezoning required)**

This concept would retain the existing mall closest to the current Target facility and envisions a transformation of the use of the property to a family-oriented resort destination facility.

This re-use proposal is likely permissible today through the use category "Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses."

Developments with specific elements not stated (ex. Water park or amusement rides) might wish to consider use-specific zoning modifications. The hotel envisioned by this concept is also permissible by right under current zoning. With the square footage of the combined entertainment / shopping area including the existing Target store, the proposal remains above the defined thresholds for a shopping mall as well. Similar to Concept 1, close scrutiny of the existing parking requirements is needed to prevent possible oversupply of parking.

Conclusion: Concept 2 could be permitted under current zoning through a Planning Board Special Permit for a “Retail, Service, and Industrial Complex”. The principal use within that complex, “Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses.”, along with retail, hotel, and restaurant uses are permissible by right. The existing “Shopping Mall” use category could also be applied, and a Special Permit sought from the Planning Board if the redevelopment proposal meets the square footage thresholds for that use. The Planning Board is also required to perform site plan review during this process.

### **Concept 3: Training/Technology/Manufacturing (Additional zoning uses required)**

This concept retains much of the existing anchor tenant building footprints, eliminates the interior mall space, reimagines the connecting areas as green space, and reprograms the remaining square footage of the existing buildings with new uses which could include training, specialized manufacturing, and technology centers.

This re-use concept would require revisions to the Lanesborough Zoning Bylaw use table. Use categories such as light manufacturing already exist within the bylaw and could simply be allowed within MR. Other use categories would need to be added to accommodate the specific range of uses within the proposed concept. Training centers could possibly be permitted as exempt educational uses if they follow a not-for-profit model, such as a cooperative with local colleges, but for-profit training centers would need new use categories defined.

If the specific uses within the Training / Technology / Specialized Manufacturing campus concept were defined within the zoning bylaw, the entire re-use concept would also be permitted through a Planning Board Special Permit for a “Retail, Service, and Industrial Complex”, along with a site plan review by the Planning Board. Further scrutiny would also need to be given to the parking requirements for MR in working through this scenario.

Conclusion: Concept 3 could be permitted via a Planning Board Special Permit for a “Retail, Service, and Industrial Complex”, but only if specific use elements (e.g.: Training, Technology Center, Specialized Manufacturing) were added into the zoning bylaw use table as being permissible within MR.

### **Concept 4: Senior Care / Transitional Facilities (Significant rezoning required)**

This concept would remove the entire existing mall building with the exception of Target. The remainder of the property would be reconfigured to accommodate a senior living community with a variety of care levels from independent to assisted living and possibly full-service nursing and rehabilitation.

This re-use concept presents the largest zoning challenges of all five scenarios. While nursing homes and assisted living residences are defined in the bylaw as commercial use categories, there remain two issues. One, they are not permitted in MR; and two, the definitions of these facilities likely preclude the inclusion of independent living units. Assisted Living is at present defined as:

*The use of an area of land including structures thereon which meets all of the following criteria:*



- 1. provides room and board; and*
- 2. provides, directly by employees of the entity or through arrangements with another organization which the entity may or may not control or own, assistance with activities of daily living for three or more adult residents who are not related by consanguinity or affinity to their care provider; and*
- 3. collects payment or third-party reimbursements from or on behalf of residents to pay for the provision of assistance with the activities of daily living or arranges for the same.*

Independent Living units likely do not meet all three of these criteria and are more similar in nature to traditional dwelling units ranging from single, to two, to multi-family, depending on the nature of the redevelopment. Noting this, there are two potential paths within the current structure of the Town's zoning bylaw to allow Scenario 4:

The Town could allow assisted living and nursing homes within the existing MR zoning district. A new use category could also be created for independent living units and specifically authorized as permitted within the MR zone. Similar to previous scenarios, once the three senior housing types are expressly permitted, the project could be allowed through a Planning Board Special Permit for a "Retail, Service, and Industrial Complex". Revisions to the special regulations for "Retail, Service, and Industrial Complexes" will also be needed. Section VIII-I will require language authorizing housing, such as independent living, within such complexes. This would also require site plan review by the Planning Board.

Alternatively, the Town could opt to completely revise the MR district to accommodate a senior focused village-style community within the zone. This is likely the preferred scenario from a commercial developer's perspective as it would provide clear and concise rules and regulations to govern future development of such a complex at the mall site.

Conclusion: The Senior Living Concept requires extensive rezoning. The two major options available would be modifying the MR district as it is to accommodate the specific uses involved within the MR district or revising the MR district in its entirety and reimagining the district as a zone specifically for a mixed-use senior living community.

### **Concept 5: Green / Agriculture (Revision of Parking Standards Required)**

The Agriculture Concept includes the removal of the majority of impervious surface, converting into solar arrays or fields, but retaining Target as well as two original mall anchor stores to allow for hydroponic growing and agricultural processing.

Many of the agricultural components of this re-use scenario are allowed by right under MGL Ch. 40A-3 as exempt agricultural uses. The solar component is allowed under current zoning through a Planning Board special permit. Close scrutiny would need to be paid to the use profile of the remaining former anchor store buildings on the site. Some of the agritourism and processing proposed may not fit into what is allowed under the manner the courts have defined the agricultural exemption. This cannot be

determined without further refinement of the re-use concept. The only revision that is likely strictly necessary as in previous scenarios is that the specific parking requirements need to be analyzed as they are likely to result in an excess of parking for the proposed use.

Conclusion: The Agricultural Concept could require no rezoning but close scrutiny will need to be paid to parking and specific agriculture related uses as the proposal develops.

## **Overall Zoning Recommendation**

The mall property zoning that was created in 1988 is surprisingly adaptable. The five potential re-use scenarios identified within this report are mostly permissible with minor alterations to the current zoning bylaw. However, developers, investors, and public agencies pursuing the redevelopment of this critically important parcel are not likely to wait and propose a specific development to the Town for rezoning. The Town should be proactive and look at the broad cross section of the five scenarios to consider wholesale revision of the Major Retail Zone to accommodate all of the redevelopment concepts. Incorporating all concepts would provide future redevelopment proponents tools for pursuing the return of this property to economic productivity. It could also allow for the incorporation of elements from various scenarios into one hybrid proposal.

## **Regulatory Summary**

In addition to the local planning and zoning constraints and/or application requirements, these concepts may also be subject to reviews by the local Conservation Commission (ConCom) or State-level regulators. Local ConCom may either require an application for a Request for Determination (RDA) or a Notice of Impact (NOI) depending upon the impact levels proposed at the time of final design.

With regard to State-level regulatory reviews for a project of this type, several determinations will be required in order to accurately predict the permits or level of reviews. It could be assumed that a significant change of use, change in traffic generation or utility service extensions to the site would likely trigger State-level review. It is recommended that any potential developers thoroughly review the (MEPA) 301 CMR, section 11 (specifically section 11.03—Review Thresholds) to analyze if any thresholds for review are exceeded.

It is also recommended that developers contact the MEPA office and request a pre-project consultation or advisory opinion review. Such a meeting would provide unquestionable guidance for navigating the regulatory process for the specific project.

As currently designed, the re-use concepts may not require MEPA reviews due to a projected reduction of the large expanses and numbers of parking and building square footage (impervious surfaces) that currently exist on the site.

Although more detailed design is needed to understand which specific permits would be required, it would be safe to assume at this level that a review by MEPA may only be triggered due to exceedance of the threshold levels for new traffic generation (1,000 or more ADT—average daily traffic), creation of more than 100 dwelling units, withdrawal of more than 100,000 GPD (gallons per day) of water, sewer

extension of greater than 5 miles within ROW or ½ mile outside of ROW, construction a new wastewater facility or package treatment plant, or construction of a new roadway more than one-quarter mile in length.

The matrix on the next page summarizes the local- and State-level regulatory permitting that may be required if the projects, or projects similar in nature, are pursued for this site. It should be noted that the required permits shown below are based upon concepts prepared as part of this study – any new or more detailed development proposed for this site should pay close attention to the regulatory requirements and limitations that may be encountered and referenced.



REGULATORY PERMIT MATRIX

	Town of Lanesborough		Commonwealth of Massachusetts						
CONCEPT	Planning Board - Special Permit/Site Plan Review	Conservation Commission - WPA NOI/RDA	Massachusetts Environmental Policy Act (MEPA) - ENE/EIR	Massachusetts DEP Wastewater Sewer Permits Extension and Connection	Massachusetts DEP Drinking Water Distribution Modifications	MassDOT Highway Encroachment Permit	Massachusetts Historic Commission/State Historic Preservation Office		
Concept 1: Sports Destination	SP/SPR	ROA	ENF				MHC PNF		
Concept 2: Family Entertainment/Resort Destination	SP/SPR	NOI	ENF				MHC PNF		
Concept 3: Training/Technology	SP/SPR	RDA	ENF				MHC PNF		
Concept 4: Senior Care/Transitional Facilities	SPR/Rezoning	NOI	ENF	E&C	WDM	EP	MHC PNF		
Concept 5: Greeny/Agriculture	SP/SPR	ROA	ENF				MHC PNF		

DEFINITIONS:

- SP/SPR - Site Plan & Special Permit Application
- RDA - Request for Determination of Applicability
- NOI - Notice of Intent
- ENF - Environmental Notification Form
- E&C - Sewer Extension Permit
- WDW - Water Distribution Modification/Extension
- EP - State Highway Encroachment Permit
- MHC PNF - Massachusetts Historic Commission & Project Notification Form
- MEPA - Massachusetts Environmental Policy Act
- DEP - Massachusetts Department of Environmental Protection
- DOT - Massachusetts Department of Transportation

# Appendix A

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architecture ● engineering ● management

pittsfield, ma      unionville, ct

888-336-6500

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building evaluation:

**berkshire mall**  
**old state road & route 8**

**lanesborough**  
**ma**

mmi-4593

november 25, 2018

# existing building evaluation



building map

general

The Berkshire Mall is located off of Route 8 and Old State Road, in Lanesborough, MA. The mall consists of four anchor stores and multiple smaller establishments. Most spaces are currently vacant. Our findings and recommendations follow.

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code	Construction Type:	Appears to be IIB
	Building Height:	+/- 35'
	Stories:	Primarily single story with partial second floor (storage and service spaces).
	Gross Building Area:	+/- 718,000 SF
	Fire Detection/Alarm:	Provided
	Sprinklers:	Provided
	Egress:	The building appears to have adequate egress from both the first floor and the second-floor areas.
	Accessibility:	It is assumed the building met code requirements at the time of construction.

---

history

The original mall building was constructed in 1987-88, with four anchor stores distributed along its central circulation path. In 2002, an addition was added to accommodate Best Buy. Sears occupied **the southernmost anchor, Macy's the south-east**, JC Penney the center-west, Best Buy center-east, and Target the north anchor. Regal Cinema's occupies the space to the north of the Best Buy addition. Of these, Target and Regal Cinema remain on the site. The remaining anchor stores are vacant, with the exception of the Best Buy, which is currently used for seasonal retail.

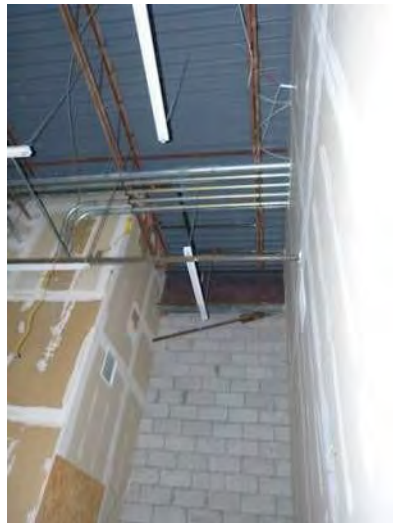
structural

This description has been developed based on a limited visual observation of the existing structural elements.

The foundation was not observable at the time of this investigation. The first floor was noted to be of a concrete construction and is anticipated to be a slab on grade construction.

The building frame consist of two (2) noted styles of construction:

original structure – The original structure consists of the steel columns with diagonal bracing supporting a roof system consisting of steel beams, support a steel joist system, and a steel roof deck. The exterior walls consist of concrete masonry units (CMU) located outside the steel column frame and supported by steel purlins located between the columns. The inside partitions vary between CMU walls, store fronts, and framed partitions.



original structure



exterior wall

A small second floor area, part of the original structure, is located near the food court, above the facility offices. The mezzanine consists of a steel frame system, consisting of beams with steel joists and a concrete deck.

best buy addition – The Best Buy addition structure consists of an exterior CMU masonry bearing wall with interior steel columns supporting a roof system consisting of steel beams which support a steel joist system and a steel roof deck.



Best Buy roof structure



Best Buy exterior wall

noted observations: The following items were observed at the time of the visual investigation.

1. The exterior control joints in the masonry were noted to have dried and the sealants are in the need of replacement. See the picture below:





existing joints

2. The floor slab was noted to be cracked in one of the store areas. Based on the noted damage to floor finish the movement continues to occur. See the pictures below:



floor slab



floor slab

conclusion: Based on the visual observations of the existing structure, the condition of the existing structure has been noted to be in fair to good condition, with only minor repairs required.

exterior shell roof: The roof consists of a single-ply membrane low-slope system draining to internal drains. There are signs of leaks throughout the interior of the building, in the form of both staining and deteriorating/falling ceiling finishes. The roof appears to be an EPDM (ethylene propylene diene terpolymer membrane) roofing system. Based on discussion with staff, it is believed portions of this is the original roof; though the age appears to vary greatly from five to twenty years depending on the area.



panoramic of the main roof

No significant ponding was noted on the roof, though there were localized areas. This may be due to debris at drains in some areas, which ought to be cleared. Patches were noted at many of the roof seams; many of these patches have started to fail. Vent pipe flashings have also started pulling away. Flashing and curbs at roof penetrations were short, which may contribute to leaking during

winter months. The roofing system has wide-spread problems due to failing seams and flashing, and likely needs to be replaced in order to resolve the leaks evident throughout the building.



failing patch



debris at drain



failing flashing



failing area of roof



failing patch



failing seam patch



some ponding evident



minimal ponding generally



seam work/patching evident



roof has both many penetrations and equipment on sleepers



evident previous patching



previous patches peeling up

The roof has both domed and pyramidal skylights, which provide light to the common corridors and courts below. The acrylic skylights appeared to be in good condition, with no cracking or discoloration evident. The larger skylights appear to be a Kalwall or similar translucent panel pyramid system. They appear to be in decent shape, though staining is evident.



pyramidal acrylic skylight



barrel vault skylight





hipped panel skylight



pyramid panel skylight

The roofing of the Best Buy is also a low-slope single ply system, and appears to be in good condition, with no ponding or leaking evident.

exterior shell walls: The exterior walls vary depending on the date of construction as well as if they are associated with one of the anchor stores. Most walls consist of textured painted masonry block, broken face masonry block, or EIFS (exterior insulation and finish system). With the exception of very minor vandalism, and localized staining and discoloration, the exterior wall finish is in good condition.



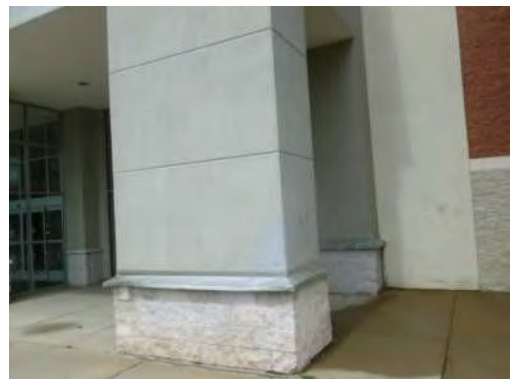
typical painted ribbed CMU



textured face CMU at Best Buy



EIFS at Best Buy



discolored stone and EIFS at mall entrance north of Best Buy



stained and damaged EIFS at Best Buy mall entrance



EIFS at Macy's



EIFS at Macy's



painted CMU and EIFS at Sears



paneling at Sears; soffit damage



block and mirrored glass at JC Penney's entrance

exterior shell windows: The mall contains very few windows, primarily located at building or store entrances. Window systems consist almost exclusively of aluminum storefront, which appear to be original to the building. There are also limited areas of glass block walls, at building vestibules. The storefront and glazing appear to be in decent condition.



typical storefront at mall entrances



glass block at entrances

exterior shell

doors: The exterior doors vary depending upon the use and the date of construction.

main entrance doors: The main entrance doors are aluminum storefront with full glass doors. The doors themselves are generally in decent condition, however almost all are missing weather-stripping and exhibit surface finish damage. Many also do not close completely, which is likely due a malfunction with the closers.



vestibule doors



typical original entry doors



weather stripping absent

best buy doors: The doors installed with the Best Buy addition are aluminum storefront with full glass sliding automatic doors. These are provided at both the store and at the common corridor to the north just outside the store. They appear to be in good working condition.



Best Buy entrance vestibule



mall entrance north of Best Buy



service/emergency: Service and emergency egress doors are painted hollow metal in hollow metal frames. They are generally painted to match the adjacent exterior wall. They appear to be in decent condition, though staining could be seen at the base of many of them.



egress/service door



service doors

overhead doors: Overhead doors are located at loading docks for each of the anchor stores. The base panels of the doors show signs of discoloration and potential rust, but otherwise appear to be in decent condition. Bumpers were present at existing loading docks.



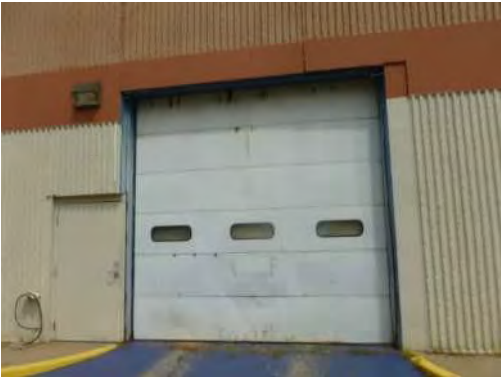
Best Buy overhead doors



overhead doors at Best Buy



overhead doors at Macy's



overhead door at Sears



overhead doors at JC Penney's

exterior shell exterior stair: Egress stairs are generally present from back of house spaces, and primarily consist of concrete steps or painted steel with painted steel rails. The concrete steps are failing, with significant cracking and spalling.

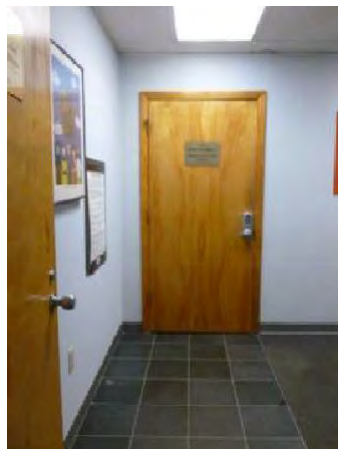


concrete steps



steel stairs

interior doors: There are a mix of interior doors throughout the facility. In the office areas they are primarily solid core wood doors in hollow metal frames. The second-floor space and back of house primarily had hollow metal doors in hollow metal frames. Stores generally had some form of cage at the front entrance which could be retracted above during store hours. Select stores had full glass wood framed or aluminum storefront interior doors. Flush panel doors were provided to back of house spaces within stores and to bathrooms. Many doors have knob hardware.



typical flush panel wood door



typical back of house hollow metal door



typical flush panel door

interior

finishes: The interior finishes in the common areas, stores, toilet rooms, and mall office areas are mid-grade level finishes in mostly serviceable condition. The finishes in the back of house spaces are concrete floors and exposed structure, which are in good condition.



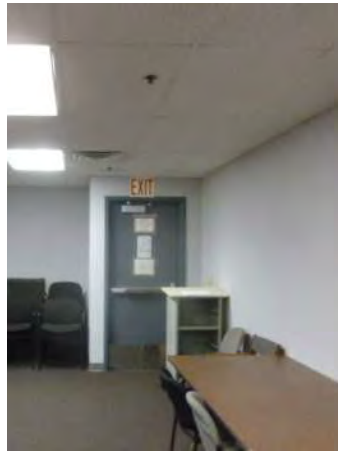
Back of house corridor



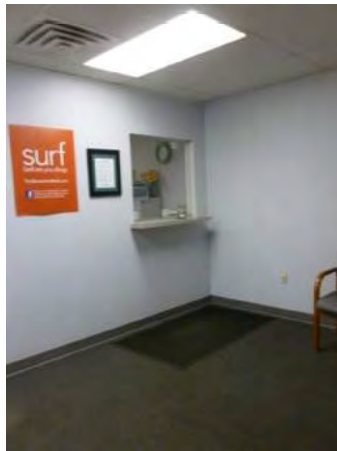
back of house/emergency egress corridor



back of house second floor corridor



mall offices



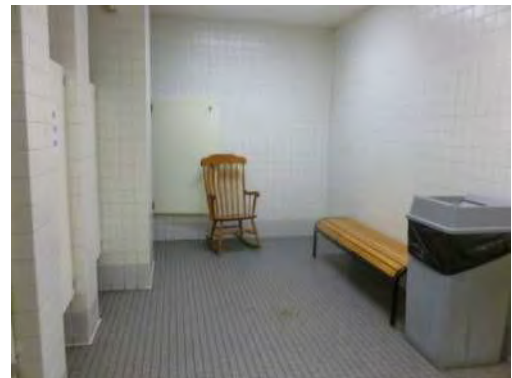
mall offices



mall office/bathroom corridor



public bathrooms



public bathrooms

common circulation: The mall circulation and food court finishes consist of terrazzo floors, and painted gypsum wall board walls and ceilings. The terrazzo floors are generally in excellent condition, with minor cracking noted. The walls were in good condition. The ceiling finishes were failing in many locations, due to apparent roof leaks, which have stained large areas of the ceiling and even caused portions to crack and fall down.





typical circulation finishes



minor damage throughout to terrazzo



typical circulation



typical circulation



water stained ceiling



ceiling patches evident



peeling and discolored ceiling finish



food court

store finishes: Interior finishes of stores varied greatly. Where present, carpeting and suspended ceiling tile were often stained due to previous water infiltration. Some stores had painted concrete flooring, which was cracked. Many stores were open to the structure above, with painted framing and exposed ducts and utilities; these finishes were in good condition. Other finishes were mostly in good condition. Almost all stores have back of house spaces, which were typically open to structure, with painted gypsum wall board walls and concrete flooring.



retail space



back of house



typical damage where suspended ceiling tile



restaurant space



restaurant bathroom



retail space



retail space





restaurant



restaurant



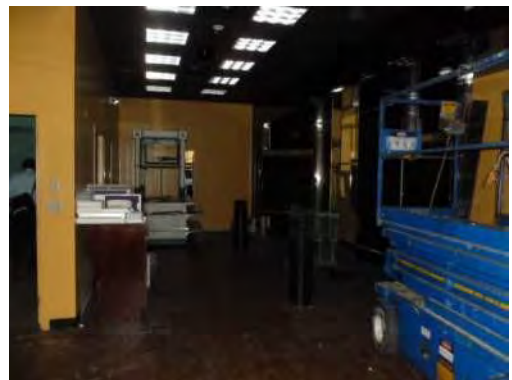
kitchen



restaurant bathroom finishes



retail space



retail space



retail space



retail space





Macy's – carpet and tile with gypsum wall board ceiling



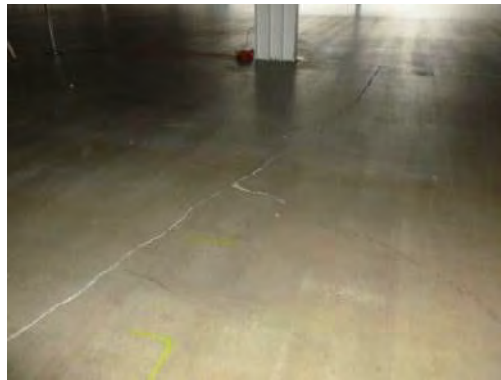
carpet in Macy's



retail space, open to structure



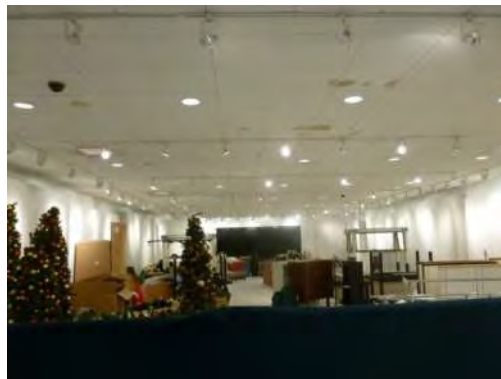
retail space, open to structure



cracking of concrete floor



retail space – worn wood floor, open to structure



stained ceiling tile



stained ceiling tile/carpet



Best Buy



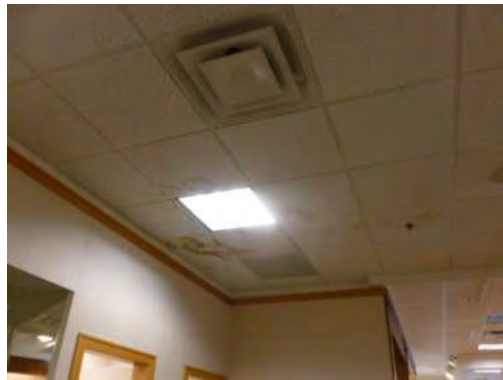
Best Buy



Best Buy back of house



retail space



stained ceiling tile



cracked concrete floor

fire protection The existing building appears to be fully sprinklered.

plumbing The existing conditions were determined from visual inspection of the Berkshire Mall plumbing systems.

