



# **TOWN OF LEE, MASSACHUSETTS**

## **Site Reuse Assessment & SRA Master Plan**

**Summer 2025 Municipal Assistance Program (MAP)**

157 Columbia Street – Columbia Mill

715 Columbia Street – Greylock Mill

20 Forest Street – Greenwood/Mountain Mill

**Student Intern Contributor: Chris Anderson**

**August 22, 2025**



# Introduction & Objectives

## Prepared For:

- Town of Lee

## Point of Contact:

- Brooke Healy, Town Planner
- [brooke.healy@lee.ma.us](mailto:brooke.healy@lee.ma.us)



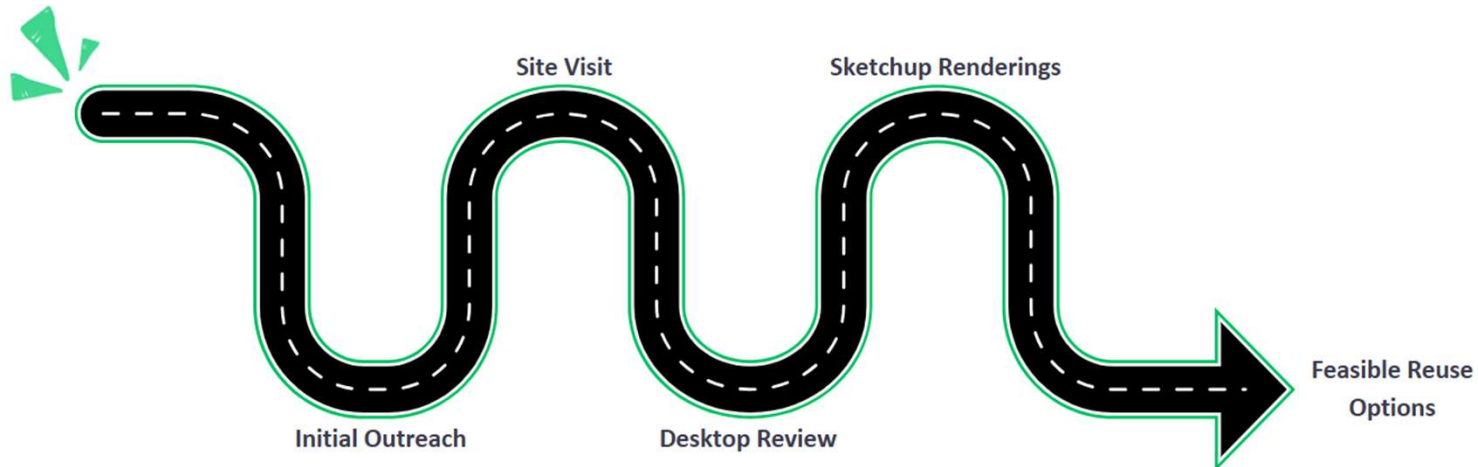
## Objective

Identify Feasible Reuse Options for:

- 157 Columbia Street
- 715 Columbia Street
- 20 Forest Street



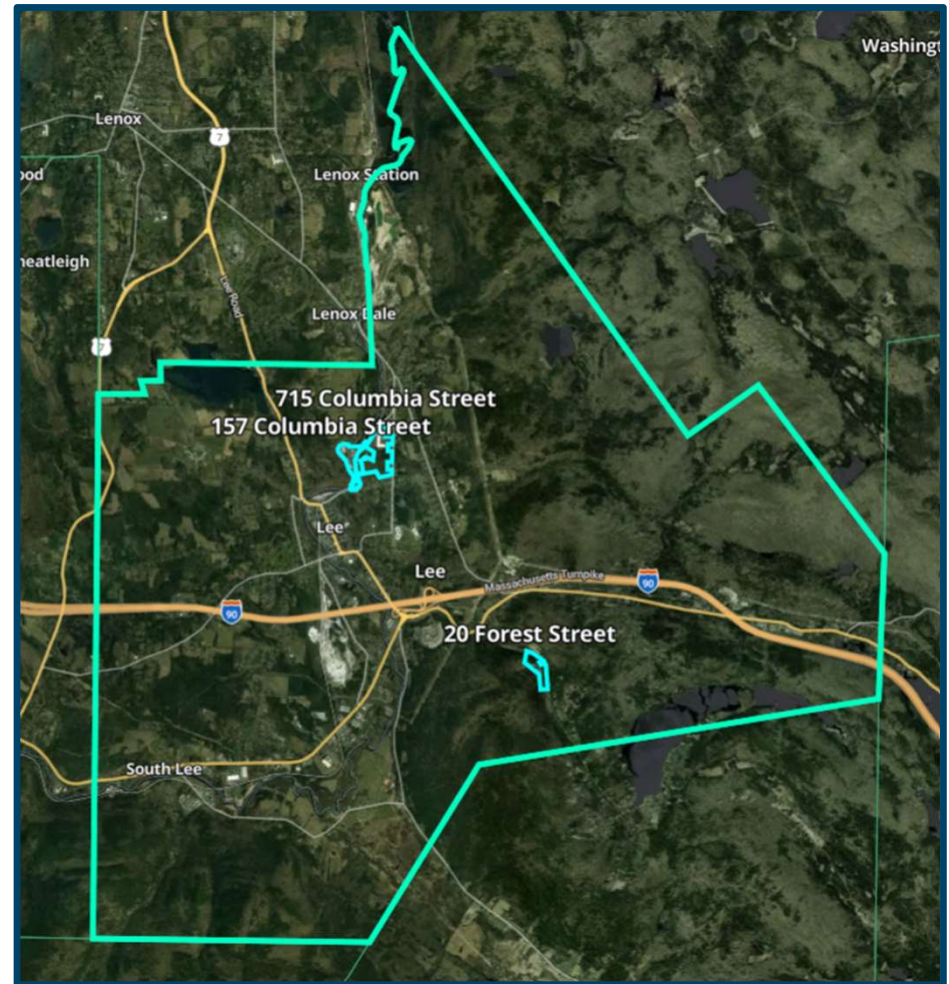
# Reuse Identification Roadmap



# Target Sites – 157 Columbia St., 715 Columbia St. & 20 Forest St.

## Former Paper Mills

- Lee was formerly home to 25 paper mills, including 12 along Goose Pond Brook
- Schweitzer-Mauduit was a subsidiary of Kimberly Clark Corporation until 1995, when it became an independent company
- 157 Columbia Street, known as Columbia Mill
  - Operated by Schweitzer-Mauduit until 2008
  - Along the Housatonic River
- 715 Columbia Street, known as Greylock Mill
  - Operated by Schweitzer-Mauduit until 2008
  - Setback from the Housatonic River
- 20 Forest Street, known as Mountain or Greenwood Mill
  - Operated by the Westfield River Paper Company until 1992
  - Last Mill along Goose Pond Brook



Target Site Locations in Lee





# 157 Columbia Street – Columbia Mill

## Columbia Mill History

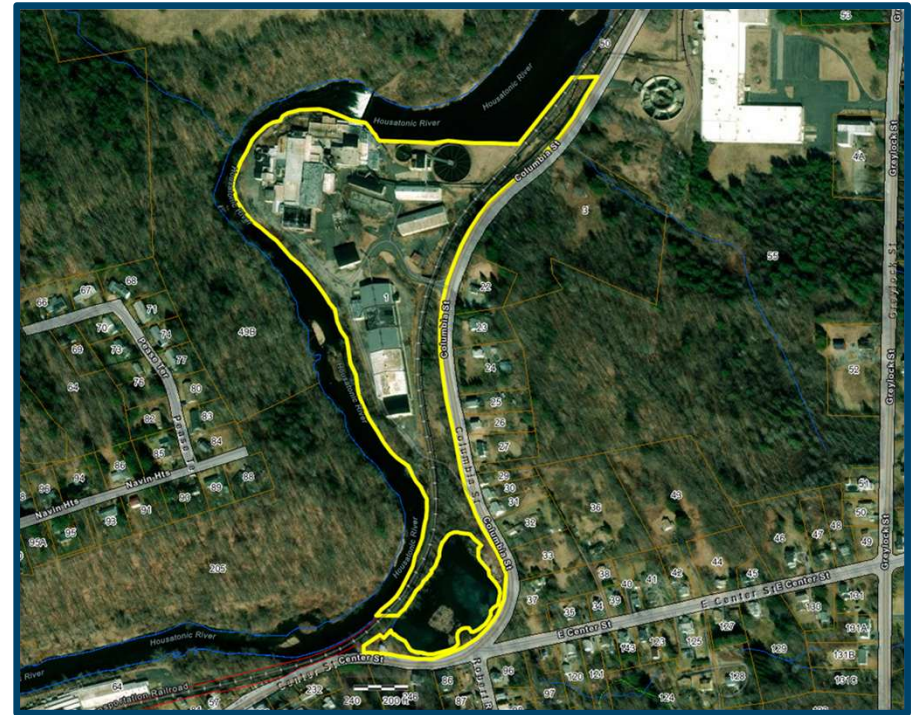
- Established in 1827 by the Smith Paper Company, rebuilt in 1865, many additions and alterations along the way

## Operations

- First supplier of 100% groundwood newsprint to the NY Times under the Smith Paper Company
- Early operations: rag-based paper products. Transitioned to wood fiber pulp from 1867 onward, with flax straw in 1938
- Produced thin papers and porous plug wrap for the cigarette industry
- Housatonic River was the water supply & wastewater discharge for industrial use

## Current Status:

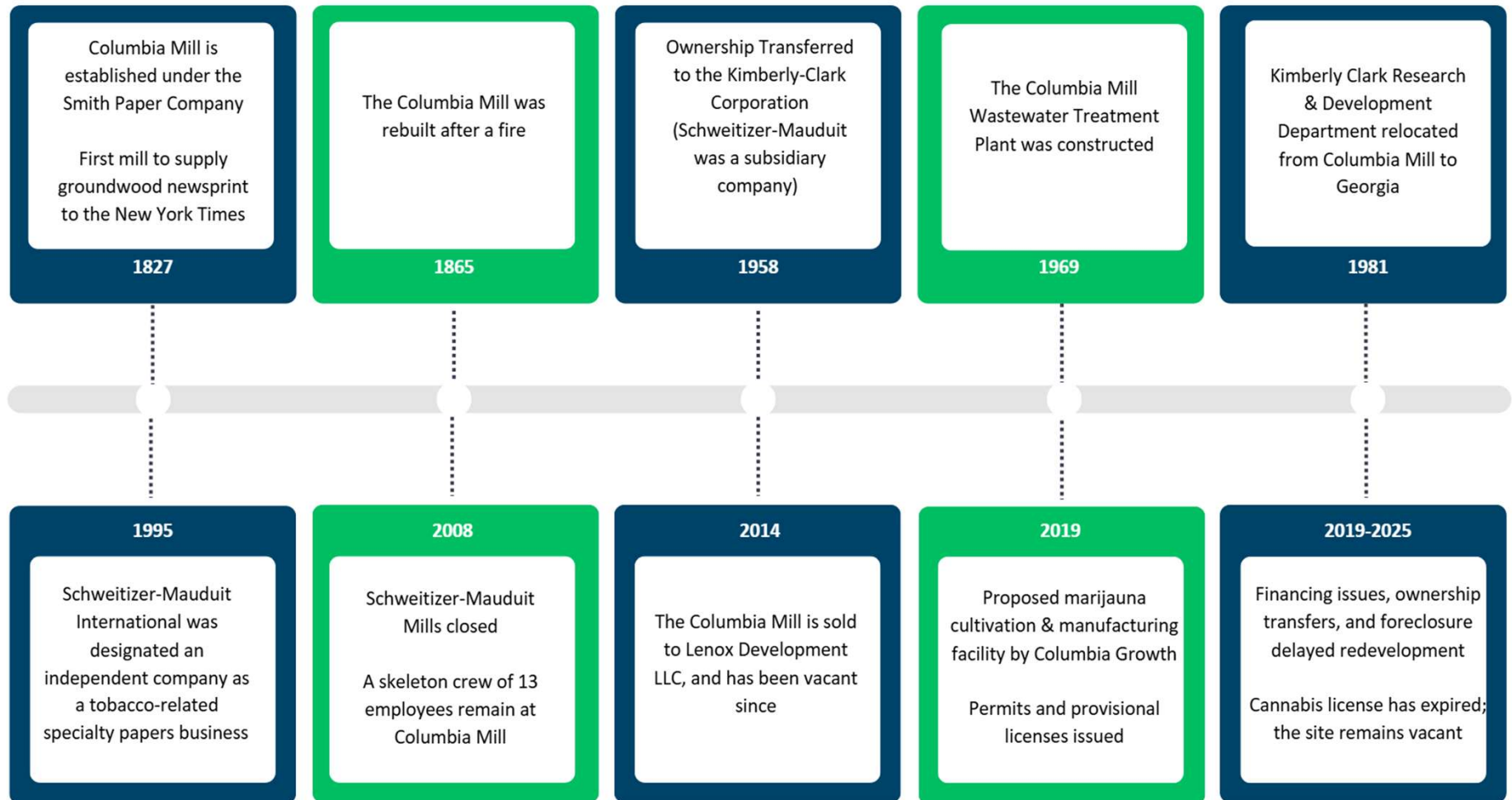
- Buildings have been long-vacant with deteriorating conditions
- Lenox Development LLC is the listed owner, operating under Spirtas Global/Niagara Worldwide, which has a goal of facilitating redevelopment by providing demolition and remediation services nationally



Columbia Mill Birds-Eye View



# Columbia Mill Ownership & Developments





# Columbia Mill Historic Significance

## Massachusetts Cultural Information System

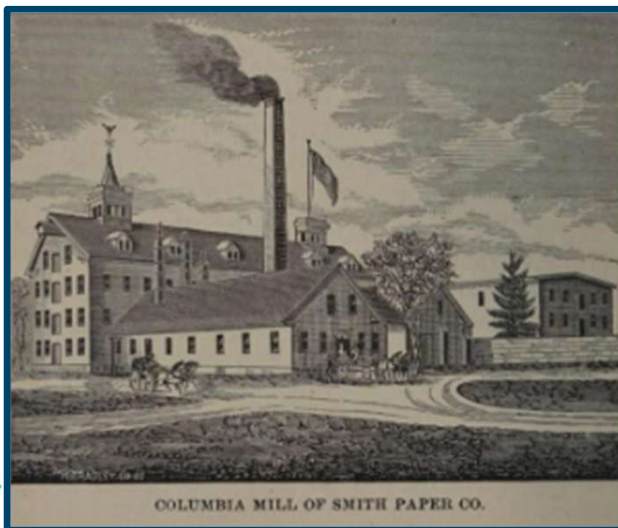
- Listed on the Massachusetts Register of Historic Places
- Noted for architecture and industry



Postcard of Columbia Mill (date unknown)



Aerial Photo of Columbia Mill (1972)



Drawing of Columbia Mill (date unknown)

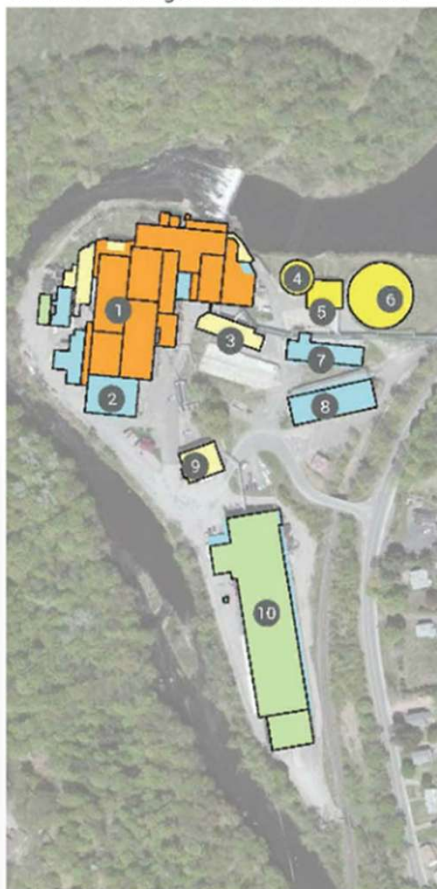


Columbia Mill Before 1877 (date unknown)



