

Medfield State
Hospital

VISIONING REPORT

Town of Medfield



Submitted By:

DODSON & FLINKER
Landscape Architecture and Planning



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CREATIVE SOLUTIONS • EFFECTIVE PARTNERING

February 2014



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The Medfield Community

Approximately 100 residents participated in the public visioning workshop on Saturday, January 11, 2014.

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Reflections and Directions

Background

The Medfield State Hospital (MSH) property is located on Hospital Road two miles north of the Medfield town center. The property includes approximately 249 acres of land including 140-acres of open space that supports diverse wetlands, wildlife habitat, flood plain, and 800-feet of frontage on the Charles River. The MSH closed in April 2003 and there are approximately 35 buildings remaining on site in various stages of disrepair.

The core campus is approximately 94 acres and includes 23 buildings (totaling approximately 350,000 square feet) of varying size and condition. The campus is currently listed on the National and State Register of Historic Places, and the Hospital Farm Historical District. The central green quadrangle and its surrounding buildings represent a historic example of late 19th century alternative design for mental hospitals, and was the first mental hospital in Massachusetts to be built on the “cottage plan” with smaller and single use buildings to allow for better light and ventilation.

Over the last century the facility grew in size and many buildings were added to the campus.

The Department of Mental Health (DMH) transferred management of the facility to the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM). At this time the campus and the buildings are in various levels of deterioration, including many with major deterioration. The Board of Selectmen have charged the Medfield State Hospital Advisory Committee (SHAC) to make a recommendation regarding potential uses of the property and a recommendation as to whether the Town should purchase the property from DCAMM or not.

This report documents the community visioning process conducted with Medfield residents and municipal departments during the fall 2013 and winter 2014 to consider future uses of the Medfield State Hospital property within the context of the overall planning, design, and regulatory objectives. The team of Howard/Stein-Hudson Associates and Dodson & Flinker Associates was selected to facilitate the visioning

process to identify potential uses, layouts, and designs for the property as the initial steps in preparation for an overall master plan of the selected portions of the site.

*A Brief History and Significance of Design*¹

In 1892, the State bought two farms on Hospital Road (then called Canal Street) and began construction of an asylum for the “hopelessly insane.” This asylum was the Commonwealth’s first facility created specifically for long-term, high-need patients considered incurable.

The new asylum’s buildings were of a small size that facilitated patient care, and were radically different from buildings of earlier State asylums. Instead of building a single massive building to house all patients, as was the practice at the time (e.g. Northampton and Danvers State Hospitals), the MSH was built “strictly according to a cottage plan”, constructing only small-to-medium-scale free-standing dispersed buildings to ensure more ventilation and natural light in a more home-like setting for

¹ Contributed by Michael Taylor and Richard DeSorgher

patients. In order to make living conditions more like home, sleeping quarters were on the second floor while sitting and work rooms were on the ground floor.

The Quadrangle - The campus was arranged around a quadrangle giving it the feel of a traditional New England village center or college. Of special importance are the 23 buildings constructed between 1896 and 1897 in a late Victorian style of architecture known as Queen Anne. All the buildings that face each other on the long sides of the common are mirror images of each other creating a unique design feature.

Fields and Farms - The surrounding fields and landscape are also part of the historical importance of the facility. The MSH was a prime example of the 19th century emphasis on placing hospitals and asylums in ideal environments composed of scenic lands and natural resources. Farming took place on the hundreds of acres of land surrounding the campus. A farmhouse known as the **Odyssey House** was built across Hospital Road in 1901. It served as living quarters for the head

farmer and his family as well as fourteen farm hands and thirty patients.

For many years the produce and the milk from the dairy herds supplied food and milk for the residents not only at MSH but for many of the surrounding state institutions as well. Employment of patients in healthy out-of-door activities was emphasized, and farming was an integral part of extensive work therapy at the MSH. By the 1920s the population at the hospital surpassed 2,000 and exceeded that of the town itself.

The farm played an important role in the lives of the patients and the economy of the hospital until farming was stopped in the late 1960's. During the Kennedy Administration, Congress passed a law requiring that all mental health patients in the United States be housed or hospitalized in the least restrictive environment possible. By the mid-1970's most of the patients were moved from the hospital to community based halfway houses. From the 1970's until its closing, the population continued to drop until it was under 200. The state decided to close the hospital in 2003

transferring the remaining residents to Westborough.

Recent History - Prior to 2003, patient population had been declining for decades and many buildings had been abandoned, some for more than 40 years. In 1998 the Department of Environmental Protection (DEP) issued an Administrative Consent Order (ACO) to the Department of Mental Health (DMH) citing violations in 4 areas requiring corrective action: wellfield, sewerage, storm, and wastewater discharges to the Charles River and asbestos. Instead of correcting these problems, in 2003 DMH closed the hospital and the entire 228 acre property with all 60 buildings was transferred to the Mass Division of Capital Asset Management (DCAM).

The Responses to the Hospital's Closing and Prior Reuse Investigations²

In response to the hospital closing in 2003, the MSH Reuse Committee was formed with Town appointed residents from Medfield as well as representatives from Sherborn,

² Contributed by William Massaro

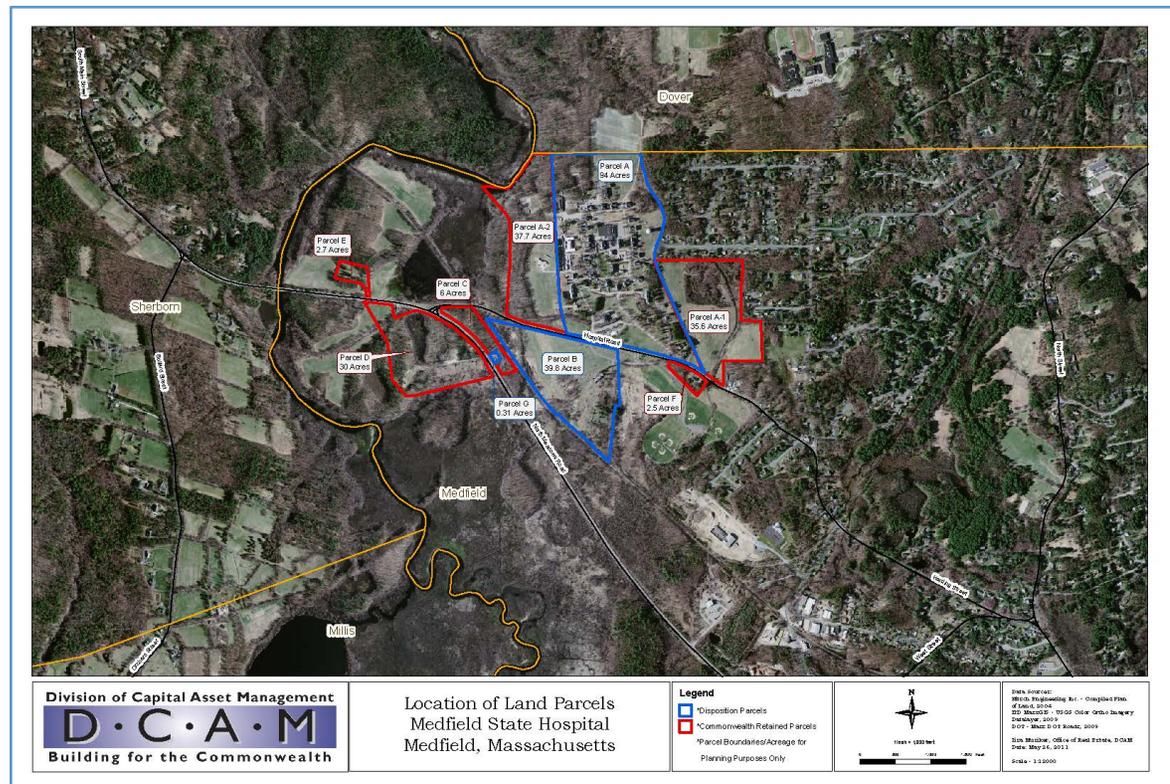
Dover, and Millis. The initial focus of the committee was on a Continuing Care Retirement Community before yielding to State's advice that developer profit requirements could only be met by housing.

In November 2003, the committee proposed a 329 unit plan consisting of a mix of condominiums, apartments, single family cottages, and an assisted living facility utilizing primarily remediated existing buildings on campus. DCAMM also presented a redevelopment plan with 374 residential units consisting of apartment and condominiums in remediated and new buildings. The MSH Reuse Committee was disbanded at this point and Board of Selectmen began to negotiate directly with DCAMM. In 2005, the Town and DCAMM proposed a final reuse plan consisting of 440 residential units including the rehabilitation of all 23 core buildings.

DCAMM advised the Town that they would offer the core campus for developer purchase with the main goal of new housing, historic preservation, and some provision for DMH clients allowing the Town to participate in reuse planning. The

Town agreed to the State's plan for 440 units consisting of 23 single family homes, 9 renovated cottages, and 408 apartments and condominiums in 16 new and 32 renovated MSH buildings. The plan also included 79 affordable housing units in renovated buildings for which the Town would be credited with 259 units, thereby exceeding the 10% Town-wide 40B threshold required by the State.

In 2008, legislation under Chapter 269 authorized the 440 unit development with added stipulation that 44 units would be included for clients of the DMH, and that the property could not be sold for use as an incinerator, landfill, house of correction, jail, or prison. In June 2009 DCAMM presented a conceptual plan of the 440-unit development referencing the former Danvers and Lexington hospital redevelopments as



examples of how new construction would be blended with renovated existing buildings.

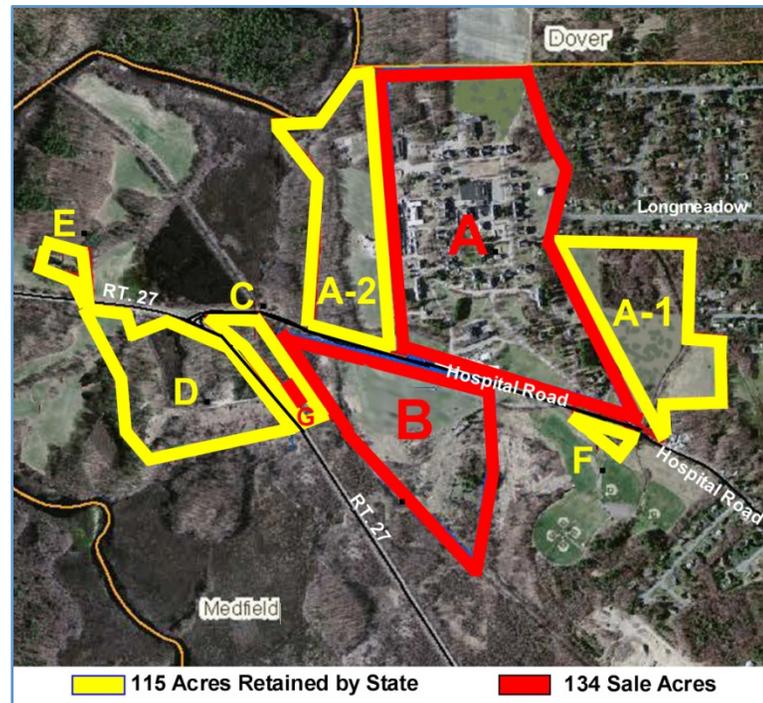
New Reuse Committee Formed

In 2012 a new reuse committee named the Medfield State Hospital Advisory Committee (SHAC) was formed. The committee's charge is to determine the condition of the buildings since the last evaluation 10 years ago. The committee has also been asked to consider if the buildings can still be preserved and remediated as part of the plan and at what cost.

Existing Conditions Assessment

Land and Buildings

The Medfield State Hospital (MSH) property includes approximately 249 acres of land with 35+ buildings of varying size and condition. The MSH property is divided into 8 parcels with 6 of the parcels amounting to approximately 115 acres which are to be retained by the State, and 2 parcels of approximately 134 acres which are being offered for sale to the Town. These parcels are as described below:



Map credit: William Massaro

Parcel A (Sale Parcel) – This is the “Core Campus” on the north side of Hospital Road. It contains approximately 94 acres and XX buildings. The quadrangle is the centerpiece of the 1996 campus and includes 23 buildings with about 350,000 square feet that give the hospital its feel as a traditional New England village or college including the Lee Chapel at the south end of the quadrangle. Parcel A is

also the site of on-going remediation being performed by the State including:

- Removal of the Salvage Yard on the northern edge of the parcel (completed);
- Remediation of chlorinated volatile organic compounds (CVOCs) (in process); and
- Removal of underground storage tanks at Building R2 (completed);

Parcel A also contains the water tower which is likely to be dismantled and relocated nearby to improve the town's public water storage capacity.

Parcel A-1 (Retained by the State) – This parcel is on the north side of Hospital Road and abuts the neighborhood to the east at Harding Street and the north at Longmeadow Road. The parcel is bisected by a brook that feeds into the Charles River to the south. Much of the 35.6 acre parcel is open and the fields are to be transferred from DCAMM to the Dept. of Conservation and Recreation (DCR).