For the general bathroom plumbing systems serving the retail areas and main corridor, systems consist of an assortment of water closets with manual flush valves, urinals with manual flush valves, lavatories manual faucets, and mop sinks with manual faucets along with their associated cold and hot water supply and sanitary piping. Hot water for each individual bathroom is provided either by natural gas fired water heater or an electric water heater. Plumbing piping, fixtures, and water heater age is unknown.

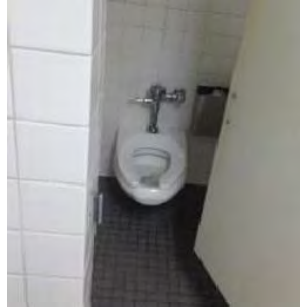
For the kitchen and plumbing systems serving the food court areas and the existing restaurants, system consist of the following. For the general bathrooms, the systems consist of an assortment water closets with manual flush valves, urinals with manual flush valves, lavatories manual faucets, and mop sinks with manual faucets along with their associated cold and hot water supply and sanitary

plumbing. Kitchen plumbing system consist of cold and hot water piping, gas piping, sanitary piping, floors drains, and grease interceptors. Systems were installed to serve kitchen equipment and bar areas, equipment has been removed from areas. Hot water is provided by natural gas fired water heaters. Plumbing piping, fixtures, and water heater age is unknown.

Natural gas piping is installed throughout the building, to serve the roof top units, water heaters, unit heaters, food court areas and existing restaurant kitchens.

Plumbing vents are located throughout the building. Vents extend above the roof at different elevations

Roof Drains are located throughout the roof.



plumbing fixture



plumbing fixtures



gas fired water heater



electric water heater

## HVAC

retail areas, main corridor, food court area, and existing restaurants heat and cooling systems: The existing conditions were determined from visual inspection of the Berkshire Mall HVAC systems.

The heating and cooling for the office areas, retail areas, food court areas, and existing restaurants consist of individual dedicated HVAC systems. For the larger retail areas (Bouncy House, Sears, **Macy's**, JC Penney, Best Buy, and Old Navy stores) and for the main corridors, the heating and cooling consist of multiple individual HVAC systems.

For the office area, retail areas, food court area, and existing restaurants all the HVAC systems consist of the follow packaged; roof top units with natural gas fired heat exchangers, direct expansion cooling coils (with connecting condenser units), bottom supply and return ductwork connection, outside air intake and exhaust/relief outlet. Each roof top unit has a network of supply and return ductwork with diffusers and grilles. Depending on the area ductwork is either installed above the ceiling and insulated or ductwork is installed exposed to the space. Temperature controls consist of thermostats, one for each roof top unit. The existing HVAC system age is unknown, roof top units



age ranges from being original to the building up to being installed in 2015. For the Retail Area loading docks and vestibules, heating and cooling consist of the following. For the loading docks, heating is provided by gas fired unit heaters. For the vestibules, heating and cooling is provided by a branch ductwork from one of the roof top units or heating only by electric fan coil units. The existing HVAC system age is unknown, units appear to be original to the building

For the Main Corridor area, the HVAC system consist of the following: package multiple roof top units with natural gas fired heat exchangers, direct expansion cooling coils (with connecting condenser units), bottom supply and return ductwork connection, outside air intake and exhaust/relief outlet. Each roof top unit has a network of supply and return ductwork with diffusers and grilles. Depending on the retail area ductwork is either installed above ceiling and insulated or ductwork is installed exposed to the space. Temperature controls consist of thermostats, one for each roof top unit. The existing HVAC system age is unknown, roof top units age ranges from being original to the building up to being installed in 2015. For the Corridor vestibules, heating consists of electric fan coil units. The existing HVAC system age is unknown, units appear to be original to the building.



roof top units



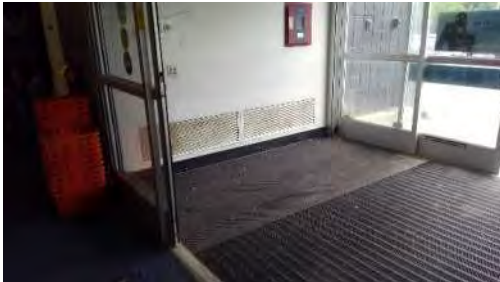
example of exposed ductwork



example of exposed ductwork



corridor supply grilles



vestibule heating & cooling



vestibule heating

ventilation air systems: The ventilation air is provided by existing roof top units. Quantity of ventilation air is unknown.

exhaust air systems: The exhaust for the retail areas and main corridor bathrooms consists of a general bathroom exhaust system of exhaust ductwork, grilles, and roof mounted exhaust fans (one system per retail area). The exhaust for the food court area and existing restaurants consists of kitchen hood exhaust systems and general bathroom exhaust systems. The kitchen hood exhaust systems consist of stainless-steel exhaust hoods, welded exhaust ductwork and up-blast roof

mounted exhaust fans. Quantity of exhaust air is unknown. The existing HVAC system age is unknown, units appear to be original to the building

The American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE) published life expectancy for HVAC equipment pertaining to this project is listed below.

Ductwork	30 years
Diffusers, Grilles, and Registers	27 years
Controls	15 years
Gas Unit Heaters	13 years
Fans	20 years
Roof Top Units	15 years
Blanket Insulation	24 Years
Dampers	20 Years

There are multiple locations on the roof where the roof top unit outside air intakes are located too close (not with in code) to exhaust fan outlets, water heater outlets, and plumbing vent outlets.



example of exhaust and plumbing vents located next to roof top unit intake

electrical

power distribution retail areas, main corridor, food court area, and existing restaurants: The existing conditions were determined from visual inspection of the Berkshire Mall electrical systems.

Three electrical services exist in the mall to serve the office areas, retail areas, food court areas, and existing restaurants. These services distribute power to panelboards and step-down transformers within their respective spaces. The larger retails areas (Sears, **Macy's**, JC Penney stores) have their own electrical service.

Common electrical service #1 is 480/277V, 2000A, 3-phase, 4-wire service and is located in the second-floor electrical room. This provides power to the "A", "D124 – D126", and "F" designated retail spaces (east/southeast side of the mall). The cinemas are served from service #1B within this room, and not part of this report.







electrical service #3

electrical service #3 nameplate



electrical service #3 room

A generator is located in electrical service #3 room and provides emergency power for lights and fire alarm within the mall corridors.



generator in electrical service #3 room

Typical distribution to the office areas, retail areas, food court areas, and existing restaurants consists of a 480V panelboard serving a step-down transformer and 208/120V panelboard. Electrical capacity to each space varies depending on the tenant's requirements.

larger retail stores: The larger retail spaces are provided with a dedicated service, not served from the common electrical services. **Macy's consists of (4) electrical rooms with 480V, 3-phase service** with step-down transformers supplying 208/120V panelboards. Sub-panels are located throughout the space to serve loads within the store.

**Macy's also has a generator that serves life safety loads within its space.**

At the time of the site investigation, access to Sears and JC Penney was unavailable.

Majority of the electrical distribution equipment appears to be in adequate condition and could be reused for potential renovations.

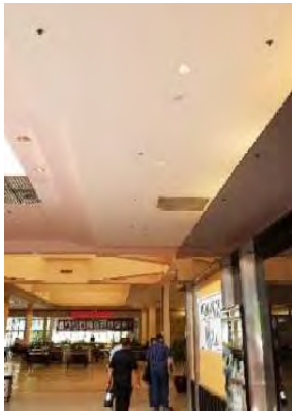
lighting

retail areas, main corridor, food court area, and existing restaurants: The existing conditions were determined from visual inspection.

The main corridors of the mall consist of downlights while the retail areas, food court, and existing **restaurants lighting varies depending on the tenant's requirements. Tenants have access to local** controls that serve their respective space, but master controls are integrated at the BMS on the second floor.



downlights in the corridors



downlights in the corridors

Exit signs are located in the mall to provide a path of egress and served from the generator located in electrical service #3 room.

larger retail stores: Lighting varies depending on the tenant and their requirements. Local controls exist in the spaces that could be accessed. Exit signs and emergency lighting are located in these spaces.

Based on conversations with facilities, lighting is a major concern as the mall is outfitted with fluorescent lighting and this generates a substantial monthly cost. Recommended to retrofit existing fixtures to accommodate LED lighting or provide new lighting which meets energy code and cost savings.

fire alarm

The mall contains a Simplex 4002 fire alarm control panel, located in the second floor BMS room. It is connected to all fire alarm devices in the mall. Existing devices consist of manual pull stations, horn/strobes, and smoke detectors. Some spaces contain a dedicated fire alarm system which is presumed to be connected to this main panel.



fire alarm control panel



# Appendix B

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# Berkshire Mall Existing Site Utility Assessment

Old State Road and Route 8,  
Lanesborough, MA 01237

March 12, 2019

*Prepared for:*  
Berkshire Regional Planning  
Commission  
1 Fenn Street, Suite 201  
Pittsfield, MA 01201

MMI #3926-02-03-1

*Prepared by:*  
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Springfield, Massachusetts 01103  
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ENGINEERING | PLANNING | LANDSCAPE ARCHITECTURE | ENVIRONMENTAL SCIENCE



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Sanitary Sewer.....	4
Electric/Telecommunications.....	4
Gas Service.....	5
Stormwater Management .....	5
Mall Parking and Ring Road Pavement Management Plan .....	7

## Site Utility Assessment

The following report provides a summary of the site investigations and research regarding the utilities serving the existing Berkshire Mall site in Lanesborough, Massachusetts. Although this is only a summary, all the relevant mapping found while researching the project in the map room of the mall management building is included at the end of this report.

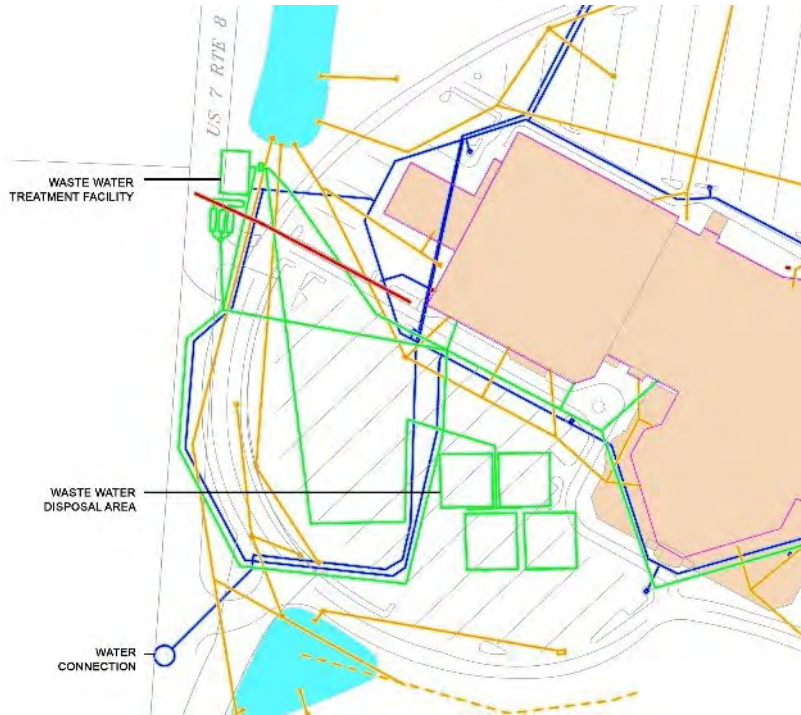
## Water Service

The existing mall site is served by a watermain from the southeast that follows the perimeter of the mall as a looped system. A water storage tank is located at the southwest end of the site and provides enhanced flows for peak demand periods, as well as for fire protection requirements. Domestic water services and sprinkler connections enter the building at various locations from the looped main. It should be expected that if current maintenance is continued on this system, the existing water infrastructure could support mall redevelopment. Any significant change in proposed redevelopment uses may require upgrades to the water system and the extent of these upgrades will need to be investigated further.



*Interior of the mall's water pump station on site (above) Exterior of the onsite water storage tank (below)*





*FSchematic existing conditions underground utility map prepared by Milone & MacBroom, Inc. (Dec. 2018)*

## Sanitary Sewer

The map included in this report is a compilation utility map that has been compiled utilizing available design, as built, and permitting plans (by others). This composite plan should be considered approximate and used for informational purposes only. The existing site's gravity sanitary sewer main runs along the east side of the mall and is connected to laterals from the mall building. The sewer main ends at an on-site wastewater treatment facility and from there is pumped to an on-site subsurface wastewater disposal system located under the parking area at the

southeast corner of the mall site. The existing on-site disposal system would likely not have the capacity to support

future uses of the facility such as a multi-family housing development. The nearest possible sanitary sewer connection is located approximately one mile south of the mall site in Pittsfield. Such a connection would require a combination of gravity sewer and force mains in order to connect to the Pittsfield system.

Although a sewer connecting to the Pittsfield system appears possible, any future consideration of this option would require further evaluation of the existing Pittsfield sewer line and treatment facility capacities. Another option would be to upgrade the existing on-site disposal system with a packaged sewer treatment facility.



## Electric/Telecommunications

Existing electric and telecommunications service enters the mall from the south based on review of record drawings and site observations. Refer to existing building evaluation for assessment of building utilities.



## Gas Service

Existing gas service consists of an intermediate pressure or elevated pressure main that loops around the existing mall building. While it is understood that there is probably enough capacity for future development, Berkshire Gas must conduct an analysis to determine the significance of new loads as required by any future development of the site.

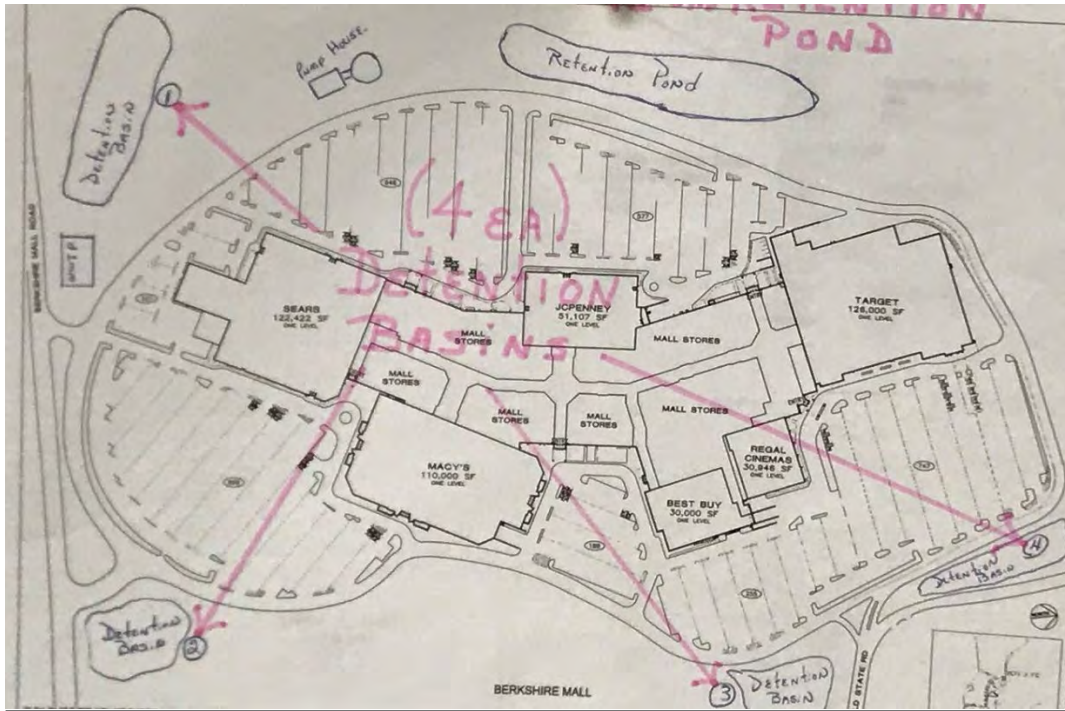
Additionally, potential relocation of the main might be required in any areas where new construction conflicts with the existing line recognizing that it is not permissible to construct new structures over a gas main. Lastly, recognizing there is currently a single feed to the mall at the former Sears store, new service laterals would have to be connected depending on the future use of the facility. Any expense for relocation is typically borne by the proponent unless there is enough significant load to generate revenue by Berkshire Gas which in such case, there might be an opportunity for cost participation by the gas company.



*Berkshire Mall Gas Main Record Drawing  
by Berkshire Gas*

## Stormwater Management

Runoff from the expansive mall rooftop is collected by a series of roof drains that connect to a primary stormwater collection system located throughout the extensive parking area. The stormwater collection system (parking areas) for the site includes catch basins, manholes and storm drainpipes that collect site runoff and direct water to four constructed stormwater management basins located around the perimeter of the mall ring road.



Existing conditions\_map of mall site (by others) highlighting numbered water quality/detention basins found during review and research phase of project.

## Mall Parking and Ring Road Pavement Management Plan



*Pavement Management Plan from Berkshire Mall Management found during review and research phase of project.*

noted that the existing underground subsurface sewage disposal system is in the parking lot between the former Macy's and Sears stores.

Overall, the existing pavement of the mall parking area and ring road was observed to be in fair to good condition. Based upon our research and discussion with the current mall management staff, it appears that the mall facilities management team maintains an ongoing pavement management program.

This plan includes a schedule of periodic maintenance as well as maintains records of past and scheduled or anticipated resurfacing projects. Based upon our review of the information and visual observation of the parking areas, we would expect the existing pavement infrastructure would be suitable for most future uses of the site. It should be



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# Appendix C

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NORTH



# BERKSHIRE MALL

**PYRAMID**  
THE PYRAMID COMPANIES  
4 CLINTON SQUARE  
SYRACUSE, NEW YORK 13202  
(315) 422-7000  
www.pyramidmg.com

OLD STATE ROAD & ROUTE 8  
LANESBOROUGH, MA 01237  
P: (413) 445-4400  
F: (413) 442-3854  
GENERAL MANAGER: JOE SCELSI

LOCATION:  
LANESBOROUGH, MA.

DRAWING:  
MARKETING SITE

DATE:  
06-Mar-07




SCALE:  
N.T.S.

FILE NUMBER:  
32586-82

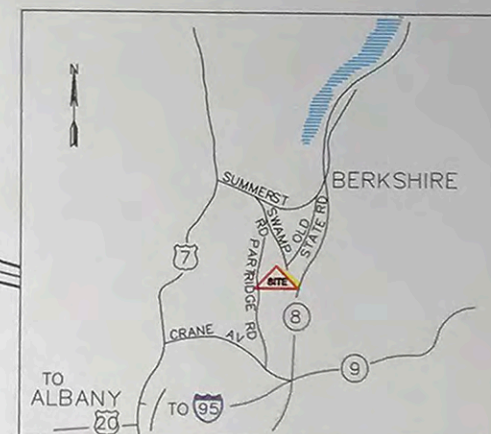
# S1

BERKSHIRE MALL ROAD  
TO ROUTE 7  
14,361 CARS DAILY



-  LOT AND RING ROAD RESURFACED AS PART OF TARGET PROJECT 2005
-  PROPOSED LOT AND RING ROAD RESURFACE 2007
-  RING ROAD RESURFACED 2006

17,883 CARS DAILY





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# Appendix D

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NORTH



# BERKSHIRE MALL



LOCATION:  
LANESBORO  
MA

DRAWING:  
LEASE PLAN

DATE:  
13-Jan-2008

SCALE:  
N.T.S.

FILE NUMBER:  
1500



SEARS

DICK'S  
SPORTING GOODS

OLD NAVY

BORDERS  
BOOKS AND MUSIC

JCPenney

TARGET

FILENE'S

Linens'n Things  
The Home Furnishings Superstore

BEST BUY

REGAL  
CINEMAS

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# Appendix E

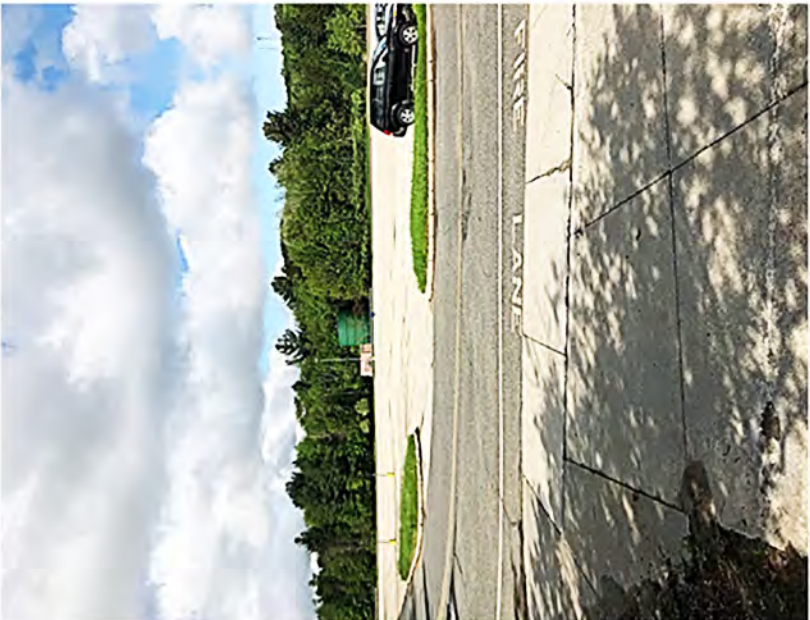


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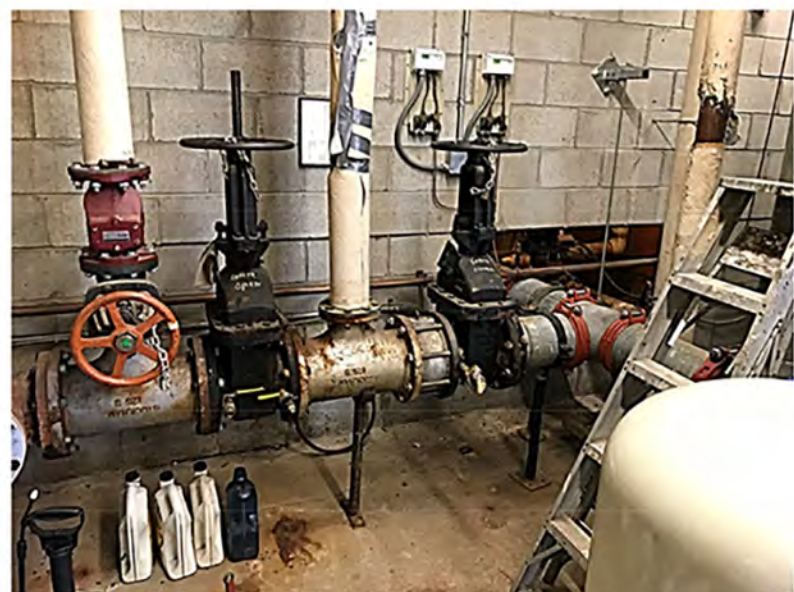
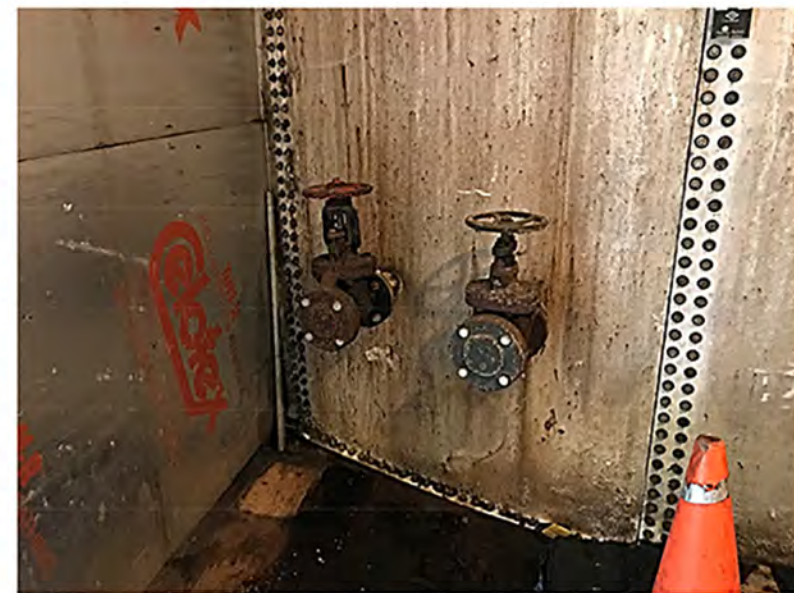
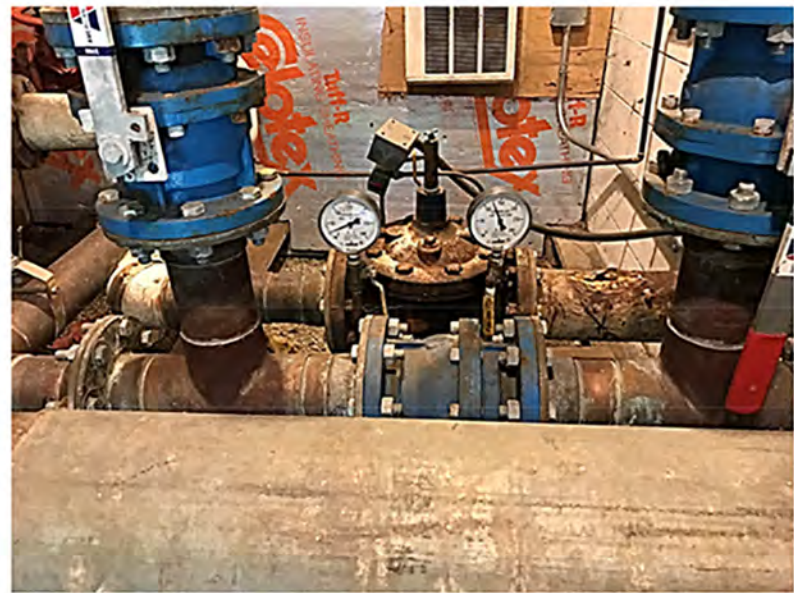




