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An assessment of the Corcoran, Mullins, and Jennison, Inc.  
proposal for the development of Greylock Glen

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In the early 1970's Alan Kanter, a prospective developer, bought up a several large parcels of land, mostly old abandoned farm sites, on the lower east slope of Mt. Greylock. His plan was to build a multimillion dollar alpine skiing/golf facility on this site which he named the Greylock Glen. The 1049 acre "C" shaped parcel of land is dominated by rolling meadows and wooded hill sides. It is bordered by the Mount Greylock reservation to the north and west, and the town of Adams, Massachusetts to the east and below.(map 1) After cutting several ski trails, installing lift equipment, and completing the layout for the the golf course, including the pouring of a club house foundation, Kanter ran out of money and the development fizzled. Kanter left town owing thousands of dollars to local contractors; the Community Savings Bank of Holyoke acquired the land through foreclosure, and has title to the property at present.

In December of 1985, Michael S. Dukakis, Governor of the Commonwealth of Massachusetts, signed bill No. 5916 into law authorizing the "Department of Environmental Management[(DEM)] to acquire land and begin development of a 1040 acre multiple use recreation facility at Greylock Glen in Adams". The impetus behind the state action was primarily three-fold. First, the project is needed to help revitalize the lethargic Northern Berkshire economy by providing hundreds of jobs for local citizens. Second, the facility is expected to bring millions of new tourist dollars to the region. And third, it is hoped that the state's supervisory role in this project will prevent future

uncontrolled development of the property at the hands of private individuals which ultimately could jeopardize the abutting Greylock reservation, the flagship of the state park system.

Under the terms of the legislation, the DEM has been authorized to oversee the development of Greylock Glen, and spend \$8.5 million dollars to acquire land and begin construction of the development's infrastructure. This sum of money will only be appropriated, however, provided a private developer can be found who is willing: 1) to be the state's partner in this project 2) conform to the wishes of the DEM and a seven member advisory board 3) invest some \$16-\$25 million dollars into the project.

In the two years that have elapsed since the signing of the bill into law, two important steps have been taken: First, a Draft Environmental Impact Report(DEIR) of the Greylock Glen Recreation Area was conducted for the DEM by the Stone and Webster engineering corporation located in Boston, Massachusetts. Working with Stone and Webster, the DEM has constructed a broad framework for the development of the site under which it expects the private developer to work. Secondly, the field of potential developers has been narrowed from 13 to 2. The two remaining developers are: the Heritage Development Group Inc. of Southbury, CT and Corcoran, Mullins, Jennison, Inc. (CMJ) of Quincy, MA. The scope of this paper will be limited to an analysis of the CMJ proposal, including a review of the components of the plan, expected costs and benefits, residuals, and environmental impacts and concerns deriving there from.

CMJ PROPOSAL

CMJ has proposed a \$164.8 million dollar four season resort for the Greylock Glen which closely conforms to the guidelines set forth in the DEM masterplan. The major components of the CMJ plan include:

- \* 27 acre lake
- \* Norpine ski facility
- \* 18-hole championship golf course
- \* tennis center
- \* New England styled village with Conference Center/Hotel  
several inns  
Performance Pavilion
- \* residential community
- \* Wilderness Cabins  
(diagram 1 and 2)

A 27 acre lake will be located in the center of the parcel, currently the site of four small spring fed ponds. Its construction will involve the building of an earthen dam and emergency spillway at the southern end of the site. (At present, neither the CMJ proposal nor the DEM masterplan has addressed the possible effects of a dam burst or severe overflow on lower lying areas. The effects of such an event should be taken into consideration before dam construction begins). In addition, an undetermined amount of earth will be removed from the proposed lake confines to achieve a uniform water depth of 15 feet. The lake will act as an important source of recreation enabling fishing, boating, and swimming in the summer, and ice skating in the winter. The lake will also serve as important source of water for snowmaking and firefighting needs.

A small alpine facility will be located in the northwest

portion of the glen using the existing trails cut by the defunct Kanter development. The area will include 8 trails, rated beginner to intermediate, and 2 lifts, and has a modest vertical drop of 800 ft. Telemark skiing will be encouraged. Plans call for the installation of snowmaking and night lighting to increase utilization of the facility which has a projected daily capacity of 1000 skiers. The real mainstay of the resort's winter activity, however, lies in the development of the "highest profile nordic center in North America" (Bill Shanahan, VP Sno Engineering, CMJ proposal, Adams, MA 3/21/87).

CMJ has planned 17 km of double width cross country skiing trails to run throughout the Glen. The trail network will circumnavigate the lake and run through the village center. Snowmaking and possibly night lighting of a portion of the trail network are proposed; the DEM masterplan has suggested that 75% of the nordic trail system be covered by snowmaking and 25% by night lighting (DEIR, Appendix E, p5). The capacity of the nordic system is estimated at 1400 skiers per day. Periods of peak usage, however, could involve overcrowding of the network.

(<sup>The</sup> ~~Figuring~~ 1400 persons spread over 17km of trails averages out to <sup>approximately</sup> ~~apx.~~ 80 skiers per km, which is a dense concentration of skiers).

Linkage to existing trails and/or development of new trails within the abutting Greylock reservation, or limiting the number of skiers allowed to use the facility at any one time are three possible solutions to overcrowding.