Parcel A-2 (Retained by the State) – This parcel is located on the north side of Hospital Road and on the west edge of the core campus. The parcel is 37.7 acres and includes farm fields, the former power plant location, and approximately 800 feet of frontage along the Charles River. Parcel A-2 is the site of on-going remediation being performed by the State including:

- Clay containment area removal (completed);
- Construction and debris area remediated, cleanup, and

restoration (scheduled to be complete October 2015);

- Power Plant area clean up (proposal due March 2014); and
- Remediation of chlorinated volatile organic compounds (CVOCs) (in process).

This parcel is to be transferred from DCAMM to the DCR and the Dept. of Agricultural Resources (DAR).

Parcel B (Sale Parcel) – This parcel is located on the south side of Hospital Road. It includes the hayfield and "Sledding Hill" and is 39.8 acres. The sledding hill is a popular winter venue for the community. The upper field includes approximately 12 acres of prime agricultural soils which are largely protected by the State. A former debris area was been removed and soils tested by the State. If the Town were to acquire the property, one (1) building would be permitted to be constructed on the parcel. Parcel B also contains the Odyssey House. The Massachusetts Historic Commission (MHC) has recently reversed its decision and will proceed with demolition of the structure in the spring, 2014.

Parcel C (Retained by the State) – This 6 acre parcel is located in the wedge between Hospital Road and North Meadow Road (Route 27) along the railroad tracks. It is the site of a former sewer lift station (Parcel G) for MSH which has been deactivated and disconnected. It is anticipated that this parcel will be transferred from DCAMM to the DCR.

Parcel D (Retained by the State) – This 30 acre parcel is located on the south side of North Meadow Road (Route 27) at the intersection of Hospital Road. It includes the site of an old farmhouse which has been removed and a firing range which is to be transferred from DCAMM to the Dept. of Public Safety. The parcel also contains the MSH sewer beds which have been tested for environmental contamination and no issues have been reported.

Parcel E (Retained by the State) – This 2.7 acre parcel is located on the north side of North Meadow Road (Route 27) west of the core campus. It is the site of the MSH Cemetery which is to be transferred from DCAMM to the Dept. of Mental Health (DMH).

Parcel F (Retained by the State) – This 2.5 acre parcel and building is located on the south side of Hospital Road adjacent to the town’s recreation complex. It is the site of an active transitional group home and will remain in ownership by the Dept. of Mental Health (DMH).

Parcel G (Town Owned) – This small (0.31) parcel is located on the north side of North Meadow Road (Route 27) east of the intersection. It is the location of a sewer lift station for MSH which has been deactivated and disconnected.

Existing and Potential Infrastructure Systems Serving the MSH Property³

Existing and Future Water Supply – Current water withdrawal permits restrict the Town to 1.5 millions of gallons of water per day regardless of any future development at the MSH or throughout the town. Portions of the MSH property lay within the Zone II recharge area for Medfield’s Well #6. Medfield relies on this well to supply 65 to

³ From Mediation Memorandum, September 26, 2012

75 percent of its water during non-summer months and 25 to 35 percent during the summer when the Town’s total water usage is much higher. While the Town has other public wells, none supply as much volume of water. Maintaining the water supply produced from Well #6 is critical for Medfield’s current use and future growth.

Given water restrictions facing Medfield and many other communities and the State’s efforts to implement sustainable water management practices, the protection of the potentially productive aquifer at this site should be a project goal. A portion of the area impacted by a former dump on site is mapped as a potentially productive aquifer. Should it remain in place, it is possible Medfield will be prevented from expanding its use of this groundwater supply.

The State’s environmental clean-up mediation also includes the transfer of land that surrounds the MSH Water Tower (Parcel A) to Medfield. The Town is evaluating the potential relocation and reconstruction of the water tower primarily due to the need for increased public water

storage capacity rather than the MSH future demands.

Public Sewerage - Capacity exists at the Town’s wastewater treatment plant for future reuse and redevelopment at the MSH. However the on-site infrastructure (sewer, water, stormwater, etc.) is insufficient for redevelopment and will have to be replaced to accompany any future developments.

Stormwater – All stormwater infrastructure will have to be separated from the sewer system and reconstructed to accompany future developments at the MSH.

Roadways and Intersections – It is likely that future redevelopment and reuse at the MSH will generate additional traffic resulting in the need for improved roadway and intersections as the current streets on the property do not meet town standards. However, consideration will need to be given to the significant variety of mature trees and unusual specimens that line many of the roads today.

Gas, Electric and Cable Utilities – All utilities will have to be upgraded to serve future development on the MSH campus.

Environmental Assessment Areas & DCAMM Cleanup

The Town of Medfield and DCAMM reached an agreement in June 2012 on a comprehensive remediation process and one of the largest ever Charles River restoration projects. The agreement resolved a long-standing dispute over responsibility for pollution generated by the MSH. The estimated cost of the project, including off-site disposal, is about \$5.2 million. The full remediation is scheduled for completion by October 2015.

A summary of the remediation elements is summarized in the parcel descriptions above and illustrated on the map below. A key part of the clean-up is the remediation of the historic disposal area and petroleum impacted sediments along the Charles River (Parcel A-2) which is summarized below.

Remediation:

- **Historic Disposal Area:**
Approximately 25,000 cubic yards of historic fill to be excavated from the wetland areas between the river and the natural gas pipeline.

- **Charles River Sediments:** Dredging and off-site disposal of petroleum impacted river sediments.

Restoration:

- Re-establish wetlands, river resource areas (including the endangered species Long's Bulrush), and restore floodplain.
- Enhance access to and use of the restored upland open space reconnecting the core campus to the river.

Additional DCAMM commitments to improving the MSH property and preparing for future reuse include the following:

- **Legislative Support:** DCAMM will support legislative amendments sought by the Town as related to (1) expedited transfer of Water Tower and Tubular Wellfield to Medfield, as stated in the July 11, 2013 letter to the Board of Selectmen from Commissioner Carole Cornelison; and (2) reuse/redevelopment of MSH property.
- **Odyssey House Demolition (See Parcel B):** DCAMM is taking

immediate steps to demolish the Odyssey House, the Laundry Building, and Carriage House.

- **Police/Fire River Access:** DCAMM will upgrade river access at railroad trestle.ongoing Collaboration: The settlement agreement provides for improved and ongoing collaboration between DCAMM and Medfield.

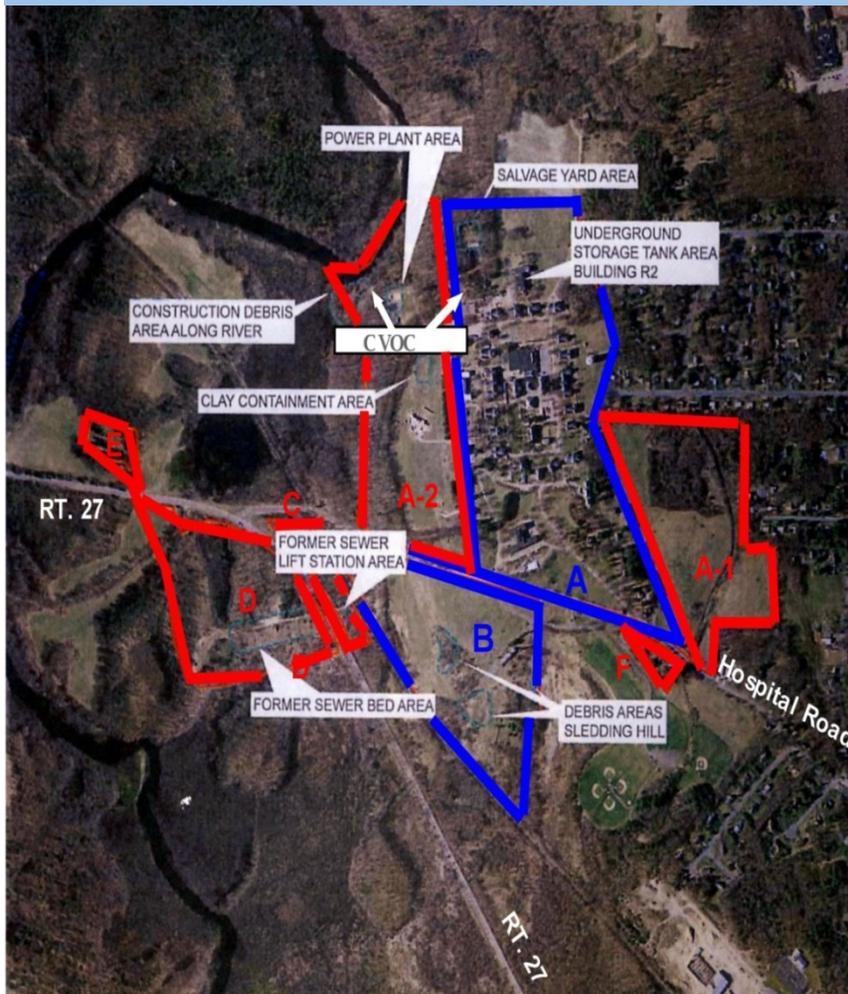




Draft Mediation Plan for Parcel B

MEDFIELD STATE HOSPITAL PROPERTY

Areas to be Remediated



Map credit: William Massaro
12/29/13

SALE PARCELS (~ 134 acres)

Parcel A – Core Campus (~94 acres)

Salvage Yard: Removal Completed

CVOCs (chlorinated volatile organic compounds): Remediation in Process

Underground Tanks: Removed

Likely New Water Tower Location

Parcel B – Field & Sledding Hill (~40 acres)

Debris Areas: Debris Removed & Soil Tested

STATE-RETAINED PARCELS (~ 115 acres)

Parcel A1 – Fields to be transferred to Dept of Conservation and Recreation (~36 acres)

Parcel A2 – Fields & Riverside to be transferred to Dept. of Conservation and Recreation (~38 acres)

Clay Containment Area: Removal Completed

C&D Area (Construction Debris): Mediated Cleanup & Restoration begins June 2014 / Complete October 2015

Power Plant: Cleanup proposal due March 2014

CVOC's: Remediation in Process

Parcel C – Former Lift Station Area (~ 6 acres) (Conservation)

Deactivated & Connections Closed

Parcel D – Firing Range to be transferred to Dept. of Public Safety (~ 30 acres)

Former Sewer Beds: Tested. No issues reported

Parcel E – Cemetery to be transferred to Dept. of Mental Health (~ 3 acres)

Parcel F – Active transitional home and will remain as such (~ 3 acres)

Natural Attributes and Constraints⁴

Charles River – The River abuts the Medfield State Hospital (MSH) property with 800 feet on frontage along the northwest border. At 80 miles in length, the Charles River’s watershed has a drainage area of approximately 308 square miles and encompasses all or part of 35 municipalities. The upper to middle region, which includes Medfield, is in one of the fastest growing portions of the state. Cleaning up and protecting the Charles River provides and improving public access for passive recreation is a benefit not only to Medfield but to the entire State.

Flood Plain - The Natural Resource and Constraints Map⁵ below shows the Zone-B flood zone along the Charles River and within the MSH property. The waste in the MSH landfill displaces 12.5 million gallons of flood waters from being stored in the flood plain; as a result these flood waters flow over and around these wastes, carrying some with it