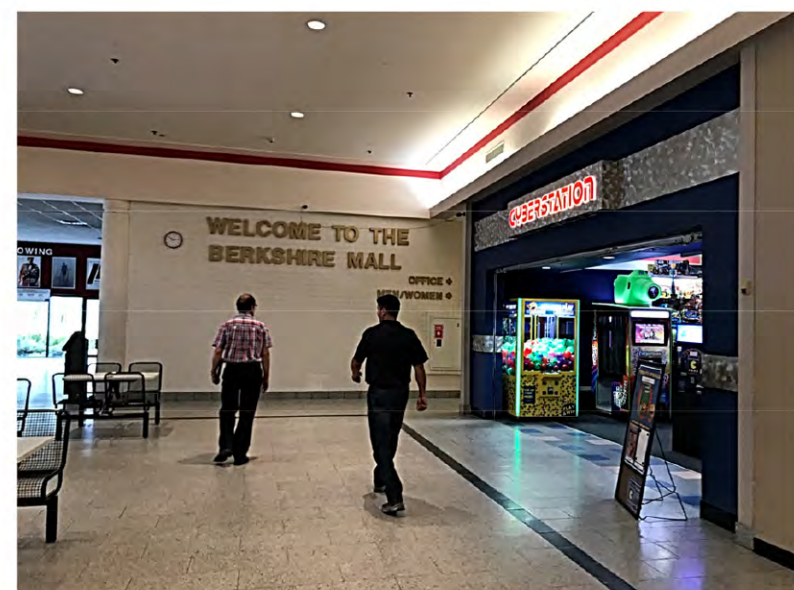
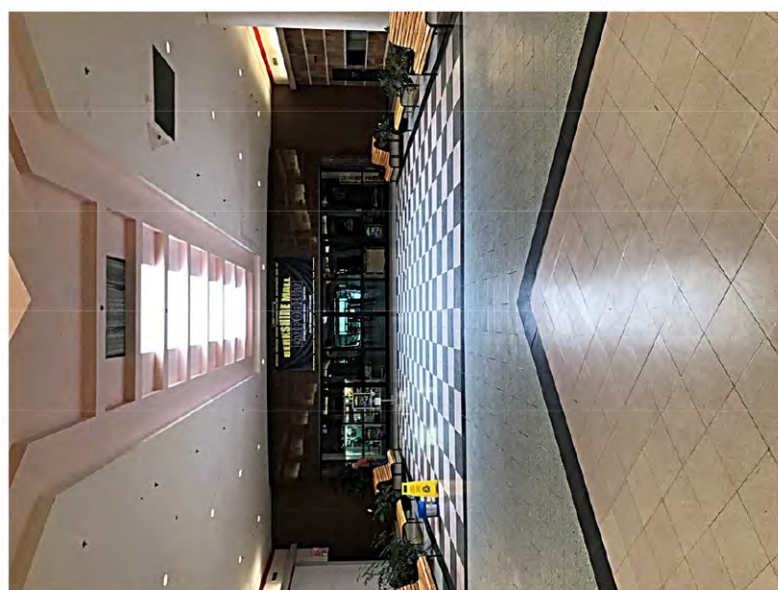
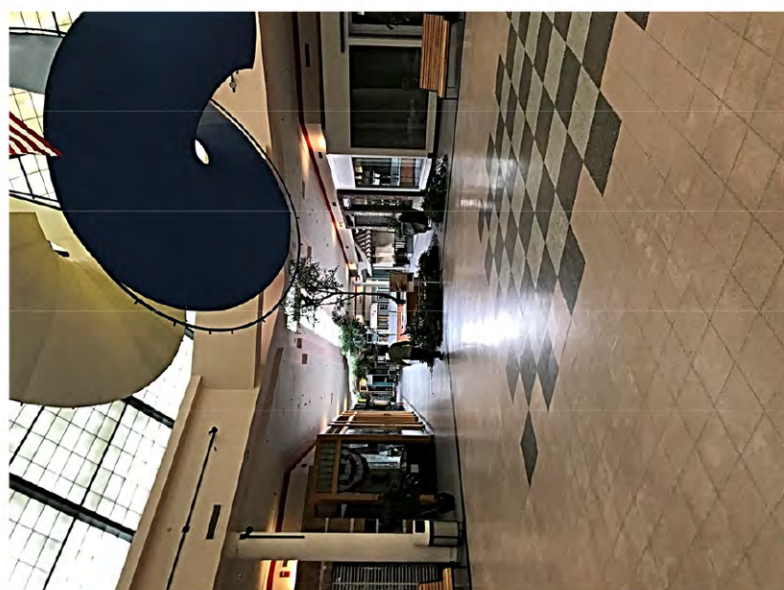
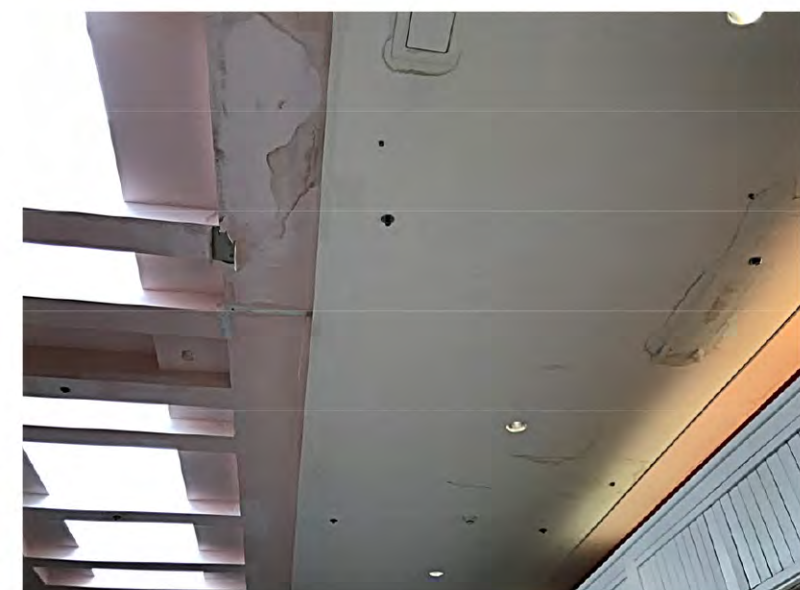
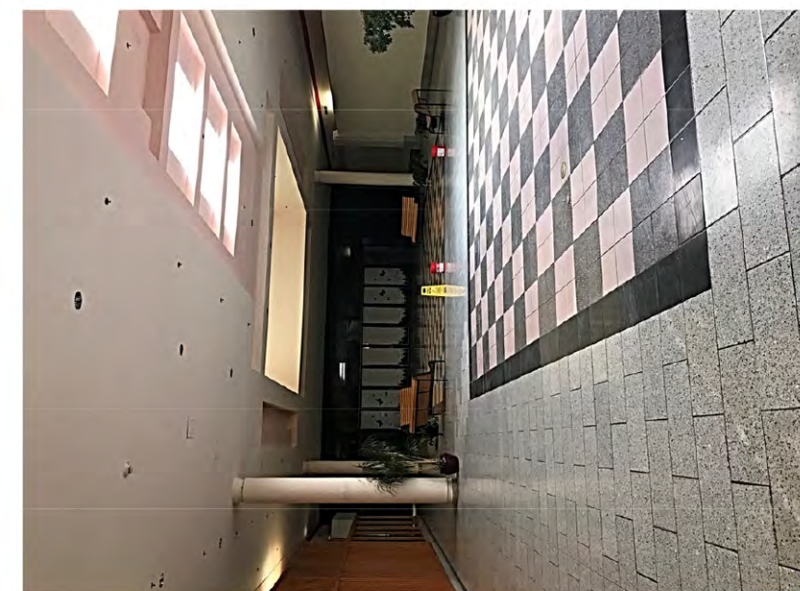
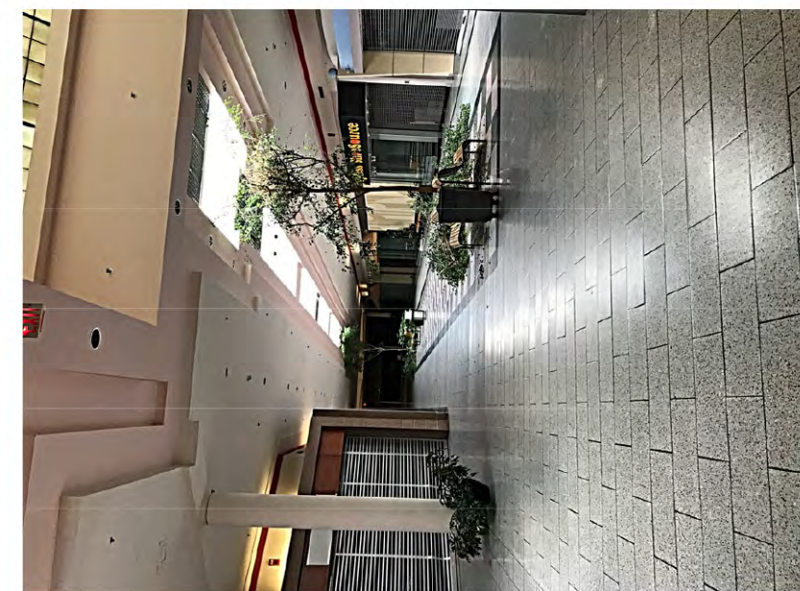














# Appendix F



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**ZONING BY-LAW  
TOWN OF LANESBOROUGH, MASSACHUSETTS**

<b>Table of Permitted Uses</b>						
<b>RESIDENTIAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Single dwelling unit	✓	✓	✓	✓		
Double dwelling unit	✓	✓	✓	✓		
Multi-unit dwelling (3 to 4 units)		✓	✓	✓		
Conversion of a single to Double dwelling unit		✓	✓	✓		
Conversion of a single or double dwelling unit to multi-unit dwellings		✓	✓	✓		
Apartment Building Complex			<b>PBP</b>	<b>PBP</b>		
<b>ACCESSORY USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Accessory uses such as but not limited to patios, breeze-ways, outdoor fire-places, storage sheds, and swimming pools	✓	✓	✓	✓		
Practice of a profession by a surgeon, physician, clergyman, architect, engineer, attorney or similar professional person in a dwelling without limit as to resident employees but with a limit of one non-resident employee and provided there is no external evidence of any profession other than permitted signs	✓	✓	✓	✓		
Practice of a profession by a surgeon, physician, clergyman, architect, engineer, attorney or similar professional person in a dwelling , or office building without limit to as to the number of employees and provided there is no external evidence of any profession other than permitted signs		✓	✓	✓		
The use of a room or rooms in a dwelling or accessory building for a home occupation or trade conducted by a resident of the dwelling without limit as to resident employees but with a limit of one non-resident employee and provided there is no external evidence of any business other than permitted signs	✓	✓	✓	✓		
Bed and Breakfast	✓	✓	✓	✓		
Renting of rooms and/or providing of board to not more than four persons in a dwelling	✓	✓	✓	✓		
Exterior Dining Area			✓	✓	✓	
<b>AGRICULTURAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>

**ZONING BY-LAW  
TOWN OF LANESBOROUGH, MASSACHUSETTS**

The use of land or structures for the primary purpose of agriculture, horticulture, floriculture or viticulture including facilities for the sale of produce, wine and dairy products insofar as a majority of such products for sale have been produced by the owner of the land on which the sales facility is located, provided that:	✓	✓	✓	✓	✓	✓
<p><b>a.</b> Such activities are limited to parcels of more than 5 acres except in R-A zones;</p> <p><b>b.</b> Piggeries and fur farms shall be located 500 feet from any lot line, except that 1 or 2 pigs may be kept in a R-A zone only in a suitable structure no less than 75 feet from any lot line;</p> <p><b>c.</b> Any land use for the pasturing of animals must be properly fenced.</p> <p><b>d.</b> Structures, shelters and waste storage for farm animals shall be located 75 feet from any lot line.</p>						
Raising of crops not for commercial use	✓	✓	✓	✓	✓	
Keeping of fowl provided that accessory structures used for their care shall be located at least 20 feet from any lot line	✓	✓	✓	✓	✓	✓
Farmers Market	✓	✓	✓	✓	✓	✓
Commercial greenhouses		✓	✓	✓	✓	✓
<b>RECREATIONAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Campgrounds		<b>ZBA</b>	<b>ZBA</b>	<b>ZBA</b>		
Children's camps		✓	✓	✓		
Golf courses (USGA regulation size)		✓	✓	✓		
Private clubs		<b>ZBA</b>	<b>ZBA</b>	<b>ZBA</b>	<b>ZBA</b>	
Adult Entertainment						<b>PBP</b>
Rifle ranges		<b>ZBA</b>				
Ski areas		<b>ZBA</b>				
Commercial places of entertainment such as theaters, bowling alleys, billiard rooms, night clubs, arcades, roller skating rinks, gymnasiums, health clubs driving ranges & miniature or pitch & putt golf courses			✓		✓	
Outdoor Adventure Recreation Facility				<b>PBP</b>		
<b>MUNICIPAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Municipal uses	✓	✓	✓	✓	✓	✓
<b>RELIGIOUS &amp; EDUCATIONAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Religious & Educational Uses (M.G.L. c. 40A s. 3)	✓	✓	✓	✓	✓	✓
<b>COMMERCIAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Motels and cabins		<b>ZBA</b>	✓	✓		



**ZONING BY-LAW  
TOWN OF LANESBOROUGH, MASSACHUSETTS**

Hotels and Inns			✓	✓	✓	
Nursing homes			✓	ZBA		
Hospitals/Clinics			✓	ZBA		
Assisted Living Residence			✓	ZBA		
Rest Home			✓	ZBA		
<b>COMMERCIAL USES</b> (continued)	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>
Funeral homes and mortuaries			✓	ZBA		
Veterinary hospitals		ZBA	✓	✓		
Transportation services such as bus stations and taxi stands			✓	✓		
Shopping Mall					PBP	
Restaurants, café's, taverns, coffee shops and snack bars			✓	✓	✓	
Fast food eating establishments			PBP	PBP	✓	
Mixed Use			✓	✓	✓	
Stores, salesrooms and showrooms for the conduct of retail business that DO NOT exceed 3000 sf of gross floor.			✓	✓	✓	
Stores, salesrooms and showrooms for the conduct of retail business that exceed 3000 sf of gross floor area but have less than 5000 sf of gross floor area.			✓	PBP	✓	
Retail and service complexes (5,000 sq ft or more gross floor area) Per section VIII-I			PBP		PBP	
Service establishments, such as, but not limited to; barber shops, beauty salons, tailor shops, laundries, tanning and nail salons, dry cleaning shops, shoe repair shops, provided only non-explosive & non-flammable solvents are used and no work is done on the premises for retail outlets elsewhere.			✓	ZBA	✓	
Banking, business and other professional offices and office buildings			✓	ZBA	✓	
Repair shops such as for radio, television, appliance and other similar consumer articles			✓	ZBA	✓	
Package stores			✓	ZBA	✓	
Shops for the making of custom articles, the major portion of which is sold at retail on the premises NOT TO exceed 3000 sf.			✓	✓	✓	
Places of business of plumbers, painters, electricians, carpenters, building & construction contractors and similar uses compatible with the uses above mentioned			✓	✓	✓	
Motor vehicle dealerships and car washes			✓	✓	✓	
Filling stations and repair garages, except as allowed within motor vehicle dealerships			PBP	PBP	PBP	
Convenience store			PBP	PBP	PBP	
Kennels		ZBA	ZBA	ZBA		
<b>INDUSTRIAL USES</b>	<b>R</b>	<b>R-A</b>	<b>B</b>	<b>LB</b>	<b>MR</b>	<b>I</b>

**ZONING BY-LAW  
TOWN OF LANESBOROUGH, MASSACHUSETTS**

Industrial complexes (5,000 sq ft or more gross floor area) Per section VIII-I			<b>PBP</b>		<b>PBP</b>	<b>PBP</b>
Warehouses and buildings and yards used for storage, provided such yards are fenced from the view of abutting lots and the street as required under Section VIII-E and F			✓			✓
Wholesale, or distributing establishments, provided no substantial quantities of flammable, explosive or toxic materials are involved			✓			✓
Printing shops, machine shops, welding shops and sheet metal shops, provided that no power forges are employed nor more than one hundred horsepower be used as total capacity in electric motive power for each five thousand square feet of floor area employed for such purposes			✓			✓
Laboratories; research, experimental and testing						✓
Light manufacturing such as of clothing, portable electric appliances, leather goods, machinery parts and accessories, small tools and plastic processing such as molding and extruding, provided no power forges are employed, no basic materials are processed, and no more than one hundred horsepower be used as total capacity in electric motive power for each one thousand square feet of floor area employed for such purposes						✓
Machine, welding, sheet metal and printing shops and other similar uses, provided that no power forges are employed and that no more than one hundred horsepower be used as total capacity in electric motive power for each one thousand square feet of floor area employed for such purposes						✓
Mixing and packaging of chemicals, drugs, detergents and other consumer and industrial products provided no chemical reactions are involved and any premises used for flammable materials meet the provisions of the applicable fire code of the National Fire Protection Association and that no explosive or poisonous substances are used in substantial quantities						✓
Quarries, gravel processing plants and cement mixing plants						<b>PBP</b>
Foundry Casting of metal not causing noxious fumes or odors						✓
Wind Turbines and wind electrical generator towers provided that the setback from any lot line is minimally one and one half times the overall height		<b>ZBA</b>			<b>ZBA</b>	<b>ZBA</b>
Wireless Communications towers		<b>PBP</b>	<b>PBP</b>	<b>PBP</b>	<b>PBP</b>	<b>PBP</b>

**D. PERFORMANCE STANDARDS**

1. **PURPOSE.** These performance standards are established to permit nuisances to be measured in terms of their potentially dangerous or objectionable elements rather than by classification of use which may not reflect actual conditions or nuisances. They are also established to provide controls to protect the community from dangerous or objectionable elements and to protect any potential use from arbitrary exclusion. New construction, new facilities and new activities shall not be permitted except in compliance with these standards. Any use already established on the effective date of this ordinance shall not be so altered or modified as to conflict with, or further conflict with, said performance standards.

# Appendix G



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## EAST HILL PLAZA

*Address: Pine Tree Rd., Ithaca, NY 14850*

*Developers: Cornell University, LeylandAlliance, EdR, Charter Realty & Development, with assistance from Urban Design Associates, Whitham Planning & Design and Brous Consulting*

**E**ast Hill Plaza is an auto-oriented single-story strip mall located in Ithaca, New York.<sup>1</sup> Ithaca is a city in the Finger Lakes region of New York State, covering 6.07 square miles with a population of 30,014 according to the 2010 census.<sup>2</sup> Ithaca is a college town, with Cornell University, Ithaca College, and Tompkins Cortland Community College affecting population when school is in session.<sup>3</sup> When the school season hits the population increases by tens of thousands.

Currently the 35-acre shopping center is home to a laundromat, liquor store, grocery, antique store, café, and Cornell University's recruitment and employment center.<sup>4</sup> Redevelopment for this shopping plaza was first brought up by Cornell in their 2008 Campus Master Plan. It was then again mentioned in 2014 for redevelopment in Ithaca's Comprehensive Plan.<sup>5</sup> As Cornell University owns most of the land of East Hill Plaza, they have started a plan to redevelop the plaza as East Hill Village. Cornell has put together a team called the East Hill Village Partners, consisting of different planning groups, realtors, and urban design companies.<sup>6</sup>

The redevelopment concept from is to reconfigure the area into a multi-use village of homes, shops, and offices.<sup>7</sup> This new village would be a walkable neighborhood and provide better traffic flow, allowing better walkability and bike-ability.<sup>8</sup> Cornell and the East Hill Village Partners had their initial public meeting in May 2017.<sup>9</sup> The initial meeting was to gather input on the project from the members of the community.

A year after the initial meeting, Cornell and the East Hill Village Partners held a Charette Week, inviting people to come together and collaborate on ideas and solutions to a design challenge.<sup>10</sup> In the beginning of this week the designers laid out six design principles for the community to discuss.

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<sup>1</sup> [http://swacdn.s3.amazonaws.com/1/ad5a7bf4\\_cornelleasthillvillage.pdf](http://swacdn.s3.amazonaws.com/1/ad5a7bf4_cornelleasthillvillage.pdf)

<sup>2</sup> <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

<sup>3</sup> [https://web.archive.org/web/20070927012044/http://www.ci.ithaca.ny.us/index.asp?Type=B\\_BASIC&SEC=%7B480C93FC-88B9-4C3D-811D-BD7EE0E3F926%7D&DE=%7B0F21E16C-E234-456D-8841-FF5C2F491300%7D](https://web.archive.org/web/20070927012044/http://www.ci.ithaca.ny.us/index.asp?Type=B_BASIC&SEC=%7B480C93FC-88B9-4C3D-811D-BD7EE0E3F926%7D&DE=%7B0F21E16C-E234-456D-8841-FF5C2F491300%7D)

<sup>4</sup> <https://www.google.com/maps/@42.4380148,-76.4632101,18.25z>

<sup>5</sup> <https://www.easthillvillage.com/>

<sup>6</sup> <https://ithacavoicedotcom/2018/04/east-hill-village-plans-come-life-week-community-input/>

<sup>7</sup> <https://ithacavoicedotcom/2018/03/community-invited-participate-design-meetings-cornells-east-hill-village/>

<sup>8</sup> <https://ithacavoicedotcom/2018/04/east-hill-village-plans-come-life-week-community-input/>

<sup>9</sup> [https://www.ithaca.com/news/ithaca/a-year-later-another-look-at-the-new-future-of/article\\_12e1d484-3c6e-11e8-bb51-5f9234ed3caf.html](https://www.ithaca.com/news/ithaca/a-year-later-another-look-at-the-new-future-of/article_12e1d484-3c6e-11e8-bb51-5f9234ed3caf.html)

<sup>10</sup> <https://en.wikipedia.org/wiki/Charrette>

The principles included improving density and aesthetic, balancing different transportation means (walking, biking, and cars), utilizing open space, usefulness for all of Ithaca, being “Green”, and connectivity to nature trails and the rest of the area.<sup>11</sup>

This week long event helped bring out a number of concerns the community has with the redevelopment like traffic, parking, childcare, size of buildings, green space, senior housing, and middle class and affordable housing.<sup>12</sup> The input was used to create the first draft of the East Hill Village plan. This plan outlines that that the project will be done in three phases. In the first phase, 200 apartments will be added, 400 more apartments and 20 townhouses will be added in a later phase, and over all three phases 20,000 square feet of commercial space will be added to the already existing 80,000 square feet.<sup>13</sup> One very unique feature of the proposed design is to make use of 40-foot shipping containers to house shops and restaurants. This project will take a couple of years to start, but the East Hill Village Partners said phase one would ideally start in 2020.<sup>14</sup>



<sup>11</sup> [https://www.ithaca.com/news/ithaca/a-year-later-another-look-at-the-new-future-of/article\\_12e1d484-3c6e-11e8-bb51-5f9234ed3caf.html](https://www.ithaca.com/news/ithaca/a-year-later-another-look-at-the-new-future-of/article_12e1d484-3c6e-11e8-bb51-5f9234ed3caf.html)

<sup>12</sup> <https://ithacavoicedotcom/2018/04/east-hill-village-plans-come-life-week-community-input/>

<sup>13</sup> <https://ithacavoicedotcom/2018/04/east-hill-village-plans-come-life-week-community-input/>

<sup>14</sup> <https://ithacavoicedotcom/2018/04/east-hill-village-plans-come-life-week-community-input/>



# LANDMARK MALL

*Address: 5801 Duke St, Alexandria, VA 22304*

*Developer: Howard Hughes Corp, a spin-off of General Growth Properties after GGP Inc. declared bankruptcy in 2009*

Landmark Mall is in Alexandria, Virginia, a city about seven miles south of Washington D.C. which has a population of 139,966 according to the 2010 census. Alexandria is approximately 15.5 square miles in area. The Landmark Mall was opened in 1965 with a total retail floor space of 675,000 square feet over three floors. It was opened with three anchor stores: Hecht Company (later Macy's), Sears and Roebuck, and Woodward and Lothrop (later JC Penney and then Lord and Taylor).<sup>1</sup> Originally it was an outdoor mall but in 1990 it was enclosed. In 2006 there was the first talk of converting or redeveloping the mall.<sup>2</sup> In 2009, the mall was bought out by the current owners, Howard Hughes Corporation. In 2013, Howard Hughes Corporation introduced their plans to redevelop the mall into an outdoor retail and residential center which was accepted by the City Council in June of that year.<sup>3</sup> Howard Hughes and the City of Alexandria then began to work together on the new master plan for the site.