Included in the CMJ proposal is a 18<sup>1</sup>/<sub>2</sub> hole championship, 6,867 yard golf course which runs north-south over the length of the

*Avoid "figuring..." as a phrase  
in scholarly writing*

glen. Geoffrey Cornish, CMJ's golf course architect, has <sup>labeled, I think</sup> labeled the glen the greatest mountain site for golf he has ever seen. The clubhouse is located at the eastern edge of the the village (diagram 3); nine holes will run north of the village and nine holes to the south. The outlay for the new course will generally follow the exisiting course laid out for the defunct Kanter development. Although the DEM master plan suggests the glen has the room to accomodate two 18 hole courses, the extensiveness of the CMJ proposal makes this virtually impossible. At present, CMJ doen not intend to build a second course.

A New England style village will be located at the northern edge of the lake, the axis of its main street <sup>?</sup> aigned with the peak of Mount Greylock (diagrams 3 and 4). Major structures in the town center include: a conference center/hotel with 150 quest rooms; an 8,500 sq. ft. golf clubhouse that will double as a ski center in the winter; a health and fitness center; a 2,400 sq. ft. boathouse; a 11,535 sq/ft meeting hall; 4 small inns with 20-40 rooms each, 144 rooms in total; 20,000 sq. ft. of retail space; a tennis center with 10 courts; and a 4,000 sq. ft. performance pavillion.

The backbone of the private development project involves the construction of 838 condominiums, in 4 phases (aproximately 200 <sup>writes in each</sup> ~~condos~~ /phase) over a period of 10 years. Capital derived from the preselling of condomiums in each phase of development (CMJ figures it can sell 100 condos/yr) will drive the construction of the village center and roads and utilities network (graph 1, diagram 5). This plan eliminates the need to put all the development

money "upfront" at once, and also prevents the supply of condos from growing larger than the demand for them: if there is no demand for additional condominiums they will not be built. (A potential problem could arise here, however, if an insufficient number of condos was sold; the rest of the development would come to a halt within a fairly short period of time. This could lead to the incompleteness of new projects raising doubts about the future of the resort which, in turn, could scare future buyers away. In the worst case, the project could stall and go bankrupt). <sup>- leaving a carbon scar on the landscape</sup> The one-to two-story condominiums will be clustered in settlements to preserve as much open space as possible; most will be located in the southern half of the site. The "condo clusters" will be available in six different architectural styles, all having a basic New England flavor with clapboards, pitched roofs, protruding chimneys, and in some cases shingles. Each dwelling will accommodate 4 to 6 persons. According to CMJ, the condos will be nestled within the existing trees on the site, and will take advantage of the natural contours of the land, minimizing the need to move earth while increasing their "blendability" with the surrounding countryside (drawing 1). Each condo will overlook an amenity of one sort or another—a golf course fairway, ski trail, or Mount Greylock perhaps. This requirement is crucial, for according to CMJ a house with "a view" is critical to its marketability.

*interesting*

The Raven Rocks, located in the northernmost section of the glen, is scheduled to be the site of 25 "rustic wilderness" cabins housing <sup>one or two</sup> ~~1 to 2~~ overnight occupants each, and is accessible only by

foot. A state or federal agency will manage the cabins. These facilities will provide shelter for a limited number of persons who want to "rough it" a little.

A substantial road and utilities network will be constructed throughout the 10<sup>1</sup>/<sub>2</sub> year development period (diagram 6 and 7). Current plans call for the construction of 5 new roads on the glen site with upgrades to existing roads leading into the site, e.g. West Rd, West Mountain Rd, and Gould Rd. The first phase of road development would involve the construction of a half<sup>1</sup>/<sub>2</sub> circle loop running from West Mountain Rd around the lake to Gould Rd. Feeder roads would then be constructed which branch from this loop north and south into the glen linking the residential communities. If desired, a link running from the north end of the site to Notch road may be constructed. There is some question as to whether this road system, even with the construction of new roads and improvements to existing ones, would be sufficient to handle the traffic load generated by the resort. Karl A. Heckler, Director of the Berkshire Regional Planning Commission (BCRPC) feels even improvements to existing roads will not provide adequate access to the glen. (Berkshire Eagle, 1/20/87, pA8)

In addition to the road system, some 10 acres of parking will be constructed to accommodate the 4,000 day and overnight visitors which will visit the resort daily. (New England Sierran, April 87) According to the CMJ plan, parking will be available at 4 separate lots all near the village center.

The sewage and water system within the resort will follow the general road layout, and connect to the municipal systems at the



West Road entrance. The sewage system is divided into two sections--north and south--to prevent a stream crossing and the need for an active pumping system, and will be gravity run. The water system will be driven by two pumping stations and will incorporate 2-500,000 gallon storage tanks designed to supply the resort's water needs during the day and draw from the municipal system at night. Again there is some uncertainty as to the town's ability to meet the needs of the resort in these two areas; further study should be required.

### BENEFITS

Benefits resulting from the development of the Greylock Glen fall into into two main categories: recreational and economic. The latter mentioned category may be broken into three further sub-segments: benefits during construction, benefits during operation, and benefits from tourism.

### Recreation

Recreational activities and opportunities to be provided by the year round resort are wide and varied. Spring to fall activities include swimming, boating, fishing, golfing, tennis, hiking, and biking. Winter activities include alpine and nordic skiing, and skating. The health facility will operate year round. The performance pavillion will be an important cultural benefit, bringing concerts, dance and theatre productions to the glen

*It would be good to be more specific on the marginal value of these activities. How much is there already? How important is the addition? And what population is being benefited?*

during the warm summer months. The facility will also be available for local arts and crafts fairs. All recreational facilities, including the golf course, will be open to the general public.