⁴ From Town-DCAMM Mediation Memorandum, September 26, 2012

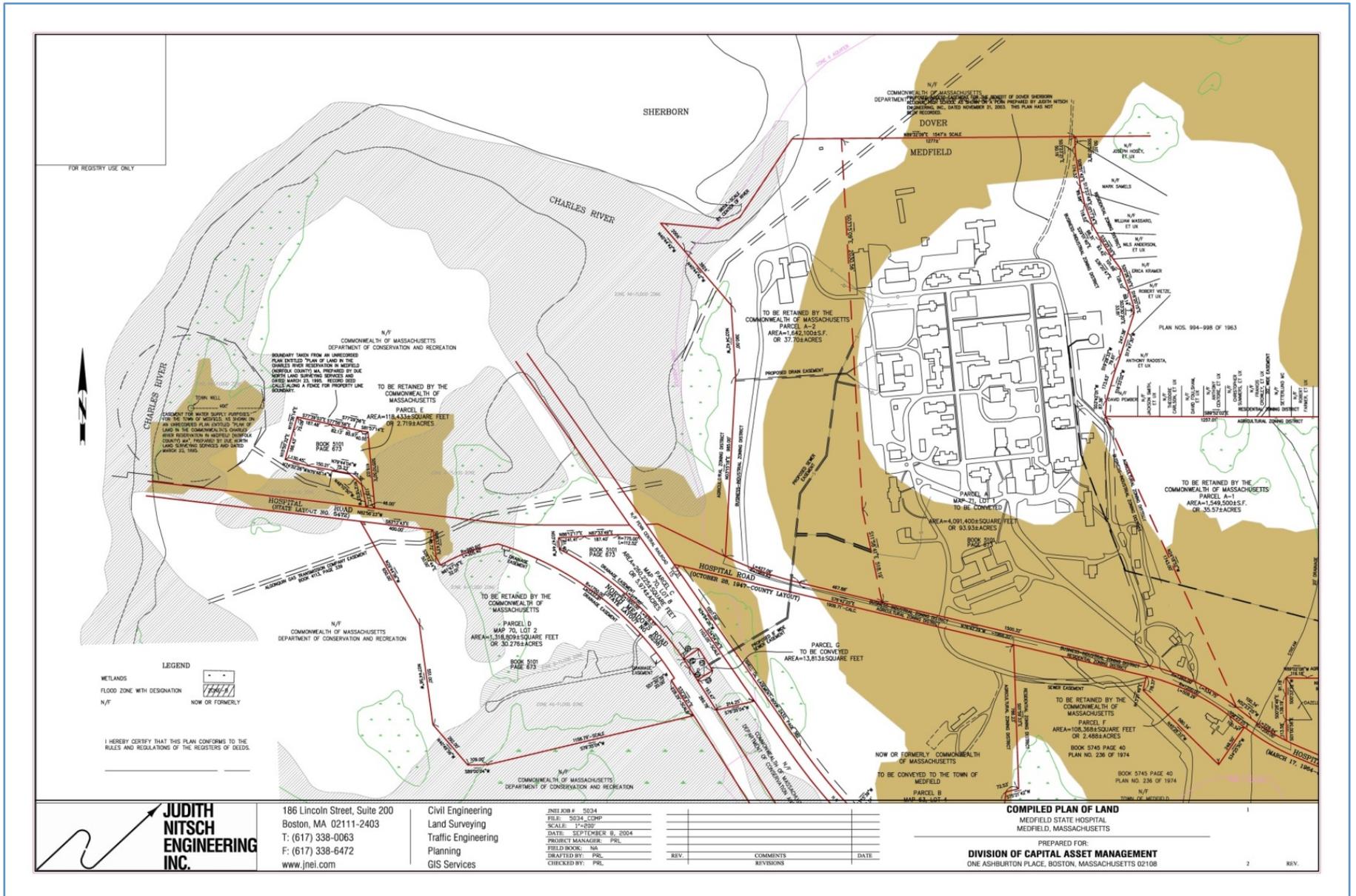
⁵ From the Compiled Plan of Land Map prepared for DCAMM by J. Nitsch Engineering, Inc. Sept. 2004

downstream or over the bank. The State’s goals of protecting and restoring flood plains is best served by removing more of this waste allowing flood storage to be restored along the bank of the river. Floods are expected to occur in greater number and in greater severity in the coming decades. Addressing this site now presents the opportunity to remove an old dump and to restore the floodplain which benefits Medfield and downstream communities.

Wetlands - The MSH property contains approximately 140 acres of open space including a variety of wetland habitat which is identified on the Natural Attributes and Constraints map. This resource supports numerous plant and animal species as well as serving the filter and sponge functions for surface waters. The 800 feet of riverfront provides habitat as well as flood control as banks absorb significant flood waters and connects the wetlands on MSH property with those on abutting DCR open space parcels. There is a shrub swamp on the property that includes a patch of Leatherleaf and shallow pools, which may function as a vernal pool. All wetlands are protected in Massachusetts and the wetlands on the MSH property have

characteristics that make them of very high quality.

Wildlife Habitat and Endangered Species - 800 feet of the Charles River front is located on the MSH property. BioMap2 identifies the Medfield corridor of the Charles River Valley as a high-quality wetland ecosystem supporting an endangered species habitat. Specifically, Massachusetts Natural Heritage has identified the dump area as including habitat for the endangered Long’s Bulrush. The Preliminary Ecological Assessment prepared by the Trustees of Reservations concludes that the MSH offers an excellent opportunity to preserve a variety of plant and wildlife habitat. Large and high-quality undeveloped land supports the greatest number species, both terrestrial and aquatic. Intact rivers support functional hydrological regimes such as flooding in the spring that support the diversity of fish and other species found in a healthy river.



NATURAL RESOURCES - PRIME AGRICULTURAL SOILS, FLOODPLAIN, WETLANDS

Prime Agricultural Soils - The Natural Resource and Constraints Map indicated that a significant amount of prime agricultural soil is located on the MSH property surrounding the core campus area. This includes portions of Parcel A (along Hospital Road and north of the Quad to the Dover line), Parcel B (the upper area of the Sledding Hill), Parcel A-1, Parcel A-2, and Parcel F. Much of this land is open, actively hayed, and intended to be conserved by the State.

Wooded Lands and Open Space - The 140 acres of undeveloped land in the MSH property include a variety of open agricultural lands, mature forest, wetlands, and other wildlife habitat. The quantity and quality of open space in this part of Medfield is substantial. The undeveloped lands on the MSH property are contiguous with land to the north, west, and south which are protected open space. Land on the Dover parcel of MSH is identified on BioMap2 as supporting natural landscapes. The grasslands on the MSH property represents a dwindling resource in Massachusetts as many old fields have reverted to forest or been developed. Protecting these diverse connected open spaces would contribute significantly toward

the scenic value as well as the economic development opportunities of the property. This land is also identified as a Town priority for protection in Medfield's Open Space and Recreation Plan.

Recent and On-going Planning Initiatives

The Project Team evaluated recent and on-going planning reports, policies and regulations on the MSH property to gain an understanding of the potential issues, challenges, and opportunities identified to date. Key issues and opportunities addressed in these documents are summarized below.

MSH Reuse Study by Lozano-Baskin, 2003

In 2003 DCAM engaged Lozano, Baskin and Associates to do an assessment of 47 buildings totaling nearly 800,000 square feet including the 23 in the core campus. According to the study, the buildings at the MSH represent an architecturally significant surviving ensemble of a late 19th and early 20th century state mental complex utilizing the concept of dispersed wards for patient care. Its significance lies in its design which creates a strong relationship between the building, a unified pattern around the quadrangle, and

the consistent late Victorian vernacular style. The architectural significance of the complex suggests that a quality reuse of the campus would likely result in a significant development opportunity.

The study recommended several buildings (including all of the 23 buildings in the core campus) for preservation, rehabilitation or reuse:

- 33 buildings were recommended for preservation, rehabilitation and reuse;
- 6 buildings were recommended for rehabilitation and reuse; and
- 8 buildings were recommended for demolition (any remaining buildings would also be recommended for demolition).

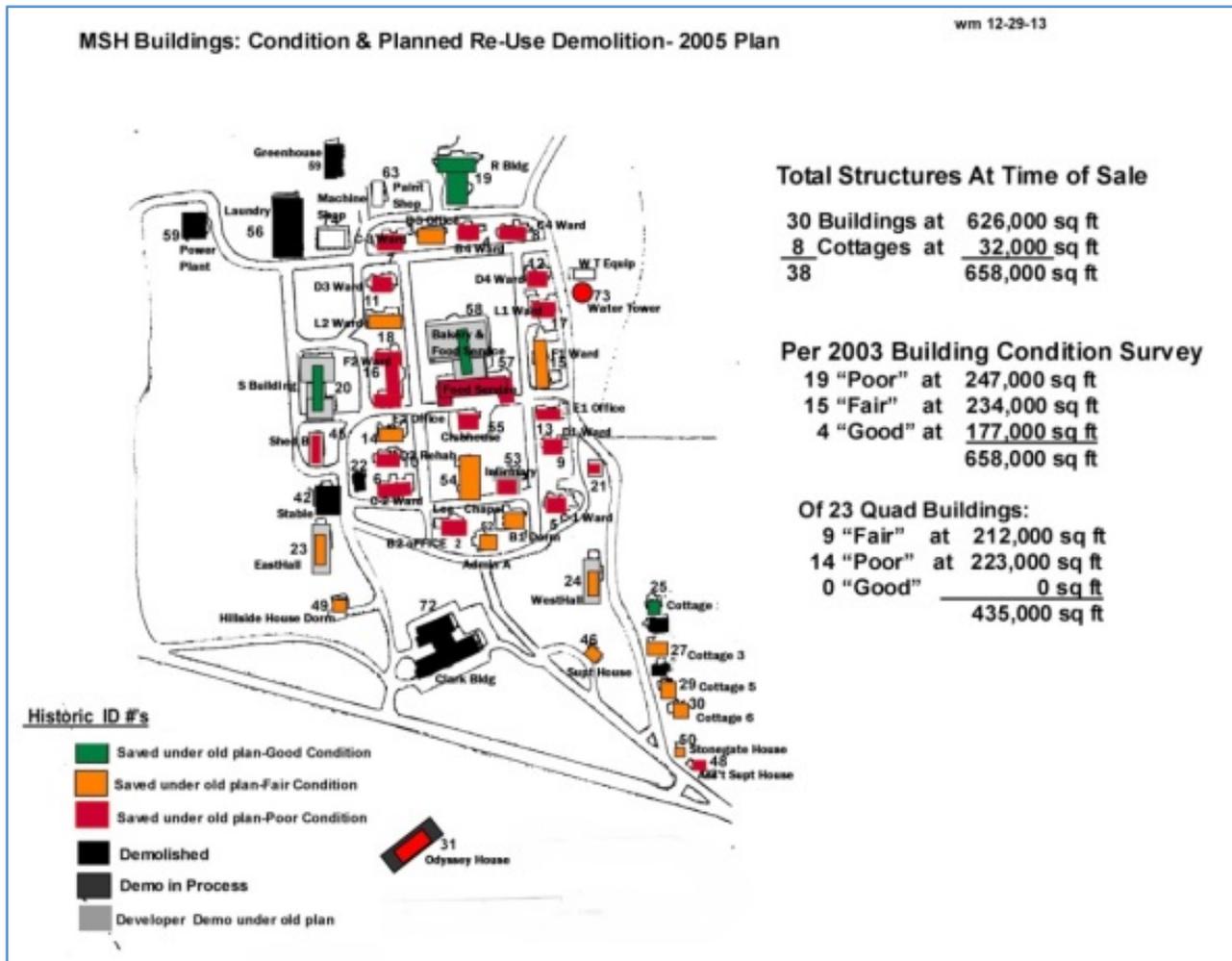
A study also indicated that many of the buildings required immediate stabilization to prevent further damage by dry rot or water damage. It was recommended that this work be completed within a two year period but unfortunately this work was not undertaken. Currently most buildings have been deemed unsafe for use and are secured to prevent anyone entering them. No stabilization work has been completed at the campus since the

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original report was submitted with the exception of the recent razing of the Clark Building.

* Indicates unsafe buildings requiring local repairs and shoring prior to a general stabilization program (7 in Yellow).

** Indicates unsafe buildings requiring widespread shoring and reframing prior to a general stabilization program. (3 in Blue)



Map credit: William Massaro

Market Analysis Report by Jones Lang LaSalle, 2012

The purpose of this study was to evaluate the market conditions for major commercial real estate categories, most viable uses and mix of uses, and general guidance on massing and form of future development as it related to the market opportunities. The analysis is based on existing demographic and real estate market conditions, on-site observations, and interviews with local real estate professionals.

Key Locational Constraints and Advantages:

- The suburban social-economic characteristics are above average in terms of household income, employment, and home values which bolsters all real estate categories in terms of future use.
- The property lacks convenient access to major highways which limits the potential for commercial office, industrial, and retail uses.

Best Market Opportunities: Housing, recreation, healthcare, and continuing care retirement community

- Within the housing category – Multifamily rental is most viable under current market conditions but single family and condominiums are strong as well.
- The existing open space attributes and potential indoor/outdoor recreation will enhance the residential opportunities.
- Strong local socio-economics and an aging population enhance the opportunity for health care facilities and continuing care retirement development.

Moderately Viable Opportunities: Life sciences, institutional, and retail uses.

- The strength in life science sector in Massachusetts is a positive factor but off-set by the tendency for these uses to cluster together and be near higher education institutions.
- Existing small retail in the area is well supported but the site is remote and lacks direct access to Route 27.

Least Viable: Commercial office, industrial, and hospitality.

Recommended Massing of Future Development:

- Should be a moderate scale to reflect the rural residential setting
- Structured parking will not be supported
- General open spaces, trails, and other recreational amenities are important

Recommended Elements of Reuse Plan:

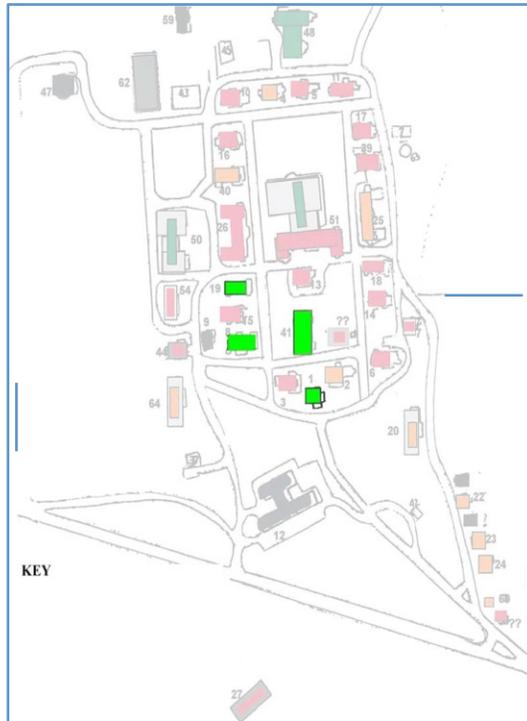
- Current zoning requirements and other land use regulations
- Historical preservation requirements
- Condition and Capacity of local roadways and other transportation alternatives
- Infrastructure availability – water, wastewater, gas, power, and telecommunications
- Condition of existing buildings
- Environmental conditions such as the possible presence hazardous materials or protected species of flora or fauna
- Physical features of the land such as quality of soils supporting structures,

presence of groundwater, or underground structures.