It wasn't until 2017 that the stores that were renting their space were told to vacate the mall.<sup>4</sup> This left one anchor store, Sears, to remain open but in 2018 Howard Hughes began to partner with Seritage Growth Properties (the owner of that Sears) to redevelop the Sears property.<sup>5</sup> The development plan is to create an outdoor retail and residential center which will be a mixture of retail spaces, restaurants, residential units, entertainment, with outdoor plazas, green spaces, and outdoor seating.<sup>6</sup>

Currently the building is still standing, and Howard Hughes is still making some use of it until it is demolished. After buying out Macy's in 2017, Howard Hughes allowed part of it to be transformed into a temporary homeless shelter while it waits for its permanent site to be redeveloped.<sup>7</sup> Howard Hughes also leased out some of the vacant mall to film makers: in June and July of 2018 part of the mall was used to shoot scenes for Wonder Woman 1984.<sup>8</sup> When the homeless shelter moves to its permanent facility, the demolition of the mall is scheduled for 2019.

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<sup>1</sup> <http://www.connectionnewspapers.com/news/2013/jun/27/winds-change-landmark/>

<sup>2</sup> <https://patch.com/virginia/westendalexandria/landmark-mall-redevelopment-residents-hopeful>

<sup>3</sup> <http://www.connectionnewspapers.com/news/2013/jun/27/winds-change-landmark/>

<sup>4</sup> <https://www.nbcwashington.com/news/local/Store-Owners-Say-They-Have-Until-Jan-31-to-Vacate-Landmark-Mall-410018705.html>

<sup>5</sup> <https://alexandrialivingmagazine.com/news/sears-files-for-bankruptcy/>

<sup>6</sup> <http://thenewlandmark.com/>

<sup>7</sup> <https://www.nytimes.com/2018/06/13/business/macys-homeless-shelter.html>

<sup>8</sup> <https://www.bizjournals.com/washington/news/2018/05/03/wonder-woman-2-to-film-at-alexandrias-deadlandmark.html>

In order to move forward with the development, an ad-hoc implementation advisory group was formed. This group worked with the community and served as a community forum. They helped plan multiple community meetings where people could come and voice their opinions and concerns about the development. The meetings covered factors such as mobility, parks and open space, land use, community facilities, buildings, housing affordability, and infrastructure. To get the community involved even further the city of Alexandria posts regular updates on the process on their website and provides all materials from the various meetings. There is also an introductory video to explain and show what is going to happen and provide ways for members of the public to become more involved with the process.<sup>9</sup>



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<sup>9</sup> <https://www.alexandriava.gov/LandmarkVanDorn#BackgroundonLandmarkMallRePlanningProcess>

# METHUEN MALL

*Address: 90 Pleasant Valley Street, Methuen, MA 01844*

*Developer: Charter Realty*

**M**ethuen Mall was a single-story mall built in 1973 and had two anchor stores, a Sears and a Jordan Marsh, along with 70 other stores.<sup>1</sup> The mall was in the city of Methuen Massachusetts. Methuen is approximately 23 square miles and according to census data has an estimated population of 49,587 in 2017.<sup>2</sup> During the 25 years following its 1973 construction, the mall saw a decline in tenants, especially when a larger mall opened in 1991 just over the border in New Hampshire (which has no sales tax). Many people would choose to go to the mall in New Hampshire and some of the big-name stores, including Sears, moved to the new location as well.<sup>3</sup>

The mall began struggling to keep the store fronts filled and resorted to turning one of the empty anchor spaces into a civic and convention center which only held a handful of events. This convention center idea never took off after it hosted its first event, an all-night rave. The rave resulted in police action causing the public to rescind their support. After hosting a couple more events including some trade shows, the center closed. As of 1997, the only remaining store was Applebee's, a national chain restaurant.

The mall owners began to push for Applebee's to move out of the building, but Applebee's refused, citing that their lease was not up. The plan was to completely raze the mall and rebuild for another use. When Applebee's refused to leave the building, the owner demolished the rest of the mall and left Applebee's standing alone. Soon after, Applebee's left the location and its building was able to be demolished.<sup>4</sup> <sup>5</sup> The mall was fully demolished in 1999 and soon after development began on a new open-air shopping center.

The new shopping center is called The Loop and opened in 2000. The aim of The Loop is to provide a mix of retail, restaurants, and entertainment in one location that is pedestrian friendly and provides outdoor areas. Currently, The Loop offers eight retail stores including Marshalls and Old Navy; family friendly entertainment including AMC Theatres and Chuck E. Cheese's, seven restaurants including

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<sup>1</sup> [http://www.deadmalls.com/malls/methuen\\_mall.html](http://www.deadmalls.com/malls/methuen_mall.html)

<sup>2</sup> [https://factfinder.census.gov/faces/nav/jsf/pages/community\\_facts.xhtml](https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml)

<sup>3</sup> [http://www.deadmalls.com/malls/methuen\\_mall.html](http://www.deadmalls.com/malls/methuen_mall.html)

<sup>4</sup> <https://web.archive.org/web/20060908173816/http://www.firstam.com/landsakes/html/email/030900elimsuh.html>

<sup>5</sup> [http://www.deadmalls.com/malls/methuen\\_mall.html](http://www.deadmalls.com/malls/methuen_mall.html)



Olive Garden and TGI Fridays and other services such as Aspen Dental and Orange Theory Fitness. It also houses a Stop and Shop grocery store.<sup>6</sup>



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

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<sup>6</sup> <https://www.attheloop.com/>

# NORTHRIDGE MALL

*Address: 8110 West Brown Deer Rd, Milwaukee, WI 53223*

*Developer: Taubman Centers, Inc.*

**N**orthridge Mall opened in 1972 in northern Milwaukee, Wisconsin.<sup>1</sup> Milwaukee is a city with a population of 595,351 as of 2017.<sup>2</sup> Northridge Mall has 800,000 sq. ft of retail space and was anchored by four stores of JC Penney, Sears, Boston Store, and Gimbels. The Northridge Mall officially closed its doors in 2003 after the majority of stores closed.<sup>3</sup> The mall is now vacant except for a Menards, which occupies one of the old anchor store spaces.<sup>4</sup> In 2009, a Chinese investment group named Toward Group purchased the vacant mall with plans to turn it into a “Chinese Mall of North America” that would be made up of retailers from the Far East. In 2014, the investment group fell behind on property taxes prompting Penzey’s Spices to pursue a foreclosure claim. Penzey’s had purchased a judgement that We Energies had on the mall’s unpaid utility bill, which thus allowed Penzey’s to pursue the foreclosure claim. This claim was accepted by a judge and a foreclosure auction was scheduled but the Chinese investment group paid what was owed three days before the scheduled auction in order to keep the property.<sup>5</sup>

Now, 10 years after initially purchasing the property, the Chinese investment group has come out with updated redevelopment plans. They did this after the city issued a raze order for the property, citing that the cost to renovate the building would now be higher than the value of the property. A legal battle continues between the city, which maintains that the property should be demolished, and the investment group, wanting to redevelop into a Chinese Mall.<sup>6</sup>

Between the time that the mall was purchased by Toward Group and the city filing a raze order, the mall has seen a couple of temporary uses. One has been hosting Airsoft competitions in the abandoned building, allowing competitors to use the Mall as an Airsoft course in which two teams fight to claim the mall a base for their team.<sup>7</sup>

Another use was an event put on by a famous YouTube user and Samsung. They transformed a part of the mall into a winter wonderland during the Christmas season of 2017. They gifted kids from the

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<sup>1</sup> <https://onmilwaukee.com/market/articles/northridgetour.html>

<sup>2</sup> <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

<sup>3</sup> <https://onmilwaukee.com/market/articles/northridgetour.html>

<sup>4</sup> <https://www.bizjournals.com/milwaukee/print-edition/2014/09/12/pick-n-save-closing-another-blow-to-northridge.html>

<sup>5</sup> <http://archive.jsonline.com/business/chinese-firm-makes-payment-blocking-penzys-plans-for-former-northridge-mall-b99246267z1-254976501.html/>

<sup>6</sup> <https://fox6now.com/2019/06/02/for-10-years-they-did-nothing-mayor-barrett-responds-to-plans-to-rehabilitate-northridge-mall/>

<sup>7</sup> <https://mirtactical.com/events/past-events/the-milwaukee-offensive-mall-event-3-0-03-30-19-03-31-19/>

Boys and Girls Club of Greater Milwaukee with Samsung gadgets and enlisted the children's help with shooting a YouTube video.<sup>8</sup> Taking the 100 kids to the mall in school busses, they surprised them with the winter wonderland filled with a sled run down an escalator, candy, snowboarders doing tricks off of jumps, ice skating, and a visit from Santa.<sup>9</sup>

The future for this mall remains a mystery. The city wants to start from scratch and raze the property citing safety concerns as the most pressing issue. The investment group that owns the property is fighting the raze order, saying they have plans for redevelopment. Until this legal matter is settled, the future for Northridge Mall is unknown.



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<sup>8</sup> <https://fox6now.com/2017/12/19/magical-moment-youtube-star-transforms-northridge-mall-into-winter-wonderland/>

<sup>9</sup> [https://fox6now.com/2017/12/18/what-a-gift-milwaukee-boys-and-girls-get-amazing-holiday-surprise-at-abandoned-northridge-mall/?utm\\_source=related\\_1](https://fox6now.com/2017/12/18/what-a-gift-milwaukee-boys-and-girls-get-amazing-holiday-surprise-at-abandoned-northridge-mall/?utm_source=related_1)



# WHITE FLINT MALL

*Address: 11301 Rockville Pike North Bethesda, MD 20895*

*Developer: Lerner Enterprises*

**W**hite Flint Mall, owned by Lerner Enterprises, is in North Bethesda, Maryland, an unincorporated area located Northwest of Washington D.C. As of 2013, the population of the 8.9 square mile area was 46,646.<sup>1</sup> The White Flint Mall opened in 1977 and included Lord and Taylor, I. Magnin, and Bloomingdale's as the mall's anchor stores. At the peak of the mall's activity, there were three anchors and 125 in-line stores and services within 800,000+ square feet (sf) of retail floor area on three stories.<sup>2</sup> In order to keep the mall relevant, management introduced their own credit card, their own Monopoly game called "White Flint-opoly", and "Howl-O-Ween", an event that brought people to the mall for events and trick-or-treating.

In 2011, Lerner Enterprises announced that the mall would be demolished and be replaced with a multi-use facility. In October 2012, the Planning Board approved the plan for this proposed facility, which includes office buildings, hotel, retail, restaurants, and apartments.<sup>3</sup> In 2012 it was announced that the Bloomingdale's would close. When it did close in March of 2012, the anchor space was demolished before the rest of the mall was closed. By the end of 2013, the mall had lost more than three-fourths of its stores.<sup>4</sup> Over the next couple of years stores continued to close and on January 4, 2015 the mall was closed permanently. The Lord and Taylor remained open and will remain open through the redevelopment process.<sup>5</sup> Lord and Taylor has been involved in a lawsuit with the White Flint Mall, contesting that mall management breached their 1975 contract that said it would maintain the space as a first-class mall until 2042.<sup>6</sup> The court ruled in favor of Lord and Taylor, indicating that White Flint Mall owed Lord and Taylor a sum of \$31,000,000.<sup>7</sup>

Demolition began in July 2015 and was finished in January 2016 except for Lord and Taylor and adjacent parking garage. The original plans for reconstruction were paused in 2018 when Amazon

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<sup>1</sup>[https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_13\\_3YR\\_DP02&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_13_3YR_DP02&prodType=table)

<sup>2</sup> <http://skycity2.blogspot.com/2014/10/white-flint-mall-north-bethesda-md.html>

<sup>3</sup> <https://www.webcitation.org/63NS9HNxO>

<sup>4</sup> [https://www.washingtonpost.com/lifestyle/style/white-flints-last-christmas-closing-of-a-past-retail-mecca-hints-at-an-american-eras-end/2013/12/22/26359656-6996-11e3-a0b9-249bbb34602c\\_story.html?utm\\_term=.9c82baa3e538](https://www.washingtonpost.com/lifestyle/style/white-flints-last-christmas-closing-of-a-past-retail-mecca-hints-at-an-american-eras-end/2013/12/22/26359656-6996-11e3-a0b9-249bbb34602c_story.html?utm_term=.9c82baa3e538)

<sup>5</sup> [https://www.bizjournals.com/washington/breaking\\_ground/2015/05/lord-taylor-white-flint-mall-set-for-trial.html](https://www.bizjournals.com/washington/breaking_ground/2015/05/lord-taylor-white-flint-mall-set-for-trial.html)

<sup>6</sup> <https://bethesdamagazine.com/Bethesda-Beat/2017/Appeals-Court-Upholds-Verdict-in-Favor-of-Lord-Taylor-in-White-Flint-Mall-Case/>

<sup>7</sup> <https://bethesdamagazine.com/Bethesda-Beat/2017/Appeals-Court-Upholds-Verdict-in-Favor-of-Lord-Taylor-in-White-Flint-Mall-Case/>

started a contest to find their second headquarters.<sup>8</sup> When the mall was not selected for the site, Lerner Enterprises continued with the original plan of converting it to a multi-use facility. The plan included 1 million sf of retail space, 1 million sf of office space, 280,000 sf hotel, and 2400 apartments in the 14 building that would make up the site. It would include an underground parking garage that would give 9300 spaces for parking. These building would be equipped with green energy technology like solar panels to help with energy costs. Throughout this development there will be plazas with outdoor seating and the streets throughout will be designed with pedestrians, bicyclists, and cars in mind. Along with the plazas throughout there will also be an additional 2.3 acres added to the White Flint Neighborhood Park to increase the green space of the area even more. The project will be completed in three phases that could take up to 25 years to finish.<sup>9</sup>



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<sup>8</sup> <https://wamu.org/story/18/01/18/d-c-montgomery-county-northern-virginia-make-short-list-amazons-hq2/>

<sup>9</sup> <http://www.whiteflint.org/2013/02/07/white-flint-mall-transformation-shows-way-for-other-struggling-malls/>

# Appendix H



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[aerofarms.com](http://aerofarms.com)

**Newark, NJ** Founded in 2004, AeroFarms has revolutionized urban farming through the construction of indoor farms along major distribution routes, near population centers. Using technology and grow lights, AeroFarms facilities defy traditional growing seasons by enabling local farming at commercial scale all-year round. AeroFarms is deeply invested in every stage of plant growth from seed to package. Through the use of technology and careful oversight, AeroFarms growth facilities use 95% less water than field farmed food yet yield 130x higher per sf annually. Recently, AeroFarms opened their ninth farm — the world’s largest indoor vertical farm to satisfy growing demand for their locally grown produce. AeroFarms is seeking to expand and has farms in development in multiple US states and on four continents.



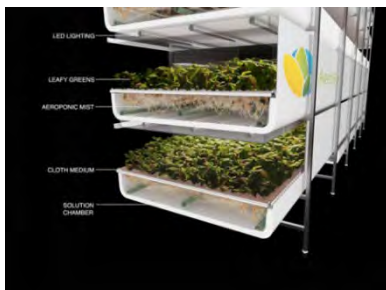
**David Rosenberg, Co-Founder & CEO**

**Year Joined: 2009**

David co-founded AeroFarms and is committed to preserving the health of water resources and has grown it into a force for environmental good the world over. A serial entrepreneur, David is also the founder of Hycrete, Inc., a cleantech nanotechnology company, He is an active member of the World Economic Forum (WEF) and a frequent participant in its annual meeting in Davos. Within WEF, he is honored as a Young Global Leader, where he co-chairs the Circular Economy Taskforce, he is also a Co-Chair for Technology and Innovation Group of Agriculture, and he was a Member of the Global Agenda Council on Water Security. He is also a member of the B20 SME Taskforce, which advises the G20. Alma Mater: UNC – Chapel Hill, Columbia Business School. [LinkedIn Profile](#)

**Project Example: Newark Farm, Newark, NJ**

Newark Farm fills 30,000 square foot space previously occupied by a paintball and laser tag facility. Opened to meet intense market demand for Aerofarms’ greens, it is now a productive working, indoor farm that feeds the people of Newark, NJ and the surrounding area.





[trampolinepark.com](http://trampolinepark.com)

**Lewisville, TX** Best American Trampolines offers customized park designs, manufacturing, and state-of-the-art point of sale software for those interested in operating an indoor trampolene park. With 39 years of industry experience, Best American's in-house engineering, design, and marketing teams work to help ensure the success of trampolene park projects. Working with franchise groups and independent clients alike, Best American Trampolines has designed and equipped over 200 parks worldwide.



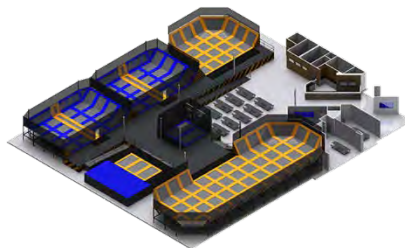
**Phillip Howell, President**

**Year Joined: 2000**

Phillip is the President and CEO of Best American Trampolines. He brought his 14 years of experience in residential trampolene manufacturing to the indoor trampolene park industry in 2008 when he began designing and manufacturing indoor trampolene parks. Over the past eight years, BAT has become known in the industry for its superior quality and customer service with over 200 successful park openings worldwide. Phillip was tasked with the creation of the new Trampolene Court safety standards in the U.S. and is also a current and founding board member of the International Association of Trampolene Parks (IATP). [LinkedIn Profile](#)

**Project Example: Airtime Trampoline & Game Park, Troy, MI**

Airtime features 15,000 square feet of trampolines. Featuring trampolene dodgeball, trampolene basketball courts and a foam pit, Airtime provides an enjoyable experience for all visitors of all ages. Beyond Trampolines, ownership has also striven to create a space for the community. They have hired DJs and bands for live music experiences. In addition to an arcade, the non-trampolene areas include a party room, and an old-school dodgeball court that doubles as a dance floor.







[brixmor.com](http://brixmor.com)

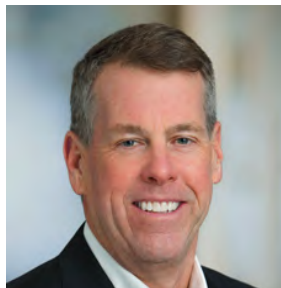
**New York, NY** Maintaining one of the United States’ largest portfolios of open-air shopping centers, Brixmor owns and manages over 500 commercial real estate properties in 38 states. Over the past 10 years, Brixmor has altered its business model, repositioning as a leader in anchor repositioning and redevelopment. Through analysis of retail trends, Brixmor is on the cutting edge of industry development and construction.



**James M. Taylor, Jr., President and CEO** **Year Joined: 2016**

James “Jim” Taylor joined Brixmor as CEO and President in May 2016. Over the past 20 years, Mr. Taylor had extensive experience in the real estate industry, working for the Federal Realty Investment Trust as well as for Eastdil Secured/Wells Fargo. During his time with Eastdil Secured, Mr. Taylor completed over \$100 billion of public debt and equity offerings. He is a member of the Urban Land Institute. Alma Mater: University of Virginia.

[LinkedIn Profile](#)



**William L. Brown, EVP, Re/Development** **Year Joined: 2017**

Mr. Brown’s focus is to pursue and execute value-accretive investment opportunities to create a truly memorable customer experience. “We evaluate the existing asset viability, research the current market conditions and determine the appropriate direction to exceed the community’s expectations for the next asset lifecycle of 20 years. That means seeking the convergence of interests for our customers, tenants, local community and Brixmor shareholders.” Brown previously served as EVP, Development for Equity One, Inc. and as VP, Development and former President – KDI for Kimco Realty Corporation. Alma Mater: University of Southern California. [LinkedIn Profile](#)

**Project Example: Village at Newtown, Newtown, PA**

The Village at Newtown is located in an affluent community in the suburbs north of Philadelphia. Situated on 30 acres with 177,000 sf of existing buildings, the center is anchored by gourmet grocer McCaffrey’s Food Markets. The project is multi-phased, starting with refurbishment of the existing building facades. Additional phases include 60,000 sf of new buildings to house upscale and fast casual restaurants, retail, personal fitness and other service providers. The project includes traffic controls, pedestrian-oriented improvements, lighting modifications, hardscape/landscape upgrades, and signage.





[circustrix.com](http://circustrix.com)

**Provo, UT** The largest owner, operator, and developer of indoor recreation parks in the world with over 100 facilities and over 2,000 employees, Circus Trix is on the cutting edge of trampoline park development and management. Since opening his first park in 2011, CircusTrix now has facilities in 25 states and 4 countries; including China, the United Kingdom, and German. CircusTrix Parks are considered among the best in the world and has raised over \$100 million of investment capital from Peery Partners, Palladium Equity and others to fund their expansion.



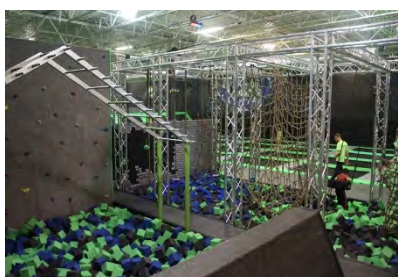
**Case Lawrence, Founder and CEO**

**Year Joined: 2000**

Case Lawrence is the Founder and CEO of CircusTrix. Before founding the company, Case was an entrepreneur in the commercial real estate industry. In 2004, he founded CargoBay, a company that developed storage and office space for small business. In 2007, CargoBay in California was named National Facility of the Year. Throughout his career, Case has developed over 500,000 sq.ft. of commercial real estate. In 2000, Case started his career with Venture Law Group in Menlo Park, California where he worked with some of the premier start-ups in Silicon Valley. Case has been featured in Forbes, Inc. Magazine and other publications as a pioneer in Active Recreation; and a leading innovator in Marketing to Millennials. In 2017, Case was named Ernst & Young Entrepreneur of the Year. [LinkedIn Profile](#)

**Project Example: DefyGravity, Durham, NC**

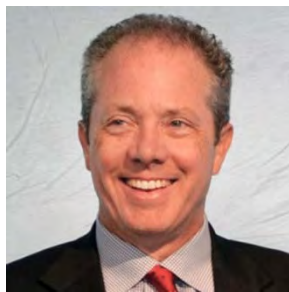
DefyGravity is a Trampoline Sports Arena located in Durham, NC. Part entertainment venue and part sports gym, DefyGravity is offered for community-based activities such as social outings, birthday parties, individual workouts, competitive team sports, and creative fundraisers. This 13,000 sq. ft. facility features wall-to-wall steel-frame trampolines including angled wall trampolines, an expansive Olympic Foam Pit, and one of the largest Trampoline Dodgeball cages in America.





[tcbinc.org](http://tcbinc.org)

**Boston, MA** The history of The Community Builders begins in 1964 South End Community Development (SECD) was established and renovated its first 50 apartments in Boston's South End. SECD was renamed Greater Boston Community Development (GBCD) in 1972 and reorganized as The Community Builders (TCB) in 1988. TCB pioneered the use of tax-benefit syndication with a local CDC to finance Villa Victoria, an affordable housing community built in 1972 that would be called home by over 680 Boston families. In 2014, TCB celebrated its 50th anniversary and adopted a five-year strategic plan to expand housing access in 90 neighborhoods across 14 states and Washington, D.C.



**Bart Mitchell, CEO**

**Year Joined: 1989**

First breaking into community development work through his time as a housing and economic development advisor to the mayor of Boston in the 1980s, he joined TCB in 1989 as the Director of Finance, a position he would hold for six years before leaving the group in 1996. Mitchell returned in 2010 to serve as COO. Alma Mater: Williams College, Harvard Kennedy School. [LinkedIn Profile](#)



**Eliza Datta, VP of Development, NE**

**Year Joined: 2013**

Eliza Datta is the driving force behind The Community Builders' real estate development operations in the Northeast. Prior to her work with The Community Builders, Datta was Vice President for Development with New Boston Fund, gaining experience managing numerous large-scale mixed-income projects in Boston. Alma Mater: Yale University.