Economic

CMJ has projected that their proposed development will provide 1,390 new construction jobs to Northern Berkshire citizens over a ten year period. Approximately 800 jobs will be created over each of <sup>for 30-month?</sup> 4-30 month construction phases. The construction jobs will be broken down into the following categories:

	<u>Housing</u>	<u>Roads and Recreation</u>	<u>Village Center</u>	<u>Total</u>
# jobs	1,016	179	195	1,390
1 job=1800 hours				
CMJ Proposal, p37				

CMJ has stated that it is committed to hiring local persons to staff its facilities. Once full operation is achieved, the firm expects to employ 415 year round employees. Most of these positions, however, will be of low to moderate income in the \$15-20 thousand dollar range; the average yearly payroll for this

*low? not in the N. Berkshire context, I think.*

work force will be in the neighborhood of \$5.5 million dollars. Although the number of full time positions is limited, there will be a larger unspecified number of part-time or seasonal openings, including jobs for adolescents, e.g. caddying at the golf course. Thus, a sizable number of jobs for adults and teens will be generated by the year round operation of the resort. Another operational benefit of the resort includes the creation of a new

and substantial housing market in the town of Adams, which will be accompanied by an increase in the town's tax base.

Upon completion, the Greylock Glen project is expected to attract approximately 125,000 tourists (Transcript 3/12/87, p12) to the region, pumping some \$27 million dollars annually into the local business community (based on Mass DEC figure of \$56.63 per visitor per day, 1984). The nordic ski facility and the golf course will both be of sufficient quality to attract special professional and/or amateur events which could bring in thousands of additional tourist dollars.

#### COSTS

The monetary costs of the project itself as already outlined is staggering--\$164 million ~~dollars~~. The state is contributing \$8.5 million to buy the property, and to construct the lake, the ski facilities excluding the lodge, and the tennis courts. This sum of money may be inadequate to complete these tasks, and it is not clear where additional money would come from if needed. The rest of the development including the golf course, the village, and the condos will be funded by CMJ itself or other private parties.

Other costs of the development include the lost recreational value of this property which is currently used by local townmembers for running, hiking, motorbiking, snowmobiling, cross country skiing, and snowshoeing. The development will cause the loss of some open space on the site and may endanger (stress?)

several environmentally sensitive areas located throughout the site including a wet meadow located near the Thiel farm.(DEIS,4-21) (diagram 8) The glen is home to some 50 species of rare plants, including one endangered species the hairy wood mint.(DEIS,4-27) The CMJ plan has taken special note of these sensitive areas, and has set them aside as protected zones in their proposal. Development within these sites is forbidden, however, it is unclear what impact nearby development will have on the flora within these areas. Finally, the development will increase the demand for community services including police and fire protection, and water and sewer service.

### Residuals

Residuals generated by the construction and operation of the Greylock Glen resort will be extensive. CMJ has addressed a number of problems associated with the production of residuals during construction and operation of the Greylock Glen. During construction, there will be increased levels of noise from construction machinery, and increased amounts of CO, CO<sub>2</sub>, Hydrocarbons, and heavy metals from the exhaust systems of those vehicles. Problems arising from noise pollution will most likely occur in the immediate vicinity of the development site e.g. Gould Farm. The site has sufficient air flow so that exhaust products will have minimal impact on the local region. Surface erosion and the infiltration of sediments into the streams which run through the site may be a problem. CMJ has attempted to minimize that

impact by advocating the construction of siltation barriers, oil traps and hay bale barriers in the areas where earth is being moved. A large amount<sup>b</sup> of wood will be generated through the construction of ski trails; non-saleable portions will have to be disposed of in a "proper manner".

Residuals produced from the operation of the resort will be varied. There will be an increase in surface runoff contaminated with pesticides, herbicides, and fertilizers from the golf course, and salts, oils, and heavy metals from the new roads and other hard top surfaces. The lake will be protected from this surface flow by a <sup>e</sup> berm. Although not stated by the CMJ plan, contaminated surface flow from these areas will most likely flow into onsite streams and filter down eventually into the Housac River. In the process this contaminated surface flow may destroy any fish i.e. brook trout <sup>i.e. in not right way to put it</sup> and severely impact other aquatic life located downstream. This problem and potential solutions to it need to be clarified.

Light pollution from night skiing and noise pollution from snow making machinery will impact the town of Adams in varying degrees determined by ones<sup>1</sup> proximity to the resort. Moreover, this pollution may disturb and drive away some of the indigenous wildlife located in the immediate area including the abutting state reservation. In addition, the aesthetic view of Mount Greylock from the valley floor may be disturbed i.e. obscured<sup>2</sup> by the glare of lights used for night skiing. The impact of these two factors on the local community and native wildlife has been underestimated by the DEM masterplan and CMJ, and needs to be

reevaluated. Perhaps, night skiing should be eliminated from the plan. *What, in your opinion, would that imply for the value of benefits?*

The Greylock glen resort will generate a huge amount of solid waste and sewage, and create an increased demand for water. Bill Mark, ~~C~~ivil engineer for CMJ has stated that the the local municipal sewage system is capable of handling the increased flow generated by the development (CMJ proposal, Adams, MA 3/21/87). However in the event of repeated overloads, effluent from the resort could be stored on site during peak hours and later released to the municipal system during off peak hours. The mention of this "backup plan" raises some doubt as to whether the municipal system as it exists today is really sufficient to handle the effluent to be generated by the glen project, <sup>and associated development</sup> More data is needed to determine the potential severity of this problem. Specifically, CMJ and the state need to come up with concrete figures revealing the amount of sewage to be produced by the resort. *It's surprising there are no guest firm estimates.*

The Greylock Glen resort will also generate a huge but as ~~of~~ yet undocumented amount of solid waste. CMJ has recognized that the large quantity of solid waste to be generated by the development poses a substantial problem considering the region is already finding it difficult to dispose of its solid wastes. Neither CMJ nor the state, however, at this time has found a *good point* solution to this increasingly pressing problem.