# Columbia Mill Built Structures

Location of existing structures at Columbia Mill



- Construction supported by wood joists
- Wood timbers or plank on steel construction
- Noncombustible construction with exposed steel supports
- Metal decking supported by exposed steel supports
- Concrete effluent treatment tank

Map of Columbia Mill Structures  
(Source: Lee Northern Mills Area-Wide Plan 2016)

BUILDING	FOOTPRINT (FT <sup>2</sup> )
1 Various structures	95,700
2 Office	8,300
3 Industrial	5,000
4 Clarifier	3,500
5 Industrial	3,100
6 Clarifier	16,000
7 Warehouse	7,000
8 Warehouse	12,700
9 Industrial	5,500
10 Warehouse	61,700

Building Legend for Map (Source: Lee Northern Mills Area-Wide Plan 2016)

## OBV - Detached Structures

Description:	Year Built:	Width:	Length:	Area:
PA1 - PAVING ASPHALT PARKING	1987			60,000
SH3 - EQUIPMENT/IMPLEMENTS SHED	1987	437	1	437
SH5 - LUMBER SHED 1 SIDE OPEN	1987	190	1	190
SH5 - LUMBER SHED 1 SIDE OPEN	1987	120	1	120
SH5 - LUMBER SHED 1 SIDE OPEN	1986	190	1	190
TK1 - FUEL TANK	1986			30,000
RC2 - CANOPY	1975	1271	1	1,271
TK2 - WATER TANK	1970			75,000

Information on Detached Structures  
(Source: IAS Property Card for 157 Columbia Street, Lee, MA)





# 715 Columbia Street – Greylock Mill

## Greylock Mill History

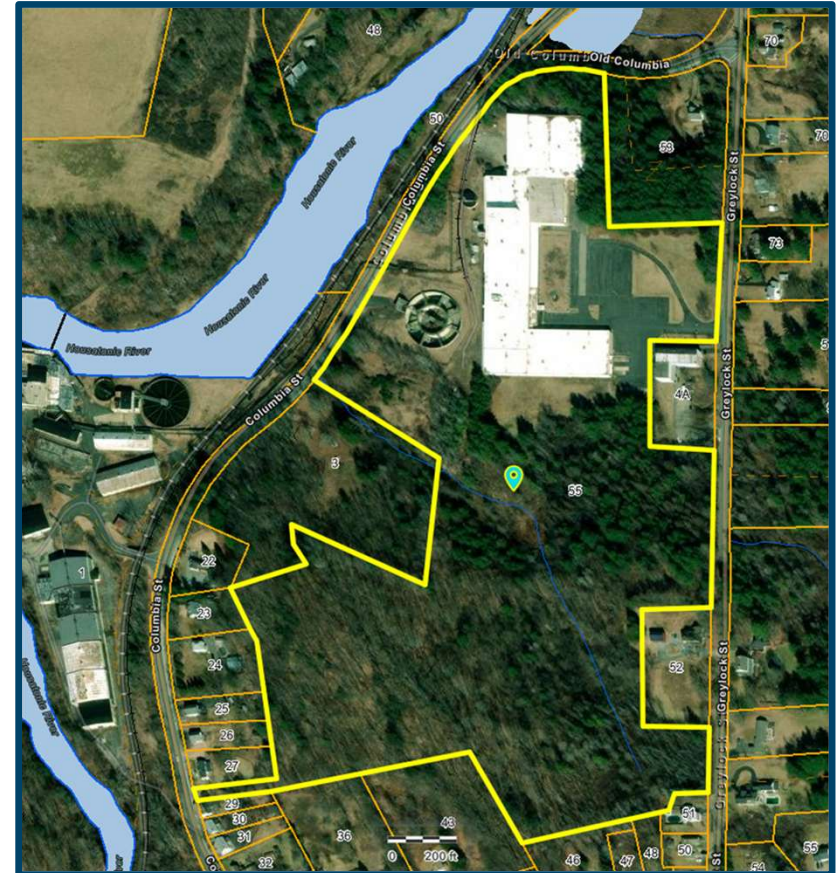
- Constructed by Kimberly-Clark Corporation in 1965, paper production began in 1966

## Operations

- Paper production: carbonizing, lightweight printing, metallic, non-wood, bible and industrial papers
- Wastewater treatment

## Current Status:

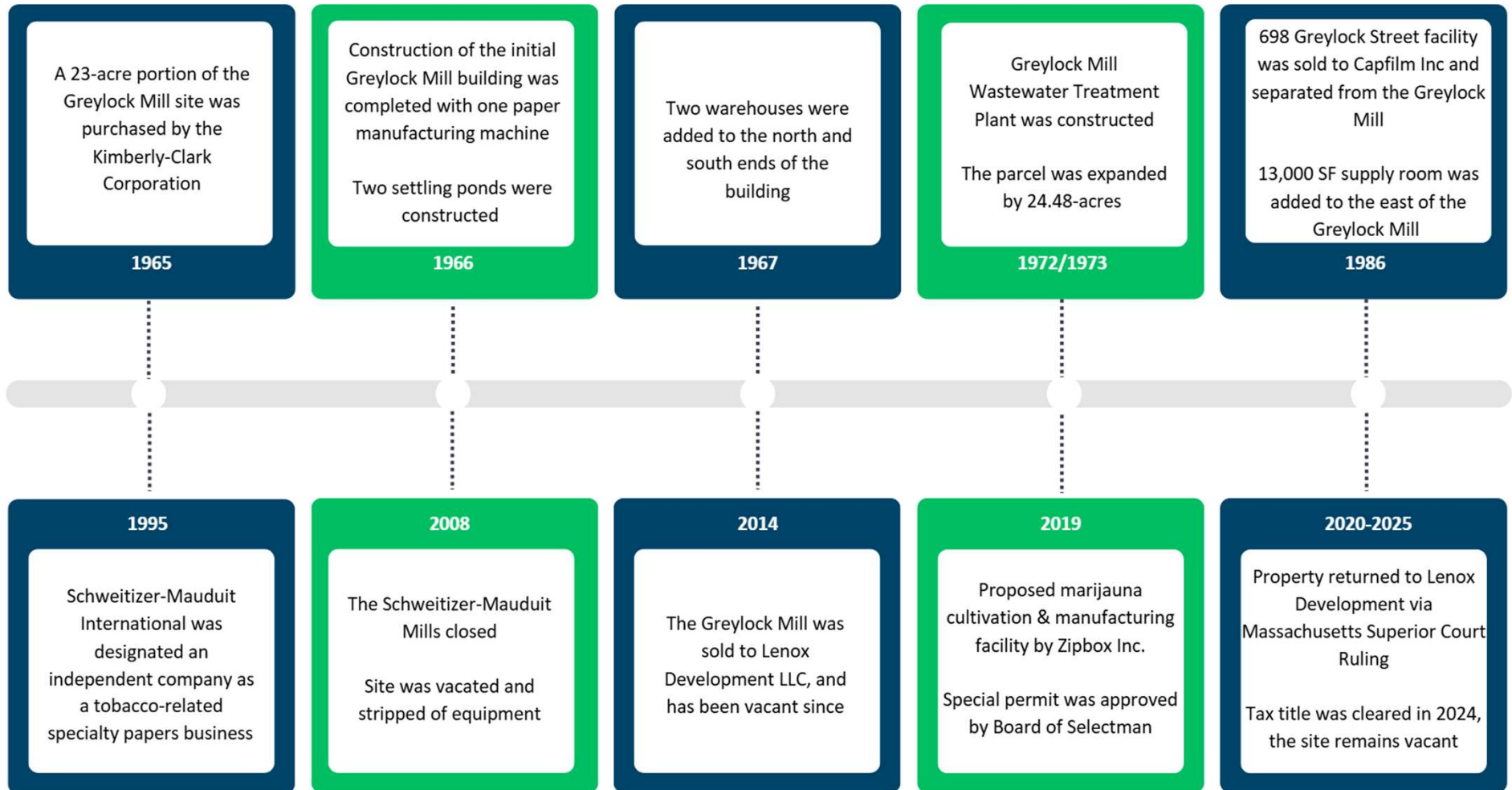
- Buildings have been long-vacant with deteriorating conditions
- Lenox Development LLC is the listed owner, operating under Spirtas Global/Niagara Worldwide, which has a goal of facilitating redevelopment by providing demolition and remediation services nationally



Greylock Mill Birds-Eye View



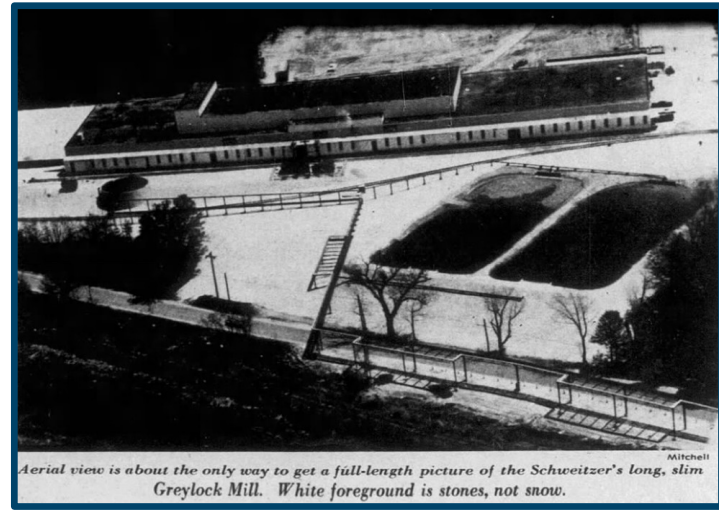
# Greylock Mill Ownership & Developments



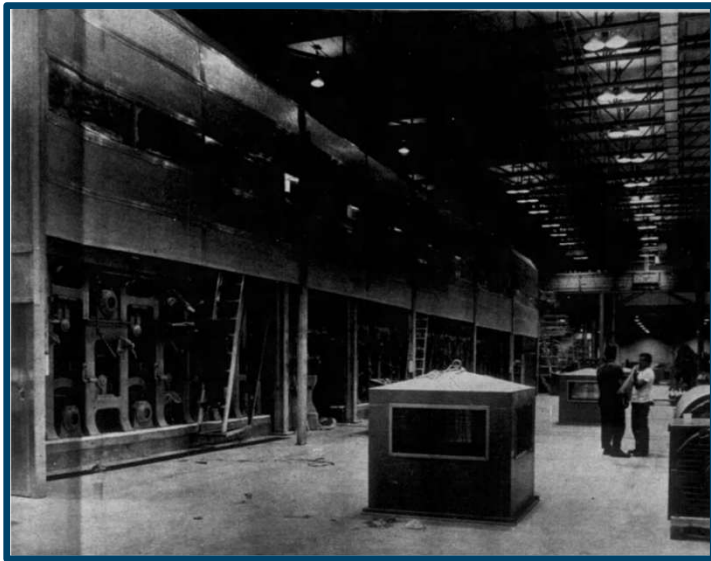
# Greylock Mill Historic Images



Greylock Mill Site Pre-Construction (1965)



Aerial Photo of Greylock Mill (1966)



Greylock Mill Interior (1966)

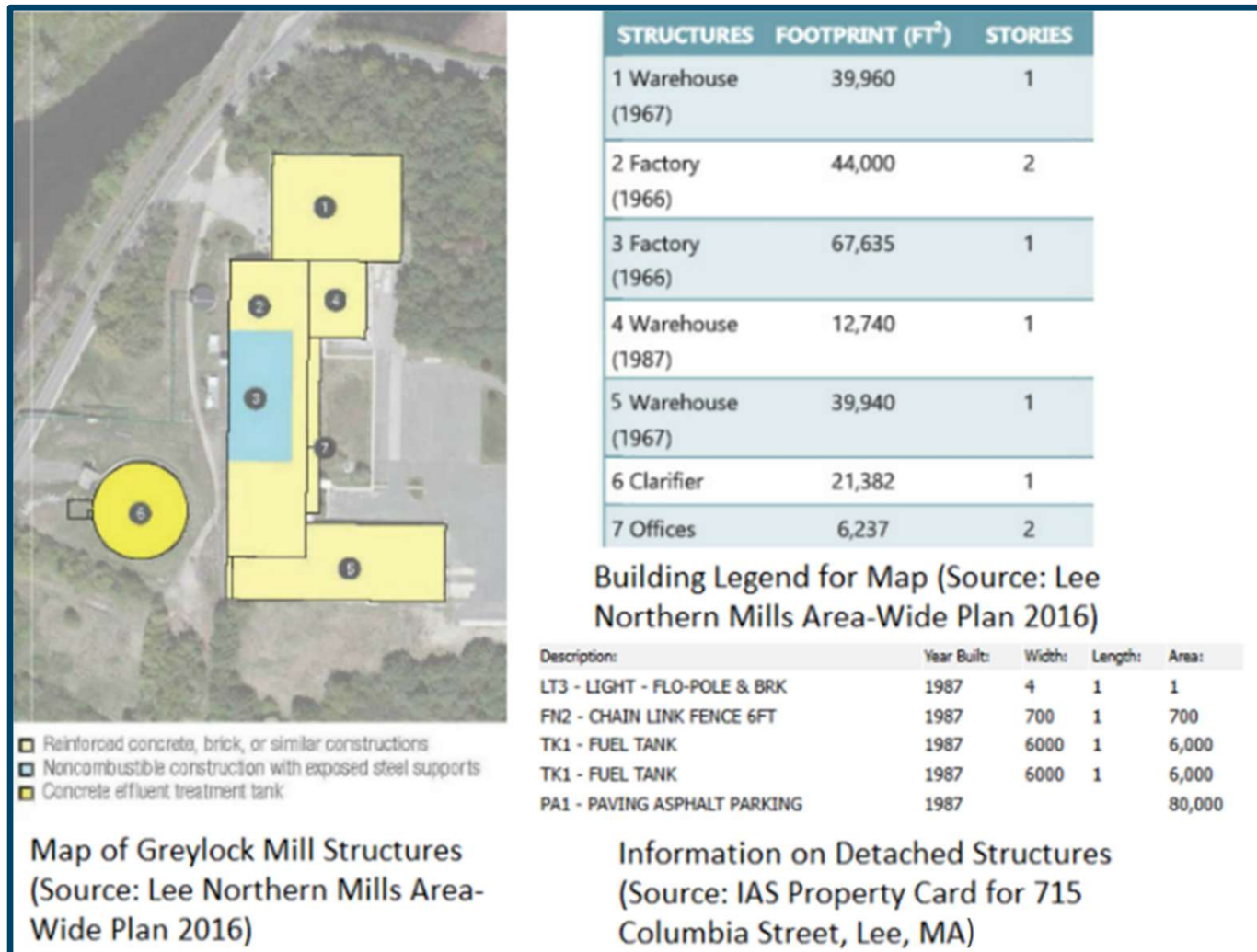


Greylock Mill Settling Pond Failure (1966)





# Greylock Mill Built Structures





# Columbia & Greylock Mill Environmental History

Lee Mills:  
NPDES Permit (wastewater  
treatment & discharge)  
until 2013

Both Columbia & Greylock  
serves as Temporary  
Hazardous Waste Storage  
sites

## Columbia Mill:

- Phase I & II Investigation in 1980s/90s
  - Levels of contaminants were below MCP criteria at the time; determined "No Significant Risk" was present
- PCBs floodplain soils across from the dam at imminent hazard levels, ~270 feet from a residence. GE concluded the conditions did not constitute an imminent hazard (1995)
- Various asbestos projects from 2010-2012, the extent of the work is unknown and there is likely still HBM
- TRC identified a list of potential areas of concern in the 2016 Area Wide Plan

## Paper mill black liquor spills in road

LEE — Black Liquor spilling out of a secondary waste-treatment plant near the Greylock Mill on Columbia Street has prompted "phone calls for a week," District 1 Rep. William F. Tyler Jr. told Selectmen last night.

Calling the odor from the spillover "unbearable," Tyler said that he'd received telephone calls from complaining area residents. Callers also said the liquid had frequently run into the street and on one occasion froze, hampering passage, Tyler said.

"This is the same type of thing that happened a couple of years ago," Tyler said, "and I was told then that it was a problem with the manual controls of the system. Automating the plant was supposed to cure it."