### **Project Example: College Highway Apartments, Easthampton, MA**

College Highway Apartments is an elderly housing development in Easthampton, MA. Located near the center of Easthampton, these one-bedroom offerings feature a blend of modern architectural design, and comfortable interiors. Featuring amenities such as all electric kitchens, beautiful carpeted floors, and central air/heating, the space comes fully equipped to meet the needs of its tenants. Beyond the apartment itself, the community features an on-site laundry facility, on-site maintenance, gated access, an elevator, wheelchair access, and around-the-clock emergency maintenance.







[dominiumapartments.com](http://dominiumapartments.com)

**Plymouth, MN** Founded by Jack Safar and David Brierton in 1972, Dominium is a national leader in senior housing development. Based in Plymouth, Minnesota, Dominium is one of the nation's largest and most innovative affordable housing development and management companies. Dominium has recently expressed a desire to expand and hopes by 2025, to be the country's leading private developer, owner, and property manager of affordable housing.



**Armand Brachman, Managing Partner**

**Year Joined: 1979**

In his role as managing partner, Armand Brachman is responsible for all aspects of the business. Since joining Dominium in 1979, Brachman has been with the firm as it has expanded its holdings, growing its portfolio 2,700 units to more than 26,000 units. During his time with Dominium, Brachman has experience working with numerous federal, state and local housing programs.



**Paul Sween, Managing Partner**

**Year Joined: 1989**

Sween joined Dominium in 1989, bringing with him nearly a decade of experience in the multihousing industry. Before joining Dominium, Sween worked with the international accounting firm Ernst & Young. He was also a principal with a development firm that syndicated existing apartment projects. Additionally, Sween has experience completing low income tax credit and historic rehab projects. [LinkedIn Profile](#)

### **Project Example: Legends of Apple Valley, Apple Valley, MN**

Scheduled to open in Spring 2018, "Legends of Apple Valley" is a 163-unit affordable senior housing project. When completed, Legends of Apple Valley will be four stories tall, and is being constructed with attractive materials, specifically selected to help the new property fit in with the vibe and appearance of the surrounding community. Legends of Apple Valley will feature amenities such as a community room, kitchen with separate dining room, craft and card rooms, beauty salon, fitness room, theater area, and large outdoor elevated deck with grills and lounge area.





[edens.com](http://edens.com)

**Boston, MA** One of the nation's premier retail developers, EDENS develops, owns, and operates community shopping centers across the country. With regional headquarters in Boston, Washington, D.C., Atlanta, Miami, Houston and Columbia, SC, EDENS has successfully managed its properties on a national level, including some located in Western Massachusetts. Focusing on innovative development and redevelopment coupled with acquisitions in key urban areas, the company has built portfolio of over 130 shopping centers.



**Jodie W. McLean, CEO**

**Year Joined: 1990**

CEO of EDENS, McLean has worked for the company for over 25 years. Named CIO in 1997, President in 2002, and CEO in 2015, Under McLean's tenure, she has been responsible for the development, redevelopment, acquisition and disposition of approximately \$12 billion in retail assets. During her time with EDEN, McLean has shifted EDENS' acquisition focus towards major urban and population centers. Alma Mater: Darla Moore School of Business. [LinkedIn Profile](#)



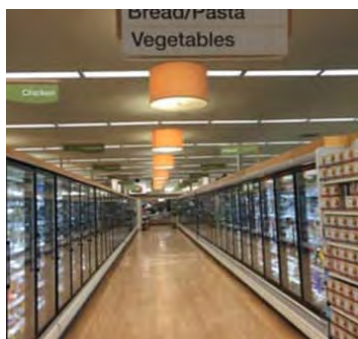
**Jami Passer, CIO**

**Year Joined: 2009**

Jami Passer was appointed CIO of EDENS in May 2015. Previously, Passer served as EDEN's managing director and regional head of Florida. AS CIO, she is responsible for EDENS' portfolio, developing the company's growth strategy. During her time with EDENS, Passer has been responsible for over \$750 million of transactions. Alma Mater: University of Pennsylvania.

**Project Example: Shaw's Plaza, Ashland, MA**

Located in Ashland, MA, Shaw's Plaza encompasses 99,601 sf and is home to a Shaw's Supermarket and a Rite Aid. Located along a high traffic road, the site is a major draw for Ashland residents. EDENS strove to make the site greener by reducing the facility's energy consumption by 15%. If a similar project were constructed upon the current Berkshire Mall lot, it would take up approx. 14% of the property.





[greencitygrowers.com](http://greencitygrowers.com)

**Somerville, MA** Established in 2008, Green City Growers has been a driving force in urban agriculture over the past decade. Within a year of its founding, GCG had installed over one hundred raised-beds, partnered with a major corporation, and established themselves as the leading producer of raised-bed vegetable gardens for homes and businesses in New England. In 2015, Green City Growers opened Fenway Farms, across the street from Boston's iconic Fenway Park, bringing GCG international attention.



**Jessie Banhazl, Founder and CEO**

**Year Joined: 2008**

Banhazl has managed Green City Growers since inception in 2008, establishing GCG as the leader in urban agriculture in the Northeast. Jessie was named "...arguably the queen of Boston's urban ag visionaries" by Stuff Magazine, Top 40 Under 40 by Boston Business Journal, Top 30 Under 30 by Zagat, and a Root Cause 2013 Social Innovator. Alma Mater: Smith College. [LinkedIn Profile](#)



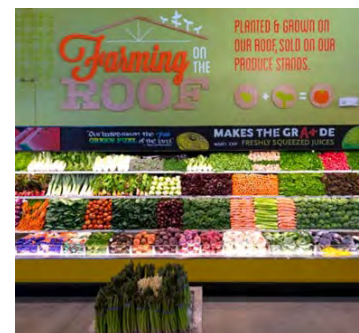
**Christopher Grallert, Managing Director**

**Year Joined: 2015**

Since joining Green City Growers in 2015 as Managing Director Christopher "Chris" Grallert has brought his over thirty years of professional experience in organic and sustainable agriculture to bear. Chris is committed to supporting agricultural models that foster responsible land and soil stewardship. Alma Mater: Stockbridge School of Agriculture, University of Maine, UC Berkley. [LinkedIn Profile](#)

### **Project Example: Whole Foods Market, Lynnfield, MA**

Green City Growers established a 17,000 sf rooftop farm atop a 45,000 sf Whole Foods Market in Lynnfield, MA in 2013. Producing over 5,000 lbs of organically grown produce annually, this project is a prime example of utilizing rooftop space to grow produce. The roof was designed and constructed by Recover Green Roofs, LLC. In 2015, a passive solar high tunnel was installed, allowing for growing year-round. Produce grown on the roof is sold directly to shoppers in the store below, the first major grocery chain to offer its customers "rooftop produce". Most of the vegetables are sold as-is, at about the same price as non-rooftop counterparts, with any blemished produce cooked into prepared foods.







[tmo.com](http://tmo.com)

**Marlton, NJ** The Michaels Organization is one of the nation's top private sector owners and developers of affordable housing. Specializing in mixed-income, military, affordable and student housing, The Michaels Organization has created and offers affordable housing opportunities to over 100,000 residents. Furthermore, the organization has a coast to coast presence, including holdings in Massachusetts.



**Michael J. Levitt, Founder and CEO**

**Year Joined: 1973**

Michael J. Levitt founded The Michaels Organization, created two companies (The Michaels Development Company and Interstate Realty Management) in 1973. Working in unison, these companies specialize in developing and managing housing. Levitt's mission was to be the most trusted, cost effective, and innovative housing provider in the nation. Within The Michaels Organization, Levitt strove to develop a culture that embraces innovation, trust, financial stewardship, long-term responsible ownership, and entrepreneurial spirit.



**John J. O'Donnell, President**

**Year Joined: 1998**

Under the leadership of John J. O'Donnell, The Michaels Organization has more than doubled in size and grown its portfolio by more than 100 properties. During his tenure, O'Donnell has led the organization into several new lines of business, including military and student housing. Alma Mater: St. Joseph's University. [LinkedIn Profile](#)

### **Project Example: Lafayette Gardens Senior Living Center, Jersey City, NJ**

In 2001, The Jersey City Housing Authority received \$34.1 million in HOPE VI funding to revitalize Lafayette Gardens, the city's oldest and largest public housing development. After selecting The Michaels Organization as a development partner, Michaels and JCHA collaborated on 414 mixed-income residential units in six separate developments. The massive revitalization of Lafayette Gardens has been widely praised as a showcase for the HOPE VI program, which states as a goal the creation of truly mixed-income residential developments that will appeal and attract residents of all income levels.





[mvg.com](http://mvg.com)

**Dayton, OH** Founded in 1963 by Gerry Miller, Dan Valentine and Jim Walsh, the Miller Valentine Group serves as a contractor, developer, consultant, and property manager with offices located in Columbia and Charleston, South Carolina, and Cincinnati and Dayton, Ohio. Over time, Miller-Valentine has amassed a large portfolio of 20 million ft<sup>2</sup> of commercial and multi-family projects. Furthermore, the firm has also constructed over 80 million square feet of commercial and industrial space, spanning over 22 states. Named “Developer of the Year” by the National Association of Industrial and Office Properties (NAIOP), Miller Valentine is a recipient of the Associated Builders & Contractors (ABC) Diamond STEP Award, ABC’s highest honor for rewarding contractors with superior safety programs. Miller-Valentine Group has also been recognized as the “Contractor of the Year” by the ABC of the Carolinas Chapter.



**Elizabeth Mangan, CEO**

**Year Joined: 2008**

Recently selected to replace Bill Krul as the CEO of the Miller-Valentine Group, Elizabeth Mangan has been instrumental in crafting Miller-Valentine’s corporate strategy. Since joining the firm in 2008, she has served as General Counsel and as a partner. Mangan serves as a board member of Adopt-A-Class, the Good Samaritan Hospital Foundation, and The Aruna Project. Alma Mater: West Virginia University Georgetown University Law Center. [LinkedIn Profile](#)

### **Project Example: Water Tower Park Senior Village, Gray, GA**

Water Tower Park Senior Village was built exclusively for adults 55 and over. Comprised of one and two-bedroom apartment homes, each featuring modern amenities at affordable rental rates, the site has received rave reviews from tenants. Each unit is equipped with a fully equipped gourmet kitchen complete with energy-efficient appliances. Outside of apartments, Water Tower Park Senior Village also features a common space as well as a business center complete with computer workstations. A fitness center, onsite clothes care area, and a community room are other key components of this development.





[natdev.com](http://natdev.com)

**Newton, MA** One of the most active and successful real estate development firms in Massachusetts, National Development tackles many different project types including in multi-family, commercial office, mixed-use, retail, industrial, hotel and senior housing projects, Since its founding in 1983, National Development has developed over 28 million square feet of space currently managing over 9 million square feet of commercial space and 2,400 residential units.



**Thomas Alperin, CEO**

**Year Joined: 1983**

As a former mortgage broker and founder of National Development, Thomas "Tom" Alperin has led National Development's strategic planning and financing activities. Tom is a highly skilled networker and plays a crucial role in initiating investment and development opportunities for National Development. An active community member, Tom also works with a number of non-profit organizations. Alma Mater: Tufts University.



**Theodore R. Tye, Managing Partner**

**Year Joined: 1983**

A Founding Member of National Development who has been named by Boston Business Journal as one of the 50 most influential Bostonians. A driving force behind many of National Development's development projects such as Ink Block, The Circle (Boston/Brookline), MarketStreet Lynnfield, and over twenty-five senior housing projects, Ted has established himself as a successful real estate developer. Alma Mater: Tufts University, Harvard Business School.

### **Project Example: Bridges by EPOCH at Mashpee, Mashpee, MA**

Built in 2014, Bridges at Mashpee is the third memory care assisted living residence built by Epoch, and the first memory care facility on Cape Cod. This project, featuring 54 units on 45,000 sf, provides residents with access to two landscaped outdoor courtyard areas and features several amenities such as a common area, activity space, and a dining room. Designed to be environmentally friendly, Bridges at Mashpee is LEED certifiable. The community features an on-site laundry facility, on-site maintenance, gated access, an elevator, wheelchair access, and around-the-clock emergency maintenance.







[nrdc.com](http://nrdc.com)

**Purchase, NY** Founded more than 50 years ago and headquartered in Purchase, New York, NRDC has a sizable portfolio comprised of over 78 projects in 14 states. NRDC specialized in retail development and strives to ensure the long-term sustainability of their projects through a carefully planned mix of retailers. Through this mix, NRDC hopes to ensure stability and long-term success in its retail holdings. NRDC's acquisition criteria is specific and the Berkshire Mall property would fall within its parameters. The Berkshire Mall property would qualify as a retail development project of 150,000-1,000,000 ft<sup>2</sup>.



**Robert C. Baker, Chairman and CEO** **Year Joined: unknown**

The founder, chairman, and CEO of National Realty & Development Corp., Robert Baker has been active in the realty industry for around 50 years. An expert in property acquisitions, financing, management, and construction, Mr. Baker approaches projects with creativity, but also a conservative investment strategy. Under his leadership, NRDC has grown to become one of the largest real estate development firms in the US. Alma Mater: Yale University, Yale Law.



**John G. Orrico, President** **Year Joined: 1999**

For over 25 years, John Orrico has been recognized as a real estate industry leader. During his time with NRDC, he has brought his perspectives on national real estate markets, focus on client service, and strategic planning acumen to bear. Prior to working with NRDC, Mr. Orrico served as President of the Real Estate Advisory Services Group of Grubb and Ellis Company. Alma Mater: Rutgers, The State University of New Jersey – New Brunswick. [LinkedIn Profile](#)

### **Project Example: Morristown Plaza, Morristown, TN**

Located in Morristown, TN, near Route 11E, the Morristown Plaza is anchored by Ingles and Big Lots. The area demographics are comparable to the Lanesborough/Pittsfield area, and household incomes are higher in our area than Morristown. This project shows a smaller retail facility (107,318 ft<sup>2</sup>) with outward facing storefronts that may prove to be more sustainable than a large enclosed center.





[nrpgroup.com](http://nrpgroup.com)

**Cleveland, OH** Since its founding in 1995 the NRP Group has undergone a period of exponential growth. In this span, NRP developed and constructed well over 27,000 residential units in 13 states. Currently they manage more than 100 properties – encompassing 16,000 luxury, family and senior rental units – in 8 states. By July 2013, the NRP Group was developing 15 to 17 projects a year and continues to expand.



**J. David Heller, President & CEO**

**Year Joined: 1995**

A Co-Founder of the NRP Group, David Heller gained his experience while serving as a consultant with the Townsend Group whom he worked with for two years. This experience provided David with him tremendous insight into office, industrial, retail, single-family and multifamily construction projects. Prior to his time with the Townsend Group, David spent five years at Arthur Andersen & Co. in Chicago as a manager in the firm’s real estate consulting division. In this role, he conducted feasibility studies and market analysis, created strategic plans and audited real estate partnerships for clients. Alma Mater: University of Michigan.



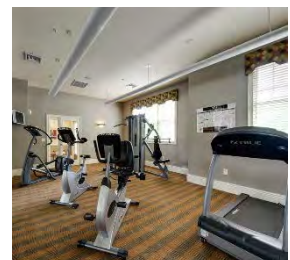
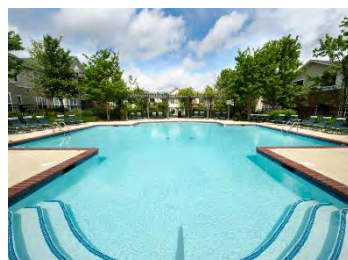
**Andrew N. Tanner**

**Year Joined: 1995**

Prior to joining NRP, Andrew “Andy” Tanner worked for the Medimetrix Group for eight years as a management consultant. In addition to providing strategic planning work, h also provided interim executive financial management services. He has also worked as a manager in Ernst & Young’s consulting practice, served as an auditor with Arthur Andersen & Company, and was an assistant corporate controller with John O. Butler Company – a \$70 million manufacturer of health products. Alma Mater: Bowling Green State University, University of Chicago.

### **Project Example: Grand Oaks Senior, Chester, VA**

Nestled in beautiful wooded surroundings, Grand Oaks Senior is conveniently located 15 miles from downtown Richmond. Grand Oaks offers a range of floor plans from 1-bedroom deluxe garden apartments to 3-bedroom townhomes. Grand Oaks Senior, for those 55 and better, offers spacious 2-bedroom apartments. The complex has a total of 32 apartment homes.





[paragonrealtygroup.com](http://paragonrealtygroup.com)

**Westport, CT** Founded in 1986 by John A. Nelson, Paragon Realty Group is a private real estate investment group based in Westport, CT. At present, Paragon owns or manages approximately 2,000,000 square feet of investment real estate, with a specific focus on the retail sector, office properties, and in many cases mixed-us options. Paragon is hoping to expand its holdings in the northeast, mid-Atlantic, and southeast regions. Paragon tends to prioritize acquiring dominant, grocery anchored properties, however, they have also acquired shadow anchored, junior anchored, and unanchored centers as well. They are willing to conduct a comprehensive property renovation.



**John A. Nelson, CEO**

**Year Joined: 1986**

John Nelson is the founder of Paragon Realty Group LLC and under his tenure, the company has grown to own/manage approximately 2 million square feet of investment real estate through the Eastern United States. A Westport, CT resident, Nelson practiced real estate law before starting Paragon. He has a B.A., B.S., and MBA from the University of Pennsylvania. [LinkedIn Profile](#)



**Daniel P. Weinreb, Principal**

**Year Joined: 1999**

With over 30 years of experience with acquisitions, development, financing, and leasing experience, Daniel Weinreb serves as the principal of Paragon. Before joining Paragon, he assembled and redeveloped a nearly one-million-square-foot portfolio of retail properties. Weinreb has also worked as a real estate broker in New York. Alma Mater: University of Pennsylvania.

### **Project Example: Samsondale Plaza, West Haverstraw, NY**

Located in West Haverstraw, NY, the Samsondale Plaza is a 140,000 square foot property anchored by Stop and Shop. Other businesses, including Sally Beauty, Wines and Spirits, Sprint, Advance Auto Parts, RAC, and the New York State DMV. The presence of the DMV helps to draw customers to the retail center, bolstering sales and traffic.







**Philadelphia, PA** Pennrose was founded in 1971 with the goal of providing affordable housing to working-class families. The organization pioneered the conversion of dilapidated historic buildings into affordable, sustainable housing developments. In 1981, Pennrose Management Company was founded to manage properties which Pennrose had previously developed. Today, Pennrose is recognized as a leader in complex mixed-income multifamily and mixed-use development and professional property management services. In 2017, Pennrose received \$4.5 million from MA to add 135 units of affordable housing on Cape Cod, marking the first time that Pennrose has conducted business in Massachusetts.



**Richard Barnhart, Chairman and CEO**

**Year Joined: 1985**

Since joining Pennrose as its co-owner and president, Richard Barnhart has been instrumental in helping the company grow. Under Mr. Barnhart's direction, Pennrose has successfully developed and managed numerous award-winning developments. His specialty is running projects featuring public-private partnerships. Mr. Barnhart has been called to testify before the United States Senate regarding housing issues. Alma Mater: Pennsylvania State University.



**Mark H. Dambly, President**

**Year Joined: 1992**

Mark H. Dambly joined Pennrose Properties as a Vice President and partner. Mr. Dambly has experience in complex multi-funded transactions in both the affordable and market-rate markets. Mr. Dambly is the driving force behind the firm's business development efforts, establishing and maintaining relationships with municipalities, agencies, and lenders. During his tenure, Pennrose's portfolio of real-estate developments has expanded to over 16,000 units. Alma Mater: Pennsylvania State University. [LinkedIn Profile](#)

### **Project Example: Meriden Commons, Meriden, CT**

Meriden Commons is a joint project by Pennrose Properties and The Cloud Company expected to be complete in 2019. The first stage, will transform two underutilized downtown properties and turn them into a 75-unit mixed-use and mixed-income apartment development. Meriden Commons II will be on the site of the Mills Memorial Apartments near the downtown area and will feature 76 mixed-income apartments in one-, two-, three-, and four-bedroom configurations. Both will be managed by Pennrose.





[pinnacleindoor.com](http://pinnacleindoor.com)

**Prescott, AZ** An industry leader in the development of sports arenas, athletic facilities and recreational centers in the United States and Canada, Pinnacle Indoor Sports offers a range of consulting services with past experience developing and operating the Soccer Blast/Sports Blast chain of facilities; project consulting with existing for-profit, non-profit, and municipal facilities; and project development from start to finish for new projects. Pinnacle draws utilizes its experience to implement effective ideas and adapt known solutions to the needs of each market in which it operates.



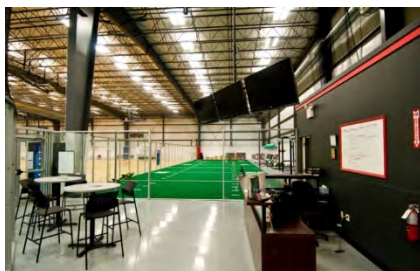
**Norm Gill, Founding Partner**

**Year Joined: unknown**

Norm was the founder of Soccer Blast International (SBI) and has hands on experience in every aspect of an indoor facility's development, construction and operation. He has personally operated two Soccer/Sports Blast indoor sports complexes and has overseen the development, construction and operation of many others. Norm's contracting experience has helped our clients save hundreds of thousands of dollars during the design and construction process of numerous indoor sports complexes. Before founding Soccer Blast and becoming an indoor sports complex design professional, Norm was principal owner of a construction company specializing in design/build industrial construction projects. His expertise includes location selection, construction, financing and business operations. Norm has served as a member of US Indoor Soccer's Advisory Board of Directors. [LinkedIn Profile](#)

**Project Example: BucksMont Indoor Sports Center, Hatfield, PA**

The BucksMont Indoor Sports Center (BISC) is a 78,000 square foot, fully temperature-controlled facility offering year 'round enjoyment for all ages and skill levels. This state-of-the-art facility includes the latest and most innovative in sports surfaces, as well as many amenities to accommodate any kind of group, from birthday parties to corporate events. Programs include year-round soccer, field hockey, baseball, softball, lacrosse, flag football, volleyball, and an indoor golf driving range. The BucksMont facility was recently purchased by XL Sports World, and continues full operation of indoor sports and special events.



# Rink Management Services Corporation

the most trusted name in ice rinks



[rinkmanagement.com](http://rinkmanagement.com)

**Mechanicsville, VA** The largest operator of ice skating facilities in the U.S., Rink Management Services currently manages more than \$137 million in assets including indoor and outdoor hockey rinks, private and municipal ice rinks, recreation and sports arena facilities, indoor turf fields, and fitness clubs. On-site teams in facilities managed by Rink Management Services are comprised of water safety instructors, Red Cross trained life guards, certified fitness instructors, Learn to Skate USA ice skating instructors, USA Hockey professionals and many other highly qualified individuals.



## Tom Hillgrove, President and Founder

**Year Joined: 1999**

Since founding Rink Management Services in 1999, Tom Hillgrove has helped the company expand to become one of the largest and most successful ice rink management companies in the US. This success has allowed Rink Management Services to expand and handle other recreation facilities such as turf fields and aquatic centers. Alma Mater: University of Virginia. [LinkedIn Profile](#)

## Project Example: Reisterstown Sportsplex, Reisterstown, MD

The Reisterstown Sportsplex is Baltimore County's premier sports facility, offering high quality recreation programs and family entertainment. Located at the end of I-795 in the Reisterstown Regional Park, the facility boasts a 200' x 85' NHL ice rink and a 180' x 80' indoor soccer/lacrosse field with state-of-the-art artificial turf.







[scgfields.com](http://scgfields.com)

**Brecksville, OH** SCG Fields, LLC is a sports field construction contractor that handles all phases of natural and synthetic turf jobs for professional, collegiate, and high school facilities, from excavation and sub-base through installation and maintenance. SCG Fields has extensive expertise and a long-standing track record of success. Their clients include one-fourth of National Football League teams, one-fifth of Major League Baseball teams and scores of other top-tier collegiate and high school teams.



**D. Michael Sherman, Chairman and CEO**      **Year Joined: 1999**

Mike Sherman is the majority owner of SCG fields. He is actively involved in management and strategic direction of the firm. Mike has over 40 years of experience in the insurance industry and received his B.A. from Alma College, and his M.B.A from Baldwin Wallace. He is currently a member of IIAA and CIAB, and a former President of the Insurance Board of Greater Cleveland. Alma Mater: Alma College, Baldwin Wallace University [LinkedIn Profile](#)

**Project Example: Lauderhill Sports Park, Lauderhill, FL**

SCG took this often-deserted Sports Park to a new level by converting the worn-out football and baseball fields to versatile synthetic turf systems. The multi-purpose field will host football and soccer games or tournaments. The unique baseball field doubles as a cricket field, a popular sport in the area. Upgrades to this park give the residents of Lauderhill a long-awaited hub to build out their athletic programs.