- Objectives and desires of abutters, local residents, and other interest groups.

Medfield State Hospital Campus Building Assessment Study (on-going)

As a follow up to the comprehensive building evaluation completed in 2003, the Medfield State Hospital Redevelopment Committee (MSHRC) Assessment Group issued an RFP in December 2013 to conduct a new assessment of 4 sample buildings on the MSH quadrangle to better understand any further deterioration of the buildings due to the lack of stabilization recommended at that time. The updated information provided on the 4 existing buildings, specifically those on the National Historic Register, will help determine if they are in stable condition, the extent of disrepair, and whether they are structurally unsound.



MEDFIELD STATE HOSPITAL CORE CAMPUS (SITE PLAN)

- Highlighted buildings in green are to be evaluated in study
- Building numbering system based on DCAMM's identification system.

As the 2003 report is very thorough it is the committee's recommendation that a sampling of the buildings be re-assessed and therefore acts as the basis for future decisions regarding

the possible rehabilitation and reuse of the campus' buildings. Together with Medfield's Historic District Commission staff, the MSHRC recommends the following buildings be re-assessed:

Lee Chapel (Building 41): This is one of the most significant buildings on the campus and one that is both immediately recognizable and in fair shape. Built during the first phase of construction and totaling 15,593 s.f., this building was used for both a chapel and gymnasium over time. The building is on the State and National Register of Historic Places and was considered in fair condition and was in use during the 2003 report.

Ward B-1 (Building 1): An original campus building totaling approximately 15,272 s.f.; it is on the State and National Register of Historic Places; it was deemed in fair condition and was in use during the 2003 report.

Ward C-2 (Building 8): Another original campus building totaling approximately 17,738 s.f.; it is on the State and National Register of Historic Places; it was considered in poor shape and was closed in 1972.

Ward E-2 (Building 19): This building was constructed during the first phase of development and totals approximately 16,980 s.f.; it is on the State and National Register of Historic Places; the building was considered in fair condition and was in use during the 2003 report.

Due to the length of time from the original assessment and the potentially adverse effect on the buildings, the committee believes it is critical to take the above steps immediately. Future environmental and historic evaluations will be undertaken once a better concept for reuse of the hospital campus is better known.

Goals and Objectives: Ultimately it is the goal of this assessment to determine the condition of the campus, and specifically:

- **Core campus buildings** – To be evaluated for both immediate stabilization procedures and establishing the parameters for future repair and reuse to be undertaken by a developer. An accurate determination of the work required at each of the buildings will also have an impact on any future development, potential reuse, the density of use, and the cost.

- A better understanding of the **underground service tunnel system** serving each building is recommended. Although generally deemed unusable, a brief review will assist in the understanding of the systems serving the campus.
- Determination of the condition of the campus' core buildings for their **possible reuse or preservation** in a future redevelopment based on the Jones Lang LaSalle (JLL) Market Study which recommended the following reuse options:
 - Continuing Care Retirement Community (CCRC);
 - Healthcare;
 - Housing – both single family and multifamily options;
 - Recreation – both public and private sector facilities;
 - Institutional;
 - Life Sciences;
 - Retail – local, small retail market; and
 - Including mixed-use programming of individual buildings
- The value of the **quadrangle's urban design integrity** as the 23 buildings around this green space are

considered part of the original core campus, and are represented by the buildings to be evaluated, and are listed on the State and National Register of Historic Places, an assessment of their value in tact should be considered.

4. Current Status of Potential Acquisition by Town

Preliminary Agreement between Town and DCAMM⁶

The Town of Medfield and DCAMM have entered into a **partnership agreement** giving the town the option to purchase 134 acres of the Medfield State Hospital property including Parcel A (Core Campus) and Parcel B (the "Sledding Hill"). Basically what has been offered to the town is 94 acres of the core campus where 35+ buildings are located today, as well as 40 acres on the south side of Hospital Road where the Odyssey House and the Sledding Hill are located. Only 12 acres of Parcel B can be built upon, due to limitations on the use of prime agricultural soils. The Core Campus will be reduced by 6

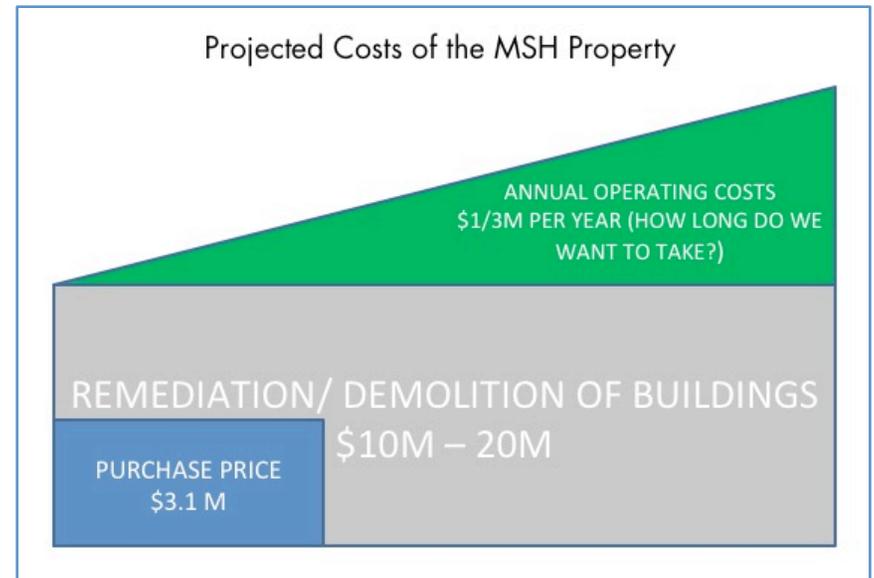
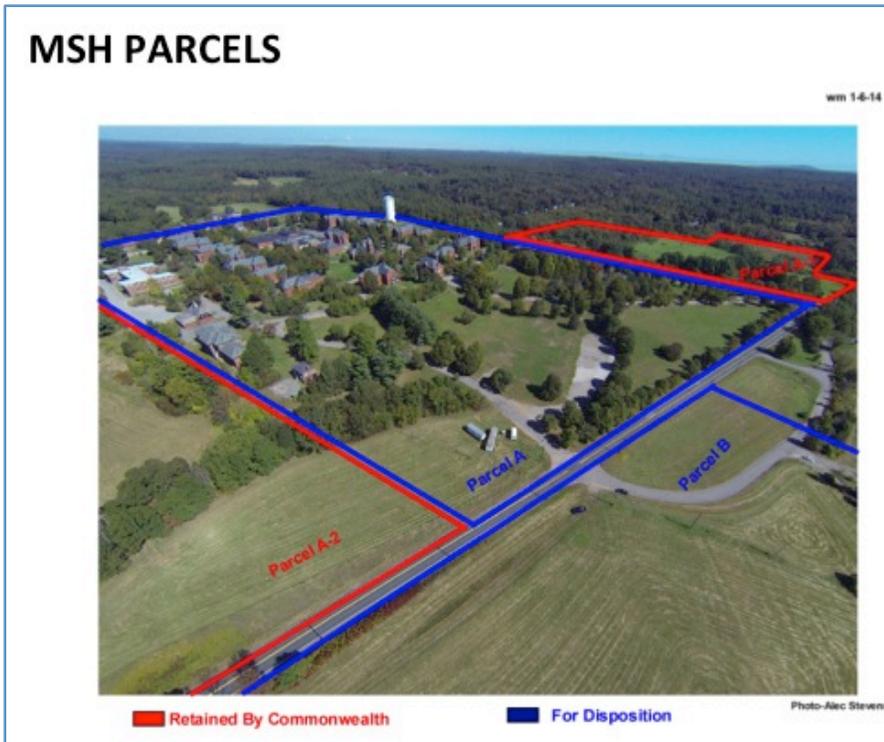
⁶ Contributed by Ken Richards

acres by means of the separate and now pending water tower legislation, bringing the net total of Parcel A to 88 acres.

There are additional costs and decisions that will have to be made on future uses of the property that will be determined through the public visioning process, surveys, reuses assessments and plans, public hearings, and Town Meeting votes. The basic parameters of the Preliminary Agreement are as follows:

- Town can purchase Parcels A and B totaling 134 acres for \$3.1 million spread over 10 years at \$310,000 per year.
- Per acre price is \$23,134
- As Town resells sections of the property, the State will share up to 50% of the net proceeds.
- Re-sales within 5 years can increase Town's share up to 70% of net proceeds.
- No restrictions on Town's Reuse or Resale of 94-Acre Core Campus (Parcel A).
- Construction on 12 acres of Parcel B (Sledding Hill and former farm fields) is limited to one Town building.

- Remaining 28 acres on Parcel B are under Conservation/Agricultural restrictions.



Valuing the MSH Property

CATEGORY	WHAT'S IT WORTH?
PARCEL A (in "ready to develop" condition)	Assume \$10 – 20M?
DIRECT VALUE FOR TOWN USE (e.g., land value for town building allowed on Parcel B, possible use of Parcel A buildings)	
"QUALITY OF LIFE" VALUE (open space, conservation, recreation, historic preservation)	
VALUE OF CONTROLLING HOW THIS PROPERTY IS DEVELOPED (Avoided costs associated with possible state-chosen redevelopment)	

The Town's overall assessment of the value of the property should exceed what we spend on it!



Affordability of the MSH Property

PURPOSE OF DEBT *	INCREASE	DECREASE	NET
Town Debt (at start of FY14)			\$32.4M
Debt Retired (FY14)			
➢ FY14		\$4.1M	\$28.3M
➢ FY15		\$4.4M	\$24.0M
Debt Added in FY14			
➢ DPW Building Construction	\$9.5M		\$33.5M
➢ Red Gate Farm Purchase	\$1.4M		\$34.9M
Potential New Debt			
➢ State Hospital Purchase	\$3.1M		\$38.0M
➢ Hospital Water Tower Design/Construction and Mains	\$4.5M		\$42.5M
➢ Design/Construction of Public Safety Bldg	\$19M (if financed in FY15)		\$61.4M

* NOTE: Debt figures here include Water and Sewer Enterprise Fund debt

The Partnership Model⁷

The Partnership Model allows the Town to control the end use destiny of the MSH Property as follows:

- The Town may acquire title to the MSH Parcels A and B on an unrestricted use basis by paying the State a portion of its sunk costs. Sunk costs are capital expenditures and operating expenses (hard cost and soft costs) incurred by the State to improve, maintain, replace or repair the Disposition Parcels which includes land, infrastructure and improvements. These are costs incurred in preparation for or after closure of the facility.
- Unrestricted use allows the Town the flexibility to choose to:

⁷ Contributed by Steve Browne

- Retain the property (or portions of) for a direct public use and/or
- Sell the property (or portions of) to a private developer
- Town can receive 50% of the net resale proceeds and up to an additional 20% if certain redevelopment milestones are met.

The Partnership Model also provides a series of Redevelopment Milestone Incentives. The Town is entitled to a base percentage of 50% of any net resale/ground lease proceeds. As an incentive, the Town can earn up to an additional 20% of the net resale/ground lease proceeds according to the following breakdown listed below:

- Additional 10% if the Town resells/ground leases the property within 1- 2 years of original closing date.
- Additional 5% if the Town resells/ground leases the property within 3- 5 years of the closing date.

- Additional 2.5 % if the Town completes a comprehensive market study to inform land use decisions including zoning for the site.
- Additional 2.5% if the Town adopts by right zoning (to be informed by market study) on the site, a portion of which must be for residential housing of at least 4 units per acre for single family units and 8 units per acre for multifamily units.
- Additional 2.5% if the Town adopts "Local Expedited Permitting" which provides for expedited permitting (180 days) on a redevelopment site.
- Additional 2.5% if the Town adheres to the State's sustainable development principles in the planning of future development of the site.

Financial Context of Agreement⁸

In addition to the \$3.1 million purchase price for Parcels A and B, the Town must consider other potential financial obligations including the following:

- Potential financial liability associated with the remediation or demolition of the existing buildings.
- Potential annual carrying costs to the Town.
- Site security and maintenance (State has spent \$3.5M over the past 10 years).