Tyler asked Selectmen to talk to company officials to find out "if this is something temporary, or if it's something we're going to have to live with."

Schweitzer General Manager Frederick C. Hartwell said this morning that the spillover was "a process problem relating to the debugging" of the three-month-old secondary treatment system and would be cleared up.

Hallmark St. Patrick's day cards, party accessories. Lee News-Adv.



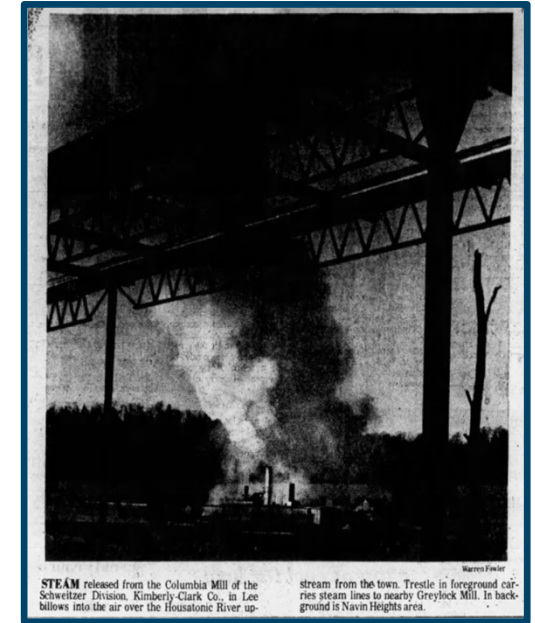
**SPILLOVER** from secondary waste treatment plant on Columbia Street. Lee has prompted complaints of "unbearable" odors from town residents. Stains on tank walls in the upper center of picture, above cars, show where effluent has gone over tank top.

Spillover from the Greylock Mill WWTP (1974)



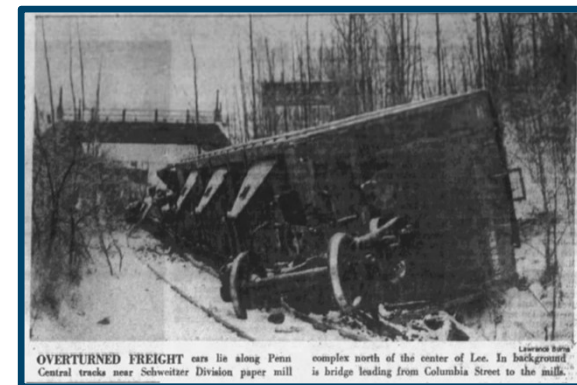
## Greylock Mill

- No Mass DEP reportable releases
- Air Quality & Toxic Releases:
  - Sulfuric Acid (To air, up to 40,000 lbs a year)
  - Dioxins (To water, 0.07–0.17 lbs/year)
- Asbestos survey in 1998, asbestos projects of unknown extent from 2003-2004
- Phase II ESA in 2012; no reportable releases
- TRC identified a list of potential areas of concern in the 2016 Area Wide Plan



**STEAM** released from the Columbia Mill of the Schweitzer Division, Kimberly-Clark Co., in Lee billows into the air over the Housatonic River up stream from the town. Trestle in foreground carries steam lines to nearby Greylock Mill. In background is Navin Heights area.

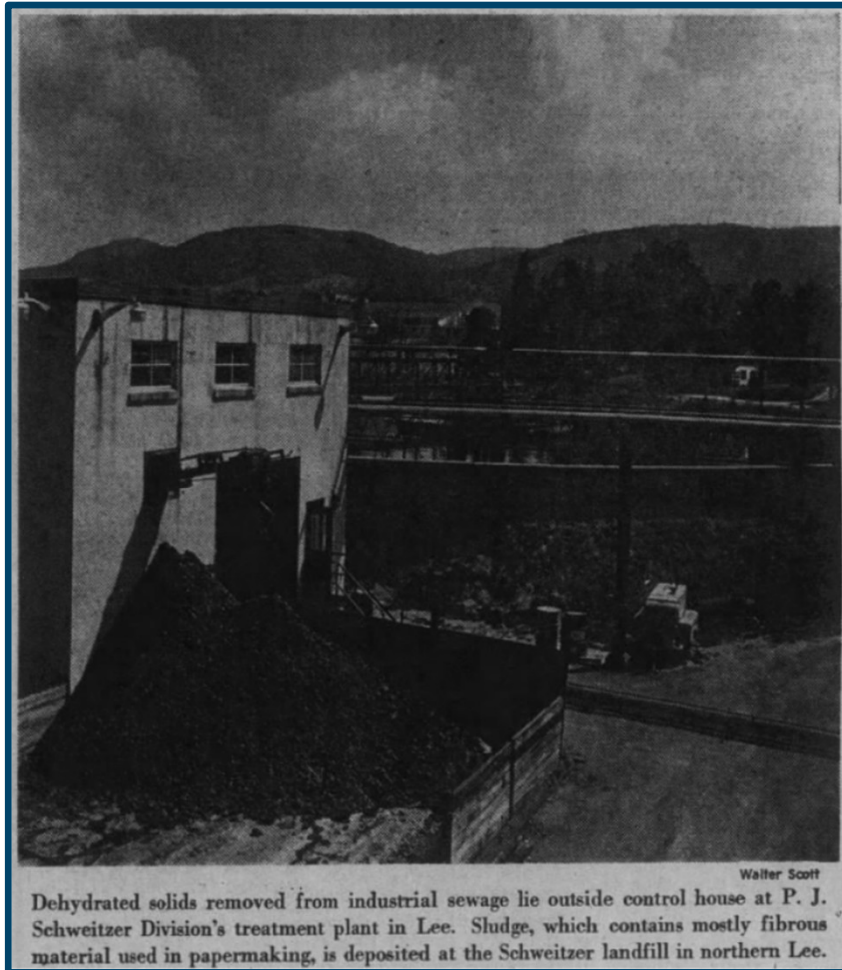
Steam Released from the Columbia Mill (1974)



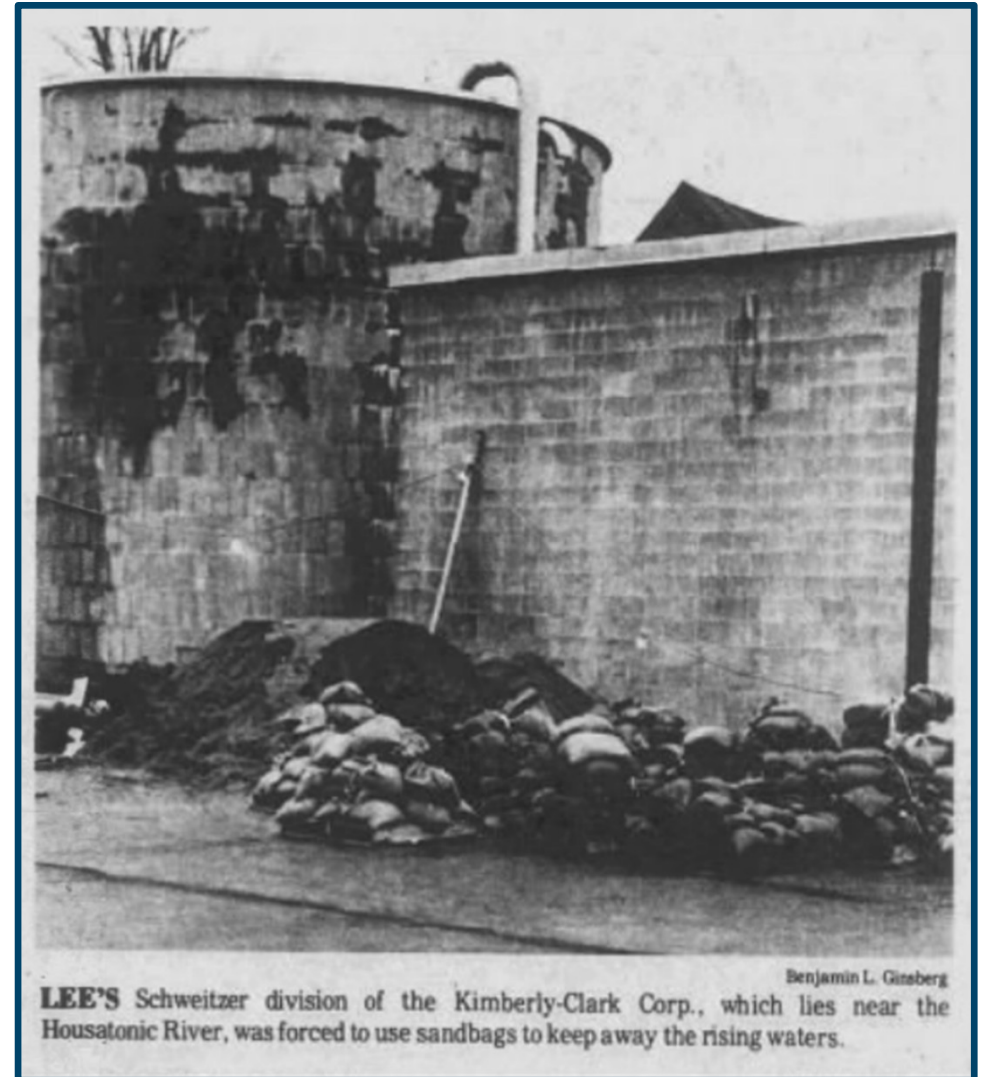
**OVERTURNED FREIGHT** cars lie along Penn Central tracks near Schweitzer Division paper mill complex north of the center of Lee. In background is bridge leading from Columbia Street to the mill.

Overturned Freight Car under the Columbia Mill Entrance (1972)

# Columbia & Greylock Mill Environmental History



Schweitzer Mills Transported Sludge waste to the landfill parcel on Valley Street (1971)



Columbia Mill was historically subject to floods from the Housatonic River (1977)





# 20 Forest Street – Mountain/Greenwood Mill

## Mountain/Greenwood Mill History

- First established in 1854 as the Greenwood Mill by the Benton Brothers

## Operations

- Continuous paper manufacturing; known products include glassine and grease-proof paper for food packaging
- Wastewater discharge to Goose Pond Brook
- Installation of settling ponds and dewatering pits for waste management in the 1960s
- Solid waste landfill upstream at 20 Forest Street Parcel 22B

## Current Status:

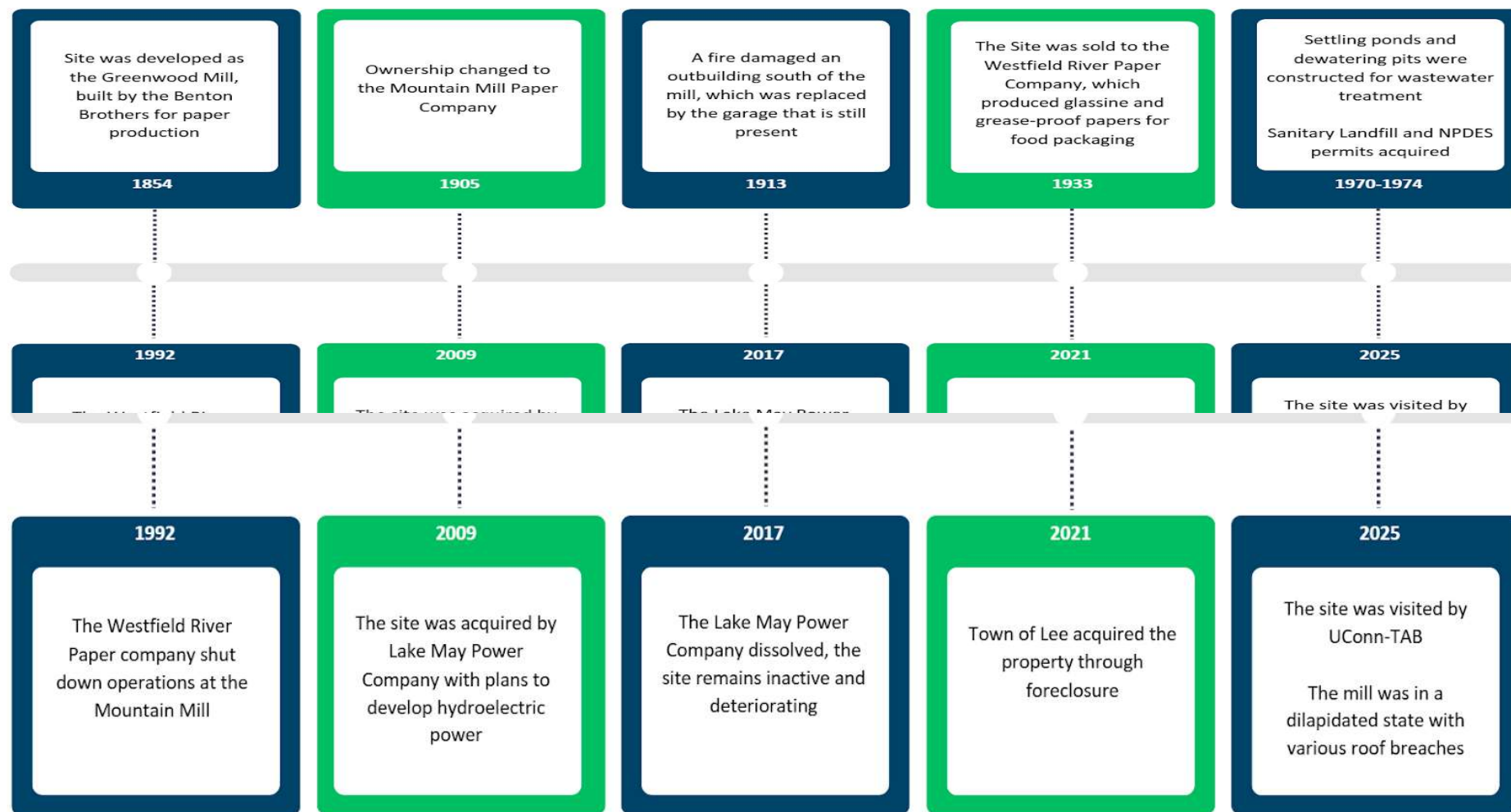
- Buildings have been long-vacant and are in a very deteriorated state
- Owned by the Town of Lee



Mountain Mill Birds-Eye View



# Mountain Mill Ownership & Developments





# Mountain/Greenwood Mill Historic Significance

## Massachusetts Cultural Information System

- Located in the East Lee Historic District as the Greenwood Mill
- Noted for architecture and industry, but is "altered beyond recognition"



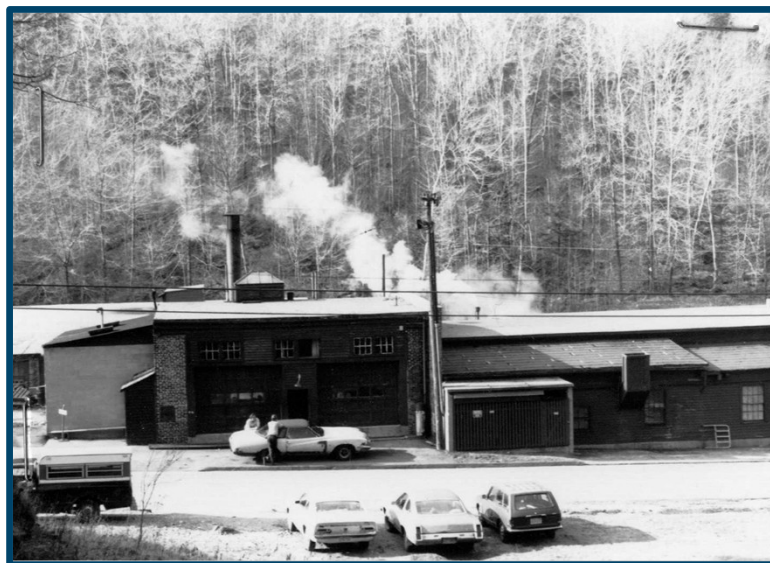
Mountain Mill (1880-1890)



Mountain Mill (1900-1910)



Mountain Mill from the South (1930-1940)



View of Mountain Mill from the East (undated)