A large amount of traffic and related exhaust products will be generated by the development. Considering the site has room for 3,500 overnight guests and another 1000 to 2000 day visitors,

there will be a drastic increase in the traffic flow in the Adams area, especially on the connecting routes leading into and out of the resort. There is substantial doubt, as previously mentioned, as to whether the proposed road network will be able to handle the sharp increase in traffic. This problem must be scrutinized further.

### Other Environmental Impacts

Finally the development of the Greylock Glen will mean a loss of habitat to many species of indigenous animals including Opossums, Eastern Grey Squirrel, White-tailed deer, Red fox, Wild turkey, and Turkey vultures among other. Some of these species may be able to function in this new environment, notably the squirrel, while others like the deer may not. *Are there other good habitats in the large region?*

The realization of the 4 season resort may be an aesthetic wonderland to some but an eyesore to others. The Greylock Glen occupies a highly visible site on the foot of Mount Greylock the state's highest peak. The development of a "tasteful" resort that blends into the surrounding countryside to the highest degree practical is crucial to minimizing the aesthetic impact of the development on the scenic "Greylock vista".

The Greylock Glen is an extremely important component of the the Dukakis administration's efforts to revitalize the Northern Berkshires. As James H. Gutensohn, commissioner of the DEM so aptly put it, this project will allow this region "...to shut the book on cynicism and look forward to economic resurgence"(BE,

^  
march 28,87,B11). Although Mr. Gutensohn may have some what overstated the impact of the proposed development on the local economy, his basic point is well taken. The CMJ proposal for the Greylock Glen is extensive, but well within the bounds of the DEM masterplan. Its basic framework is sound. There are, however, several important concerns which must be addressed further before construction is to begin. CMJ must work closely with state and local officials to solve the most pressing problems currently overshadowing the development, including the future disposal of solid waste and sewage, and the contamination of lowerlying streams and rivers. In addition, the DEM must keep careful watch over this development at all times. Conformation to the guidelines set down by the masterplan is critical to the future success of this project and the future safety of the abutting state reservation. Substantial progress has been made, but there is more work to be done.