THE "SLEDDING HILL"



⁸ Contributed by Gus Murby

Anticipated Time-Line for MSH Legislative Process⁹

Event	Schedule	Comments
Public Visioning Workshop	January 11, 2014	Documentation of Public Views
Prepare for Warrant Committee and Special Town Meeting	Complete by February 14, 2014	Economic, financial, and impacts analyses of alternative plans
Warrant Committee Meetings	January/February	Position on Warrant Article prior to Special Town Meeting
Special Medfield Town Meeting to Vote on Acquisition of Property	No later than March 17, 2014	Date not yet finalized by Town
Draft Purchase & Sales Agreement and Transfer Legislation	Complete drafts by March 28, 2014	Medfield takes lead then reviewed by DCAMM
Special Town Election to Proceed with Acquisition	By March 28, 2014	May not be necessary -- depends on financial plan, Board Of Selectmen and legislators requests
DCAMM Review P&S and Legislation	Target Completion by April 21, 2014	Allow one month; Do not anticipate any problems
Annual Town Meeting	April 28, 2014	Date not yet scheduled
Approval by Mass House and Senate	Allow 2 months (May – June); Target completion by June 30, 2014	Need to schedule on legislative agendas, conduct hearings, legal review
Send to Governor for Signature and Enactment into Law	July 1, 2014	Target date prior to recess in light of election year
Senate and House Summer Recess	July - August, 2014	
State and Federal Elections	November 4, 2014	Governor and many high-level officials will be changing

⁹ Contributed by John Harney

Ongoing and Interrelated Town Interests

Benefits of State’s Remediation and Restoration Program¹⁰

Protection of the Town’s Water Supply – Removal of material from the groundwater table to an upland area outside of Zone II.

Protection of Public Health - Relocated material will be outside of Zone II, separated from the groundwater table, buried and covered for safe use, and monitored long term.

Restoration of the Flood Plain - 5-million gallons of flood storage will be restored, which is consistent with the State’s Climate Change Adaptation Report and its BioMap2 policies of incorporating strategies to promote resistance and resilience to storms and flooding.

Enhancement of Environmental Value of the Area - Restores a large area of high-quality wetlands and riverfront areas, and re-connects them to the surrounding open space areas,

¹⁰ From Town-DCAMM Mediation Memorandum, September 26, 2012

wetlands, wildlife habitat, and flood plain. This restoration project would be one of the largest ever in the Charles River Watershed.

Improved Public Access to the Charles River - Provides enhanced river views, trail connections, and access to the Charles River including a car-top canoe/kayak launch.

Expansion of Open Space with Minimum Restrictions - The MSH property is included as an area for priority protection in Medfield’s Open Space and Recreation Plan. The restored upland area will be designed for safe public use with standard restrictions. Both restored areas will be owned by DCR and will involve minimal use restrictions consistent with other DCR land.

Improved Water Storage Capacity

As part of the environmental clean-up mediation process, the State will transfer the land that surrounds the existing water tower site (located on a portion of Parcel A) so the Town may replace it and provide much needed public water storage capacity.

Chapter 40B and Medfield’s Housing Goals¹¹

Chapter 40B Housing - refers to Sections 20-23 of Chapter 40B of the Massachusetts General Laws, which is also referred to as the Comprehensive Permit Law. The law allows a developer to qualify for waivers of local zoning and permitting rules if the developer’s proposed project constitutes low or moderate income housing (housing subsidized under any state or federal government program).

Area Median Income - Low or moderate income housing can include:

- rental housing financed with tax exempt bonds where 20% of the units are affordable to households earning no more than 50% of the area median income;
- a low income housing tax credit project in which 40% or more of the units are affordable to households earning no more than 60% of the area median income; or
- a local-initiative homeownership project in which 25% of the dwellings are sold

¹¹ Contributed by Sarah Raposa, Medfield Town Planner

to households earning no more than 80% of the area median income.

The current **area median income** for Medfield is \$97,400 for a family of four (50% of area median income for a family of four is \$47,200; 80% of area median income for a family of four is \$67,350)

Comprehensive Permits - Under Chapter 40B, a Town's zoning board of appeals can issue a **comprehensive permit** for low or moderate income housing. The comprehensive permit covers all local permitting requirements including any necessary zoning relief. If a Town's zoning board of appeals denies a comprehensive permit and the Town's housing stock is less than 10% affordable, the developer may appeal the denial to the Commonwealth's Housing Appeals Committee, which may reverse the ruling absent compelling health and safety reasons unless the project is a "large project" (in which a denial is likely to be upheld). The Chapter 40B regulations (760 CMR 56.00) define a "large project" as a project containing more than 200 units in a town the size of Medfield.

Current Inventory and State Threshold - According to the Subsidized Housing Inventory maintained by the Department of Housing and Community Development (DHCD), Medfield has 4,220 housing units.

Of these, 194 or **4.6%** are considered low or moderate income housing. The Town's ZBA recently approved a 92-unit low-income housing tax credit project on West Street that would bring the total of low and moderate income housing to 286 or **6.6%**. Absent any additional market rate housing construction, the Town would need **162** additional low or moderate income housing units to reach 10%.

Even if the Town is only one unit short of the 10% standard, a developer is entitled to obtain a comprehensive permit for any project, regardless of how many units are in the project and subject to the large project limitation. For example, if a 160-unit subsidized rental project were constructed in the Town, the number of subsidized units would reach 446 (assuming the construction of the West Street project). This would cause the Town to reach 9.97%, just 2 units short of 10%. Nonetheless, another developer could propose a 200-unit subsidized housing project

in Town and be entitled to receive a comprehensive permit.

Ownership vs. Rental Factors - DHCD counts low or moderate income units differently depending on whether they are rental or homeownership units. In a rental project, 100% of the units are added to the inventory as affordable units even if only a portion are restricted to low or moderate income households. In the case of a homeownership project only the restricted units are added to the inventory. If a 100-unit rental project with 25 affordable and 75 market units were developed in the Town, all 100 units would be added to the inventory as low or moderate income units. On the other hand, if the project were developed as a homeownership project, only 25 units would be added to the inventory as low or moderate income units.

The Town's Housing Goals - While Chapter 40B states that 10% of the housing units in a town should be affordable to low and moderate income households, understanding housing needs requires a more nuanced approach than can be gleaned from a community's Chapter 40B gap. An assessment of housing needs and barriers extends beyond

economic terms and encompasses characteristics of form, size, ownership, accessibility, and location, which enable the town to sustain a high quality of life and traditional mix of homes and people.

Housing goals articulated in Medfield's 1997 Master Plan Goals & Policies Statement remain applicable today:

- Medfield will accommodate residential development that is consistent with the Town's character and its ability to provide high quality services. (H-1)
- Residential development should be concentrated in areas that can accommodate development without jeopardizing the environment and town character.
- Ensure that densities reflect infrastructure and natural resource constraints.
- New housing development will include the variety of lot sizes, unit sizes and housing costs that contribute to Medfield's diverse community. (H-2)
 - Plan for and support development of a wide range of housing options in order to accommodate households

with diverse housing needs, as well as changing family structures.

- The Town should take a direct role in provision of affordable housing in order to protect the character of the community while meeting identified needs and targets.

These goals formed the basis for the housing vision stated in Medfield's 2004 Community Development Plan:

Medfield will accommodate residential development that is consistent with the Town's character and its ability to provide high quality services while ensuring that units that are affordable to a range of incomes are also developed.

Potential Opportunity to Fulfill Affordability Housing Needs at MSH - Prior planning efforts in Medfield have focused on reuse of the MSH, which represents the Town's most substantial opportunity to address affordable housing needs in the near future. With approximately 94 acres of land targeted for reuse, this site could fulfill all of the Town's affordable housing gap under Chapter 40B, and meet critical housing needs of Medfield

residents. However, it may be several years before redevelopment is completed at this site. Meanwhile, the Town faces ongoing pressure to address housing issues. Increasing land values in Medfield lead to development of increasingly high-end housing. The high cost of housing and lack of housing diversity also have fiscal consequences. The prevalence of single family homes and the reputation of Medfield's school district attract families with children thereby increasing the burden on municipal services while seniors, young adults, and smaller households cannot afford to stay in the community.

Recreational, Cultural and Economic Opportunity

Passive and active recreational opportunities at the MSH provide access to natural resources and a unique experience to residents and visitors. Currently, the property is used for outdoor recreation which includes walking, hiking, biking, and horseback riding. The historic and cultural attributes of the MSH are also significant. The core campus is listed on the State and National Register of Historic Places, and is a significant part of Medfield's history as well as cultural events such as the annual Thanksgiving Day Fox Hunt. Access to open space contributes to healthy lifestyles,

teaches new generations about environmental stewardship, boosts tourism, and provides economic value. The scale and quality of the MSH property makes it particularly valuable for recreation.

Economic Value of MSH

The remedial and restoration program being carried out by the State combined with the open space attributes of the property increase the quality and value of the MSH property to the community. Additionally, protected open space enhances the real estate values of this property which is a major factor in considering future reuse options. The market analysis report prepared by Jones Lang LaSalle concludes that the scale of the property, its open space and location, and its suburban/near rural setting should be maintained with a generous open space plan that is accessible with walking and bike paths, and access to the Charles River to enhance its value for residential and business use.

Control of MSH's Ultimate Reuse

Given deadlines that are included in the Partnership Agreement, the Town does not have sufficient time to vet out all of the desired and feasible future uses with the public and must decide whether to buy the site before a full redevelopment plan is fully prepared. The visioning process has led the Town to a general consensus on the broad concepts of what the Medfield community will want to do with the property in the event that the citizens vote to approve the purchase. However, continuing to have a significant role in future use and growth management is an on-going interest of the community.

Current Regulations and Policies

Local Historic District

Medfield passed an historic district by-law at the annual Town Meeting in 1989. This requires that the owner of a building within a district must receive approval from the Medfield Historic District Commission prior to

making changes to an exterior architectural feature of a building (including tearing it down).

The Hospital Farm Historic District was enacted by Town Meeting in 1994 including approximately 60 structures and the 225 acre campus. The primary focus was on the 23 buildings (approximately 350,000 square feet) that form the central core of the 1896 campus. The new district required review by the local Historic District Commission (HDC). HDC's goal at the MSH is to ensure changes are in harmony with the original landscape.



Purpose of Historic Districts: The Historic Districts Act, which is Chapter 40C of the Massachusetts General Laws of 1960 (amended in 1975 and 1983) was passed to preserve and protect the distinctive characteristics of buildings and places significant in the history of the state or its cities and towns, to maintain and improve their settings, and to encourage new designs compatible with existing buildings in the district. Under Chapter 40C, communities can create local historic districts to protect the character of their historic areas. Such districts are governed by town-appointed local historic district commissions. Historic districts do not prevent changes from occurring, nor do they prevent new construction. The intent is to make changes and additions harmonious, preventing the intrusion of incongruous elements that might distract from the aesthetic and historic values of the district. The purpose of any local historic district is not to halt growth, but to allow for thoughtful consideration of change.

The Medfield Historic District Commission (MHDC) would like all the buildings at the MSH to be considered for restoration, but is particularly interested in the core campus' original buildings. If a thorough assessment determines that all 22 buildings could not be saved, then the MHDC would coherence in the position of the buildings that could be saved to reflect the historic mirror imaging of the quadrangle. For example, consider an "L" shaped building restoration keeping the front and left side of the building, or a smaller quad comprised of approximately 6 buildings anchored by the chapel.

State and National Register of Historic Places

The MSH campus, in addition to being part of a Local Historic District, is listed in the State and National Register of Historic Places which is the list of individual buildings, sites, structures, objects, and districts deemed important in American history, culture, architecture, or archeology. It is a federal designation and is administered by the Secretary of the Interior through the Massachusetts Historical Commission as the State Historic Preservation Office. In addition to the recognition that an area is important to the history of the community, state, or nation,

becoming listed in the National Register allows the owners of income-producing properties federal tax incentives for rehabilitation and provides limited protection from adverse effects by federal or state involved projects. Being on the State and National Register of Historic Places may also be a factor if public funds are used in the restoration and reuse of buildings on site. In this case, the Department of Interior's restoration standards may be required.

Zoning Regulations

The official Medfield Zoning Map indicates that the MSH is located in the Business Industrial and Agricultural zoning district. The specific use, dimensions, and performance standards are not consistent with several of the reuse options being considered by the community. Future zoning amendments will be necessary to be consistent with future preferred reuse options.

Open Space and Recreation Plan

Medfield's Open Space and Recreation Plan recognizes the value of the MSH and includes it on its list of critical properties in need of preservation.

SHAC Meetings and Walking Tours

Advisory Committee Meetings

October 30, 2013 - The Project Team conducted an initial meeting with the **Medfield State Hospital Advisory Committee (SHAC)** to review the scope of work as well as the history of the property, existing conditions, and other relevant information which would assist in completing the visioning process toward the reuse and development plan. Together we discussed the following:

- Potential community participation and visioning processes;
- Key contacts in the community;
- Project goals and objectives;
- Existing relevant information (maps, plans, reports, etc.); and
- Anticipated products and results.