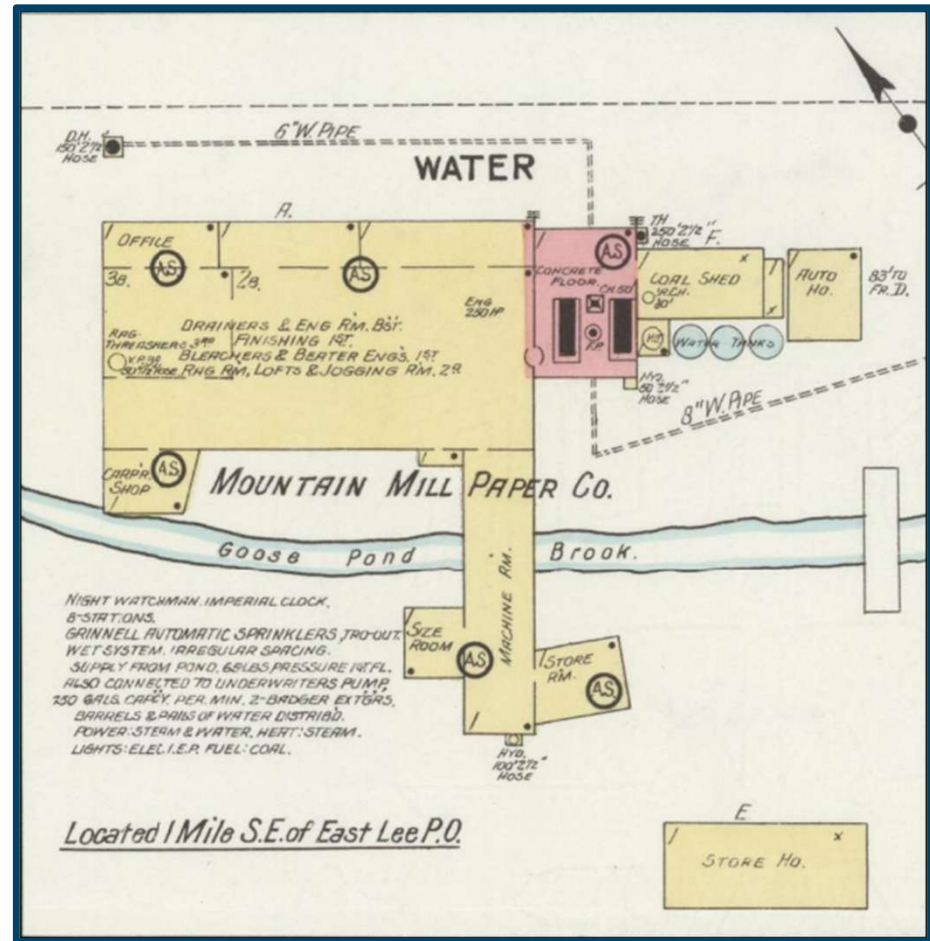
View of the Mountain Mill from Forest Street (1970-1979)



# Mountain Mill Existing Structures

## Notable Findings Include:

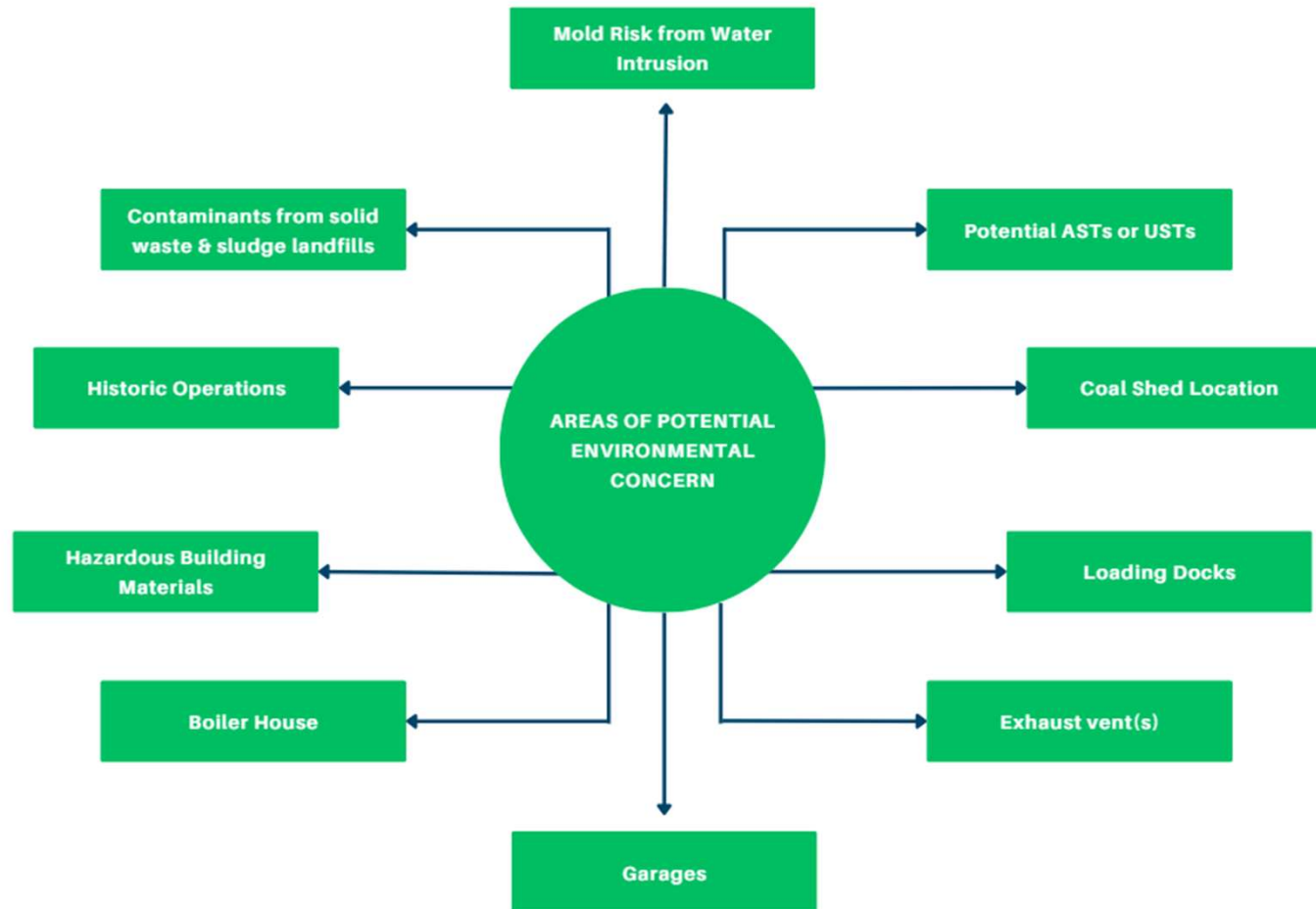
- Asbestos was reportedly removed by the early 1990s
- A boiler house was present, which is identified on Sanborn maps as containing 2 boilers
- The area between the boiler house and detached garage was formerly as a coal shed
- The site used coal as a fuel source until 1964
- In 1963, the Westfield River Paper Company applied to store 20,000 gallons of Bunker C fuel above ground at the site



Mountain Mill 1911 Sanborn Map



# Mountain Mill Structure Concerns



## Next Steps for the Building?

- Pre Demo/Reno Hazardous Building Materials Survey
- Conduct a formal ASTM Phase I Environmental Site Assessment (ESA) and subsequent Phase II/III ESAs



# Mountain Mill Landfill History

## Solid Waste Landfill:

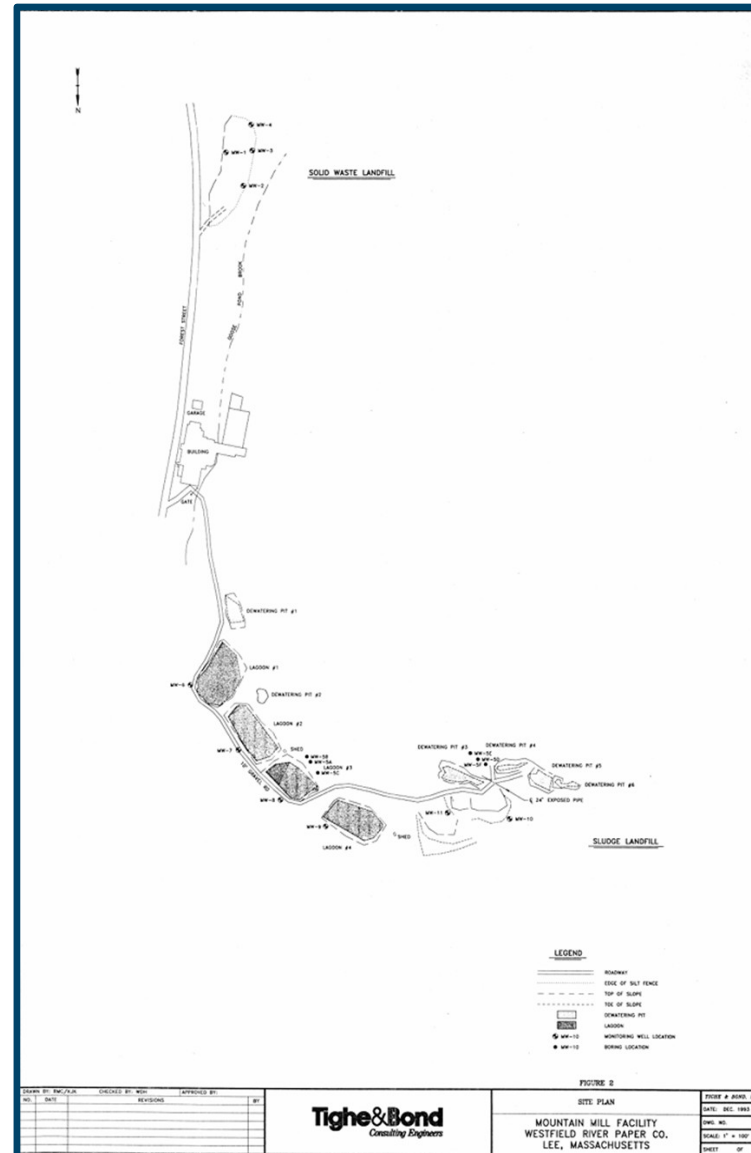
- Upgradient at 20 Forest Street Parcel 22B
- Closed in 1975, capped in 1996

## Sludge Landfill:

- Originally 4 separate settling lagoons, which were consolidated into one sludge landfill
- Waste sludge was primarily wood pulp fibers
- Closed in 1981, capped in 1996

## Closure & Regulatory Actions

- Post-closure groundwater monitoring, Simkins is the responsible party
- Landfills are categorized under the MCP as Adequately Regulated



Mountain Mill Facility Map, 1993

## Landfill Contaminants of Concern:

### PFAS

- Critical Exposure Pathway to human receptors
- **2022 Imminent Hazard** to 350 Forest Street
- Sludge landfill: 1406-1809 ppt
- POET systems installed

### Ammonia

- Concentrations would exceed current RCGW

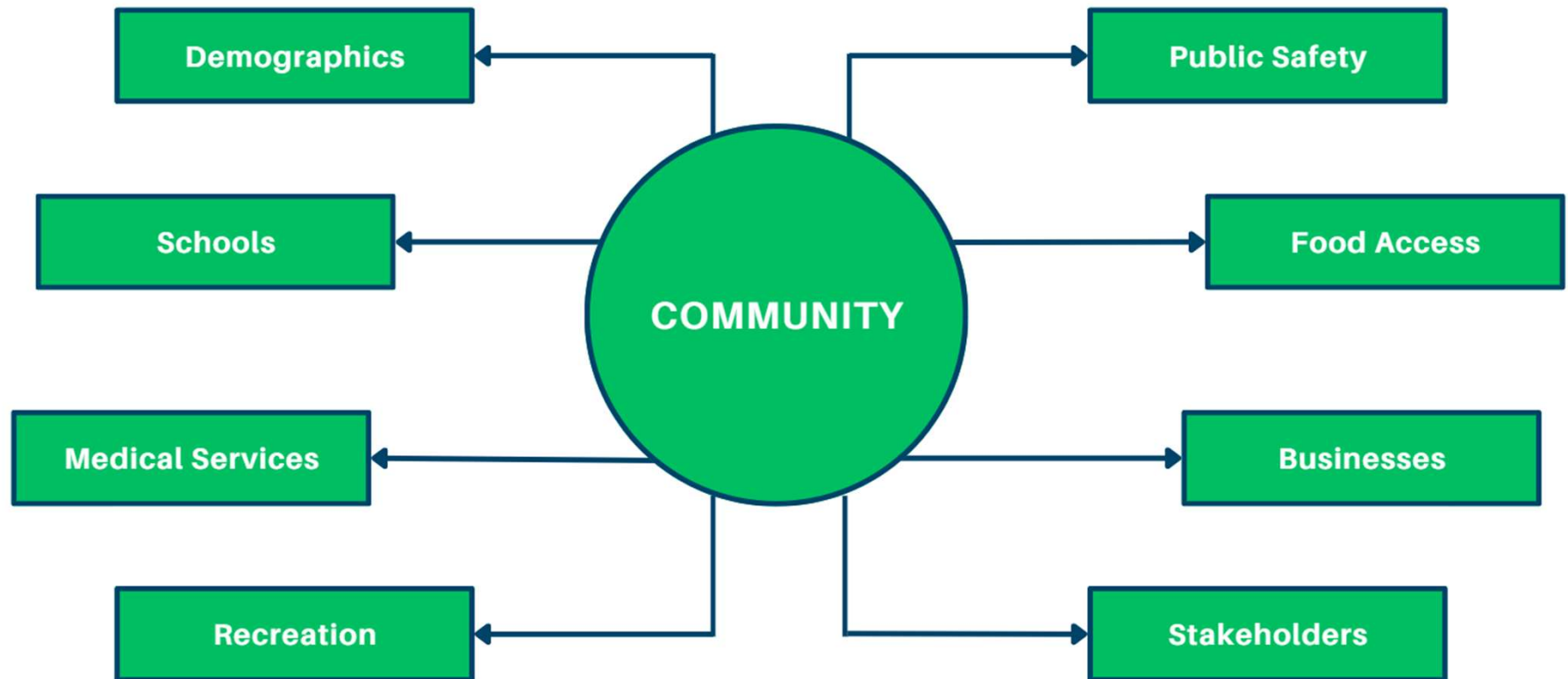
### Cyanide

- Exceeded 1994 MCP RCGW





# Community Characteristics



# Demographics

## Population

- Population has declined since 1970 due to a loss of industrial jobs and an aging population
- Birth rates, school enrollment and household sizes have been decreasing

## EJ-Designated Block Group for Income in the Main Street Area

- Columbia & Greylock Mill are within this block group

## Housing Stock

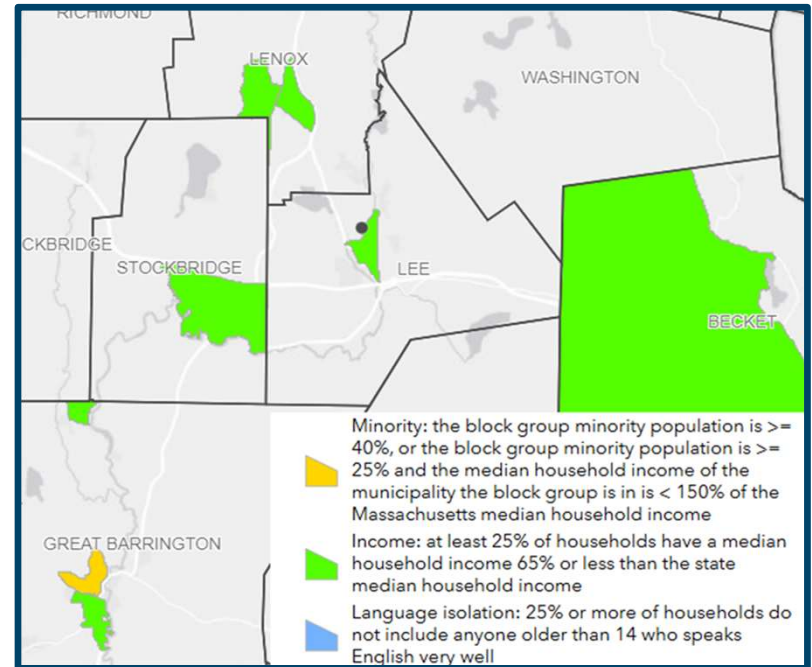
- Aging housing stock, places community in high lead-paint risk percentiles
- 700 residences in Lee are occupied part-time