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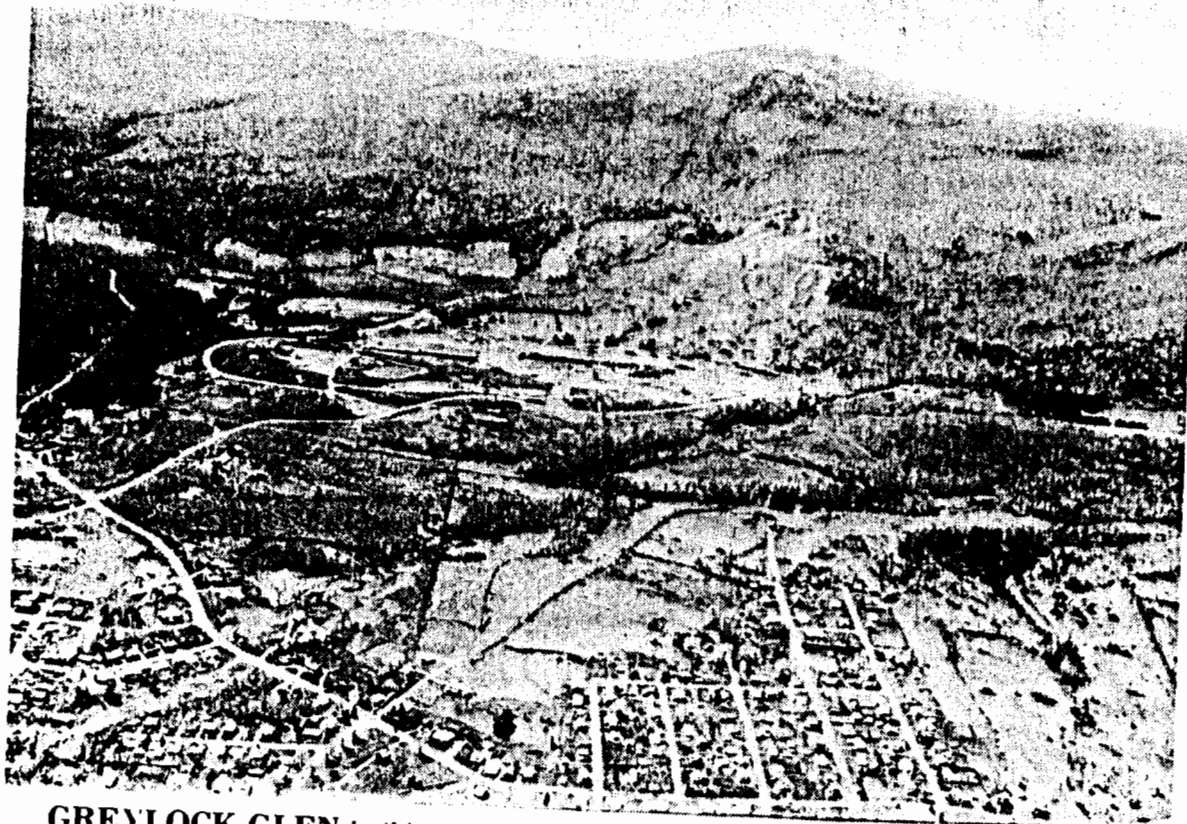
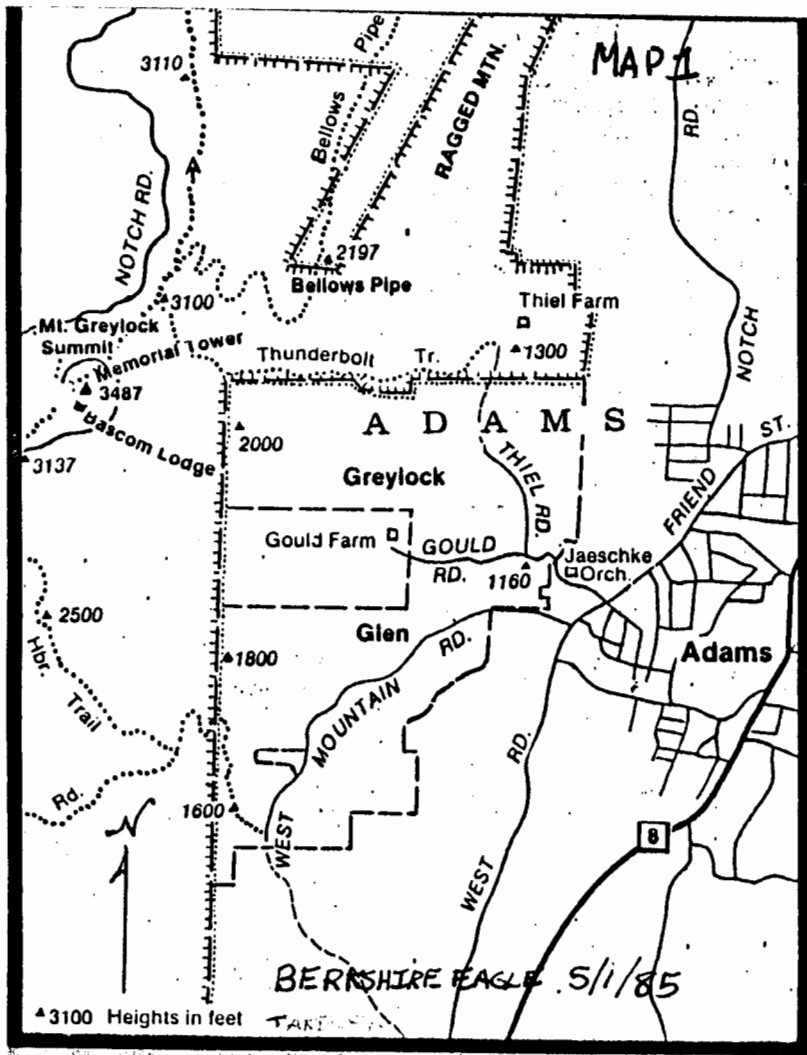
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**GREYLOCK GLEN** in this aerial shot is above Gould Road, which runs horizontally across middle of photo. The 1,049-acre parcel at the base of Mount Greylock is the site of developers' plans for a resort costing \$165 million or \$260 million.

**BERKSHIRE EAGLE 3/23/87**



A FINAL ANALYSIS OF THE CMJ PROPOSAL FOR  
THE DEVELOPMENT OF GREYLOCK GLEN

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PLI

The \$160 million Corcoran, Mullins, and Jennison proposal for the Greylock Glen is the single largest development plan ever proposed for the Berkshire region, dwarfing such past grandiose projects as the \$25 million General Electric Plastics Division, located in Pittsfield, MA. Because of its unprecedented size, the glen development will have far reaching social, economic, and political impacts on the Northern Berkshire region, especially with respect to the towns of Adams, North Adams, and Cheshire. These towns will undergo radical transformations in the next several decades that few people, familiar with the project today, have begun to fully comprehend.

It is widely believed that development of the glen will bring new economic vigor and growth to a region unseen since the hay days of the textile factories, that flourished there at the turn of the century. The glen project, in conjunction with a multi-million dollar art museum proposed by Williams College, is expected to boost radically the level of tourists and tourist dollars flowing into the region: North Adams Mayor John Barrett III, predicted the two projects may attract as many as 500,000 tourists to the region on a yearly basis, bringing in some \$40-\$100 million in new revenue. In comparison, tourists spent \$102 million in Berkshire county last year according to William Wilson, director of the Berkshire Visitors Bureau (Transcript, April 25, 1987, p.1.). Moreover, it is hoped that new industry will follow the surge in tourism, creating new jobs and helping to further strengthen one of the most depressed economies in the

Commonwealth.