[sportadvisory.com/sfa/](http://sportadvisory.com/sfa/)

**Clearwater, FL** Founded in 2003, The Sports Facilities Advisory initially served clients seeking to open new facilities. SFA is dedicated to producing the industry's most accurate and detailed financial forecasts for clients hoping to open sporting facilities. From graduation nights and team-building events to senior programming and tournaments, SFA has refined its models and advised clients to think beyond sport in the early planning process. Since opening, SFA has grown to manage and serve a portfolio of over \$6 billion in planned and operational sport, entertainment, and recreation facilities around the world. The mission of Sports Facilities Advisory is to improve the health and economic vitality of the communities it serves.



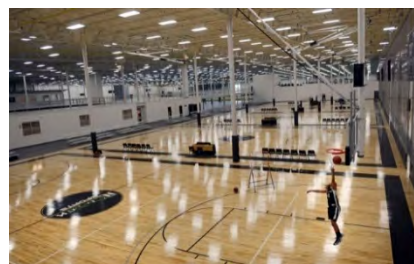
**Dev Pathik, Founder and CEO**

**Year Joined: 2003**

Dev has more than 25 years of experience in sports development. Prior to the launch of SFA, he served as an Outward Bound instructor, a Wilderness guide, and founded an International Eco-Tourism Company, a ten-acre corporate team development center and two specialized business-development firms. Under Dev's leadership, SFA has become highly regarded as an industry leader in strategy, program planning, and project finance. Dev's expertise has been sought by WSJ, Forbes, Market-Watch, CNBC, and NBC. [LinkedIn Profile](#)

**Project Example: Spooky Nook Sports, Manheim, PA**

Located just outside of Lancaster, Pennsylvania, Spooky Nook Sports is the largest indoor sports complex in the United States, providing regulation courts and playing fields for more than a dozen sports under one roof. In addition to the 700,000-sf indoor facility, The Nook offers an outdoor field hockey pitch and a climate-controlled dome used for field hockey, soccer, football, and more. The Nook is the premier destination for clubs, tournaments and competitions. Make it an overnight experience and stay at the Warehouse Hotel located within Spooky Nook Sports. But that's just the beginning. The Nook also features extensive recreational facilities, including a climbing center, fitness center, food court and arcade, as well as event and meeting spaces. It's a place where athletes, fans, families, and businesses can get together in groups large and small to enjoy unique, world-class facilities.



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## DEVELOPERS LIST

- AvalonBay Communities, Inc.—Arlington, Virginia  
<https://www.avaloncommunities.com/>
- Beatty Development Group—Baltimore, Maryland  
<http://beattydevelopment.com/>
- Brookfield Property Partners—New York, New York  
<https://www.brookfield.com/>
- Carlyle Development Group—Purchase, New York  
<http://carlyle-usa.com/>
- Caruso—Los Angeles, California  
<https://caruso.com/>
- Charter Realty—Greenwich, Connecticut  
<https://www.chartweb.com/>
- The Community Builders—Boston, Massachusetts  
<https://www.tcbinc.org/>
- CoStar—Washington, District of Columbia  
<https://www.costar.com/>
- The Dagar Group Ltd—Hopewell Junction, New York  
<https://dagargroup.com/>
- Dominium Management—Plymouth, Minnesota  
<https://www.dominiumapartments.com/index.html>
- The Flatley Company—Braintree, Massachusetts  
<http://www.flatleyco.com/>
- Grossman Development Group, LLC (GDG)—Framingham, Massachusetts  
<http://www.grossmanre.com/>
- The Henson Development Company—Baltimore, Maryland  
<http://www.hensondevelopmentco.com/index.cfm>
- The Howard Hughes Corporation—Dallas, Texas  
<https://www.howardhughes.com/>
- Kimco Realty—New Hyde Park, New York  
<https://www.kimcorealty.com/home>
- LDG Development—Louisville, Kentucky  
<https://www.ldgdevelopment.com/>
- Leggat McCall Properties (LMP)—Boston, Massachusetts  
<https://www.lmp.com/>
- LeylandAlliance LLC—Warwick, New York  
<https://www.leylandalliance.com/>

The Michaels Organization—Camden, New Jersey

<https://tmo.com/>

Miller-Valentine Group—Dayton, Ohio

<https://mvg.com/>

Mountain Development Corp—Woodland Park, New Jersey

<http://www.mountaindevelopment.com/>

National Development—Newton Lower Falls, Massachusetts

<http://www.natdev.com/>

North American Properties—Cincinnati, Ohio

<https://www.naproperties.com/>

The NRP Group—Cleveland, Ohio

<https://www.nrpgroup.com/>

Pennrose—Philadelphia, Pennsylvania

<https://www.pennrose.com/>

Property Solutions Inc.—Moorestown, New Jersey

<https://www.propertyolutionsinc.com/>

Seritage—New York, New York

<https://seritage.com/>

Wazee Partners—Denver, Colorado

<https://wazeepartners.com/>

Wilder—Boston, Massachusetts

<https://www.wilderco.com/>

Winn Companies—Boston, Massachusetts

<https://www.winncompanies.com/>

WS Development—Chestnut Hill, Massachusetts

<https://www.wsdevelopment.com/>

# Appendix I



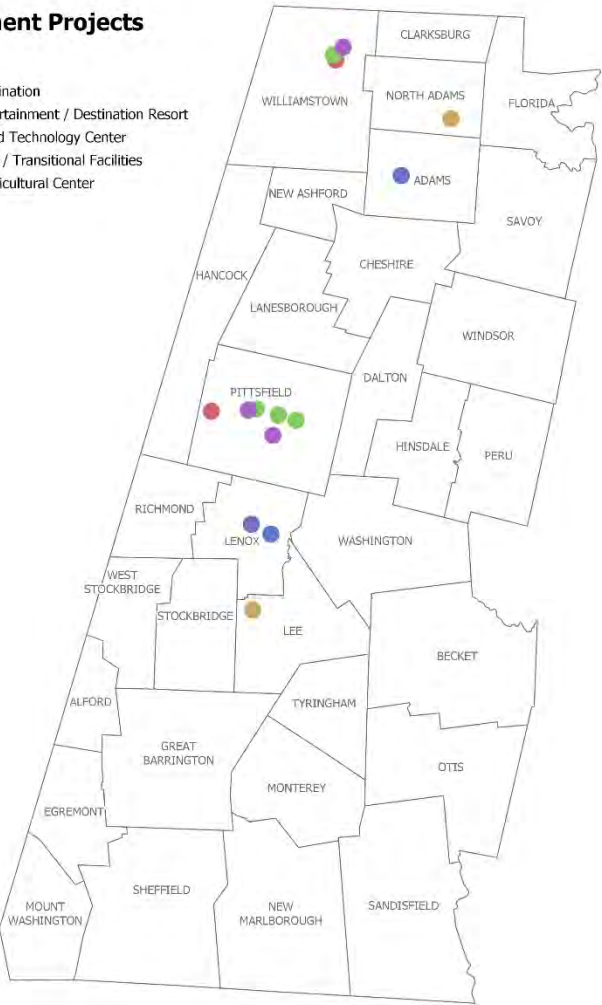
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# EXISTING PROJECTS AND INVESTMENTS

The projects discussed below are intended to provide instances of recent real estate development, equipment purchases, and other investments throughout Berkshire County, which relate thematically to the various future use concepts presented in this report. Future developers of the Berkshire Mall site may refer to this section and the examples it offers to gain a better understanding of what already exists within the county, which sorts of investments have succeeded, and what are some of the financial, legal, logistical, or other costs and difficulties that may be expected when pursuing particular future use options. Furthermore, it is proposed that the contact information provided may offer developers the opportunity to learn more about individual projects from those more intimately involved with them. However, it must be stated that the contacts have not requested to have their information published here and are under no obligation to cooperate with any developer or other person or entity.

### Development Projects

- Sports Destination
- Family Entertainment / Destination Resort
- Training and Technology Center
- Senior Care / Transitional Facilities
- Green / Agricultural Center



## **Sports Destination**

### Williams College Weston Field Athletic Complex

Municipality: Williamstown

Project Cost: \$22,000,000

Status: Completed

Year Begun: 2014

Year Completed: 2014

Originally planned for 2008, but delayed due to the economic downturn, the renovation and expansion of William College's Weston Field Athletic Complex was completed between 2012 and 2014 at a cost of \$22,000,000. The project included the addition of two new fields with artificial turf, replacement of old bleachers by grandstands with a seating capacity of 1,400, and a new track. Additionally, a new building dedicated to team support was constructed, complete with locker rooms, equipment storage, team meeting spaces, and sports training capabilities. The improvements addressed a number of safety, convenience, and modernization issues that had been mounting since the original facilities were installed in the 1980s. Funding sources were mixed, including private donations, a bond from MassDevelopment, and College funds.

Matthew Sheehey, Associate Vice President for Finance, Williams College

[ms18@williams.edu](mailto:ms18@williams.edu)

### Berkshire Community College Turf Field Complex

Municipality: Pittsfield

Project Cost: \$3,100,000

Status: Ongoing

Year Begun: 2018

Estimated Year of Completion: 2019

The installation of a \$3,100,000 turf playing field at Berkshire Community College (BCC) began Summer 2018 and is anticipated to be completed Summer 2019. In addition to the field, the project includes upgraded seating, lighting, a concession stand, a press box, and a live video scoreboard. The facilities are to be used principally by the soccer, football, and lacrosse teams of BCC and the three Pittsfield high schools. Project proponents have also expressed interest in using the field to host athletic tournaments. The project was first proposed in Fall 2011 after a season of particularly poor weather and the lack of a turf field in Berkshire County caused serious disruptions to local athletic schedules. However, persistent funding gaps and environmental and health concerns over the rubber particulates used in turf surfaces delayed ground-breaking until Summer 2018. Funding sources were mixed and numerous, including a \$1,100,000 bond from the State, a \$500,000 grant from the Feigenbaum Foundation, \$200,000 in funds from the City of Pittsfield, and \$1,300,000 in donations from assorted local businesses, individuals, and organizations.



John Law, Vice President for Administration & Finance / CFO, BCC  
[jlaw@berkshirecc.edu](mailto:jlaw@berkshirecc.edu)

## **Family Entertainment / Destination Resort**

### Eastover Estate and Eco-Village

Municipality: Lenox  
Project Cost: \$14,200,000 (\$20,000,000 including purchase price)  
Status: Complete  
Year Begun: 2010  
Year Completed: 2015

Originally constructed as a private residence in 1910, Eastover is a 600-acre estate consisting of a large 3-story mansion and 24 outbuildings. The estate was acquired in 2010 by HG October Mountain Estate for \$5,400,000, and between the purchase date and 2015 an additional \$14,200,000 was spent on a full restoration and updating of the property. The estate was developed into a 90-room resort that markets itself as an ideal space for “teachers, groups, organizations and companies to host retreats, workshops, and group events.” The resort is further differentiated by the focus is places on eco-friendly living and Eastern – in particular Chinese – healing. Accordingly, Eastover offers spaces for meditation and yoga instruction and practice, and frequently hosts events in these areas. Eastover has also recently installed a waste-water treatment plant that reclaims all water used on the premises using plant filtration rather than chemicals. Funding for this project came entirely from HG October Mountain Estate.

HG October Mountain Estate LLC  
[events@eastover.com](mailto:events@eastover.com)

### Courtyard by Marriott

Municipality: Lenox  
Project Cost: \$10,334,000 (\$11,709,000 including purchase price)  
Status: Complete  
Year Begun: 2015  
Year Completed: 2017

The Courtyard by Marriott is a four-floor, 92-room hotel built between 2015 and 2017 by the Toole Lodging Group on a 6.5-acre plot purchased for \$1,375,000. As is typical of Marriott’s Courtyard brand, which has traditionally been marketed for business and overnight travelers, the hotel is outfitted with conveniences such as a café, modern computer work stations, and media pods. However, the Lenox property is also intended to attract families and leisure travelers during the high-season, and thus provides other amenities including a restaurant, pool, jacuzzi, fitness center, and outdoor lounge. The \$10,334,000 cost was financed entirely by Toole Lodging Group after its request for a Special Tax Assessment was rejected by Lenox voters at the 2017 Annual Town Meeting. The hotel employs between 50 and 60 workers in total, of whom 12 to 15 are full-time, year-round.

Toole Lodging Group

<https://www.berkshirescourtyard.com/>

<https://www.berkshireinns.com/>

### Elm Court / Travassa Berkshire County

Municipality: Stockbridge / Lenox

Project Cost (estimate): \$50,000,000 (\$59,825,000 including purchase price)

Status: Ongoing

Year Begun: 2012

Estimated Year of Completion: 2020

In 2012, Front Yard LLC, a developer working for Travaasa Experiential Resorts, purchased the 106-room, 90-acre, 1886 Elm Court estate for \$9,850,000 from descendants of the original owners. The developer intends on transforming the mansion and surrounding property into a 112-unit destination resort and event center complete with a 60-room restaurant and 15,550 square foot spa. The project would include both renovation of the existing structure and construction of a new wing, which would nearly double the current 53,000 square foot. Progress has been minimal; however, as the project has experienced significant legal, financial, and logistical delays. In 2015, eight abutters sued Front Yard and the Lenox Zoning Board of Appeals in Massachusetts Land Court, arguing that the project violated town bylaws and would cause an unacceptable increase in traffic in their residentially-zoned neighborhood. The case was eventually settled privately in 2017, but postponements have persisted as Front Yard has struggled to coordinate the \$4,000,000 of sewer, water, and road improvements it is obliged to complete according to the special permits extended to it by both Lenox and Stockbridge. Presently, Front Yard is seeking a second one-year extension of the permits and intends to commence construction in 2020. Funding for this project is expected to come entirely from private sources. It is estimated that the resort would employ around 100 workers with a yearly payroll of approximately \$3,000,000.

Adam Hawthorne, President, Travaasa Experiential Resorts

[adam.hawthorne@travaasa.com](mailto:adam.hawthorne@travaasa.com)

<http://www.elmcourt.com/overview/>

### Greylock Glen

Municipality: Adams

Project Cost (estimate): \$50,000,000

Status: Ongoing

Year Begun: 2009

Estimated Year of Completion: Indeterminant

Greylock Glen is a 1,063-acre parcel abutting Mount Greylock State Reservation in Adams. Over the past half-century, various developments including a ski area, a casino, and a condominium complex

have been proposed or attempted at the Glen. However, all such initiatives have failed due to financial troubles as well as lack of support at the local level. Thus, in 2006, the State designated the Town of Adams as the developer of the lot, in conjunction with the Department of Conservation and Recreation (DCR). In 2009, the town released a \$50,000,000 development plan on 60 acres of the site comprising a system of hiking, cross-country skiing, and mountain biking trails, a 140-site campground with restrooms, hot showers, rustic cabins, and tents, the 170-room "Thunderbolt" Lodge and Conference Center, a 2,500-seat outdoor amphitheater, an 11,000-square-foot environmental education and research center, and an outdoor environmental art gallery. The complex has been designed with the intention of conserving and capitalizing on the natural beauty of the site and creating a major tourist attraction in Adams. The various elements of the project are meant to be standalone and therefore may progress independently of each other. Presently, work is ongoing on the trail system, and water, sewer, and road improvements have been completed. Additionally, all applicable permitting has been secured from the State and the Town, making the site "shovel-ready" for developers. Funding sources for the project are mixed, with some elements being publicly financed and some private. As of now, DCR has spent \$3,000,000 on trail work, a \$2,000,000 MassWorks grant paid for the water, sewer, and road improvements, the Town of Adams has spent \$1,000,000 on getting the site ready for development, and the State gave \$500,000 to complete the environmental center's design phase. The Town is seeking an additional \$6,500,000 from the State to finance the construction of the environmental center, and the other components will be funded privately once developers are brought onboard. Once completed, the project is expected to create 375 full-time jobs and indirectly increase employment in the area by an additional 300 positions.

Donna E. Cesan, Director, Adams Department of Community Development  
[dcesan@town.adams.ma.us](mailto:dcesan@town.adams.ma.us)

## **Training and Technology Center**

### Berkshire Innovation Center

Municipality: Pittsfield  
Project Cost: \$13,750,000  
Status: Ongoing  
Year Begun: 2008  
Estimated Year of Completion: 2019

Originally proposed and funded as a startup incubator in Gov. Deval Patrick's 2008 life sciences bill, the Berkshire Innovation Center (BIC) has since been redefined as both a workforce training and research and development center meant to give small- and medium-sized firms in the region access to advanced technology, equipment, and facilities. The 20,000-square-foot center will be equipped with clean rooms, a wet lab, microscopy suite, rapid prototyping lab, conference rooms, training classrooms, an auditorium lecture hall, and an incubator and accelerator space. Additionally, some of the equipment it will offer includes a coordinate measurement machine, laser scanner, zeta potential analyzer, and various 3D printers. Although still being built, the BIC has already formed partnerships with firms and educational institutions both within and without the area, including several high-tech manufacturers



and biotech companies. Construction was originally meant to begin in 2015, but developer bids revealed a funding gap which prevented ground from being broken until 2018. The center is now expected to be completed by October 2019. Funding for the project was public, with the majority – \$12,000,000 – coming from the State. Other financing included a \$1,000,000 grant from the City of Pittsfield, a \$400,000 grant from MassDevelopment, and \$300,000 from the Pittsfield Economic Development Authority.

Stephen Boyd, President and Chairman, Berkshire Innovation Center  
<https://www.berkshireinnovationcenter.com/about/directions-contact>

### Taconic High School

Municipality: Pittsfield  
Project Cost: \$120,800,000  
Status: Ongoing  
Year Begun: 2016  
Estimated Year of Completion: 2019

Construction of the new Taconic High School in Pittsfield was first proposed in 2005 after a New England Association of Schools and Colleges accreditation report found deficiencies in the old building. However, the project didn't move forward until 2015 when the Massachusetts School Building Authority agreed to provide up to \$74,200,000 of the cost. The building broke ground in 2016 on a site next to the old school, and in August 2018 was opened to students for its first academic year. Although the building is occupied and operational, some work still remains both within the structure and on the site of the old school, where officials hope athletic fields will be ready for use for the 2020-21 school year. The 246,520-square-foot building offers an enhanced vocational program in addition to its traditional academic curriculum, being outfitted with facilities for training in the culinary arts, carpentry, auto mechanics, advanced manufacturing, metal fabrication, health technology, early childhood education, electrical work, auto body, and horticulture. Funding of the project is public, with \$74,200,000 coming from the Massachusetts School Building Authority and \$45,000,000 from a bond issued by the City of Pittsfield.

Pittsfield Public Schools  
[contactus@pittsfield.net](mailto:contactus@pittsfield.net)

### Williams College Science Center

Municipality: Williamstown  
Project Cost: \$204,000,000  
Status: Ongoing  
Year Begun: 2014  
Estimated Year of Completion: 2021

Construction of a new science center at Williams College began in 2016 and is expected to be completed in 2021. The \$204,000,000 project is the result of a steady increase in the number of students majoring in the sciences, is being erected in two parts, with the first building completed in 2018 and construction on the second structure currently under way. The first building contains 78,000 square feet, comprised of 31 faculty offices, 30 teaching and research laboratories, and several equipment and machine shop spaces. The second structure, at roughly 100,000 square feet, will mostly house classrooms and more offices, in addition to an auditorium and collaborative spaces for the math and science departments. Funding sources for the project are mixed, with MassDevelopment providing approximately \$157,000,000 in bonding and Williams College another \$47,000,000 through various means.

Matthew Sheehey, Associate Vice President for Finance, Williams College  
[ms18@williams.edu](mailto:ms18@williams.edu)

### Framework Co-working

Municipality: Pittsfield  
Project Cost: \$100,000  
Status: Complete  
Year Begun: 2017  
Year Completed: 2017

Opened in 2017, Framework is a co-working space in Pittsfield owned and operated by Mill Town Capital, a local investment fund. Covering 5,000 square feet, this space provides fiber optic internet, conference rooms, video conferencing capabilities, a lounge, storage areas, fax machines, and working space for 60 people. Members may choose either monthly memberships or day passes, and can select from several desk and private office options Financing for the project was mixed, with Mill Town Capital investing \$90,000 of its own funds and Pittsfield Economic Revitalization Corporation providing a \$10,000 grant.

Mill Town Capital  
<https://milltowncapital.com/about-us/>

## **Senior Care / Transitional Facilities**

### Berkshire Health Services Hillcrest Campus Cancer Center

Municipality: Pittsfield  
Project Cost: \$30,000,000  
Status: Complete  
Year Begun: 2012  
Year Completed: 2014

Completed between 2012 and 2014, the \$30,000,000 million construction and renovation of existing property into a state-of-the-art cancer center resulted from the merging of Berkshire Health Systems

(BHS)– the largest employer in Berkshire County at the time – and Berkshire Hematology Oncology, one of the leading cancer treatment providers in Massachusetts. As the intention behind the 49,893 square foot project was to centralize many aspects of cancer care in one treatment center, it contains facilities and equipment for various sorts of radiation and medical oncology, an infusion suite, an on-site pharmacy, examination, consultation, and conference rooms, and other spaces for physicians, staff, and patients. The center also employs a host of board-certified medical, hematological, radiation, and surgical oncologists, radiologists, pathologists, and other physicians. Financing for the project came entirely from BHS.

Michael Leary, Director of Media Relations, BHS  
[mleary@bhs1.org](mailto:mleary@bhs1.org)

### Berkshire Place

Municipality: Pittsfield  
Project Cost: \$11,050,000 (\$12,000,000 including purchase price)  
Status: Complete  
Year Begun: 2013  
Year Completed: 2014

Between 2013 and 2014, Berkshire Place constructed a new, 3-story, 54-bed residential facility at the cost of \$11,050,000. The facility, built on two lots purchased for a combined \$950,000, offers 10 more beds than the original Berkshire Place facility in downtown Pittsfield, and provides flexible care options to its residents, providing 27 long-term beds, 13 short-term beds, and 14 memory support beds. Additionally, the building contains a chapel, spa, beauty salon, and rehabilitation gym. The project was inspired by both the age of the original facility – the structure dating from 1888 – and increased demand among Berkshire County residents for assisted living and care facilities. Financing was provided entirely through a \$12,000,000 MassDevelopment bond, which covered purchasing of the land, demolition of existing structures, and construction of the new facility. The bond was purchased by NBT Bank, Adams Community Bank, and Glens Falls National Bank. The project created 100 construction jobs, and the completed facility employs 20 more workers than the original building, bringing the total to 120.

Berkshire Place  
<http://berkshireplace.com/contacts/>

### Highland Woods Senior Housing Project

Municipality: Williamstown  
Project Cost: \$12,300,000  
Status: Complete  
Year Begun: 2014  
Year Completed: 2016



The Highland Woods Senior Housing Project in Williamstown was built between 2014 and 2016 on land donated by Williams College to the Berkshire Housing Development Corporation (BHDC). The impetus of the project was the destruction of much of the town's affordable housing stock after the Spruces Mobile Home Park was flooded and rendered uninhabitable by Tropical Storm Irene in 2011. The 40-unit building contains 1- and 2-bedroom apartments, for which preference was given to low-income seniors during the initial leasing period. Funding sources for the project were mixed and many. The bulk of the financing came in the form of federal housing tax credits, totaling \$5.4 million. Other sources included a \$2.65 grant provided to Williamstown by FEMA, a \$2.67 million grant from the State's Department of Housing and Community Development, \$125,000 in donations from the project-specific nonprofit Higher Ground, and \$100,000 each from the Williamstown Community Preservation Act and Affordable Housing Trust.

Lisa Wright, Vice President of Development, BHDC  
[lwright@berkshirehousing.com](mailto:lwright@berkshirehousing.com)

## **Green / Agricultural Center**

### High Lawn Farm Upgrades and Expansion

Municipality: Lee  
Project Cost: \$3,000,000  
Status: Complete  
Year Begun: 2013  
Year Completed: 2017

Between 2013 and 2017, High Lawn farm, the only dairy farm in Berkshire County with its own processing facilities, spent \$3,000,000 in renovating, upgrading, and expanding its facilities. Part of the cost – approximately \$680,000 – was spent renovating and retrofitting older buildings into museum spaces which emphasize on High Lawn's historical significance for dairy farming in the region. The remainder was spent on partial demolitions, upgrades, and expansions to existing buildings, and construction of a new cow barn and dairy building. Additionally, the new cow barn hosts a newly purchased advanced, automated milking system meant to save labor and increase efficiency. These investments are a result of High Lawn's commercial success and increased demand for its dairy products from current and new clients both within and outside of the region. Funding for the project was provided entirely by High Lawn.