Prior to the meeting, the Project Team conducted a walking tour of Medfield State Hospital with representatives from the SHAC to identify the unique features, prevailing development characteristics, and surrounding context. The Project Team conducted subsequent tours of the facilities to collect photos and mapping documentation that

highlight key characteristics including buildings, distinctive physical features, landscaping and vegetation, vehicle and pedestrian circulation, potential reuse, and development areas.

December 19, 2013 – The Project Committee presented a recap of Internal Forum with Public Officials (see below) and an outline of educational points and visioning exercises for the upcoming Public Visioning Workshop.

MSH Public Walking Tour

The Medfield State Hospital Advisory Committee (SHAC) conducted public walking tours of the property leading up to the Public Visioning Forum. The first one was conducted on October 8 and focused on the reuse of the property. The second walking tour was conducted on November 10 which focused on reuse as well as the extensive remediation work that is planned for the property.

Walking Tour Highlights:

West Street

- Observation of the Lee Building (Chapel)

- Description of the Medfield Historic Farm District and Role of MHDC Power Plant Road

- Demolition of the Laundry Building
- The ventilation shaft under the buildings
- Description of Charles River remediation of C&D Area
- Plans for restoration along Charles River
- Garden Field and farming activities
- Site of cleaned up Salvage Yard
- Discussion of the R–Building
- Concrete pile to be used in mediation - John Thompson
- C&D remediation and Charles River restoration plan and issues – John Thompson & Bill Massaro

Tower Street

- Transfer plan for water tower property to the Town

North Street to Chapel Street

- Comments on building architecture and brick work
- Lee Building (Chapel)
- General discussion on issues such as decision to buy from DCAMM, building

demolition or renovation, and possible uses

Other

- Interconnecting trail network

The walking tour was led by Chair of the MHDC Michael Taylor, Town Historian Richard DeSorgher, and John Thompson Chairman of the Remediation Team for Medfield. Additional information and photos are included on the MSH website, www.MSHVision.net, and a video recording of the whole tour was made by [Medfield TV](#).

Community Survey Results

*Community Survey Results*¹²

During the fall 2013 the SHAC published a comprehensive survey to gather input from the community on the future uses of the MSH site. The survey closed on December 31, 2013 and a total of 258 responses were collected both online and via paper copies. Also collected were the open ended responses that people had which were wide-ranging and interesting to review.

¹² Contributed by Alec Stevens

The general summary of the results are as follows:

1. 92% of respondents had been to the MSH site.
2. 79% of respondents were aware that DCAMM was offering to sell a portion of the site to the town of Medfield.
3. 56% of respondents were aware of the potential costs of acquiring the site from DCAMM.
4. 95% of respondents were concerned about the potential for DCAMM to sell the property to a third party other than the Town (with the potential of the Town losing control of the development process).
5. The top three choices for redevelopment of the site were recreational in nature – Trails, Open Space, and Recreational Space.
6. The top responses for the type of housing people would support were senior housing and no housing at all. Apartments garnered the weakest support with about 4% of respondents being in favor.
7. Respondents were generally in favor of purchasing the site to retain control of future uses even if it meant higher taxes. Preservation of open space and historic structures were also favored, although fewer people were willing to support higher taxes for these purposes.
8. There was a wide variety of responses to the Market Analysis Report. The three uses that got the highest percentage of “strongly in favor” and “in favor” votes were recreational facilities, a continuing care facility, and a satellite institutional campus.
9. Regarding the surrounding parcels which are not currently being offered to the Town, the top three choices were passive recreation, active recreation, and open space with no specific use. Community Supported Agriculture (CSA), farming, and community gardens also garnered support.

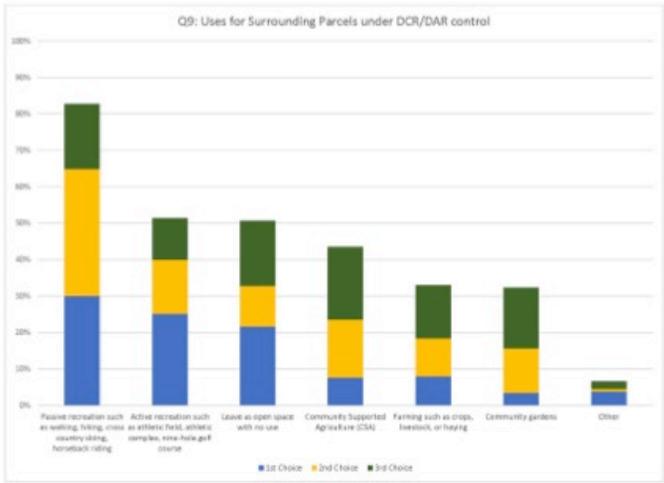
- 10. 93% of respondents were Medfield residents.
- 11. 89% of respondents were residential property owners in Medfield.
- 12. Survey respondents provided the number of people living in their household. Four and two-member households were the most prevalent, together comprising 60% of the responses.
- 13. Respondents gave a wide variety of answers to the open ended final question on the survey.

The full survey results can be revised on the Medfield State Hospital website at www.MSHVision.net.

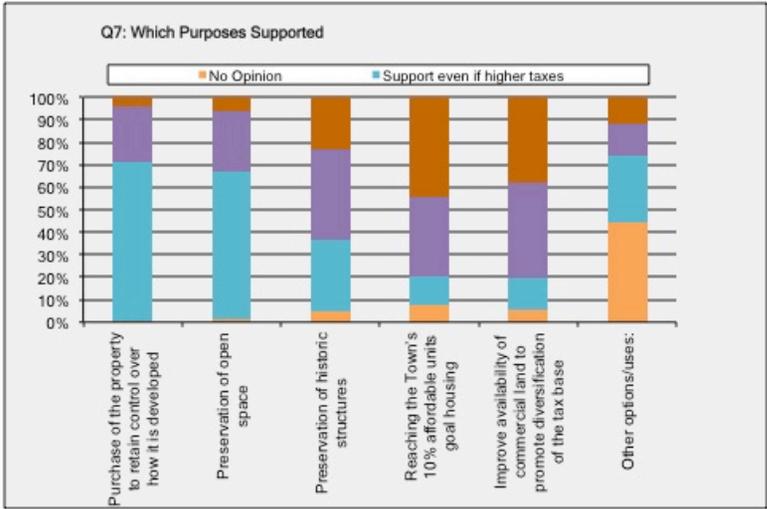
Walking Tour Images – A Building and Chapel



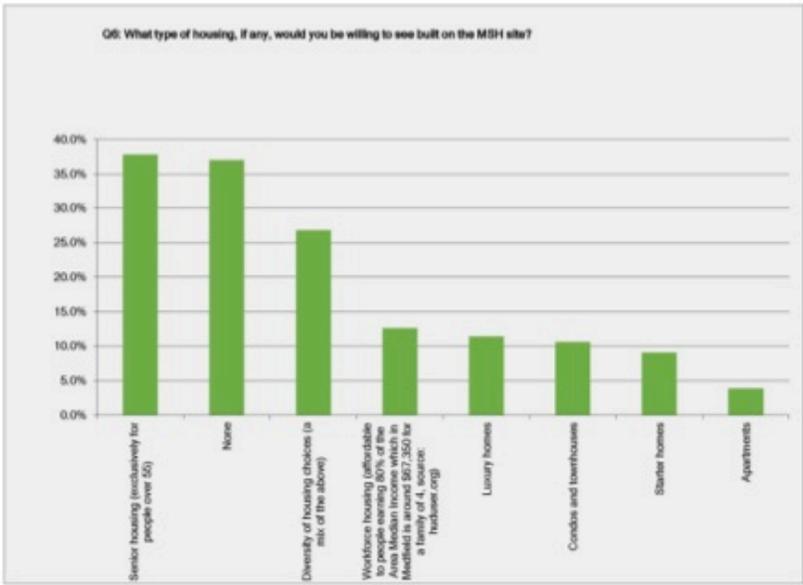
COMMUNITY SURVEY RESULTS



COMMUNITY SURVEY RESULTS



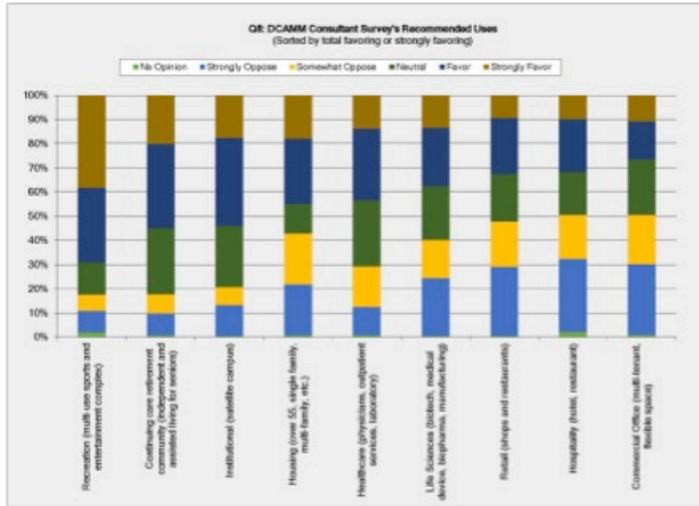
COMMUNITY SURVEY RESULTS



Medfield State Hospital Advisory Committee

258 Total Responses, 12/31/13

COMMUNITY SURVEY RESULTS



Internal Forum with Town Officials

Participating Boards, Committees and Departments

The Project Team facilitated an internal forum with various Town departments and officials to develop a sense of the Town position in terms of concerns, priorities and ideas for the future use of the Medfield State Hospital properties. Approximately 35 people attended the forum including representatives from the following boards, committees and departments: Town Administrators office; Conservation Agent; Planning Department; Fire Department; Police Department; Department of Public Works; Building Commissioner; Parks & Recreation; School Department; Council on Aging; Public Library; Assessor Office; Town Moderator; Board of Selectmen; Warrant Committee; Medfield Housing Authority; Planning Board; Conservation Commission; Economic Development Committee; Cultural District Committee; State Hospital Advisory Committee; Historic District Commission; Youth Services; Library Trustees; Open Space Committee; Historical Commission; Water & Sewer Board; Zoning Board of Appeals; School Committee; Parks

and Recreation Committee; and Affordable Housing Committee.

Participants provided input regarding issues, challenges and potential public enhancements (utilities, roadways, streetscape, open spaces, public facilities and services, etc.), and preferred use scenarios as summarized below:

General Issues and Opportunities

- MSH includes about 60 structures and 800,000 square feet of floor area.
- What potential uses for the core?
- The cost of building renovations is the big question.
- Ideally at least the 23 core buildings would be preserved.
- What would the 23 buildings be used for?
 - Look at former Danvers State Hospital – 2/3 of the buildings were demolished
 - Could you save the facades and rebuild behind them?
 - Look at former Foxborough State Hospital
 - Look at former Northampton State Hospital

- Buildings have deteriorated over the last 10 years.
- Four buildings will be assessed as a sample to determine structural issues and potential costs.
- Price has been negotiated with the state:
 - Potential reuse will not affect the deal
 - The state will simply share in any profits if the town resells part of the property.
- Town will have control over density, design and the mix of uses.
- Establish the needs of the town first.
- A lot of older people moving out of Medfield because of the lack of diverse housing choices in town.
 - Limited opportunities to “downsize” from larger single-family homes.
 - Senior housing and assisted living are needed in town.
 - Over-55 housing needed so citizens don’t have to leave the town.
- Opportunity for the town to meet some of its needs while expanding the tax base:

- Senior housing
- Housing for empty nesters
- Housing for Gen X and Y – 800-1,000 square foot apartments.
- Recreational needs
- Some mixed-use, retail/commercial.
- Could be a money-maker as a housing project for younger people and smaller households.
- Opportunity to meet the town's responsibilities under Chapter 40B.
 - 170 units are needed to meet the 10% state requirement for affordable housing.
 - This would relieve the threat hanging over other neighborhoods.
- Preserve existing open space.
- Need activities for all ages, families – could provide an unparalleled recreational facility.
- Combine recreation with the arts – make it a destination
- Waterfront property is off-limits, but there will be a canoe launch and the Bay Circuit Trail.

- Chapel could be a focal point for community activities and civic events.
- How long would the town be responsible for providing security?
 - Current cost is about \$100,000 per year.
 - There is concern about the Town having to take over responsibility and cost.

Concerns and Needs of Town Departments

Library:

- Public gathering space.
- Conference center.
- Performance space.
- Active and passive recreation and public art.

School Department:

- There are 2,709 students right now – understand the need to increase revenue generally to help pay for the schools.
- Wrentham Mall pays \$1Million in taxes, but cost the town more in services.

- Norfolk has an over-55 development with retail on the frontage of Rt. 115.
- MSH reuse should increase tax revenue but reduce the impact on schools.