When looking at the CMJ proposal for the development of Greylock Glen, most interested citizens are familiar with the economic costs and benefits directly associated with project; the CMJ plan brings promise of new jobs, tourist dollars, and recreational opportunities. How many citizens of Adams, North Adams, Cheshire, and beyond, however, are aware of, and willing to face the new social and political pressures and forces that will accompany such a massive development project? With so much money at stake, it should come as little surprise that wealthy, out-of-town investors, businessmen, and perspective second home buyers, may try and take control of the these town governments, or at least push them in a direction that is not consistent with the general interests of the people living there today. For instance, local residents and businessmen may soon have to compete with outsiders for home and office space; rising property values and more intense competition could force local residents and businessmen to move elsewhere. If not careful, residents of Adams and other surrounding towns may end up taking a "backseat" to outside social, economic, and political forces. In order to prevent such an occurrence, the citizens of these towns need to recognize the inherent dangers involved in a project of such magnitude, and take steps necessary, like revising town zoning laws, to better protect their immediate interests.

In trying to establish the "true worth" of the CMJ proposal, in light of the interests of the developer, the people of Adams, Berkshire County, the State of Massachusetts, and others, one has

to look beyond the monetary costs and benefits that are so commonly presented in CBA. At present, CMJ and the state have sold development of the glen to the public through a CBA framework. To them, Cost-Benefit analysis is an appealing method of evaluation because through it, benefits derived from the plan clearly outweigh costs, especially when various non-monetary environmental factors, such as aesthetic impacts, water pollution, and solid waste management are ignored. Unfortunately, CBA just does not adequately address all of the associated costs, benefits, and concerns involved in this development, or how they will be distributed among the different groups of people affected by the proposed plan. Thus before breaking ground, it would be highly advantageous if the Final Environmental Impact Statement (FEIS) were to include a comprehensive Planning Balance sheet that would enable decision makers to identify and remedy potential flaws in the current CMJ proposal.

In the case of Greylock Glen, the planning balance sheet is better suited than CBA as an evaluation method because: 1) it "record[s] detailed information on the distribution of costs and benefits among different groups of people affected by [the] proposed plan"; 2) it "accommodate[s] formally intangibles and other unmeasured impacts by designating symbols for recording them in [the] evaluation table[] alongside the monetized impacts"(McAllister, 148). For example, the PBS included in this paper attempts to weigh certain intangibles like aesthetics in non-monetary terms which CBA is unable to do. Furthermore, the PBS identifies and separates the various groups of individuals who

will be affected aesthetically, either positively or negatively by the project. Thus, current users of the state reservation may feel the development is aesthetically pleasing or displeasing depending on their point of view, while most, if not all, the future users of the site will feel it to be aesthetically pleasing, or else they would not be there in the first place. In sum, the PBS is able to get a clearer, more detailed picture than CBA of the potential costs and benefits of the development, using both monetary and non-monetary value systems, while in addition, identifying how they will be distributed among the various groups of individuals affected by the plan. Hopefully, this added information will enable decision makers to address the various needs and concerns of the parties involved, so that no group is allowed to take unfair advantage of another.

Values will play an enormously important role in the shaping and final execution of the glen development. The planning balance sheet is helpful because it incorporates basic values into its makeup. It forces decision makers to consider various impacts, like commuter traffic, that otherwise may be completely ignored if the FEIS uses a CBA. Before CMJ is allowed to begin construction on site, I would like to see the following values incorporated into the overall development process.

Citizen participation--It is crucial that the citizens of Adams, North Adams, and Cheshire, rich and poor alike, continue to participate in the formulation and revision of the plans for the development of the glen, especially once construction begins. Should citizens of these towns find fault with the developer's

plans, and/or his compliance with pre-established guidelines, action should be taken by state and local authorities on the former's behalf to correct the problem.

Supervision--The existing citizens review committee, in cooperation with the DEM, should continue to monitor progress of the glen development, and see to it that the rules, regulations, and guidelines established by the FEIS are being met.

Concern for the environment--Decision makers should be compelled to recognize the importance and value of preserving and protecting certain "important" plant and animal species that reside within the glen site, and on the adjacent state reservation. Development within the glen must proceed with caution to minimize its impact on the above mentioned areas; "environmentally sensitive locations" within the site need to be protected, not just during construction but during the glen's operation as well. For example, the five major streams which flow through the site, and several sections of property with rare plant species should be preserved and protected from degradation. Above all, everyone connected with the CMJ proposal, needs to recognize--and be willing to support--the preservation of some of the important native flora and fauna within the glen.

Encroachment onto the Greylock Reservation must be carefully regulated, as provided for in the legislation authorizing the state purchase and development of the glen property. The legislature has empowered a seven member oversight panel with the authority to regulate any development which is to take place on the glen site or within the bounds of the adjacent state



reservation. Under the guidelines established by the legislature, the committee must unanimously approve any plans for development on the state reservation. Limited development within the state reservation with regard to the construction of cross country ski trails, and or the refurbishment of the Thunderbolt and Cheshire ski trails has been suggested as a future development option, although the CMJ plan currently does not include such a plan. Nevertheless, this option may be desirable and viable if committee members can be convinced that such expansion is warranted.

Ultimately, the seven member board must make the final decision whether to permit further development on the state reservation. In doing so, they should keep in mind that their primary obligation is to serve the interests of the people of Massachusetts. Tough decisions will have to be made by the advisory board concerning what, if any, future development is to be allowed. Unfortunately for the committee members, representing the interests of the people of Massachusetts may become increasingly difficult as developers, and users of the site apply greater amounts of pressure on decision makers to expand the development as the glen nears capacity. Thus, in the future committee members must be carefully chosen to make sure that they really want what is best for the state, when it comes to future protection of the the Greylock reservation.