High Lawn Farm  
[mail@highlandfarm.com](mailto:mail@highlandfarm.com)

### North Adams Landfill Solar Farm

Municipality: North Adams  
Project Cost: \$9,000,000  
Status: Completed

Year Begun: 2013

Year Completed: 2015

Installed between 2014 and 2015, the 3.5-megawatt solar farm was built by Borrego Solar Systems on the site of North Adams' capped landfill. The array, made up of 6,000 panels and covering 14 acres, cost \$9,000,000 and was the largest of its kind in Western Massachusetts at the time of completion. Financing for the project came entirely from Syncarpha Capital, a developer, owner, and operator of solar facilities. However, accompanying the project was a 20-year purchasing agreement between Syncarpha and the City of North Adams, whereby North Adams will purchase all of the energy produced by the facility. By 2018, the facility was producing power in excess of the city's needs, resulting in annual electricity savings of approximately 25%.

Syncarpha Capital

[info@syncarpha.com](mailto:info@syncarpha.com)

# Appendix J



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## BERKSHIRE MALL IN THE NEWS

Media	Date	Title
Berkshire Eagle	6/20/2019	<a href="#">With no fight in cards, Berkshire Mall tenant looks for new home</a>
Berkshire Eagle	6/15/2019	<a href="#">As Kohan buys more malls, tenants live in limbo</a>
Berkshire Eagle	6/14/2019	<a href="#">Letter: Distressed by decline of Berkshire Mall</a>
Berkshire Eagle	6/12/2019	<a href="#">Mall owner misses tax deadline: town poised to begin tax title process</a>
Berkshire Eagle	6/10/2019	<a href="#">A common problem: how to fix a mall-sized hole?</a>
Berkshire Eagle	6/8/2019	<a href="#">A clean slate at former mall site, but for what?</a>
Berkshire Eagle	6/6/2019	<a href="#">Where a Kohan-owned mall went to ground</a>
Berkshire Eagle	5/29/2019	<a href="#">Our Opinion: Past time to move beyond the Mall</a>
Berkshire Eagle	5/28/2019	<a href="#">Owner in talks with remaining Berkshire Mall tenants about its future</a>
Berkshire Eagle	5/21/2019	<a href="#">Letter: Consider moving Lanesborough PD to mall</a>
Berkshire Eagle	5/20/2019	<a href="#">Déjà vu all over again on Berkshire Mall tax debts?</a>
iBerkshires	5/3/2019	<a href="#">Gillette Carnival Returns to Berkshire Mall for 8th Year</a>
iBerkshires	4/2/2019	<a href="#">Baker Hill Files New Lawsuit Against Mall for Back Taxes</a>
Berkshire Eagle	3/26/2019	<a href="#">Lanesborough officials worry loss of mall tax revenue could lead to cuts</a>
Berkshire Eagle	3/26/2019	<a href="#">Berkshire Mall set to reopen after shutdown extends another day</a>
Berkshire Eagle	3/25/2019	<a href="#">Berkshire Mall closed due to issue with electric meter, owner claims</a>
iBerkshires	3/25/2019	<a href="#">Berkshire Mall Claims Power Outage Cause for Temporary Closure</a>
iBerkshires	3/22/2019	<a href="#">Questions Abound As Berkshire Mall Closes Again</a>
Berkshire Eagle	3/21/2019	<a href="#">Customers need not apply, as Berkshire Mall remains dark Thursday</a>
Berkshire Eagle	3/20/2019	<a href="#">Mall closes early, retailer leaving</a>
Berkshire Eagle	3/19/2019	<a href="#">Our Opinion: Mall has potential for pot facility</a>
Berkshire Eagle	3/18/2019	<a href="#">Brooklyn chocolatier eyes space in Berkshire Mall to grow marijuana</a>
iBerkshires	3/18/2019	<a href="#">Idea Pitched for THC-infused Chocolate Manufacturing at Mall</a>
Berkshire Eagle	2/25/2019	<a href="#">Struggling Berkshire Mall losing two more tenants</a>
Berkshire Eagle	2/18/2019	<a href="#">Payless closing remaining US stores</a>
Berkshire Eagle	2/8/2019	<a href="#">Mysteries from the Morgue: Did developers originally propose building the Berkshire Mall in North Adams?</a>
Berkshire Eagle	2/6/2019	<a href="#">More tax trouble for Berkshire Mall, as owner misses another payment deadline</a>
Berkshire Eagle	1/25/2019	<a href="#">Water leak closes Berkshire Mall</a>
Berkshire Eagle	1/13/2019	<a href="#">Letter: See baseball exhibit at Berkshire Mall</a>
Berkshire Eagle	12/30/2018	<a href="#">Our Opinion: Something has to give with Berkshire Mall</a>
Berkshire Eagle	12/28/2018	<a href="#">We're 'struggling,' Berkshire Mall owner says of unpaid taxes</a>
Berkshire Eagle	12/13/2018	<a href="#">Santa will travel to Berkshire Mall for weekend visits</a>
Berkshire Eagle	11/20/2018	<a href="#">Black Friday in the Berkshires: Here's what retail hours look like</a>
Berkshire Eagle	8/29/2018	<a href="#">Firms studying potential future uses for Berkshire Mall</a>
Live959.com	8/7/2018	<a href="#">Another Popular store leaving Berkshire Mall</a>
Berkshire Eagle	8/6/2018	<a href="#">Children's Place closing in mall</a>
Berkshire Eagle	7/27/2018	<a href="#">Berkshire Mall Reopens After Shutdown Amid Fire Alarm Malfunction</a>
iBerkshires	7/26/2018	<a href="#">Berkshire Mall Closes to Shoppers - Again</a>
iBerkshires	7/9/2018	<a href="#">Snowplowers Take Mall to Court for Second Consecutive Year</a>
Berkshire Eagle	6/22/2018	<a href="#">Power Outage Spurs Another Closure at Berkshire Mall in Lanesborough Today</a>
iBerkshires	6/13/2018	<a href="#">Lanesborough Sixth Graders Have Plan for Berkshire Mall</a>
Berkshire Eagle	6/12/2018	<a href="#">Berkshire Mall Owner Pays /nearly 1Million in Outstanding Taxes Just Before Deadline</a>
Berkshire Eagle	6/7/2018	<a href="#">Our Opinion: Local Mall Has Potential But Time is of Essence</a>
Masslive.com	6/5/2018	<a href="#">Berkshire Mall has until June 18 to pay \$942K in taxes, report says</a>
Berkshire Eagle	6/4/2018	<a href="#">Berkshire Mall Emporium Set to Open June 23rd</a>
Berkshire Eagle	6/4/2018	<a href="#">Lanesborough Gives Berkshire Mall owner June 18th deadline to pay nearly 1Million in back taxes</a>
Berkshire Eagle	5/30/2018	<a href="#">2nd developer has designs for pot growing site in Lanesborough</a>
Berkshire Eagle	4/25/2018	<a href="#">Our Opinion: Another chip out of the Berkshire Mall</a>
Berkshire Eagle	4/24/2018	<a href="#">For Peace Train Tees, downtown Pittsfield offers a better fit than mall</a>
Berkshire Eagle	4/5/2018	<a href="#">Berkshire Business Outlook: Future of Berkshire Mall at crossroads</a>
Berkshire Eagle	4/3/2018	<a href="#">Realtor leases former J.C. Penney space for proposed Berkshire Mall Emporium</a>
Berkshire Eagle	3/14/2018	<a href="#">Letter: A New Vision Mall is a win-win proposition</a>
Berkshire Eagle	3/9/2018	<a href="#">Letter: Explore unique uses for Berkshire Mall</a>
iBerkshires	3/1/2018	<a href="#">Berkshire Mall Bill Engrossed by State Senate</a>
Berkshire Eagle	3/1/2018	<a href="#">State Senate Oks legislation allowing Baker Hill Road District to buy Berkshire Mall</a>
iBerkshires	2/27/2018	<a href="#">Mall Legislation Expected to Go Before Senate on Thursday</a>
Berkshire Eagle	2/25/2018	<a href="#">Redeveloping mall, marketing natural resources top priorities in Lanesborough economic development plan</a>
Masslive.com	2/23/2018	<a href="#">Berkshire Mall plans reopening after going dark Thursday</a>
Berkshire Eagle	2/23/2018	<a href="#">Power back on after Thursday outage at Berkshire Mall</a>

Masslive.com	2/22/2018	<a href="#">Berkshire Mall closes for second time this year because of 'power issues'</a>
iBerkshires	2/22/2018	<a href="#">Berkshire Mall Closed Because of 'Power Issues'</a>
Berkshire Eagle	2/22/2018	<a href="#">Berkshire mall closed again due to power outage</a>
Berkshire Eagle	1/31/2018	<a href="#">Letter: Devil is in details of Baker Hill plan</a>
Berkshire Eagle	1/25/2018	<a href="#">Letter: Show vision in finding new use for mall</a>
The Republican	1/22/2018	<a href="#">Is end near for desolate, emptying Berkshire Mall?</a>
Berkshire Eagle	1/17/2018	<a href="#">Power back on at Berkshire Mall as questions linger about partial outage's cause</a>
Berkshire Eagle	1/17/2018	<a href="#">Our Opinion: Exploring what's next for Berkshire Mall</a>
Masslive.com	1/16/2018	<a href="#">Can \$70K help find a new use for the failing Berkshire Mall?</a>
iBerkshires	1/16/2018	<a href="#">Mall Loses Partial Power, Security Kicks Media Off Property</a>
Berkshire Eagle	1/16/2018	<a href="#">Several Berkshire Mall stores lose power</a>
Berkshire Eagle	1/15/2018	<a href="#">As Berkshire Mall Struggles, Lanesborough Officials get funding for alternative use study</a>
Berkshire Eagle	1/10/2018	<a href="#">Berkshire Mall lots partially unplowed as retailers continue exodus</a>
Berkshire Eagle	1/9/2018	<a href="#">Berkshire Mall losing another retailer as American Eagle announces closing</a>
iBerkshires	1/5/2018	<a href="#">Court Allows Petricca to Collect Rent From Mall Tenants</a>
Berkshire Eagle	12/18/2017	<a href="#">Letter: An idea for the Berkshire Mall</a>
iBerkshires	12/7/2017	<a href="#">Petricca Seeks to Garnish Mall's Income Over Unpaid Bills</a>
Berkshire Eagle	11/30/2018	<a href="#">Letter: Re-imagine Berkshire Mall as county wellness center</a>
iBerkshires	11/28/2017	<a href="#">Lanesborough Looking To Curb Violent Incidents at Local Bar</a>
Berkshire Eagle	11/7/2017	<a href="#">Letter: An idea for the Berkshire Mall</a>
Berkshire Eagle	11/3/2017	<a href="#">Beleaguered Berkshire Mall doesn't paint a pretty picture</a>
iBerkshires	11/2/2017	<a href="#">Sears at The Berkshire Mall Set to Close</a>
Berkshire Eagle	11/2/2017	<a href="#">Berkshire Mall Sears store to close</a>
iBerkshires	8/15/2017	<a href="#">Wrestling Company In Time Crunch to Get Permits to Use Mall</a>
Berkshire Eagle	8/10/2017	<a href="#">Berkshire Mall exhibit celebrates history of baseball in the county</a>
iBerkshires	8/8/2017	<a href="#">Another Civil Law Suit Filed Against Berkshire Mall Owners</a>
Berkshire Eagle	7/25/2017	<a href="#">Mall owner pays debt to road district</a>
iBerkshires	7/22/2017	<a href="#">Unpaid Bills Are Starting to Pile Up For Berkshire Mall</a>
Berkshire Eagle	7/20/2017	<a href="#">Berkshire Mall owner misses back taxes payment deadline</a>
Berkshire Eagle	7/19/2017	<a href="#">Berkshire Mall could be lost to tax debt: Owner says payment forthcoming</a>
Berkshire Eagle	7/12/2017	<a href="#">Truly Independent Wrestling set to host first show inside new venue</a>
Berkshire Eagle	5/24/2017	<a href="#">Berkshire Business: Local Sears dodges bullet for now</a>
iBerkshires	5/1/2017	<a href="#">Local Economic Specialists See Mall Site As An Opportunity</a>
iBerkshires	4/28/2017	<a href="#">Baseball and the Berkshires Moves to Berkshire Mall</a>
iBerkshires	4/21/2017	<a href="#">Lanesborough to Walmart: Come Build Here</a>
Berkshire Eagle	4/13/2017	<a href="#">EMS May close store in mall</a>
iBerkshires	4/11/2017	<a href="#">Eastern Mountain Sports at Berkshire Mall Slated For Closure</a>
Berkshire Eagle	4/7/2017	<a href="#">Payless closing Berkshire Mall store</a>
iBerkshires	4/5/2017	<a href="#">Payless Shoe Store to Close at Berkshire Mall</a>
Berkshire Eagle	3/26/2017	<a href="#">Letter: Transform failing mall into needed housing</a>
Berkshire Eagle	3/22/2017	<a href="#">More Berkshire Mall woes: Sears, Payless struggling</a>
Berkshire Eagle	3/20/2017	<a href="#">Baker Hill Road District wants to be able to buy Berkshire Mall - new bill would let them</a>
iBerkshires	3/18/2017	<a href="#">Baker Hill District Seeks Authority to Buy Berkshire Mall</a>
iBerkshires	3/17/2017	<a href="#">J.C. Penney at the Berkshire Mall To Close</a>
Berkshire Eagle	3/17/2017	<a href="#">J.C. Penney closing Berkshire Mall store in June</a>
iBerkshires	9/28/2016	<a href="#">Lanesborough Settles Tax Appeal With Berkshire Mall</a>
iBerkshires	9/1/2016	<a href="#">Berkshire Mall Set to Be Sold</a>
iBerkshires	8/23/2016	<a href="#">Lanesborough Berkshire Mall Getting Closer to Assessment Settlement</a>



# Appendix K

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## Existing Conditions Report and Future Use Study for the Berkshire Mall

The Berkshire Regional Planning Commission (BRPC) is the recipient of a Massachusetts Executive Office of Energy and Environmental Affairs Planning Assistance Grant to study potential redevelopment opportunities for the Berkshire Mall. BRPC has engaged the professional services of Milone & MacBroom, Inc. with assistance from EDM Architecture, Engineering, and Management to assess the existing conditions of the property and to conceptually visualize the site and building's potential for revitalization adaptive reuse, and/or redevelopment.



### What We Need Your Help With:

Understanding the current site conditions, your understanding of the current and potential market, and your ideas for the future and community needs.

Next steps:           Preparation & Refinement of Concepts  
                              Preparation of Report

**Tell us your thoughts below and email (or mail) to the address below:**  
(Please let us know if you want future email updates and project information)




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# Appendix L

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## Q2 What else should Lanesborough prioritize? Add your own thoughts!

Answered: 55 Skipped: 183

#	RESPONSES	DATE
1	Lanesborough should send an envelope with their tax and water bills.	9/7/2017 1:33 PM
2	We have nothing here in the Berkshires. We need more retail to choose from.	9/7/2017 1:30 PM
3	Reliable and strong communications network(internet) for ALL residents.	8/28/2017 3:49 PM
4	Connect the rail trail to route 7 via summer st. sidewalk/bike lane Neutralize future tax increases by promoting small business/economic development along route 7 (create a walkable town area between Laston Park and the Pittsfield line with adequate parking and businesses that the route 7 travelers will be attracted to stop at. Expand/capitalize on popularity of the Old Forge, Krispy Cone, Bakers, Skyline, new Lakeview development, etc.	8/16/2017 2:25 PM
5	Get the taxes down please. Barely afford to live here. Part of the mall could be used for Assisted living and or Home for elderly and make it a small town in itself where residents would shop and yet be safe. Bring in more business with incentives for a number of years. Need a five star restaurant on main street, that would be exposure. Similar to Mario's in New York.	8/6/2017 6:55 PM
6	attracting and sustaining businesses so that our taxes can stay at a reasonable rate. They are too high for the services we are offered.	8/5/2017 12:59 PM
7	Bringing in new businesses.	8/2/2017 5:17 PM
8	We love living in Lanesboro, but we really don't get a lot for the amount of taxes we pay. No garbage pick-up and/or a transfer station, NO sewer or pay big bucks to get it, the tiny beach area could be cleaned up, put benches/seating, it looks terrible. Offer summer time activities, music, etc.?	8/1/2017 11:08 AM
9	If for some reason we are going to be required to continue to pay for the Berkshire Mall, then make it a space that is free and accessible to everyone. Even if that means razing the building and making a park area. Thank you.	7/31/2017 1:00 PM
10	Economic Development. Would like to know how to have input on this. Mall would be perfect for indoor activities - see Flight - trampolines and Kick ball, Sr. Living.	7/30/2017 8:49 AM
11	Needs a brewery. What have other towns done with failing malls? Maybe BCC or MCLA could use the mall if classrm space was designed.	7/26/2017 10:16 PM
12	Get a competent individual to run the mall. Also as you are aware Mass legalized the use of marijuana. I think Lanesboro should strongly consider areas in town for indoor growing operations for medicinal marijuana(the type used for children with seizure disorders-see Youtube Charlotte's Web) The potheads do not get all stoned up on this type of cannabis due to low THC levels. The revenue is be substantial. Lanesboro has GOT to think out of the box. PS. I am a healthcare provider not a pothead.	7/26/2017 9:44 PM
13	I hate this town. I have lived here 20 years and have been overtaxed for most of it. I have paid 8 to 10,000 more than I should have due to your over assessments and your somehow adding rooms and square footage to my house. I live on a dirt road that's poorly maintained and I have to close windows in the summer to keep dust out. What makes it worse is how people involved in the town government are ridiculously under taxed, their roads are better maintained and they get breaks on anything having to do with their properties. I don't care what you do, my hope is to leave. The only thing that I feel that I actually get for my money is the police dept. They are great.	7/25/2017 10:50 PM
14	Lowering taxes.	7/25/2017 4:41 PM
15	Upgrade police station. Create senior center - (space by post office?)	7/25/2017 1:03 PM
16	Attracting young families to the town.	7/23/2017 3:30 PM
17	sidewalks	7/23/2017 11:29 AM
18	Bring in businesses	7/19/2017 3:02 PM
19	Reduce taxes	7/19/2017 11:04 AM

20	Attracting businesses to the existing empty storefronts already existing on Route 7. Investigate establishing a senior or community center, maybe at the former Vacation Village site.	7/18/2017 12:07 PM
21	Lanesborough should regular update the town website with current Events, meetings, etc. If not the website, invest in a bulletin system similar to Cheshire F.D.	7/17/2017 9:49 PM
22	Lanesboro should be coming up with plans to REDUCE spending and reduce taxes for residents. Neighboring Hancock has some of the lowest taxes in the state, and we have some of the highest. Address the abandoned buildings/ houses. Families are leaving in droves. Make Lanesboro livable again.	7/16/2017 7:48 AM
23	Retirement living/assisted living should be part of the redevelopment of the Mall. 'Gated community' on a second floor or higher and medical, dental, chiro, etc + indoor sports, restaurants, arts workshops, shuttles to Jiminy, Williamstown, Greylock. Resulting in lower taxes so more are attracted to the town and less are driven away.	7/14/2017 10:09 PM
24	Sewer through center of town so businesses can expand and residential can't afford elaborate septic systems because of town or state lack of mantinance to Brook and wetlands.	7/14/2017 9:36 AM
25	expand water district to Berkshire Village and the Berkshire Mall	7/13/2017 11:09 AM
26	Sewer is the biggest need, now that internet has been addressed. While the expansion is happening on Narragansett, please consider running it up the side streets; everyone would be very happy to be rid of their septic, and it would be better for the soil/water quality around the lake! Are their any environmental grants we could apply for to make this happen more quickly?	7/13/2017 7:08 AM
27	Email list and regular email newsletter to town residents. Little investment and will promote more engagement from residents in town meetings, votes and overall feeling of community.	7/12/2017 11:00 AM
28	Lowering taxes so elderly people can afford continue to live in there current homes	7/11/2017 12:37 PM
29	We need to model after down town Dalton or Adams or BArrington - we need a LONG term plan to make a "center of town" with cool services all located in a central area. How about developing a new town hall, and indoor ice skating rink (would be a money maker for sure) and an outdoor mountain bike park	7/11/2017 12:31 PM
30	The old rusted sign at Memorial Park needs to come down. It is such an eyesore. Senior living should happen but NOT at the cost of the taxpayers.	7/11/2017 10:06 AM
31	Add to the agri-business a marihuana dispensary and growing area as the town could benefit from the added revenue in our cash strapped town. And no I do not use marihuana myself.	7/10/2017 12:55 PM
32	whatever will increase the towns tax base, thereby encouraging people to move to Lanesborough as well as stay in Lanesborough. right now, it is quite difficult to pay property taxes for those middle income residents as well as retirees.	7/8/2017 8:53 PM
33	Developing an identity in the county	7/8/2017 6:01 PM
34	provide fair water rates to businesses by allowing metering which would then allow the town to be eligible for grants to expand the sewer district.	7/8/2017 6:33 AM
35	At the mall there is space for stores that would cater to youth and 20-40 population, there needs to be work done on soliciting these types of businesses to the area, there is also space for laser tag/sports arena type area at the mall....more community events!	7/7/2017 11:28 PM
36	1- should buy the vacation village property for gov offices and community center , post office, coffee shop...a town square. Use berkshire mall for retail and some professional office space... 2- set up a community bulletin board and public interest alert system on their web site.in which live alerts could be broadcast ie... look for suspicious cars, house break alerts and a system where anon tips can come in from public. 3. Have a senior center... use Dalton as a perfect example...	7/7/2017 10:02 PM
37	I would love to see our town encourage the use of sustainable, renewable energy and environmentally-friendly practices, so that our town could someday become a positive example of a healthy, active community which generates its own energy.	7/7/2017 9:11 PM
38	Econ development should focus on quality of life (education, nature, sense of community) to maintain and build reputation as a nice place to live. A town center will support this and foster more social interaction and cohesion	7/7/2017 6:58 PM
39	Lanesboro should be allowing residents to have metered water. It is very unfair to charge a flat rate to all of the residents.	7/7/2017 2:19 PM
40	Common sense	7/7/2017 1:21 PM

41	The town has lost a considerable amount of revenue with the mall in difficulty. We need to bring in businesses, tourism and/or other means of revenue. Seeing that our town logo is a wyvern and J.K. Rowling has now made our Mt Greylock the home of Ilvermorny School of witchcraft and wizardry, and, that it was established with Irish beginnings, just like our town of Lanesborough. I think we should use this to help us better our town.	7/7/2017 12:25 PM
42	Anything that will bring revenue to the town and reduce the taxes. Bring a big box store into the mall like a Lowes to service the North County towns, look into converting half or it into a convention hall for smaller corporations. Do not let Dollar Generals and Dollar Trees become our draw. Try to get a large hotel chain to build in Lanesboro and market to the Williams College families that need accommodations for various events. Become the North County place to stay when visiting instead of Lenox or South County.	7/7/2017 9:17 AM
43	Town water to all residents. Grant writers are needed.	7/6/2017 7:01 PM
44	The speed limit on Summer street should be reduced from 35 mph to 25 mph. Being all residential the speed limit should be reduced. During the school year the 20mph school zone speed limit MUST be enforced. Vehicles go way too fast knowing the 20mph is never enforced.	7/6/2017 3:40 PM
45	I have noticed the historical markers for the 250th anniversary. I would like to see an informational plaque on the bike path at the Berkshire Glassworks intersection detailing the history and even the history of the ski slope on North Mountain Road. Also it would be a huge benefit to be able to get up to Target via the bike path.	7/6/2017 11:17 AM
46	The mall should be a large focus. It is such a sad site to see. Tax breaks or lower rent rates need to be done to attract businesses. People go out of their way to Lee to go to the outlet mall there. That should be our mall bringing the business to Lanesborough. Rather than having events at Bill Latson Memeorial park, why not designate one of the larger retail spots, like where best buy was, for town events. That will bring people to the mall and possibly more business would open.	7/6/2017 10:00 AM
47	developing some type of centralized "downtown" with things that give people a desire to be there- such as a coffee shop - like tunnel city or panera - that allows people access to wifi while they relax and have coffee +/- socialize; whole foods/organic market; tourist info spot: etc	7/6/2017 7:11 AM
48	Keeping a strong school system!	7/5/2017 10:04 PM
49	Walkability of town, expand sewer lines, community center to build sense of community	7/5/2017 8:31 AM
50	A set of signal lights at the intersection of Bull Hill Rd and Rt. 7. Very dangerous intersection. Have seen a fair share of nasty accidents there in my time.	7/4/2017 8:06 PM
51	Keep infrastructure and public areas in good condition. Those are the "first impression" items that visitors notice.	7/4/2017 6:29 AM
52	how about cutting the mil rate 25% and cutting spending? this town has never met an expense it doesn't like. how can a town of not even 3000 people have such a burdensome and horrid tax rate?? total craziness.	7/4/2017 12:00 AM
53	Strengthening ambulance, health and emergency services, streamlining town administration. Overall, town employees do a good job.	7/3/2017 8:18 PM
54	Build a new and adequate Police Dept. Headquarters and tear down the dump that they are currently forced to occupy	7/3/2017 12:09 PM
55	consolidate services as much as possible in town government, municipal offices (Water/Sewer/Highway) to bring costs down for businesses to enable more businesses to thrive in town.	6/10/2017 8:34 AM