## High percentages of low income and senior residents

- Seniors are more likely to live alone

## Contamination from mill operations in Lee and upstream negatively impacts residents

- PCB contamination from GE Pittsfield
- 20 Forest Street's landfills impacted a downgradient residence with PFAS contamination



Town of Lee Environmental Justice Block Group

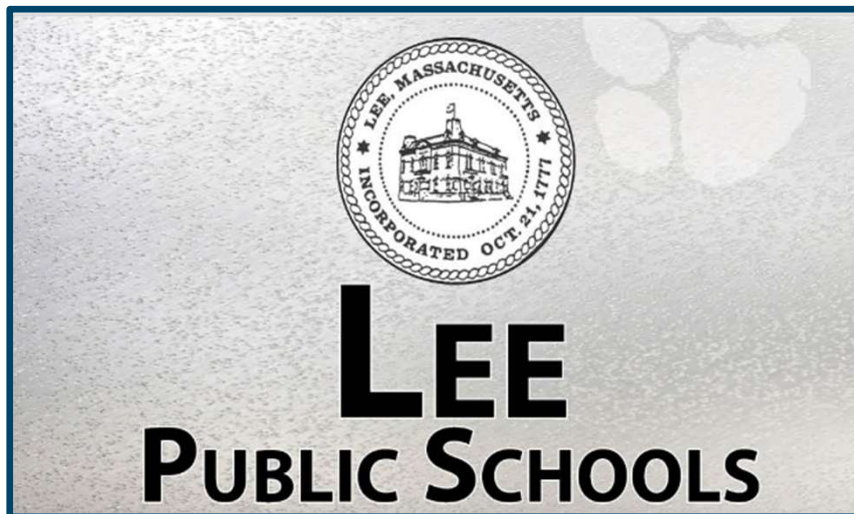


# Education & Medical Services

## Public Schools

- Inter-district school choice program
  - 438 of 666 students enrolled were residents
- Lee Elementary and Lee Middle & High School are less than a mile southeast of the Columbia and Greylock mills

Lee Youth Association offers preschool services, before and after school care, athletic programs and more



The Health Resources and Services Administration Mapping Tool identified that Lee is in a **medically underserved** area.

Lee has:

- Primary and family care
- Physical and rehab services
- Nursing home services

No hospitals or urgent care facilities are located in Lee

The Tri-Town Board of Health provides public health services





# Transportation & Recreation

Lee is served by the Berkshire Regional Transit Authority (BRTA)

- Route 2 (Pittsfield to Lee)
- Route 21 (Lee to Great Barrington)

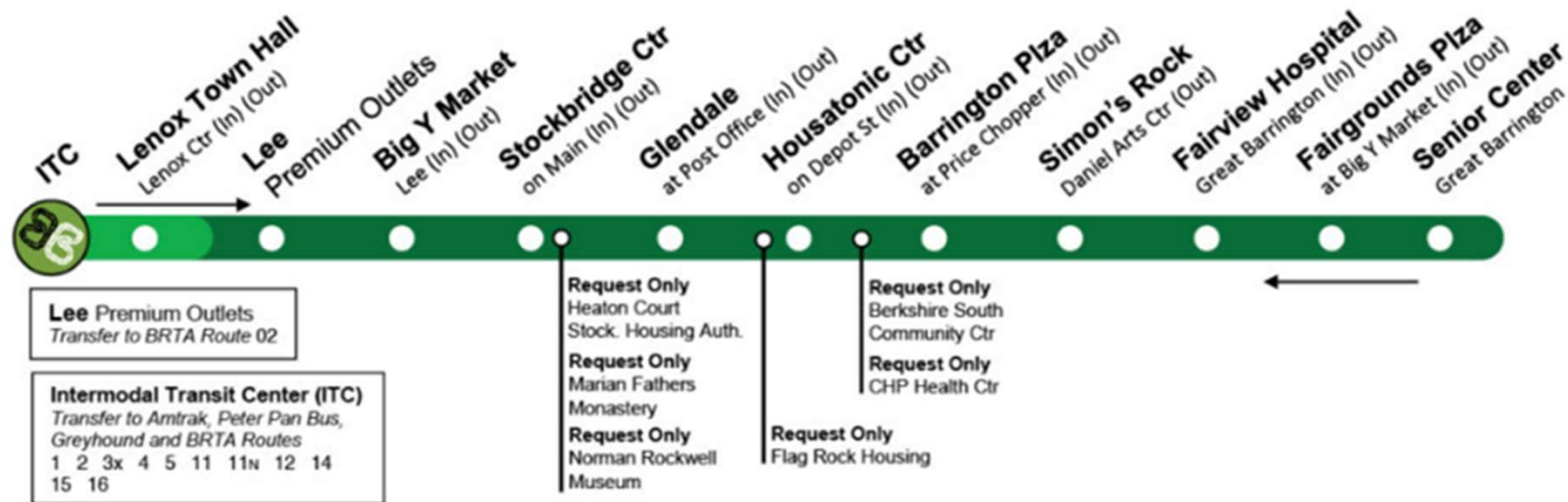
Offer ADA accessibility, transfers to other routes and access to healthcare and community facilities

Mix of federally, state, municipal, land trust and privately protected lands

Passive and active recreation opportunities are available for residents and tourists

Steep slopes limit development but create scenic, natural settings

Appalachian Trail Community since 2023



BRTA Route 21 Line Map

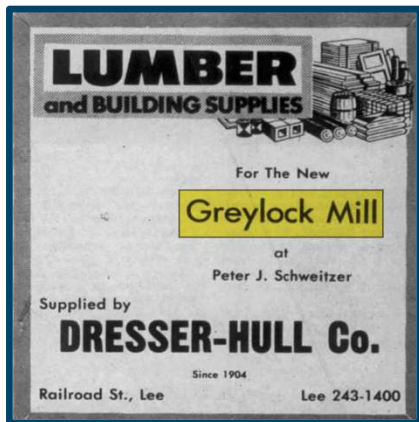


# Stakeholders

## Largest Employing Industries in Lee:

- Retail Trade: 789 Jobs and 69 Businesses
- Manufacturing: 510 Jobs and 9 Businesses
- Accommodation and Food Services: 379 Jobs and 37 Businesses
- Health and Social Assistance: 312 Jobs and 52 Businesses
- Construction: 242 Jobs and 33 Businesses

Reliance on retail and tourism sectors for employment and revenue, which are subject to seasonal fluctuations



Dresser Hull Company



Lee Premium Outlets



The IRS identified that 61 nonprofits and charitable organizations are registered in Lee

- Lee Chamber of Commerce represents local businesses and can facilitate partnerships
- Lee Land Trust supports stewardship of open space

Strong culture of volunteerism in Lee



# Planning Documents

## Lee Master Plan (2024)

### Goals:

- Be a welcoming environment for residents and businesses
- Maintain Lee's open space and recreation network
- Ensure accessibility for all residents
- Provide active and passive outdoor recreation for residents
- Balance land use decisions between human need and environmental health

Action	Responsible Entity	Timeframe
Engage with state and federal agencies to support redevelopment of vacant sites	Town Planner, Select Board	0-2 years
Implement economic development tools (historic rehabilitation, district improvement, etc)	Town Planner, Select Board	0-2 years
Participate in regional efforts on workforce development	Town Planner, Select Board, Town Administrator	0-2 years
Facilitate connections between business community and technical assistance providers	Lee Chamber of Commerce, Lee Community Development Corporation	0-5 years
Facilitate the relocation of businesses to Lee	Town Planner, Lee Chamber of Commerce, Lee Community Development Corporation	0-5 years
Create zoning regulations that provide flexibility in new uses and bring life to vacant commercial and industrial properties	Town Planner, Planning Board	0-5 years
Meet with prospective developers to encourage adaptive reuse as housing of underutilized and vacant properties, such as the Columbia and Greylock mills	Planning Board, Housing Trust	0-5 years

Master Plan Action Items Relevant to Greylock and Columbia Mills



## Lee Open Space & Recreation Plan (2024)

### Open Space Vision:

- "Maintain and preserve Lee's present combination of outstanding natural assets, traditional New England atmosphere and small-town community spirit"

Protect open space to ease the transition from manufacturing-based economy to service and tourism economies

### Goals include:

- Environmental education and linking protected town lands
- Diverse and accessible recreational opportunities

Cleanup and redevelopment of the former mills is vital as they detract from the community's character

Action	Responsible Entity	Timeframe
Consider protections to provide buffers for critical resource areas. Maintain wildlife habitats and corridors through appropriate management of public spaces and land use permitting related to the use of private property.	Planning Board, Conservation Commission, Local Land Trusts, Citizens	Ongoing
Partner with governmental entities and land conservation-focused organizations to preserve forests and agricultural lands	Town Administration, Town Planner, Community Preservation Committee	Ongoing
Develop promotional materials for the town's active and passive recreational opportunities	Town Planner, Lee Youth Commission, Department of Public Works	2-5 years
Provide adequate access and amenities for recreational spaces, including accessible access points, parking, seating, picnic tables and signage	Town Administration, Lee Youth Commission, Greener Gateway Committee, Department of Public Works, Citizens	Ongoing
Provide connections between recreational areas	Select Board, Town Administrator, Department of Public Works, Citizens, Adjacent Towns	Ongoing
Provide bike path and bike lane connectivity within the Town of Lee and neighboring communities	Town Planner, Department of Public Works	Ongoing

Open Space 7-year Action Items relevant to 20 Forest Street



# Planning Documents

# Lee Northern Mills Area Wide Plan (2016)

## US EPA Area-Wide Planning:

- Identified community priorities for revitalization
- Developed strategies for cleanup and reuse of the former Schweitzer mills

Community vision for the sites as they return to active production and create a source of jobs:

- Quality jobs are preferred over large quantities of low-wage jobs
- Expansion and continued growth
- Incorporate the bikeway into reuse
- Incorporate opportunities for outdoor recreation
- Reuse should not negatively impact the surrounding area, such as increased truck traffic



## Map of Former Schweitzer-Mauduit Mills

# Hazard Mitigation and Climate Adaptation Plan (2025)

Objective:

- Identify observed and projected risks
- Build climate resiliency

Completion of this plan allows for technical assistant and prioritization of project funding from the Commonwealth

Major hazards that could impact Lee:

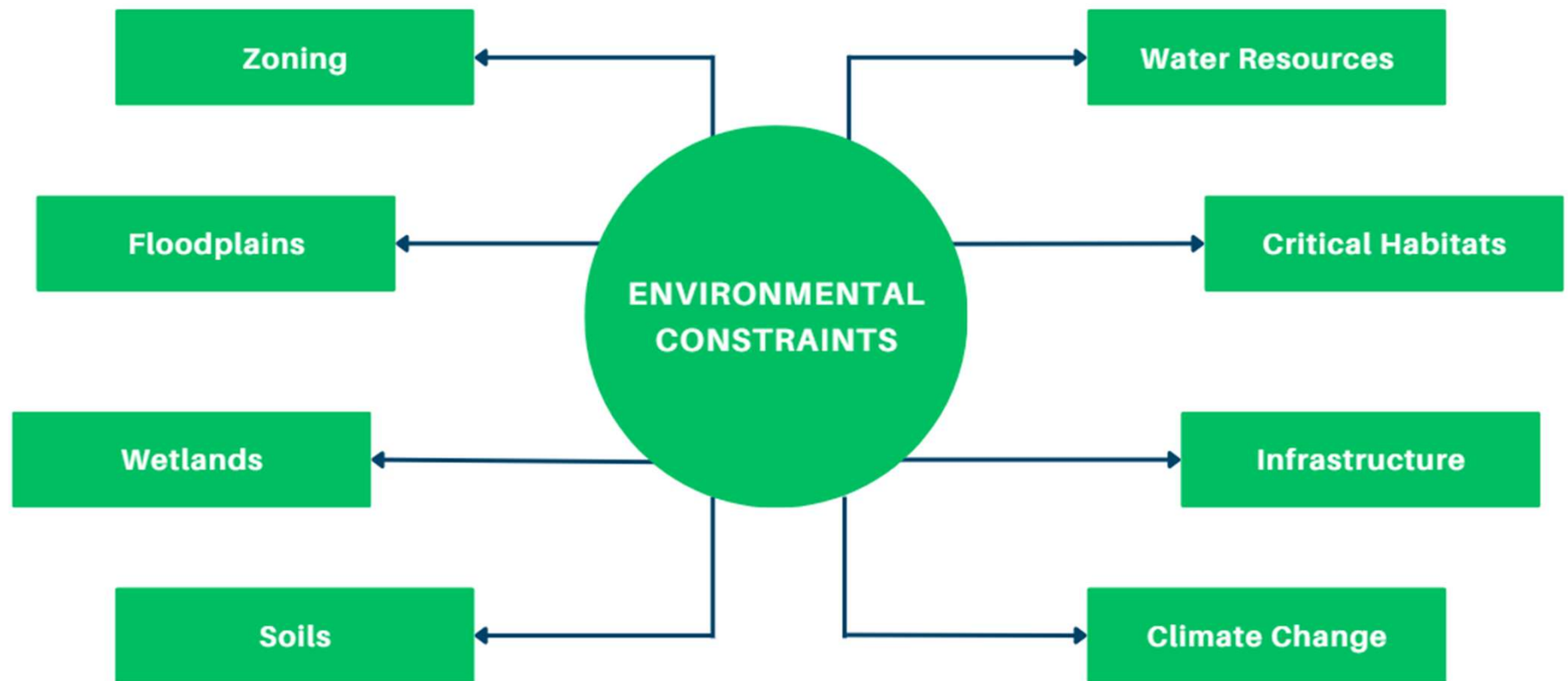
- Flooding
- Landslides
- Hazardous Materials

Type of Building	Number of Units	Building Value	Land Value	Total
Residential	135	\$19,277,300	\$ 1,2877,200	\$31,215,400
Commercial	34	\$31,938,700	\$8,237,000	\$40,175,700
Industrial	17	\$12,356,000	\$2,752,900	\$15,108,900
Mixed Use	11	\$4,912,400	\$1,399,600	\$6,312,000
Other	4	\$234,400	\$596,800	\$831,200
Town Owned (Lee Athletic Field, Waste Water Treatment Plant,	3	\$2,275,000	\$671,000	\$2,946,000
Total	204	\$70,993,800.00	\$26,534,500.00	\$96,589,200.00

## Potential losses for properties located in the 100-year floodplain in Lee



# Site Specific Characteristics



# Zoning

All sites are within the Industrial Zoning District:

Industrial District's Purpose:

- Promote job creation and economic development
- Encourage reuse of existing buildings and infrastructure
- Assist in the preservation of open and town character