Equal access--the people of Adams, North Adams, and the surrounding area should be granted equal access to the recreational facilities that the CMJ development proposes to offer. Since the majority of people using the site will be

affluent out-of-staters, primarily from New York and Connecticut, provisions should be made now which will allow less affluent townspeople access to the proposed snow, water, and golf facilities. No doubt, some wealthy individuals may try to limit public access to certain sections of the glen, either by creating private facilities (some people have suggested the construction of a second private golf club), or monetarily by charging high entrance or use fees e.g. \$30 per round of golf. The residents of Adams, North Adams, and Cheshire should actively pursue an agreement with CMJ and the DEM, which would allow local citizens to use the facilities at some sort of "cut rate", given their limited financial resources. The time to acquire these privileges, however, is now while the local citizenry still has a lot of leverage over the developer, and before these recreational facilities become a reality.

On the following page I have drawn up a planning balance sheet for the proposed CJM development of the Greylock Glen. The PBS includes three producers: CMJ, the Bank of Holyoke, and the State of Massachusetts. CMJ has estimated the total cost of the project at \$160 million. A large portion of that money will come from condominium sales, with a smaller amount coming from private sources operating stores, hotels, and restaurants within the glen. CMJ will reap large but undisclosed amounts of money on an annual basis from the sale of condominiums throughout the 10 year construction period, and also a substantial annual amount through the running of some of the operation's facilities. Presently, it is not known how much the company will profit once construction is

PLANNING BALANCE SHEET FOR THE CMJ DEVELOPMENT OF THE GREYLOCK GLEN

<u>SECTOR</u>	<u>BENEFIT</u>	<u>COST</u>
<u>Producers:</u>		
CMJ	M-? million per annum from Condo sales and running facilities	M-\$160 million for development
State of Mass.	I-control of the Greylock Glen Property	M-\$8.5 million for sale of the property and infrastructure
	I-political benefits from increased economic prosperity in the region	I-environmental costs
Bank o Holyoke	M- \$3-5 million from sale of the Glen	
<u>Consumers:</u>		
Local Townspeople	M-\$ million in construction and operation jobs	M,T,I-environmental costs
	M-Profits and wages from \$27 million in additional tourist dollars	
	M-increased tax base	
	I-new entertainment benefits	
	M-new recreational opportunities	M-lost recreational opportunities
	I-increase in aesthetics	I-decrease in aesthetics
Users of Glen	M-new recreational opportunities	
	I-entertainment benefits	
	M-new housing	
	I-increase in aesthetics	
Owners of existing nearby homes	M-increase in market value of home	M-increase in property tax
Potential buyers of existing homes		M-increase in market value
Users/borderers of streams below the Glen		I-increase in water pollution
Users of Greylock State Reservation	I-increase in aesthetics	I-decrease in asethetics
		I-increased use of reservation by tourists from Glen

I-intangible value

M-Monetary value

T-Time unit

P-Physical unit

completed.

The Bank of Holyoke will obtain \$3-5 million from the sale of the glen property which it acquired during foreclosure proceedings on the Kanter development. Undoubtedly, the bank will be relieved to sell its holding at a handsome profit, and redeem some of the losses it took from the Kanter bankruptcy. The state, of course, will be the purchaser and title holder of the glen property. The fact that it will maintain control over the property is extremely important to environmentalists; it will enable the state to protect the glen from future uncontrolled growth which could severely damage not only the natural resources within the glen, but on the nearby state reservation as well. For this reason, the value of the state's control over this property exceeds its \$8.5 million price tag, and should be regarded as an intangible benefit. In many respects state control of the land can be viewed as an insurance policy against a future "catastrophic" development project; under the CMJ plan the glen site can be thought of as a buffer zone which will serve to protect and insulate the state reservation from further private exploitation.

In order to attract potential developers, such as CMJ, given the restrictions on the property, the state has promised to invest \$8.5 million to purchase the property and to begin development of the planned dam, lake, and downhill ski facilities. If successful, the Greylock Glen project will give those politicians who supported the project substantial political " mileage" with the local electorate. Accordingly, this political impact has been included as an intangible benefit in the "state cell" of the PBS.

Local townspeople stand to gain much through the CMJ development as mentioned previously. First, several million dollars in short term construction and longer term operational jobs will be created. Second, the local service industry will reap substantial profits and wages from a projected \$27 million in additional tourist dollars per year (although one must remember that this is a highly optimistic figure). Third, the town's tax base will be enlarged handsomely, although a good portion of that increase will go to the handling of increased amounts of traffic, solid waste disposal, and sewage treatment resulting from the glen development. And fourth, new recreational opportunities will be created for the town, including alpine and nordic skiing, skating, golf, tennis, boating, fishing, and swimming. The local school systems could benefit greatly from the use of these facilities.

Note: one method of determining the potential value of these recreational opportunities, of course, would be to estimate the intensity value and use for each individual recreational component, which could then be converted into a monetary value, using a computer model like "Hells Canyon".

In the PBS, the title, "environmental costs", is a broad category intended to cover a variety of adverse environmental impacts resulting from the construction and operation of the development. First, one must consider the lost value of the flora and fauna displaced or destroyed by the development, as an intangible cost that must be distributed between two groups, the state of Massachusetts and the local townspeople.

Second, local townspeople will suffer from increased traffic congestion, rush hour traffic jams, assessed as lost time (T) to those locals caught in the traffic. In the future, the town may be forced to improve and/or build new roads to ease traffic congestion, at an additional cost not included in the glen's current price tag. This monetary cost will be distributed largely among the local townspeople.