Economic Development Committee:

- The vision and plan for the MSH Site should be driven by factors and decisions that serve the needs of the community and build value.
- 88-90 acres are developable.
- DCR and the Trustees of Reservations probably won't support a golf course. Perhaps Frisbee Golf? Driving Range?
- Look at the whole site:
- What should be preserved?
- What affordable housing is needed?
- What other housing – for elderly or gen-x – is needed.
- What other uses will make it a destination.
- Create and control smart growth.
- Meet the many needs of community and its residents.
- Substantially increase tax revenue.
- Achieve these goals at MSH by:

- Creating a vision for the site.
- Creating a Strategic plan for a comprehensive development at the site.
- Creating a vision is a design process that evolves by asking two questions:
- What design factors and decisions drive the vision?
- How can the chosen factors be incorporated into the vision and plan?

Medfield Youth Outreach:

- Principal provider of human services to the town.
- Wilkins Glen Section 8 housing brings in new people, challenges.
- Need space to work with youth.
- Need to look at the whole town, not just the State Hospital site.

Police Department:

- Never had responsibilities there before.
- There are always issues with large numbers of people living close together, but they are prepared to deal with it.

- Concerned about maintaining security when the private security service leaves the site.
- It's an attractive nuisance right now – attracts thrill seekers.
- MSH reuse should support empty-nester housing on the site.

Fire Department:

- With new building codes, any new construction is not a burden on the fire department.
- Concerned about the security of abandoned buildings.
- Potential new residents will increase medical calls, but will likely not be a big percentage increase compared to their responsibilities for the rest of the town.

Council on Aging/ Medfield Housing Authority:

- Currently, there is a waiting list for subsidized housing.
- Need more single-floor living.
- Distance of the site from the Town Center would require transportation (public transit is not currently available to the site).

- Bigger need for senior housing than for mixed-income.

Conservation Commission:

- MSH campus is a mini-arboretum (there is a diverse variety of tree specimens that need to be preserved).
- The property is a significant resource for wildlife.
- Need to plan as a whole, including the open space context.
- Could preserve the essence of the campus, even if the buildings can't be saved.
- Supports eco-friendly design, energy efficiency, low-impact development, etc.
- Could we partner with other communities with shared interests?
- Shared high school facilities or summer camps with other towns?
- Don't let the town be pushed into short-term planning.
- Take time to do it right.
- Concern about DCR management – theirs is the first budget to be cut.
- Need to secure funds for maintenance.

- Garden in the Woods, Town Hill could be models.

Department of Public Works:

- Infrastructure will be developed to support the project (underground infrastructure is in questionable condition).
- Will the roads be public or private? (if public, they will need to be brought up to town standards).
- Stormwater has to comply with EPA requirements.
- New water tower is in the planning stages.
- Proposed limit on water consumption is 65 gallons per person per day; the appropriate limit when considering reuse is the total average daily withdrawal limit of 1.52 million gallon, which includes all uses (not just residential).

Parks and Recreation Department and Commission:

- Land Uses - Many opportunities for both active and passive recreation:
- A regionally recognized 18 hole disk golf course (Frisbee Golf)

- Golf driving range and putting green
- A small golf course (4 holes)
- A large dog park, dog training
- Additional athletic fields
- Boat ramp to access the Charles River
- Link up to the Bay Circuit Trail System and the proposed Rail Trail for hiking and biking.
- Bird watching
- Cross country skiing
- Skating rink
- Fishing
- Community Supported Agriculture (CSA) Working farm
- Community garden plots
- Nature Center
- Building Uses - some potential uses for the buildings:
- New Recreation Center with gym
- Teen Center
- Paddle Ball court
- Pickle Ball court
- Tennis Court - Perhaps under a bubble
- Storage/offices for all of the sport groups, scout troops and any other civic groups in need of space

- Curling Center
- Could see an explosion of activities at the MSH, especially if a portion of the property becomes residential.
- Our goal would be to make the area a hub of activity for people of all ages not found in other Massachusetts towns.
- Funding may be available for these activities if they are included in the Open Space & Recreation Plan that is currently being developed.
- Some of the ideas can be implemented immediately for very little money.

Other Thoughts:

- Medical Campus?
- Company housing on campus with the new employer? (i.e. similar to traditional New England Mill towns or new high tech campuses).
- Could historic tax credits help?
- Brattleboro Retreat – Another former state “asylum” with a similar campus design (smaller buildings, quad, open spaces) and reuse by large institution.

Public Visioning Workshop

Introductions and Current Conditions

A public visioning workshop was held on Saturday, January 11th in the Medfield Center from 10 AM to 4 PM. The purpose of the workshop was to engage the community in creating a vision for the reuse of the MSH property within the context of the Town's overall planning, design, and regulatory objectives. An estimated 100 residents participated in the workshop which was formatted to be highly interactive and a collaborative planning effort engaging citizens and town officials.

As participants arrived, they were provided with a handout defining existing conditions, attributes, challenges and opportunities the MSH Property. A series of base maps, plans and photos were posted on-site and used to identify specific parcels, attributes and constraints of the MSH property. After a brief welcome and introductions by the chair of the State Hospital Advisory Committee (SHAC) several committee members and other local board representatives presented Current Conditions and Considerations at MSH including a briefing on the following topics:

- Hospital Property Parcels & Proposed Disposition
- Hospital Closing and Prior Reuse Plans
- Historic Significance of the Property
- Environmental Clean-Up
- Public Utilities and Infrastructure
- Preliminary Agreement Between Town and DCAMM
- Financial Context of Agreement

Issues & Opportunities (I&O) Break-Out Group Session

After the presentation of current conditions, workshop participants broke up into groups of 8 to 10 and were asked to identify their top issues, concerns and vision for the future use of the Medfield State Hospital property. Eleven (11) groups were formed and spent about 45 minutes on the exercise and then reported back to the full workshop.

A summary of the groups' issues and opportunities follows:

GROUP 1

Issues/Concerns

- Demolition costs/Condition of existing buildings

- Not an attractive site with existing buildings
- Liability and security concerns
- Speed of decision needed by town on re-use
- Constraints on development such as historic preservation and rezoning
- Future location of the water tower
- Building consensus needed for purchase and re-use
- Demand on town services and infrastructure

Opportunities

- Senior housing
- Commercial (retail)
- Continuing care retirement community
- Agriculture - leased for farming
- Single family housing
- Multi-family (40B) housing
- Ground-leasing portion of site
- Affordable housing - Meet 10% threshold under Chapter 40B
- Tax Revenue
- Town Parks & Recreation building
- Accessory retail
- Open space

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GROUP 2

Issues/Concerns

- None identified

Opportunities

- Public Safety building
- Passive recreation uses
- Active recreation uses (indoors)
- Par 3 golf course and driving range
- New elementary school

GROUP 3

Issues/Concerns

- Town needs to control future uses
- Lack of understanding of historical restraints over future use
- Future costs of holding property (need more clarity on this)
- High costs of redevelopment could make re-sale less feasible adding risk to the Town
- Concerned that historical structures will be lost
- Once owned, "who" controls future use decisions? (Town boards and department or future owners?)
- Permanent/contractual understanding with State as to uses

of adjoining parcels (deed restrictions/legislation)

Opportunities

- Chance to enhance the property (not as concerned about profit)
- Location for possible civic uses (Boy Scouts, Girl Scouts, etc.)
- More senior housing
 - Improve cross-section of population or assisted living
 - Creative options for sub-division can minimize economic risk to Town
- Change to avoid uses imposed by others or Town
- Ability to lease property for commercial users (e.g. movie production, culinary college, veterinary science, but NOT Casino)
- Diversification of tax base
- Parcel "B" has potential for park or recreational uses

GROUP 4

Issues/Concerns

- Condition of existing buildings
- Communication to all town people

- Do we really know what it will cost for development and cleanup of the core?
- What happens if the developer goes bankrupt?
- Need to resolve quickly – don't take too long on vision
- Risk of not deciding is much larger than uncertainty in owning and controlling
- Lack of clean vision
- Finding a competent developer that has capacity
- What happens if we don't buy it?
- Fear of what's not known

Opportunities

- Open space and recreation
- Park and Recreation building
- Educational – school and science extension
- 55+ housing
- Affordable Housing - 40B to address 10% requirement
- Social/cultural theme for vision of overall campus
- Veterinarian and medical offices
- Performing arts (owned by the town)
- Gazebo – place for concerts in front

- Agricultural/Farming
- Mixed housing – affordable, 55+, luxury, condos, etc.

GROUP 5

Issues/Concerns

- Taxes – whether or not town has control
- State use of other parcel
- Traffic impacts on abutters
- Aesthetics – like the look now (future design may not look good)
- Timing of town meeting and election vs. visioning process
- Years of neglect
- Integrity of structures
- Reputation of Medfield as a nice town
 - Keep as a beautiful town
 - Value = Character issue
- 40B Threat
- Layout of future development
- Golf course
- Parking for future reuse (impervious surface and visual impact)
- Loss of historical buildings
- Widening of Hospital Road
- Loss of trees

- Malls, high-rises, dense development
- Need to control cost and use

Opportunities

- Agricultural and conservation use for perpetuity
- Historical opportunities for reuse (aesthetics and architectural)
- Salvage and reuse existing materials (i.e. slate roofs, brick, etc.)
- Mixed use (retail/ commercial/ restaurants)
- Tax revenue
- Senior housing for empty nesters
- Senior affordable housing (address 40B mandates)
- Small shops, services, food to serve new community
- Preservation and rehabilitation
- Tax credits for affordable housing
- Layout of future development
- Preserve Clock Tower/Reuse Chapel
- Adding to cultural resources
 - Making Medfield a destination
 - Outdoor and cultural experience
- Integration with the Town as a whole
- Bed & Breakfast
- Parks & Recreation building on Sledding Hill parcel

GROUP 6

Issues/Concerns

- Tax/Debt
- Disposition of A-1 and A-2
- School population
- Disrepair of buildings
- Put transfer of A-1/A-2 in PES Agreement
- Pollution/Environment remediation
- New retail pulling away from Town Center
- Town liability for environmental hazards
- State off the hood for Cleanup of Buildings
- Remediation Timetable forced by State Law? (how long to fix buildings?)
- Can we pass liability to future developer for cleanup? (or to State?)
- Snowballing cost of cleanup?
- State vs. Town opinion on contamination
- How to make it attractive enough to developer

Opportunities

- Deal structure
- Open Space/Rural

- Control destiny within the Town
- Forest and trails (i.e. Bay Circuit)
- Continue Hunt Club use
- Tax positive mixed use
- Elderly housing /CCRC
 - Retail
 - Luxury of town
 - Porain Trust
 - Decisions after sale
- Parks & Recreation Building (+/- Dale Street School?)
- "Arboretum" preservation
- Entrepreneurial/Incubator for start-up businesses
- Higher education (Lasalle College type)
- Community Concerts and fireworks
- Solar and other renewable energy
- Boy Scouts
- Community building
- Salvage of materials (i.e. slate roof)
- Preserve Core Campus
- Village Mixed Use zoning
- CCRC

GROUP 7

Issues/Concerns

- Strain on existing municipal resources
- Future Impact on the Town as a whole
- Accessibility for recreational use of Parcel A (keep existing open space open)
- Visual impact of Parcel B use
- Over-development /Density of housing
- Increased taxes
- Cost of renovation of buildings
- State-owned property remains Undeveloped

Opportunities

- Solar development and other alternative energy (revenue generating?)
- 40B affordable housing development
- Historic preservation
- Keep building at existing level
- Housing - Over 55 housing/Down-sized homes for seniors
 - One level/ranch homes
 - Affordable for retirement income

- LEED Certified homes
- Public transportation access
- Vine Lake extended
- Autistic/mentally challenged facilities

GROUP 8

Issues/Concerns

- State control (don't buy)
- Tax increases (do buy)
- Unknowns (Town or State owned?)
- Development
 - Town or State owned?
 - Traffic
- Loss of historic buildings
- Town can't resell property or obtain "value" needed
- Impact on Town Center
- Access to Charles River
- Extensive area is limited
- Easements for recreation
- Execution - affected by adjacent property
- Parcel A-1 and A-2 uses affect value of Parcel A developer
- Retain fewer buildings in order to increase value to developer
- Control of destiny and use

- Access to Charles River (recreation value of Parcel A-1)
- Continued limits on use of adjacent property
 - Affects value of Parcel A
 - Affects use of Parcel A
- Reduce number of old buildings to reduce costs
- Can we buy A-1 and A-2?
- Can we control A-1 and A-2 use?