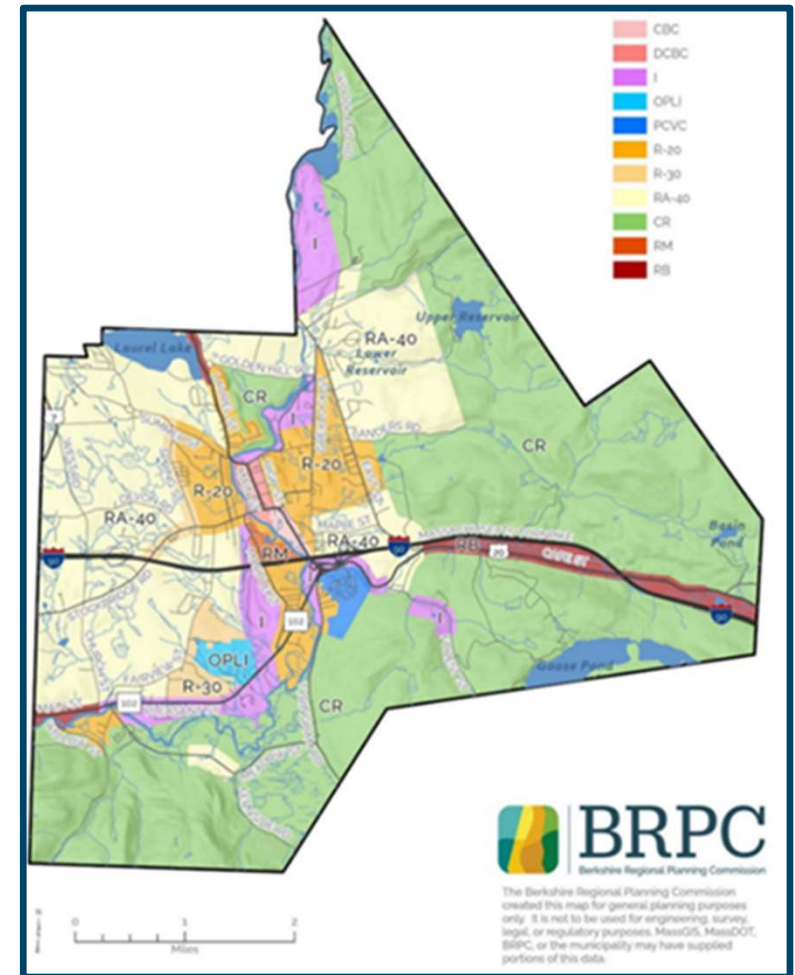
Regulating Body:

- Lee's Planning Board
- Zoning Board of Appeals
- Site plan reviews or special permits may be required depending on the reuse of each site

Outdoor Recreation uses are **permitted** in any zone

Dimensional Standards	Area
Min. Lot Area (square feet)	40,000
Min. Lot Width (feet)	125
Min. Lot Depth (feet)	-
Min. Lot Frontage (feet)	125
Max. Impervious Cover (percent)	50%
Min. Front Setback (feet)	40
Max. Front Setback (feet)	None
Min. Side Setback (feet)	25
Min. Rear Setback (feet)	40
Max. Building Height (feet)	None

Industrial Zone Area and Dimensional Standards



Lee, Mass Zoning Map





# Zoning

Reuse planning will need to adhere to:

- Parking requirements
- Landscaping guidelines
- Stormwater management & erosion control guidelines
- Floodplain Overlay guidelines (Columbia Mill)

Columbia Mill Building in the Floodplain

- A structural assessment is warranted
- If rehabilitation and replacement costs are estimated >50, it would classify as having "substantial structural damage"
- "Substantial Improvements" will require permitting and be subject to elevation and floodproofing requirements

Land Use Type	Minimum Parking Area Required
Dwellings	200 SF per unit
Offices	2x the office floor area
Financial institutions, retail stores, personal service shops, other business	3x the business floor area (excluding storage)
Theaters, assembly halls, outdoor places of assembly	200 SF for every 3 seats and 250 SF for every employee
Restaurants	200 SF for every 3 seats and 200 SF for every employee
Places of public assembly or public recreation, nursing homes and convalescent homes	300 SF for every 3 occupants, 300 SF for every employee
Motels, hotels, lodging houses, hospitals	200 SF for every guest or patient, 200 SF for every employee
Funeral home	3x the total floor space
Industrial plant, wholesale establishment	300 SF for every 2 employees

Parking Space Zoning Requirements



# Flood Zone & Dam Risk – Columbia & Greylock Mill

## Federal Emergency Management Agency (FEMA) Flood Maps:

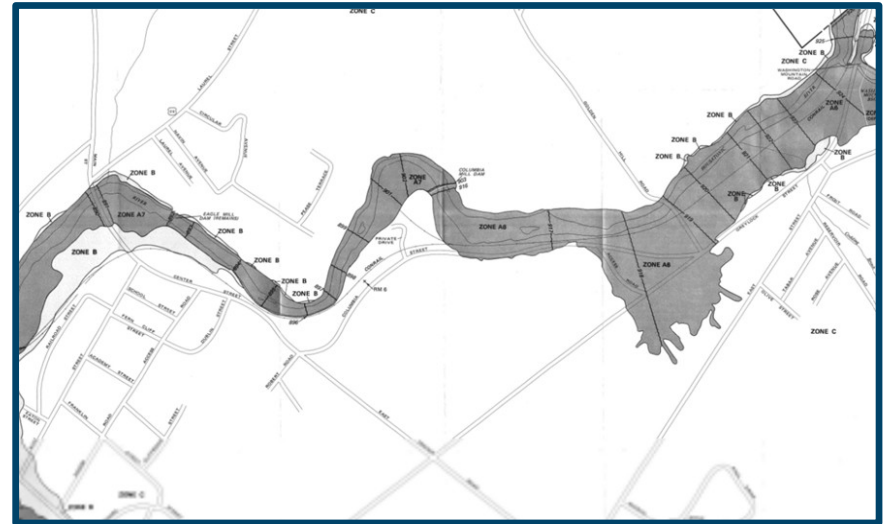
- Columbia Site is partially in a Zone A (Special Flood Hazard Area, 100-year floodplain). Base Flood Elevation has been established
- Greylock Mill is outside the designated floodplain

## Base Flood Elevation:

- North of Columbia Mill ~917 feet
- South of Columbia ~896 feet
- Zone change at the Dam: A6 (916 feet) to A7 (903 feet)
- Uses the 1929 datum, elevation flood levels will need to be converted to the 1988 datum for accurate flood risk assessment

## Columbia Mill Dam:

- Significant Hazard Dam, failure could cause loss of life, damage to structures and disrupt transportation/utilities
- Structurally deficient; leakage, cracking, efflorescence, spalling
- Temporary spillway repairs in 2024
- Inspected annually
- Removal required under GE's Housatonic Rest of River Cleanup



# Wetlands & Watercourses – Columbia & Greylock Mill

## Wetlands & Watercourse Presence:

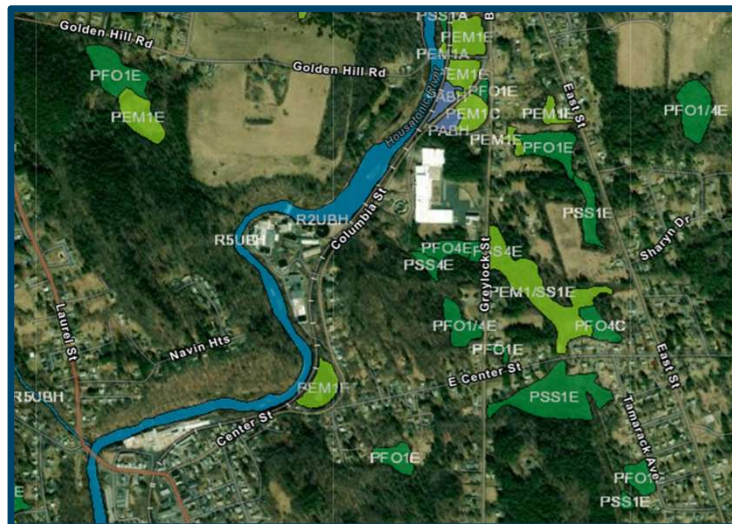
- Columbia Mill
  - Wetland and riverine habitats associated with the Housatonic River
  - Altered soil profile from fill material and human development; not mapped as hydric soils
- Greylock Mill
  - Four wetland habitats within the parcel
  - Hydric soils are present

## Regulating Body:

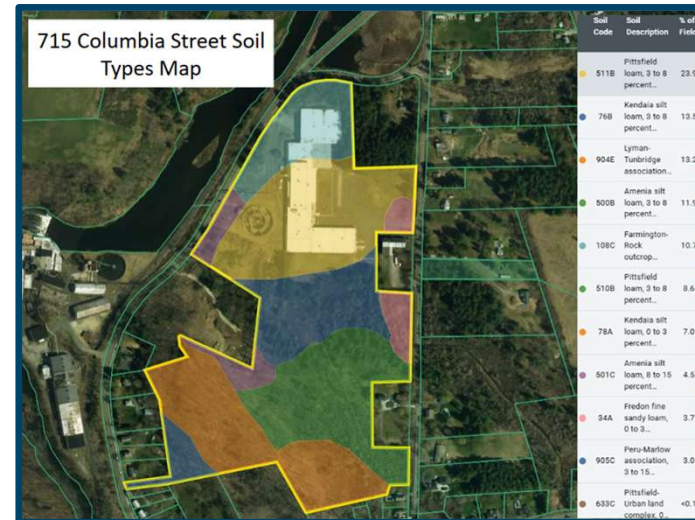
- Lee Conservation Commission
- Order of Conditions have historically been issued for past actions at both mills under the Mass Wetlands Protection Act (WPA) and Rivers Protection Act (RPA)
- Future developments and actions will require permitting for actions within the:
  - 100-foot riparian buffer zone of wetlands
  - 200-foot riverfront area

## Recommendations:

- A future developer should consult a soil scientist for a wetland delineation



National Wetland Inventory Map



Greylock Mill Soil Types Map





# Other Potential Environmental Constraints - Columbia & Greylock Mill

## Natural Heritage and Endangered Species Program:

- Not located within a mapped area of rare species or priority habitats
- Housatonic River drains to a Priority Habitat (Hop Brook Wildlife Management Area)

## Water Protection

- Not within a Wellhead Protection Area, Public Water Supply Watershed or Local Aquifer Protection Zone

## Surface Water Classification

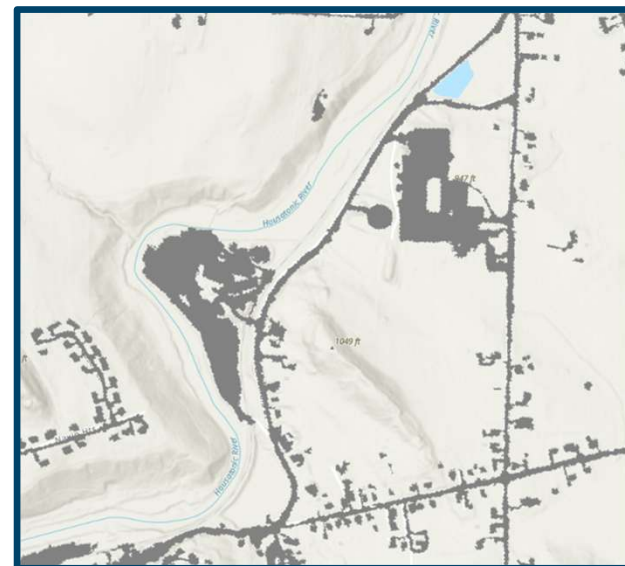
- Housatonic River is a Class B, Category 5 warm water fishery
- Designated as habitat for aquatic life and wildlife and recreational activities, but is currently **impaired**

## Climate Change

- The National Risk Index indicated that Lee ranks high for community resilience and low for general hazard risk
- Lee is vulnerable to riverine flooding risk
- Impervious surfaces at the sites are a direct contributor to stormwater runoff, flooding and pollution
- Berkshire County is expected to experience rising temperatures

Use	Supporting?	Cause	Source
Primary Contact Recreation	No	Algae	Industrial Point Source Discharges, Municipal Point Source Discharges, Non-Point Sources, Upstream Sources
Secondary Contact Recreation	No	Algae	Industrial Point Source Discharges, Municipal Point Source Discharges, Non-Point Sources, Upstream Sources
Aesthetic	No	Algae	Industrial Point Source Discharges, Municipal Point Source Discharges, Non-Point Sources, Upstream Sources
Fish Consumption	No	PCBs in Fish Tissue	Illegal Dumping and Inappropriate Waste Disposal
Fish, Aquatic Life and Wildlife	No	Chronic aquatic Toxicity, Fish Bioassessments, PCBs in Fish Tissue, PCBs in Sediment	Dams or Impoundments, Illegal Dumping and Inappropriate Waste Disposal, Non-Point Sources, Upstream Sources
Fish, Aquatic Life and Wildlife	No	Total Phosphorus	Industrial Point Source Discharges, Municipal Point Source Discharges
Fish, Aquatic Life and Wildlife	No	Zebra Mussel	Introduction of Non-Native Organisms

Assessment of Housatonic River Uses (2022)



Impervious Surfaces at the Columbia & Greylock Mills (2016)

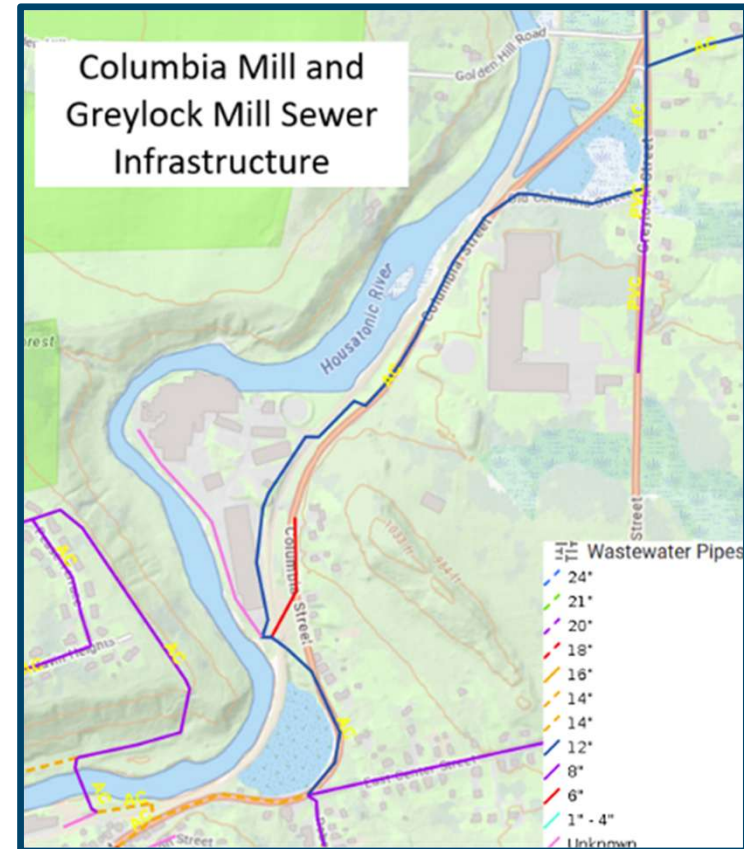
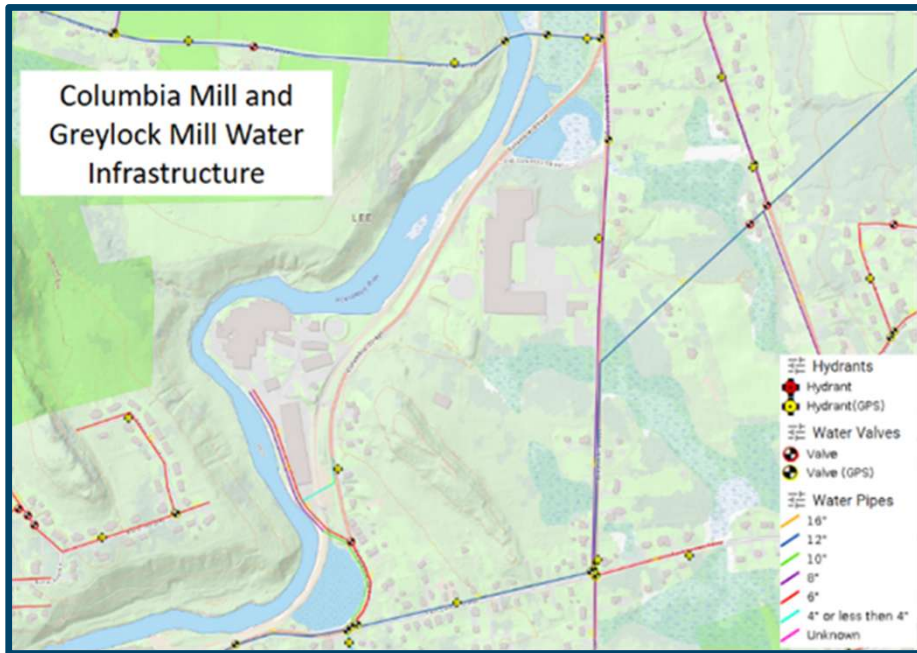