Third, the project will generate large amounts of solid waste and sewage which the town will have to process. Since the region's existing sanitary landfills are reaching capacity, expensive alternative disposal methods will have to be found, again costing the citizens of Adams additional tax dollars. In addition, there is some question as to the town's ability to meet the future water needs of the development. As a result, one may see an increase in local water rates, or even worse the town may be forced to look for new sources of water, again costing the local tax payers additional dollars.

Fourth, the skiing facilities proposed by the CMJ plan may create light and/or a noise pollution problem from night skiing and snow making activities, adversely affect the aesthetics of the surrounding valley. The cost of such activities would have to be treated as an intangible, and is done so in the PBS.

Finally, many members of the town currently use the glen for hiking, motorbiking, snowshoing, and skiing. Unfortunately, they ~~will~~<sup>may</sup> lose the free use of this area for such activities which they now enjoy on an unrestricted basis. One should attempt to measure the monetary value of the current recreation, perhaps by using

CVM, keeping in mind, though, that the site's future as a recreation area is highly questionable. If the land is not bought by the state, it may be bought by a private developer, who could eliminate public access to the land altogether.

"Entertainment" has been listed in the PBS as a benefit for the local townspeople, as well as, the future users of the glen, because it is hoped that members of both groups will take advantage of the proposed entertainment opportunities to be offered by the CMJ plan, like: eating a fine meal at a glen restaurant, seeing a concert at the pavilion, or watching an athletic contest. New housing is restricted to the "Users of the glen" cell because it is felt that most prospective buyers will be wealthy out of staters, purchasing second homes. The high prices of the condos are beyond the limits of most local townspeople.

Next, aesthetics have been included in the PBS as an intangible cost and benefit to the "Local Townspeople" and Users of Greylock State Reservation" cell because people will have different opinions on the aesthetic impact of the development. Some will believe the CMJ development to be a large improvement over the abandoned but scarred landscape left by the Kanter development, while others will feel it to be an added eyesore, destroying scenic vistas, enjoyed especially from the summit of mount Greylock. In either case, the impact must be assessed as an intangible because one can not put a fair monetary value on aesthetics. Unfortunately, it will be very hard, if not impossible, to determine how people feel about the CMJ development with respect to aesthetics, until the project is completed, and by

that time it will obviously be a fait accompli.

Finally, decision makers should take into account the interests of those individuals who use or border the lower sections of the streams which flow through the glen site. At present, adequate steps have not been taken to ensure that those streams will not be damaged by pollutants entering from the golf course or the new roads and parking lots to be built on the site. And even with the latest technology, one must conclude that fishing and swimming will be impacted to some extent. Homeowners nearby the stream may suffer aesthetic damage due to increased water turbidity and decreased numbers of fish which have intangible value. The FEIS should lay down specific guidelines to minimize surface pollution flowing into the streams running through the glen.

At present, the most glaring inadequacies of the CMJ plan as I see it are two fold. First, I do not believe the promoters of the development have not adequately assessed the amount of solid waste and sewage that will be generated by the project, or the amount of water that will be required for the development to function properly. Furthermore, no one is certain if the present town systems will be able to handle these new demand loads. CMJ, the town of Adams, and the state need to assess these problems and identify potential solutions to the solid waste and sewage treatment issues, if there are indeed problems.

Second, the night skiing option should be eliminated from the proposal. Light pollution generated by night skiing would destroy night vistas of the Greylock range from various directions, and



impair valley views of the night sky for miles around, primarily for the recreational benefit of a few hundred skiers per night, and the economic benefit of a handful of individuals. One only needs to observe the effects of night skiing at Brodie Mt. and Jiminy Peak on the surrounding valley to see my point. The intense light generated by these areas can be seen from miles, and is an aesthetic nuisance. With regard to the potential noise pollution problem, the operation of snow making equipment should be restricted to certain periods of the day deemed least offensive by the people of Adams.

The CMJ development of the Greylock Glen represents a major step forward for the town of Adams, Berkshire County, the state, and the future of joint private-public development ventures. Because of its size, the CMJ development has the leverage to change the economic course of the region for the better, provided certain guidelines and values, some of which have been discussed, are upheld. The potential impact of this project is even more promising when one takes into account the "snowball effect" that the development is hoped to have in encouraging new business and industrial growth in the region.

The future success of the project is also important because of its revolutionary nature. For all intents and purposes, the DEM-CMJ joint venture is a test case for future private-public cooperation in the realm of development. The success or failure of this project may determine the future course of such joint ventures for years to come. I feel such cooperation can be extremely valuable in helping policy makers to meet the goals of

public and private interests. The project is a major step forward in "sensibly controlled" development. It would be a shame to see such a venture collapse, because it would effectively rule out a new means of public oversight over private development, which can be beneficial in certain situations for all parties concerned. Moreover, the CMJ plan seems so much more appealing than other possible alternatives for the development of the glen, most of which entail minimally regulated private development, where the interests of the local townspeople, and the state of Massachusetts are subject to the whims of the individual developer. The failed Kanter development is a good example of such a past unappetizing alternative.

In the final analysis, I am all for the CMJ development plan provided certain inadequacies identified earlier in the current proposal are corrected, and hope that it will set the tone for future public-private cooperation. Most importantly, I want to see that everyone benefits from the CMJ plan, and that the most vulnerable party involved, the people of Adams, North Adams, and Cheshire are not railroaded out of what holds to be a long sought after answer to the region's current economic misfortunes.