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# Appendix M

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Berkshire Mall Conditions Assessment  
Evaluation Criteria

CONCEPT 1- DEVELOPMENT THEME: SPORTS DESTINATION												
			Revitalize/Rehabilitation			Re-use/Partial Demolition			Redevelop/Complete Demolition			
			Ranking			Ranking			Ranking			
			Discussion			Discussion			Discussion			
Criteria	Description/Data	Source	Ranking		Discussion	Ranking		Discussion	Ranking		Discussion	
<b>1. Land Use and Economic Development</b>												
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-1	☉	Existing building layout & floor plans limit adaptive re-use options	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	2	●	Adaptive reuse of larger store footprints for indoor sports venues, sports themed retail	2	●	Partial Demo and Partial reuse affords best options for this use type	-2	○	No reuse proposed
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	1	●	Adaptive reuse could support outdoor activities Berkshires and extreme sports themes	2	●	Adaptive reuse could support outdoor activities Berkshires and extreme sports themes	2	●	New facilities and outdoor activities could support Berkshires and extreme sports themes
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☉	Limited exterior visual change, predominately interior renovation of spaces.	1	☉	Significant improvements to exterior	2	●	Extreme improvements to exterior
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	1	●	Regional draw for use of adapted spaces	2	●	Regional draw for adapted and new spaces	2	●	Regional Draw for adapted and new spaces
<b>2. Environmental Effects</b>												
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☉	Limited Improvements	2	●	Improvements & Partial Re-use	2	●	Significant Improvements (No Re-use)
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☉	Limited Improvements	1	☉	Less impervious	1	☉	Less impervious
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Limited Improvements	2	●	Improvements & Partial Re-use	1	☉	Improvements (No Re-use)
<b>3. Cost</b>												
3.1	Off-Site Construction	Order of magnitude for required off-site (infrastructure/utilities) improvements	Concept Plan/Existing Conditions Assessment	2	●	Limited off-site improvements required	2	●	Limited off-site improvements required	2	●	Limited off-site improvements required
3.2	On-site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan Published Data on Uses, etc.	-1	☉	Significant renovation to interior spaces, roof, and mechanicals.	-1	☉	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvements	Concept Plan Published Data on Uses, etc.	0	☉	Significant initial cost, no significant change in long-term maintenance	0	☉	Significant initial cost, specific uses determine maintenance, generally equal	0	☉	Significant initial cost, specific uses determine maintenance, generally equal
<b>Evaluation Total</b>				<b>5</b>			<b>14</b>			<b>10</b>		

Berkshire Mall Conditions Assessment  
Evaluation Criteria

CONCEPT 2- DEVELOPMENT THEME: FAMILY ENTERTAINMENT/ RESORT DESTINATION												
			Revitalize/Rehabilitation			Re-use/Partial Demolition			Redevelop/Complete Demolition			
			Ranking			Ranking			Ranking			
			Discussion			Discussion			Discussion			
Criteria	Description/Data	Source	Ranking		Discussion	Ranking		Discussion	Ranking		Discussion	
<b>1. Land Use and Economic Development</b>												
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-1	☉	Existing building layout & floor plans limit adaptive re-use options	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	1	●	Adaptive reuse of larger store footprints for family entertainment and themed retail	2	●	Partial Demo and Partial reuse affords best options for this use type	-2	○	No reuse proposed
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	2	●	Adaptive reuse could support other regional family Berkshires destinations	2	●	Adaptive reuse could support other local & regional family Berkshires destinations	2	●	New facilities and outdoor activities could support local and regional destinations
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☉	Limited exterior visual change, predominately interior renovation of spaces.	1	●	Significant improvements to exterior	2	●	Extreme improvements to exterior
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	1	●	Regional draw for use of adapted spaces	2	●	Regional draw for adapted and new spaces	2	●	Regional Draw for adapted and new spaces
<b>2. Environmental Effects</b>												
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☉	Limited Improvements	1	●	Improvements & Partial Re-use	2	●	Significant Improvements (No Re-use)
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☉	Limited Improvements	1	●	Less impervious	1	●	Less impervious
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Limited Improvements	2	●	Improvements & Partial Re-use	1	●	Improvements (No Re-use)
<b>3. Cost</b>												
3.1	Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	Concept Plan/Existing Conditions Assessment	1	●	Limited off-site improvements required	1	●	Limited off-site improvements required	1	●	Limited off-site improvements required
3.2	On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan/Existing Conditions Assessment	-1	☉	Significant renovation to interior spaces, roof, and mechanicals.	-1	☉	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvements	Concept Plan Published Data on Uses, etc.	-1	☉	Significant initial cost, no significant change in long-term maintenance	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal
<b>Evaluation Total</b>				<b>3</b>			<b>11</b>			<b>8</b>		

Berkshire Mall Conditions Assessment  
Evaluation Criteria

CONCEPT 3- DEVELOPMENT THEME: TRAINING/ TECHNOLOGY														
			Revitalize/Rehabilitation				Re-use/Partial Demolition				Redevelop/Complete Demolition			
			Ranking		Discussion		Ranking		Discussion		Ranking		Discussion	
			Ranking		Discussion		Ranking		Discussion		Ranking		Discussion	
Criteria	Description/Data	Source	Ranking		Discussion	Ranking		Discussion	Ranking		Discussion	Ranking		Discussion
<b>1. Land Use and Economic Development</b>														
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	1	☉	Existing building layout & floor plans may benefit adaptive re-use options	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency		
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	2	●	Adaptive reuse of larger store footprints for larger training areas, variety of uses	2	●	Partial Demo and Partial reuse affords best options for this use type	-2	○	No reuse proposed		
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	2	●	Adaptive reuse could support local economy and provide workforce training	2	●	Adaptive reuse could support local economy and workforce training	2	●	New facilities and outdoor activities could support local economy and training		
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☉	Limited exterior visual change, predominately interior renovation of spaces.	1	●	Significant improvements to exterior	2	●	Extreme improvements to exterior		
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	2	●	Regional draw for use of adapted spaces	2	●	Regional draw for adapted and new spaces	2	●	Regional draw for new use type		
<b>2. Environmental Effects</b>														
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☉	Limited Improvements	1	●	Improvements & Partial Re-use	2	●	Significant Improvements (No Re-use)		
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☉	Limited Improvements	1	●	Less impervious	2	●	Less impervious		
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Limited Improvements	2	●	Improvements & Partial Re-use	1	●	Improvements (No Re-use)		
<b>3. Cost</b>														
3.1	Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	Concept Plan/Existing Conditions Assessment	1	●	Limited off-site improvements required	1	●	Limited off-site improvements required	1	●	Limited off-site improvements required		
3.2	On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan/Existing Conditions Assessment	-1	☉	Significant renovation to interior spaces, roof, and mechanicals.	-1	☉	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs		
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvement	Concept Plan Published Data on Uses, etc.	0	☉	Significant initial cost, no significant change in long-term maintenance	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal		
<b>Evaluation Total</b>				<b>8</b>			<b>11</b>			<b>9</b>				



Berkshire Mall Conditions Assessment  
Evaluation Criteria

CONCEPT 4- DEVELOPMENT THEME: SENIOR CARE/ TRANSITIONAL FACILITIES														
			Revitalize/Rehabilitation				Re-use/Partial Demolition				Redevelop/Complete Demolition			
			Ranking		Discussion		Ranking		Discussion		Ranking		Discussion	
Criteria	Description/Data	Source												
			Worse		Same		Better							
<b>1. Land Use and Economic Development</b>														
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-2	☉	Existing building layout & floor plans may constrain adaptive this re-use option	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency		
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	2	●	Adaptive reuse of larger store footprints for reuse (memory care, assisted living, etc.)	-1	●	Partial Demo and Partial reuse	-2	○	No reuse proposed		
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	2	●	Adaptive reuse could support local and regional need for senior care, etc.	2	●	Adaptive reuse could support local and regional need for use type	2	●	New facilities could support local and regional need for use type		
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☉	Limited exterior visual change, predominately interior renovation of spaces.	1	●	Significant improvements to exterior	2	●	Extreme improvements to exterior		
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	2	●	New uses/taxable SF/influx in critical mass	2	●	New uses/taxable SF/influx in critical mass	2	●	New uses/taxable SF/influx in critical mass		
<b>2. Environmental Effects</b>														
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☉	Limited Improvements	1	●	Improvements & Partial Re-use	2	●	Significant Improvements (No Re-use)		
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☉	Limited Improvements	1	●	Less impervious	2	●	Less impervious		
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Limited Improvements	2	●	Improvements & Partial Re-use	1	●	Improvements (No Re-use)		
<b>3. Cost</b>														
3.1	Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	Concept Plan/Existing Conditions Assessment	-2	●	significant improvements required	-2	●	significant improvements required	-2	●	significant improvements required		
3.2	On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan/Existing Conditions Assessment	-1	☉	Significant renovation to interior spaces, roof, and mechanicals.	-1	☉	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs		
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvement	Concept Plan Published Data on Uses, etc.	-1	☉	Significant initial cost, no significant change in long-term maintenance	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal		
<b>Evaluation Total</b>				<b>1</b>			<b>5</b>			<b>6</b>				

Berkshire Mall Conditions Assessment  
Evaluation Criteria

CONCEPT 5 -DEVELOPMENT THEME: GREEN/ AGRICULTURE														
			Revitalize/Rehabilitation				Re-use/Partial Demolition				Redevelop/Complete Demolition			
			Ranking		Discussion		Ranking		Discussion		Ranking		Discussion	
Criteria	Description/Data	Source												
1. Land Use and Economic Development														
1.1	Growth	Potential for expansion/growth on parcel, within town or regionally	Concept Plans & Regional Context	-2	☉	Existing building layout & floor plans severely limit adaptive re-use options	1	●	Re-use of larger open floors or building, coupled with demo and new outdoor/ indoor facilities	2	●	All new buildings and exterior spaces will allow greatest design flexibility and efficiency		
1.2	Re-Use	Repurposing or redevelopment of existing structures or infrastructure	Concept Plans & Existing Conditions Assessment	1	●	Adaptive reuse of larger store footprints for research and growing/food processing, etc.	2	●	Partial Demo and Partial reuse affords beneficial options for this use type	-2	○	No reuse proposed		
1.3	Community Compatibility	How does the project fit in general context of the region, town & community?	GIS Mapping & Concept Plans/Stakeholders Meeting	1	●	Adaptive reuse could support agricultural/rural Western MA culture	2	●	Adaptive reuse could support agricultural/rural Western MA culture	2	●	New green industry could support agricultural/rural Western MA culture		
1.4	Visual	Impact of the project viewsheds onto the site and from the site	Concept Plans & Rendering	0	☉	Limited exterior visual change, predominately interior renovation of spaces.	1	●	Significant improvements to exterior	2	●	Extreme improvements to exterior		
1.5	Economy	Impact of the project on Regional Economy	Concept Plans - SF/Type of use proposed	1	●	Regional/Local new industry draw	2	●	Regional/Local new industry draw	2	●	Regional/Local new industry draw		
2. Environmental Effects														
2.1	Impacts to Resources	Potential impacts (positive/negative) to environmental resources	Concept Plan Base Mapping	0	☉	Limited Improvements	2	●	Improvements & Partial Re-use	2	●	Significant Improvements (No Re-use)		
2.2	Impervious Surface (Building & Pavement)	Overall quantity increase/reduction of impervious surfaces on the property	Concept Plan	0	☉	Limited Improvements	1	●	Less Impervious	2	●	Significantly Less Impervious		
2.3	Green/Sustainability	Does the project promote sustainability (i.e. green energy, education, water quality, etc.)	Concept Plan	1	●	Re-use and Green Industry	2	●	Re-use and Green Industry	1	●	Green Industry		
3. Cost														
3.1	Off-Site Construction	Order of magnitude costs for off-site improvements (Utilities/Infrastructure)	Concept Plan/Existing Conditions Assessment	-1	●	Potential significant off-site improvements required (water)	-1	●	Potential significant off-site improvements required (water)	-1	●	Potential significant off-site improvements required (water)		
3.2	On-Site Construction	Order of magnitude costs/effort for assumed on-site construction	Concept Plan/Existing Conditions Assessment	-2	☉	Significant renovation to interior spaces, roof, and mechanicals.	-1	☉	Demolition costs and new building/infrastructure costs	-2	○	Demolition and new building/infrastructure costs		
3.3	Long-Term Maintenance	Order of magnitude costs/effort for assumed maintenance of improvement	Concept Plan Published Data on Uses, etc.	-2	☉	Significant initial cost, no significant change in long-term maintenance	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal	-1	☉	Significant initial cost, specific uses determine maintenance, generally equal		
<b>Evaluation Total</b>				<b>-3</b>			<b>10</b>			<b>7</b>				

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# Appendix N

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**BUILDING TYPE** **SF COST/ RANGE**

NEW TECH. SPACES	\$300.00	\$325.00
RENO TECH. SPACES	\$225.00	\$250.00
NEW STORAGE/WAREHOUSE	\$200.00	\$225.00
RENO STORAGE/ WAREHOUSE	\$125.00	\$150.00
NEW COM./RETAIL	\$225.00	\$250.00
RENO COM./RETAIL	\$175.00	\$200.00
NEW HOTEL	\$275.00	\$300.00
RENO HOTEL	\$225.00	\$250.00
NEW INDOOR ATHLETIC	\$225.00	\$400.00
RENO INDOOR ATHLETIC	\$175.00	\$200.00
NEW ASSISTED CARE	\$300.00	\$325.00
NEW MEDICAL/REHAB/HOSPITAL	\$400.00	\$425.00
NEW MIXED-USE	\$250.00	\$275.00
DEMO (BUILDING)	\$40.00	\$40.00

TOTAL MALL SF	809,456
W/OUT TARGET	680,818

Cost Note: These costs have been prepared for to assist in guiding the development of order of magnitude construction costs for each of the theme concepts developed for this report and should be considered conceptual in nature. These costs do not include soft costs or final space fit up.

The square foot (SF) range of costs developed for each proposed use can vary significantly, even within a similar type of facility. For example, an indoor athletic venue what includes only hard courts and turf fields (concept 1), may incur a cost of \$225/ SF, while an alternative athletic venue that includes pools and/ or an ice rink will incur costs of approximately \$400/ SF.

<b>Opinion of Probable Costs: Concept 1- Sports Destination Theme</b>	
Removals & Renovations (Existing)	\$25 M
Proposed Improvements (New)	\$75 M
Utilities* & Site Work	\$10 M
Project Subtotal	\$110 M
20% Contingencies (design & construction)	\$22 M
<b>Project Total</b>	<b>\$132 M</b>

\*No sewer extension or water/sewer treatment upgrades

<b>Opinion of Probable Costs: Concept 2- Family Entertainment Destination Theme</b>	
Removals & Renovations (Existing)	\$85 M
Proposed Improvements (New)	\$87 M
Utilities* & Site Work	\$38 M
Project Subtotal	\$210 M
20% Contingencies	\$42 M
<b>Project Total</b>	<b>\$252 M</b>

\*No sewer extension or water/sewer treatment upgrades

<b>Opinion of Probable Costs: Concept 3- Training/ Technology Center Theme</b>	
Removals & Renovations (Existing)	\$88.5 M
Proposed Improvements (New)	\$15.5 M
Utilities* & Site Work	\$21 M
Project Subtotal	\$125 M
20% Contingencies	\$25 M
<b>Project Total</b>	<b>\$150 M</b>

\*No sewer extension or water/sewer treatment upgrades

<b>Opinion of Probable Costs: Concept 4- Senior/ Transitional Care Theme</b>	
Removals & Renovations (Existing)	\$10 M
Proposed Improvements (New, Multi-Story)	\$115 M
Utilities* & Site Work	\$28 M
Project Subtotal	\$153 M
20% Contingencies	\$30 M
<b>Project Total</b>	<b>\$183 M</b>

\*Sewer extension or water/sewer treatment upgrades not included, but likely required. (TBD)

<b>Opinion of Probable Costs: Concept 5- Green/ Agriculture Theme</b>	
Removals & Renovations (Existing)	\$58 M
Proposed Improvements (New)	\$2 M
Utilities* & Site Work	\$12 M
Project Subtotal	\$72 M
20% Contingencies	\$14.5 M
<b>Project Total</b>	<b>\$87 M</b>

\*No sewer extension or water/sewer treatment upgrades



# Appendix O

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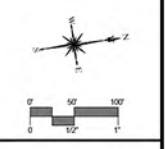
# Appendix P

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This plan is conceptual in nature and has been developed for informational purposes. this plan is subject to all applicable regulatory approvals, final plans may vary significantly from this layout.



DESCRIPTION	DATE	BY

**CONCEPT 1- SPORTS DESTINATION THEME (RE-USE APPROACH)**  
**FUTURE USE STUDY OF THE BERKSHIRE MALL**  
**BERKSHIRE REGIONAL PLANNING COMMISSION**  
 LANESBOROUGH, MA

MRA	CJP	MRA
DESIGNED	DRAWN	CHECKED

SCALE: 1"=100'

DATE: JUNE 2019

PROJECT NO.: 3926-02

SHEET NO.: 01 OF 05

**C1**



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**DESTINATION RESORT FACILITY**

- FAMILY ORIENTED
- INDOOR WATER PARK/ MIXED SPORTS FACILITY/ INDOOR RECREATION

**EXISTING BUILDING RENOVATED**

- NEW HOTEL TO SUPPORT RESORT FACILITY

250,000 SF FOOTPRINT  
(COURTS SHOWN FOR SPACING EXAMPLE ONLY)

45,000 SF FOOTPRINT

**EXISTING MALL + EXISTING TARGET**  
420,000 SF FOOTPRINT

**TARGET**

**TARGET BUILDING TO REMAIN**

**GREEN GATEWAY TO MALL BUILDING**

**PARKING + OUTDOOR EVENTS AREA**

**NEW ADDITION AND EXTERIOR ADDED TO EXISTING BUILDING**

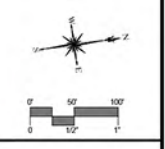
**PARKING**

**THEATER TO REMAIN**

**EXISTING PARKING TO REMAIN**

**EXISTING HALF OF MALL TO REMAIN**

- RETAIN AND RENOVATE COMMERCIAL/RETAIL SERVICES
- ADD LOUNGES/ RESTAURANTS
- ADD ARCADE/ ENTERTAINMENT FOR ALL AGES



DESCRIPTION	DATE	BY

**CONCEPT 2 - FAMILY ENTERTAINMENT/ RESORT DESTINATION THEME (RE-USE APPROACH)**  
 FUTURE USE STUDY OF THE BERKSHIRE MALL  
 BERKSHIRE REGIONAL PLANNING COMMISSION  
 LANESBOROUGH, MA

MRA	CJP	MRA
DESIGNED	DRAWN	CHECKED
SCALE: 1"=100'		
DATE: JUNE 2019		
PROJECT NO.: 3926-02		
SHEET NO.: 02 OF 05		

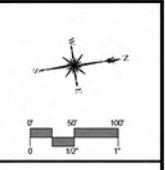
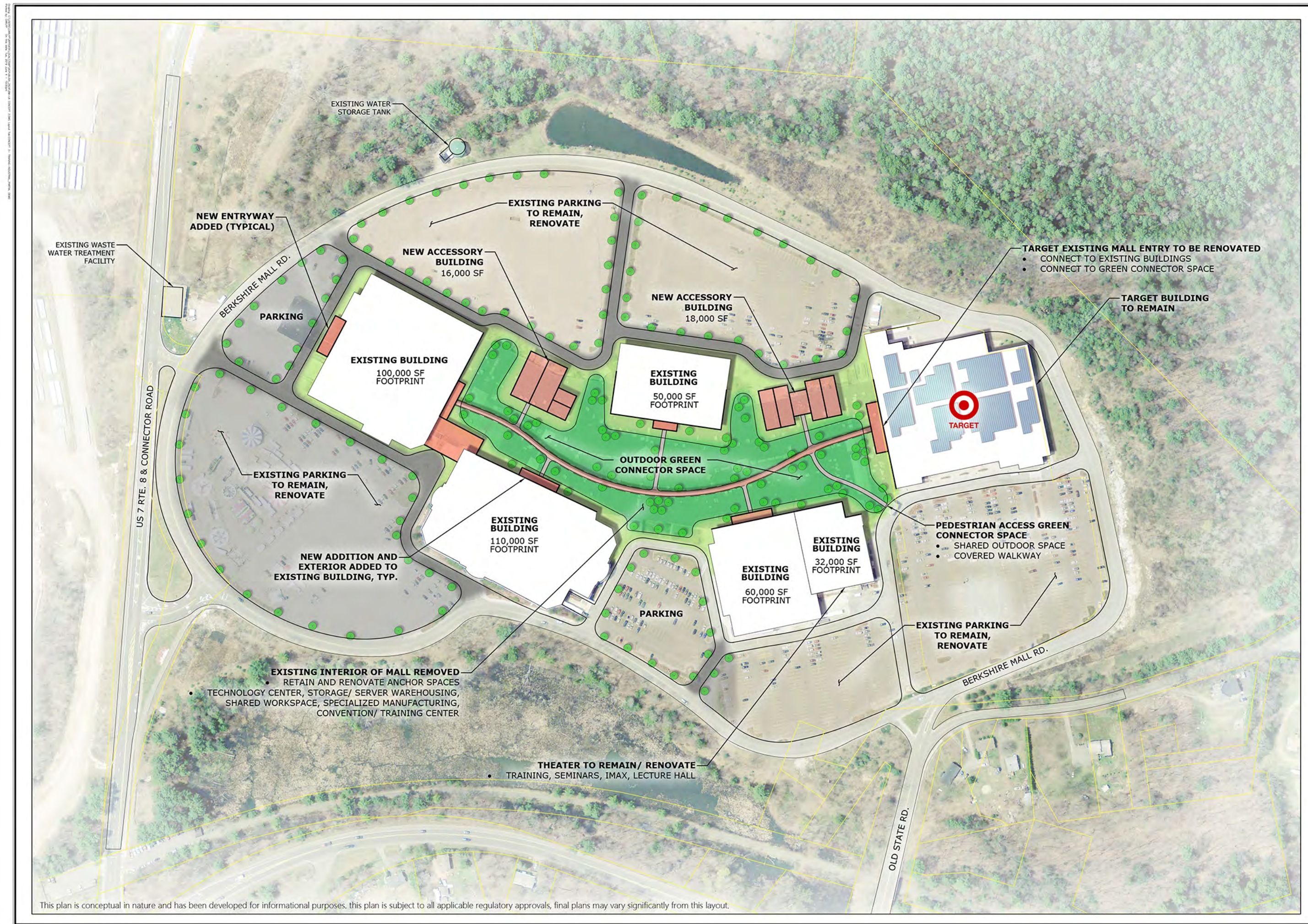
**C2**

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**MILONE & MACBROOM**  
 1805 MAIN STREET, SUITE 102  
 SPRANFIELD, MA 01057  
 413.241.6920  
 WWW.MJMHC.COM

DESCRIPTION	DATE	BY

**CONCEPT 3- TRAINING/ TECHNOLOGY CENTER THEME (RE-USE APPROACH)**  
 FUTURE USE STUDY OF THE BERKSHIRE MALL  
 BERKSHIRE REGIONAL PLANNING COMMISSION  
 LANESBOROUGH, MA

MRA	CJP	MRA
DESIGNED	DRAWN	CHECKED

SCALE: 1"=100'  
 DATE: JUNE 2019  
 PROJECT NO.: 3926-02  
 SHEET NO.: 03 OF 05

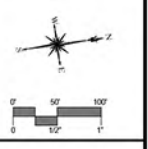
**C3**

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DESCRIPTION	DATE	BY

MRA	CJP	MRA
DESIGNED	DRAWN	CHECKED
SCALE: 1"=100'		
DATE: JUNE 2019		
PROJECT NO.: 3926-02		
SHEET NO.: 04 OF 05		

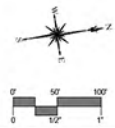


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DESCRIPTION	DATE	BY

**CONCEPT 5- GREEN/ AGRICULTURE THEME (RE-USE APPROACH)**  
 FUTURE USE STUDY OF THE BERKSHIRE MALL  
 BERKSHIRE REGIONAL PLANNING COMMISSION  
 LANESBOROUGH, MA

MRA DESIGNED	CJP DRAWN	MRA CHECKED

SCALE: 1"=100'  
 DATE: JUNE 2019  
 PROJECT NO.: 3926-02  
 SHEET NO.: 05 OF 05



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