# Utility Matrix – Columbia and Greylock Mill

Utility	Availability	Provider(s)	Notes
Public Water	Yes	Lee Water Department	Gravity system Ample capacity Aging infrastructure
Public Sewer	Yes	Lee Wastewater Department	Gravity system Ample capacity Does not accept industrial wastewater
Electricity	Yes	Eversource	Former transmission system served the mills 1 phase electric on Columbia Street 3 phase electric on Greylock Street
Natural Gas	Yes	Berkshire Gas Company	Connected since 1966 6 inch main in Columbia Street 4 inch main in Greylock Street
High-Speed Internet	Yes	Charter via Spectrum	1000 mbps download 35 mbps upload



# Public Water and Sewer Systems



## Aging Infrastructure

- Columbia Mill water distribution infrastructure issues exist
- 2014: 4-inch line froze and burst, 8-inch line valve failure during water shut off
- Plans to replace the infrastructure in 2020; confirmation with the Board of Public Works will be needed whether water infrastructure was replaced

Lee's wastewater treatment plant **does not** accept industrial waste

- The existing wastewater treatment facilities may be able to be repurposed
- Age, condition and regulatory requirements of existing infrastructure are barriers to an industrial reuse





# Traffic & Circulation – Columbia & Greylock Mill

## Location:

- Proximity to residences and the Main Street corridor
- I-90 and Route 20 access provide ideal truck access

## Columbia Street:

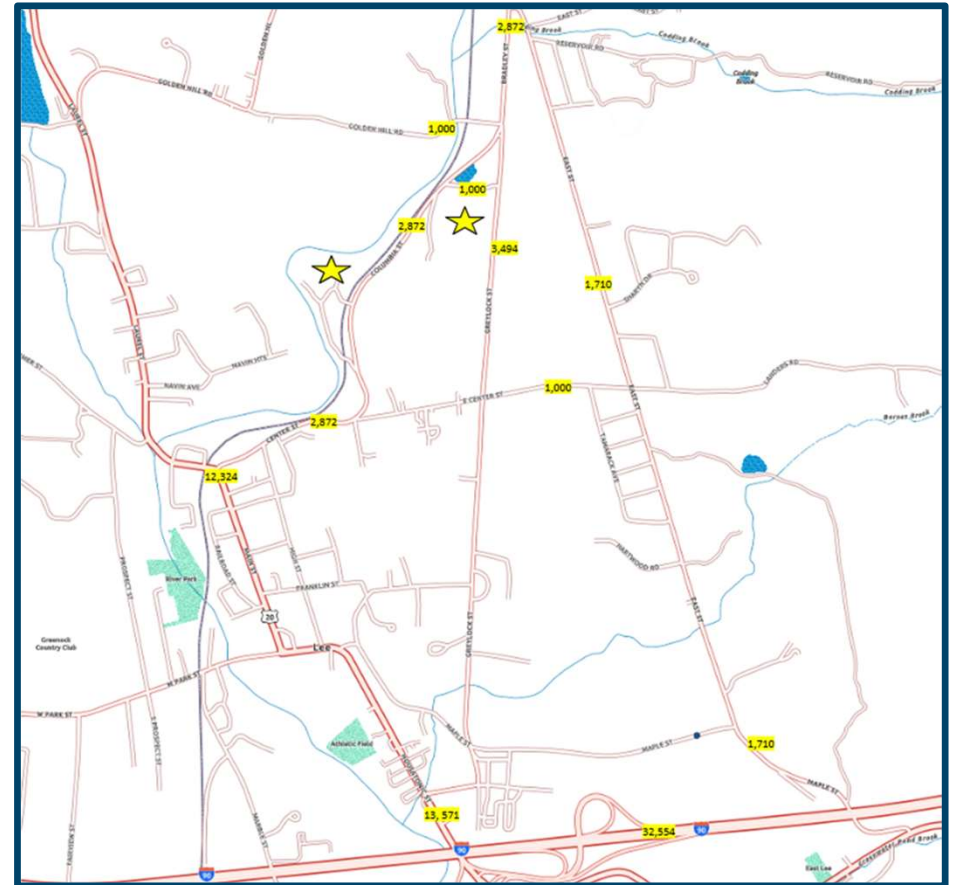
- Annual Average Daily Traffic: ~2,872 vehicles (2022)
- Concrete enhancements planned to support heavy truck traffic

## Greylock Street:

- Annual Average Daily Traffic: ~3,492 vehicles (2022)
- Concrete enhancement planned to support heavy truck traffic

## Considerations for Reuse:

- Planning truck routes and schedules to minimize impact to residents
- Routing trucks to avoid travelling through Lee's Main Street Corridor



Annual Average Daily Traffic (2022)



# Flood Zone & Dam Risk – Mountain/Greenwood Mill

## FEMA Flood Maps:

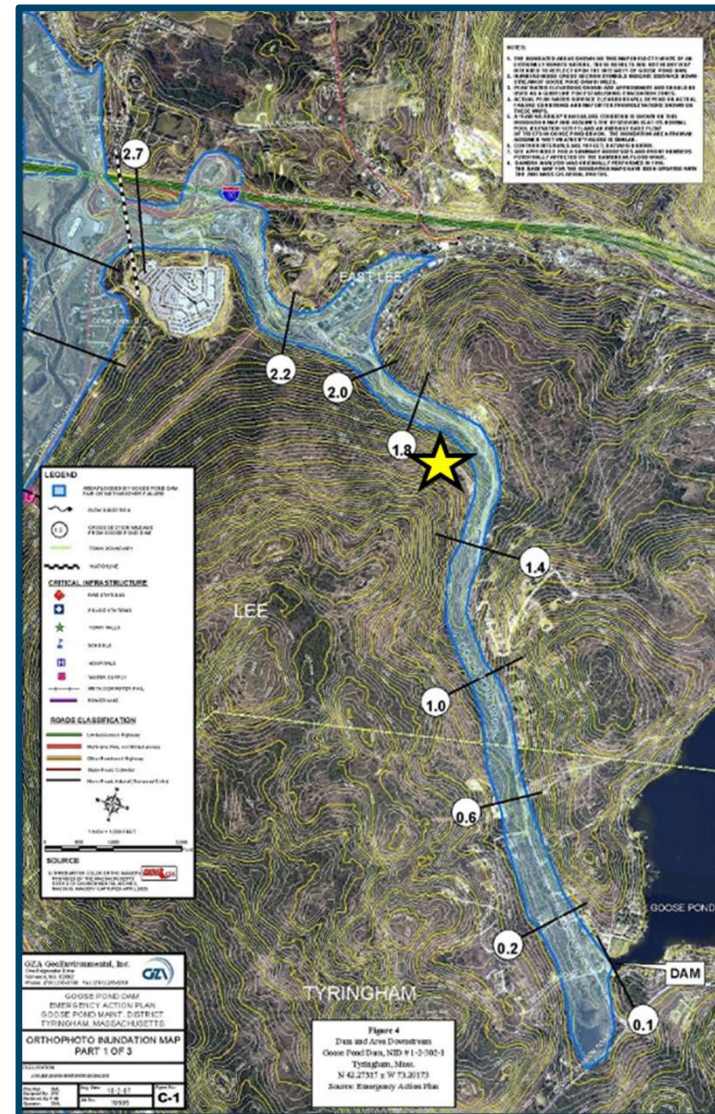
- Zone C, area of minimal flooding
- Outside of any mapped FEMA floodplains

## Downstream risk from Goose Pond Dam

- Goose Pond Dam is a high hazard dam
- Managed by the Goose Pond Maintenance District, which has developed an Emergency Action Plan for the dam
- Dam failure scenario could impact the Mountain Mill site

## Reuse Planning Considerations:

- Flood mitigation strategies
- Climate change impacts
  - Potentially higher flood elevations





# Wetlands & Watercourses – Mountain/Greenwood Mill

## Wetlands & Watercourse Presence:

- Mapped pond habitat (sludge landfill area)
- Wetlands associated with Goose Pond Brook
- Characteristics indicative of wetlands were present during the site visit

## Regulating Body:

- Lee Conservation Commission
- Notices of Intent have historically been issued for past actions on Forest Street under the Mass WPA and RPA
- Future developments and actions will require permitting for actions within the:
  - 100-foot riparian buffer zone of wetlands
  - 200-foot riverfront area

## Recommendations:

- A soil scientist should be consulted for a wetland delineation



Mountain Mill Wetlands Map





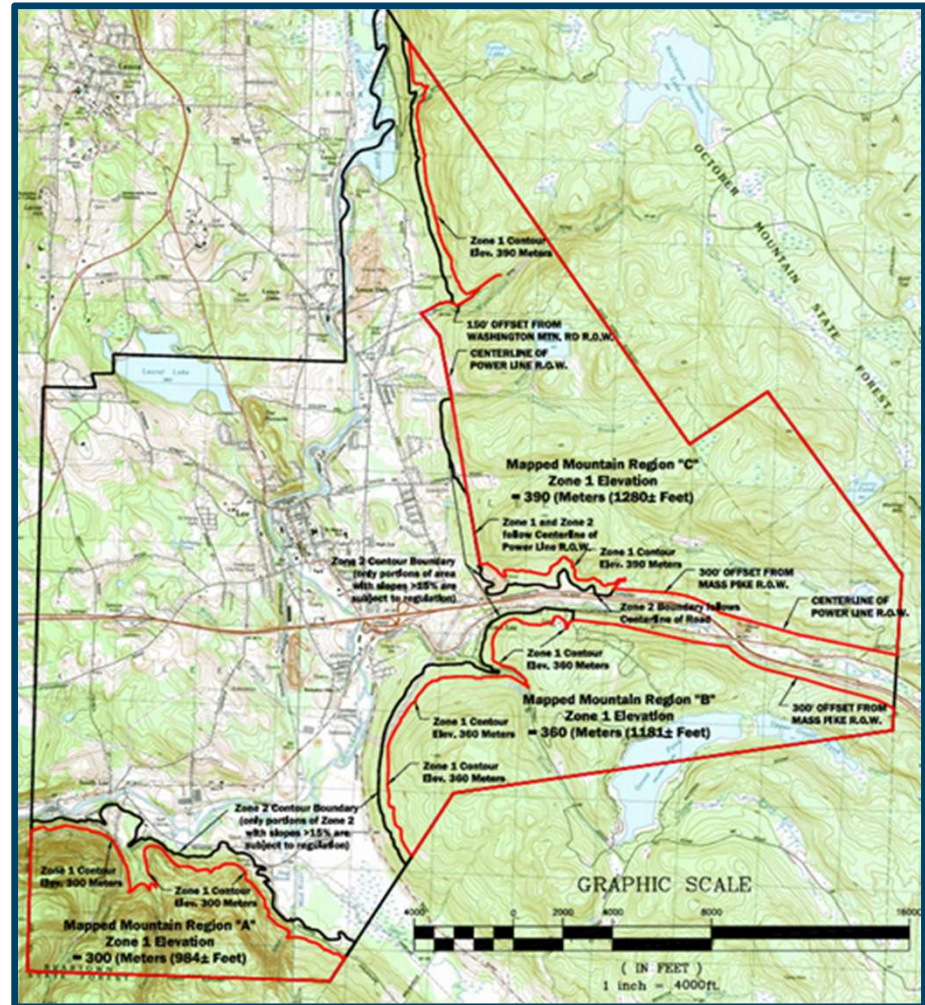
# Scenic Mountain Act – Mountain/Greenwood Mill

## Zone 1 Base Elevation

- The Mountain Mill is Subject to Scenic Mountain Act Regulations
- Regulates removal, filling, clearing of vegetation or other alteration of land

## Regulating Body:

- Lee Conservation Commission
- Determination of Applicability and Notices of Intent for any proposed work
- Stormwater management and erosion control during any demolition/construction activities
- Landscaping plans should focus on:
  - Preserving mature vegetation
  - Removing invasive species
  - Introducing native, low-maintenance vegetation



Mapped Mountain Regions in Lee



# Other Potential Environmental Constraints - Mountain/Greenwood Mill

## Natural Heritage and Endangered Species Program:

- Not located within a mapped area of rare species or priority habitats
- Goose Pond Brook drains to the Housatonic River and associated Priority Habitat (Hop Brook Wildlife Management Area)

## Water Protection

- Not within a Wellhead Protection Area, Public Water Supply Watershed or Local Aquifer Protection Zone

## Surface Water Classification

- Goose Pond Brook is a Class B, Category 2 watercourse
- Was a Category 5 (impaired) watercourse in 2002
- Designated as habitat for aquatic life and wildlife and recreational activities
- No assessment of fish consumption has occurred

## Climate Change

- The National Risk Index indicated that Lee ranks high for community resilience and low for general hazard risk
- Lee is vulnerable to riverine flooding and landslide risks
- Impervious surfaces at the sites are a direct contributor to stormwater runoff, flooding and pollution
- Berkshire County is expected to experience rising temperatures



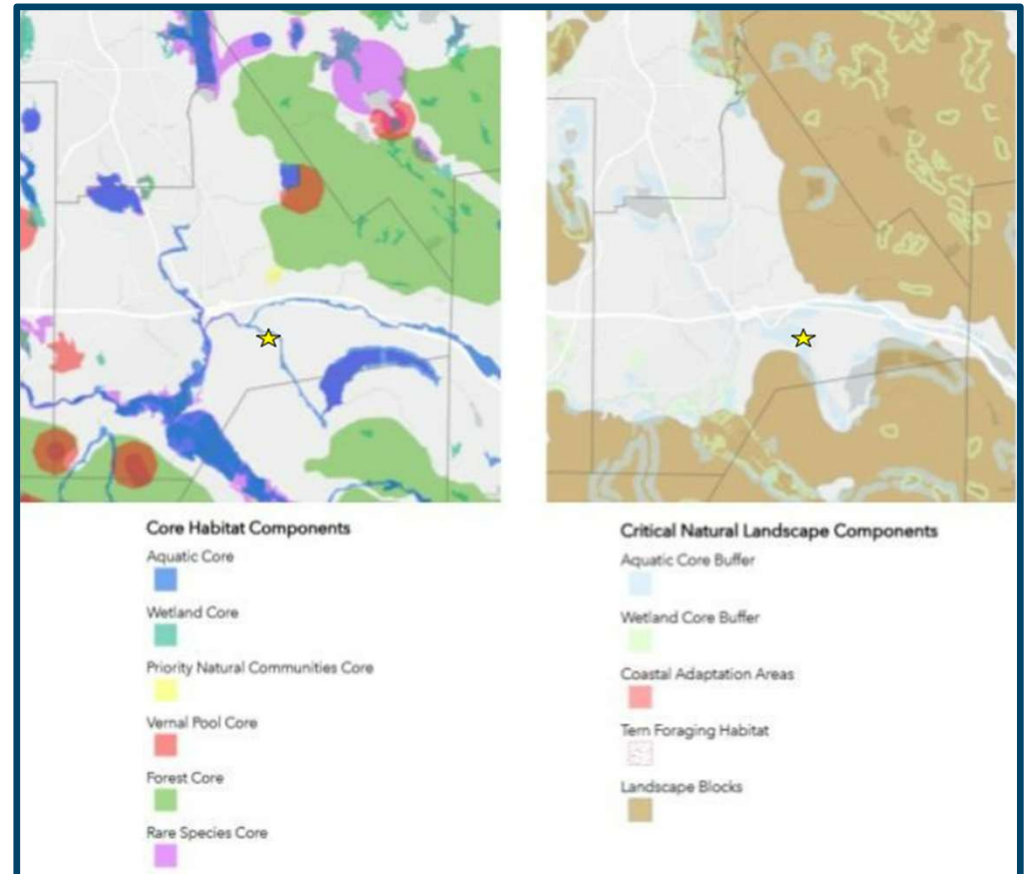
Impervious Surfaces at the Mountain Mill  
(2016)



# BioMap – Mountain/Greenwood Mill

Developed by MassWildlife and The Nature Conservancy

- Integrates NHESP data with broader ecological information to identify core habitat and critical natural landscapes
  - Non-regulatory tool, developed to support conservation planning
- 
- BioMap Critical Natural Landscapes:
    - Aquatic Core Buffer of Upland Habitat to the Housatonic River and its tributaries (Goose Pond Brook)
    - A Critical Natural Landscape block in proximity
  - BioMap Core Habitat
    - Aquatic Core associated with Goose Pond Brook, recognized for wild trout