Opportunities

- River Access for recreation
- Affordable retirement community (small buildings)
- Help defend 40B threat
- Town control of density and use (zoning)
- Possible receiving area for the re-location of other historical buildings
- Meet “all” of town residential needs
- Control of affordable housing
- Prepare a master plan
- Multiple developers
- Control of site and A-1/A-2
- Address “all” of town residential issues
- Location for large town building

- Affordable housing in small buildings (+55)
- Affordable housing for 40B protection
- Housing - Phases/subdivide development by use (Faster)
- Recreation Buildings for canoe launch, trails, etc.
- Adult recreation (not team sports)
 - Small golf course (par 3)
 - Dog run, etc.
- Tax base – coordinate with Dover
- Solar – coordinate with Dover/Sherborn
- Cemetery
- Phases of development – possible with plan and subdivision
- Different expertise and specialties
- Boat house and facility to enjoy trails
- Commercial use (small) to service locals (canoe, coffee, etc.)
- Parks & Recreation to “sublease” to many groups
- Park Department – Town-wide services
- Taxes on new utilities

GROUP 9

Issues/Concerns

- Destruction of landscape
- Destruction of buildings
- Traffic flow on Rte. 127
- Financial (rising taxes)
- 40B Development
- Density of any development
- Overall liability of property
- Infrastructure
- Where are the 12 acres for the one building?

Opportunities

- Arts (spaces for studios, performance and makers)
- Business center
- Assisted living (55+ age appropriate housing)
- Solar farm
- Purchase allows the town to control the development
- Recreation facility
- Trails (passive recreation)

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GROUP 10

Issues/Concerns

- Cost/investment/return on investment
- State government
- Density and zoning
- School
- Sustainability of existing building
- Control by local government
- Taxes

Opportunities

- 55+ housing (1 level/duplex/low rise)
- Starter housing
- Assisted living
- Size of property (total acreage)
- Limited commercial development
- Office/medical

GROUP 11

Issues/Concerns

- Cost to taxpayers
- Potential for hidden conditions
- Risk of abatement costs and limit to developers
- Difficulty of redevelopment within inefficient buildings

- Historic buildings and grounds limit extensive development
- Potential added kids from housing into schools
- Zoning complications with development and town
- Possible selective demolition of buildings
- Potential of non-development (time delays)

Opportunities

- Professional services (doctors, dentists, and other professional offices)
- “Empty Nester” housing opportunities
- Open space
- Congregate housing (age in place)
- Limited rehabilitation (Chapel, etc.)
- Provide a variety of housing options
- Mixed-use opportunities (retail, etc.)
- Corporate retreat space with multiple uses (weddings, etc.)
- Recreation spaces (PFAFF-Like, etc.)
- Medical or research campus
- Housing
- Driving range
- Golf course development

- Indoor and outdoor recreation

Lunch & Learn

After the group issues and opportunities break out session an informal lunch was provided to participants during which an additional series of informational topics were presented by committee and board members. This included the following topics:

- The Partnership Model
- Legislative Timeline
- Building Conditions
- Community Survey Results
- Market Potential
- Case Studies from Other State Hospitals

Case studies included other former state hospitals from Massachusetts including Northampton, Foxborough, Boston State, Tewksbury, Danvers, Metropolitan, and Westborough. An additional example was provided from Brattleboro, Vermont. (More details on the case studies are provided in Appendix 3.)

Scenario-Building Break-Out Group Session on Future Uses on MSH Property

During the afternoon session participants were again divided into groups of 8-10 and asked to identify preferred future uses and building types by location on the MSH property. Each group was provided with base maps of the campus and given about 1 ½ hours to work with facilitators from the SHAC and Project Team to create and illustrative vision plan for the MSH Property. Each group was instructed to create their vision plan using the following categories:

- Conservation and Recreation
 - What areas should be preserved the way they are?
 - What landmark buildings, open spaces or views should be preserved?
 - What are potential uses for open space areas?
- Redevelopment
 - What areas or buildings should be redeveloped?
 - Are there any areas where there could be new development?
 - What are potential uses for existing or new buildings?

- Where should different uses be located?
- What should buildings look like?
- Access and Connectivity
 - How would you get to the site by car or bike?
 - Where to put parking?
 - Where should there be sidewalks, trails and other pedestrian connections?
- Community
 - What uses would support the life the community?
 - Where is the focus of community life?

At the conclusion of the Group Scenario-Building Session, each group presented their vision plan back to the workshop participants. A total of 11 vision plans were presented which are included in Appendix 2.

Workshop Wrap Up, Next Steps, and Adjournment

At the conclusion of the last group session, the SHAC provided a wrap up including the schedule for upcoming events related to the MSH property. Participants were also informed that the Project Team would be preparing a Summary Report of the MSH

Property Visioning Process which would be posted on the MSH vision website for public viewing in the future.

Preferred Reuse and Redevelopment Scenarios

The collective goal for the MSH visioning process was to provide useful information regarding the property conditions and characteristic to the Medfield community as well as to refine preferred future reuse scenarios so that residents can make an informed decision at Town Meeting as to whether the town should acquire the property offered by the State or not. Refining the future vision for MSH is the first step toward the next generation of civic, economic, and physical changes on this beautiful campus. The challenge is to build consensus around a series of preferred alternatives while respecting the historic institutional context and design patterns, opening the door to private investment, fulfilling town needs and desires, and creating a compatible and supportive relationship with surrounding neighborhoods and landscapes.

General Shared Concept Plan for Future Reuse

Based on the results of the Group Scenario-Building Session at the Public Visioning Workshop, an overall “Shared Concept Plan” for future uses on the MSH properties was synthesized below.



This is a collective visual representation of the preferred reuse scenarios generated by the 11 groups that participated in the mapping exercise. The shared concept plan suggests the following:

Parcel A

- Core Campus
 - Multi-family/Mixed Use
 - Redevelop historic core for apartments and townhouses with both market rate and affordable units
 - Save key buildings
 - Renovate chapel as community center, function hall and performance space
 - Preserve green space on the quadrangle
 - Neighborhood retail, services, and medical offices on south side of quad
- North Segment/Ward R
 - Preserve open space
 - Possibly a limited amount of low density housing on north side
 - Trail connections including north to Dover

- Senior housing/Assisted Living on Ward R site
- South Segment/Former Clark Building Site
 - Preserve open space and views of core campus from the road
- Southwest Segment/Employee Cottages
 - Single family homes
 - Trail connections
- East Segment/Water Tower
 - Senior housing/Assisted Living on north end
 - Neighborhood retail, services, and medical offices on south end
 - Trail connections
- West Segment/Ward S
 - Conservation
 - Trail connections
 - Reconstruct water tower in same area

Parcel B

- Community building and activities in upper area
- Preserve Sledding Hill for recreation
- Trail connections to other properties and along the RR tracks to other points

Parcel A-1

- Canoe launch
- Trail connections
- Link pedestrian network to Bay Circuit Trail

Parcel A-2

- Trail connections

General Shared Concept Plan for Future Reuse

Based on the collective input from the community survey, internal public officials' forum, and public visioning session, an overall MSH Preferred Reuse Scenarios Synthesis Matrix was created below:

12. Next Steps

The following is a general summary actionable items and recommendations for moving forward into the next phase of master planning process including the following:

Refine Overall Planning Goals

MSH Property is a highly visible public project as well as one that will be driven by

a combination of public and private investments. The public visioning and scenario-building process identified several factors that need to be considered in the future planning and development of the MSH property. As a starting point, this may include the following:

Market-Based Uses and Opportunity – A framework of reuse scenarios has been identified and must now be tested for economic viability through further market analysis and case studies from similar communities and facilities.

Context Sensitivity – Future use and development must be sensitive to internal compatibility as well as the outer edges of the property with surrounding neighborhoods, travel corridors, and open spaces.

Public Capacity – Consideration must be given to the potential demands of public infrastructure and services generated by reuse scenarios at that undue stress is not created on local government.

Appropriate Design – A well-defined framework of building and site design must

be consistent with public aspiration as defined through the initial visioning process and future interaction.

Issues RFP for Preparation of Conceptual Reuse Plan

Prepare scope of work and solicit a multi-discipline team to work with the community in preparing a comprehensive reuse plan. Recommended elements include the following:

Prepare Conceptual Plans for Preferred Uses

Prepare conceptual plans for different combinations of uses based on input from the public visioning process. The plans should be fairly comprehensive identifying key site plan elements such as the following:

- The building types and uses (new and rehabilitated)
- The number of units and their configuration
- The location of the units on the plan
- The potential parcel and or lot subdivisions
- Access roads and trails to building areas, common areas and open spaces

- General parking areas, landscaping, and streetscape features
 - General utility service locations
- Use and design factors that should be integrated into the Conceptual Plan:

Residential Uses: Identify combination of residential types, ownership/rental meeting the housing need and demands of all the demographic groups in the community:

- Senior Housing – 55+, empty nesters, assisted living,
- Baby Boomers - For downsizing and simplifying lifestyle
- Generation X- Traditional neighborhoods for young families and single parents
- Generation Y –Small apartments and condominiums
- Affordable Housing – for various demographics and meeting 40B obligations

Commercial Uses: Retail, restaurant, personal services, professional office, and other uses that can be supported by on-site and surrounding development as well as local market.

Civic Uses: Land and facilities for community services, performances, events, displays and gatherings.

Institutional Uses: Public and private facilities that might be interested in being on site (educational, advocacy, non-profit, etc.)

Open Spaces and Recreational Facilities:

Passive and active recreational uses, conservation, agricultural, trails, ball fields, courts, parks, commons, building facilities, etc.

Natural Resources: Specific methods of preserving and protecting the natural resources of the property:

- Conserving the Charles River, river front banks and river views
- Preserving key viewsheds and creating access (on foot, bike, horse, etc.)
- Preserving cultural and historic landscapes and attributes of the site

Land Use Regulation Amendments

Prepare zoning amendments to support different types of uses – possibly form-based codes and design guidelines. A new MSH

zoning district should incorporate flexibility on design and use and address limitations in current regulations that are inconsistent with preferred uses. Consider alternative street design standards that are consistent with the site’s context and incorporate “complete street” principles. Also consider Low Impact Development (LID) standards for stormwater and site design.

Public Infrastructure, Facilities and Services

Evaluate potential impacts and needs for preferred reuse conceptual plans:

- Traffic (access, safety, intersection treatments, capacity, change in volumes, modal splits)
- Parking (by use and shared parking opportunities)
- Infrastructure - water, sewer, stormwater, gas, electric, etc.
- Public services – safety and emergency, maintenance, schools, etc.
- Potential municipal costs and revenues
- Other potential permitting needs

Public Involvement Program

Conduct a series of design workshops and public presentations to build consensus around preferred use concept plan.

Other Reuse Plan Elements for Consideration

The Partnership Agreement Redevelopment provides a series of milestone incentives where the Town can increase its base percentage (from 50% to 70%) of any net resale/ground lease proceeds by accomplishing the following reuse plan elements:

Comprehensive Market Study – Complete a comprehensive market study to inform land use decisions including zoning for the MSH property (additional 2.5 %).

Adopt By Right Zoning – This should be informed by the market study on the site a portion of which is targeted for residential use. The State required at least 4 units per acre for single family units and 8 units per acre for multifamily units (additional 2.5 %).

Local Expedited Permitting – This economic incentive provides for expedited permitting (180 days) on a redevelopment site (additional 2.5 %).

Sustainable Development - Adhere to the State's sustainable development principles in the planning of future development of the site (additional 2.5 %).

- Concentrate Development and Mix Use
- Advance Equity
- Make Efficient Decisions
- Protect Land and Ecosystems
- Use Natural Resources Wisely
- Expand Housing Opportunities
- Increase Job and Business Opportunities
- Promote Clean Energy
- Plan Regionally

Development Incentive Programs

Evaluate and adopt appropriate development incentives consistent with the preferred uses to draw private investment.

Identify Potential Funding Sources

Identify private, local, state, and federal financial resources that may be available to assist in public improvements on site and further incentive private investment for preferred uses.

Prepare Developer RFP

Once the Redevelopment Plan is completed, prepare developer RFP(s) for various phases of future development. The RFP should define public/private partnership needs and opportunities.

Public Outreach and Informational Resources

Medfield State Hospital Vision Website and Facebook Page

The State Hospital Advisory Committee (SHAC) was created a website www.mshvision.net.

This website is intended to be a source of current information regarding the redevelopment of the former Medfield State Hospital Site. It contains a depth of information including history, maps, studies, photos, contact information, and research on other state hospitals. Residents of Medfield and surrounding towns who are interested in the progress and plans for the site should check here frequently. Those interested can also "like" the MSH page on facebook so that updates show up in your Facebook news feed. Comments,

questions, or other issues may also be communicated by email to feedback@mshvision.net

Medfield TV

Medfield TV video recorded the Walking Tour on November 10th. They also have available for viewing "A World Apart", Medfield State Hospital History. "Mental Illness and America's Abbey on the Hill," a 35 minute film about the history of Medfield State Hospital, beautifully filmed, produced and directed by Dr. Carl Edwards. The film describes the close relationship that has lasted for 115 years between the State Hospital and the Norfolk Hunt Club.

<http://blip.tv/medfieldtv/a-world-apart-medfield-state-hospital-history-6523836>

MSH Interior Building Photos

Available at the following link:

<http://fallout-ue.com/locations/medfield/>

YouTube Video of Interior of Buildings

Available at the following link:

Reports and Plans

All studies and reports identified in this document are available on the MSH

website and at the Medfield Planning
Department.

INSERT MATRIX

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The Sledding Hill