BioMap of Lee, Yellow Star locates the Mountain Mill (2022)





# Utility Matrix – Mountain/Greenwood Mill

Utility	Availability	Provider(s)	Notes
Public Water	No	Lee Water Department	Not served
Public Sewer	No	Lee Wastewater Department	Not served
Electricity	Yes	Eversource	Limited hosting capacity, single phase electric
Natural Gas	Verification Required	Berkshire Gas Company	Will need to be contacted to determine if connections are available
High-Speed Internet	Yes	Charter via Spectrum	1000 mbps download, 35 mbps upload



New Boiler for the Mountain Mill (1969)

The elevation of the Mountain Mill site limits public water or sewer connection without significant costs

If demolition is pursued:

- Verification will be needed that all utilities have been disconnected
- Preliminary observations indicate most utilities are not in service or have been disconnected



# Traffic & Circulation – Mountain/Greenwood Mill

## Location:

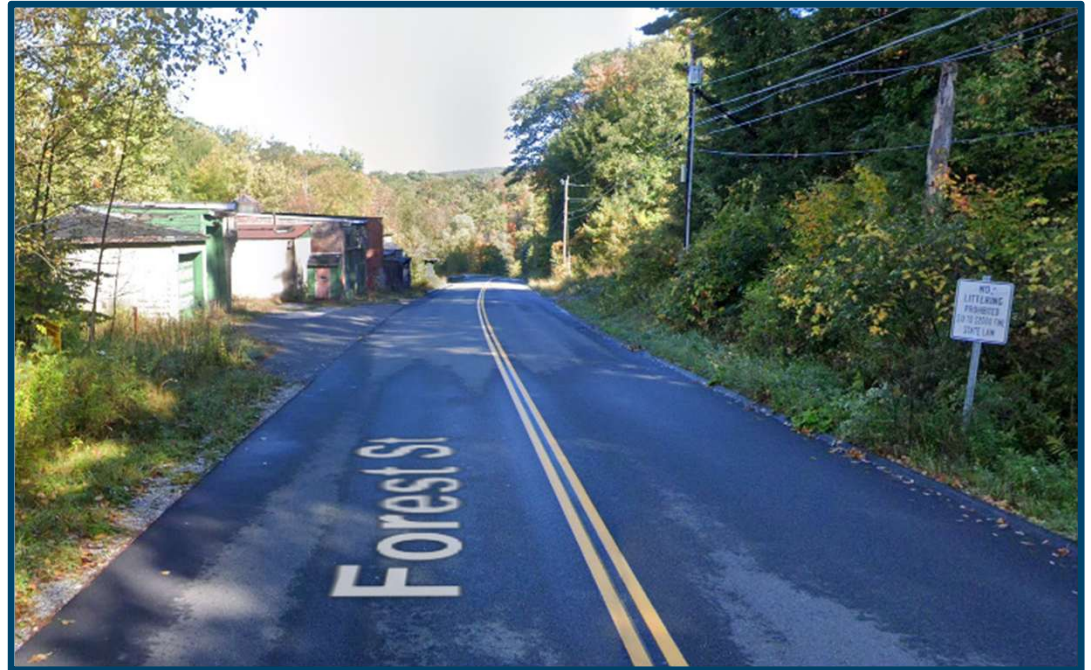
- Accessible via Forest 20, which connects Lee to Tyringham

## Forest Street

- Low Traffic Road
- Annual Average Daily Traffic: ~350 vehicles (2022)
- Chapter 90 Road (eligible for state funding for enhancements and improvements)
- Low traffic makes the site vulnerable to trespassing, littering and other concerns

## Considerations for Reuse:

- Access management
- Maintenance needs



No Littering Sign on Forest Street



# Criteria for Site Reuse – Columbia/Greylock Mills

## Direction from Town:

- Town Officials indicated there is interest in reusing the sites for economic development
- The community would like to see the sites return to active operations
- Municipal plans and studies identify support and need for job creation

## Reuse Planning

- Community Engagement, align reuse with the community vision
- Incorporate amenities & natural features to balance development with resilience
- Coordinate with public and government agencies
- Navigate regulatory restrictions from WPA, RPA & Historic Designation of Columbia Mill

## Site Needs:

- Further environmental investigation and potential remediation for soil, groundwater and HBM.
- Structural assessments, particularly for the historic wing of the Columbia Mill
- Wetland delineations
- Evaluation of existing infrastructure's reusability, including if the WWTP can be repurposed





# Columbia Mill Redevelopment Scenario

## 157 Columbia Street Columbia Business Plex

### 1 - Violet

52,500 SF manufacturing, warehouse or flex space w/ 3 loading docks  
2,680 SF store or office w/ 1 loading dock

### 2 - Purple

5,510 SF flex space w/ 2 loading docks

### 3 - Yellow

8,320 SF X 2 floors = 16,640 SF Offices  
11,700 SF manufacturing or flex space

### 4 - Orange (New)

13,600 SF building w/ 2 loading docks

### 5 - Cyan

7,200 SF warehouse w/ 2 loading docks

### 6 - Pink

12,600 SF warehouse w/ 2 loading docks

Total Truck Loading Spaces: 12

Total standard parking spaces: 110

Total ADA Spaces: 5 (3 standard, 2 van)





# Columbia Mill Redevelopment Scenario

Central circulation flow, ease truck access



Adaptable spaces that could support multiple tenants



Building 4 is a new construction

Demolition of some structures in the floodplain





# Greylock Mill Redevelopment Scenario

## 715 Columbia Street Greylock Business Plex

### 1 - Pink

24,500 SF warehouse or flex space w/ 3 loading docks

### 2 - Yellow

127,075 SF manufacturing, warehouse or flex space w/ 2 loading docks  
4,100 SF Offices

### 3 - Purple

12,740 SF manufacturing, warehouse or flex space w/ 2 loading docks  
2,100 SF Offices

### 4 - Cyan

40,000 SF warehouse or flex space w/ 2 loading docks

### 5 - Orange (New)

12,800 SF building w/ 2 loading docks

Total Truck Loading Spaces: 11

Total standard parking spaces: 121

Total ADA Spaces: 5 (2 standard, 3 van)



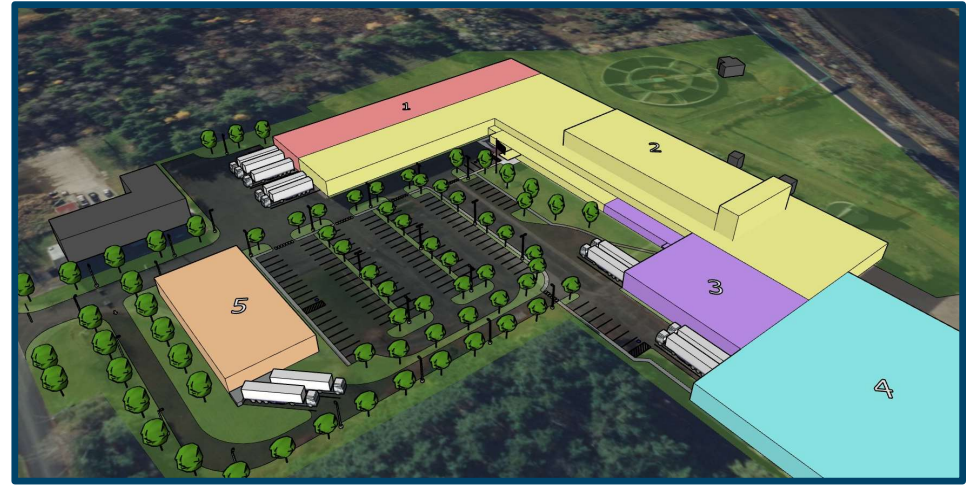


# Greylock Mill Redevelopment Scenario

Improved circulation, truck bypass aisle



Adaptable spaces that could support multiple tenants



Building 5 is a new construction



Landscaping will create a welcoming environment

# Criteria for Site Reuse – Mountain/Greenwood Mill

## Direction from Town:

- Town Officials indicated there is interest in reusing the site as public green space
- The town is pursuing acquisition of an adjacent 191-acre parcel
- Municipal plans and studies identify support and need for expanding outdoor recreation opportunities

## Reuse Planning

- Community Engagement, align reuse with the community vision
- Balance development with resilience
- Coordinate with public and government agencies
- Navigate regulatory restrictions from WPA, RPA & Scenic Mountains Act
- Incorporate historic elements into site design

## Site Needs:

- Further environmental investigation and potential remediation for soil, groundwater and HBM.
- Demolition of the on-site building, determine if any features are salvageable for reuse
- Passive recreation due to legacy contamination
- Structural assessment of stream crossings
- Wetland delineation
- Determine Conservation Commission's management capabilities, engage other civic groups for management oversight.





# Redevelopment Scenario – Mountain/Greenwood Mill

## Planning Goals The Scenario Meets:

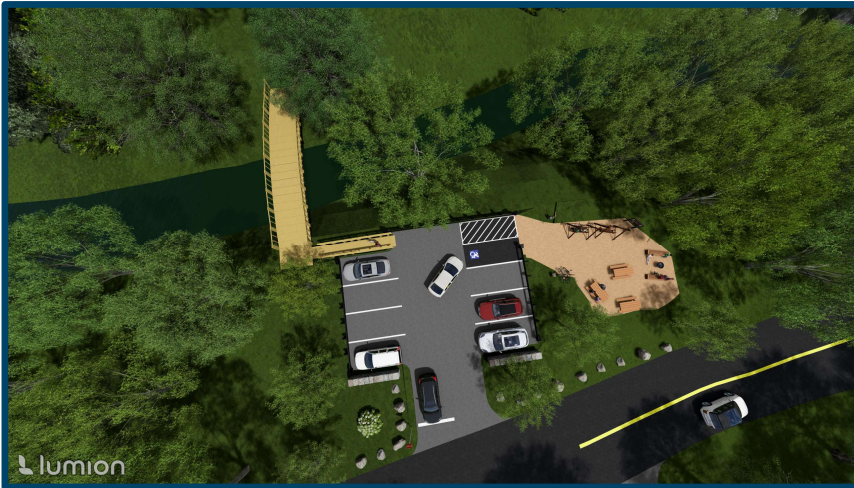
- ✓ Create an appealing experience for residents and visitors
- ✓ Enhance quality of life
- ✓ Ensure accessibility
- ✓ Promote a tourist economy
- ✓ Protect historic and scenic resources
- ✓ Preserve open space
- ✓ Maintain Lee's Open Space & Recreation Network
- ✓ Improve the quality of Goose Pond Brook
- ✓ Protection of critical resource buffer area
- ✓ Hazard Mitigation
- ✓ Promote pedestrian and bike use



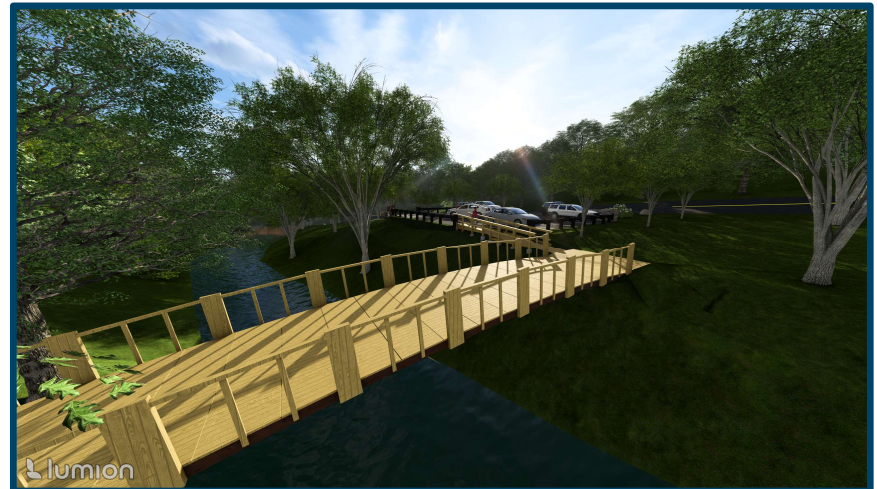


# Redevelopment Scenario – Mountain/Greenwood Mill

8 parking spaces, 1 ADA, permeable pavement



Low impact development through minimal resource alteration



ADA Accessible recreation area

Construct a new stream crossing or rehabilitate the existing one





# Redevelopment Scenario – Mountain/Greenwood Mill

Highlight historic features for a trail system to the adjacent 191-acre parcel



3000-foot concrete flume & power station

Keep separate designation between the landfill access point and public area



Defined curb cuts to enhance visibility



# Riparian Buffer Zones

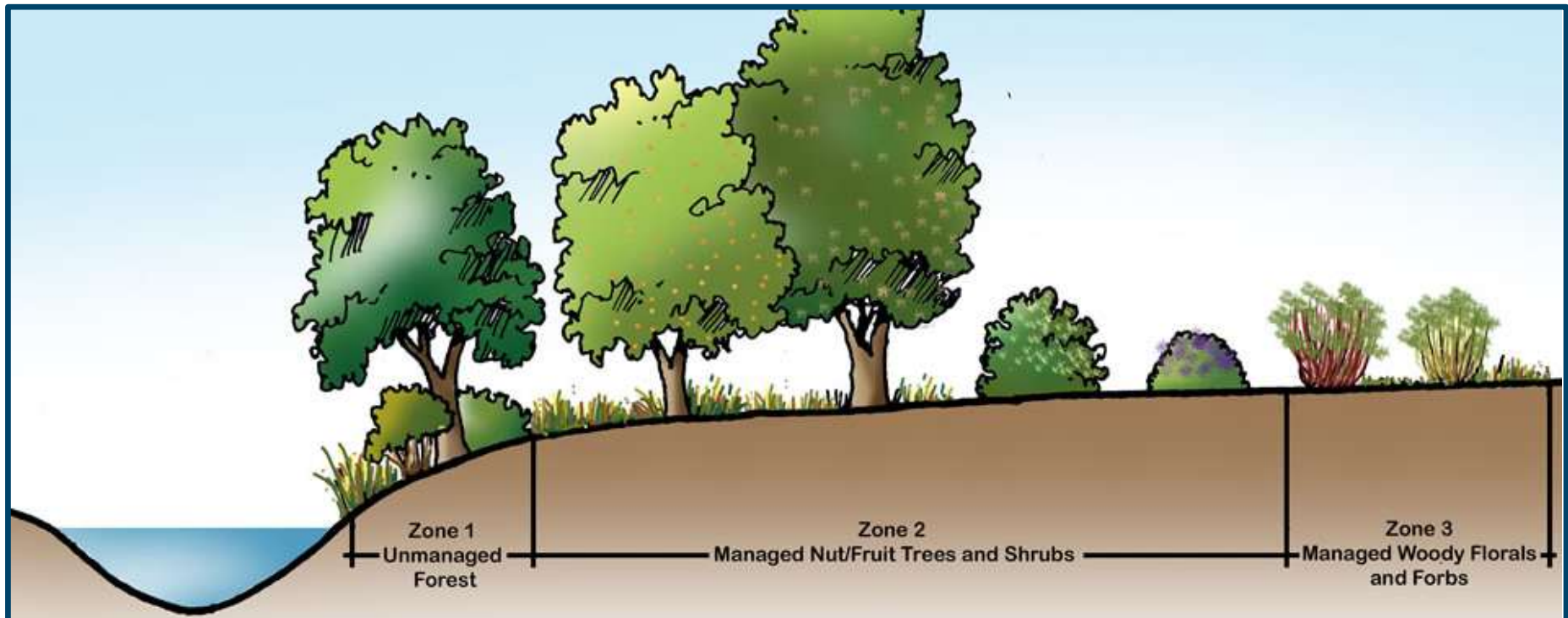
Development should avoid interfering with the riparian zone and employ flood mitigation strategies

Functions for

- Stormwater protection
- Flood mitigation
- Filtration of pollutants

Buffer Zone Breakdown:

- Zone One (15-25 ft width) functions for stream side protection
- Zone Two (20-60 ft width) functions for nutrient uptake
- Zone 3 (20-50 ft width) functions as runoff filtering



Riparian Buffer Zone Diagram





# Questions and Thank You!



## Special thanks to:

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