



Elm Court Amended Permit Submission

Vanderbilt Berkshires Estate, LLC

December 4, 2025

Elisabeth Goodman
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Co-General Partners
Linda S. Law
and
Dr. Richard Peiser

Harvard Graduate School of Design

Steve Benson

Vanderbilt Berkshires Estate, LLC

Elm Court History

- Estate commissioned by Emily Thorn Vanderbilt & William Douglas Sloane
- Construction began in 1885 - the property is now 140 years old
- Site of the Elm Court Talks – important meetings
 - Treaty of Versailles
 - League of Nations
- 55,000 sq. ft. and sprawls 103 rooms
- Emily viewed it as retreat from New York City
 - Relaxation, family, entertaining, and renewal
 - Operated as private Hotel for elite guests

Elm Court History

- After Emily's death, her granddaughter ran it as an Inn for 9 years
- Costs to upkeep and maintain the Estate exceeded the family's resolve – the inn closed in 1956
- 1st attempt to **preserve the estate had failed.**
- Estate was abandoned for 44 long years – punished by sun, rain, snow, freezing temperatures, and ravaged by vandals

Elm Court History

- In 1999, the estate was rescued by Bob Berle - Emily's great great grandson
- Bob did an amazing job salvaging the estate and began an effort of restoration
- After 13 years, Bob's development plan languished, and the estate was put up for sale.
- 2nd attempt to **restore and preserve the estate had failed.**

Elm Court History

- In 2012, the estate was purchased by Amstar (aka Travaasa) to develop the property into one of its lifestyle brands.
- In 2014 the Town of Stockbridge awarded Amstar with a Special Permit to build a 112 room Hotel, restaurant, and spa.
- That Permit remains valid today.
- Amstar's aspiration withered and the 3rd attempt to **restore and preserve the property had failed.**

Elm Court History

- We purchased the property in December 2022 and spent 3 years developing a business plan to **restore and preserve the property**.
- As we embrace this new moment and propose the 4th attempt **to restore and preserve the property**, It is not surprising to any of us that:
 1. The risks are significant
 2. The costs are astronomical
 3. ...and the margins are small. Yes, the margins are small and will likely decrease as this project progresses

Why are we doing this?

- Because we believe that after 70 years of failed attempts to restore Elm Court...it is time to bring back this grand estate's relevance and prominence...

How can we do this?

- Because the community had the foresight to create the Cottage Era Estate Bylaw.
- This Bylaw allows a mechanism to preserve and restore these grand estates.
- Essentially, it allows a restoration plan to be re-imagined in a way that allows economic pathways for investment.
- Without these pathways, these grand old estates will be condemned. It's important that we recognize this as a community.

Vision / Project Priorities

Recognizing all of this, our core goals are as follows:

- #1 – Conservation
 - We have clustered our Resort Residences under a condominium ownership structure to conserve land and space for pathways, enjoyment, and recreation.
 - This has been done intentionally.
- #2 – Preservation
 - We must preserve the Manor House and its surrounding structures from further decay and to restore its historical footprint.
- #3 – Feasibility
 - Any project that comes before you must be financially feasible.
 - Financial feasibility is anchored by a financial plan which accomplishes two things:
 - Restores the Mansion, and
 - Maintains it in perpetuity.

Development Summary

We are presenting an amended business plan which compares favorably to the existing Special Permit approved in 2014.

Condition	Approved Project	Proposed	Change
Hotel Guest Rooms	112	74	(38)
Resort Residences	0	38	38
Restaurant	60 Seats	60 Seats	0
Spa	16,000 sq ft	15,000 sq ft	(1,000 sq ft)

Conclusion

- Our hope is that the Town of Stockbridge views the benefits of a thoughtful, financially feasible, historically prioritized restoration as something accretive to the community.
- No plan is or will be perfect
- We ask that you thoughtfully consider our proposal as we believe that it aligns with our shared interest - to secure an everlasting future for Elm Court.

Jonathan Silverstein

Blatman, Bobrowski, Haverty & Silverstein, LLC

Modification v. “New” Special Permit

- No legal distinction – just an approach to review.
- Not a “short cut.”
- G.L. c.40A, §11 – Same requirements apply to a “special permit, or any ... modification ... thereof.”
 - VBE submitted a complete special permit application package.
 - All procedural requirements being followed (e.g., notice, public hearing & decision”).
 - Same review criteria under Zoning Bylaw.

Why Modification Makes Sense

- Acknowledge prior approval—still in effect.
 - Avoid multiple permits on record for same property.
- Compare proposal to prior approved project.
 - What has not changed?
 - What has changed?
 - Do changes affect off-site impacts (positive & negative)?
- Ultimate Question: Which project does the Board prefer?

What Has Not Changed?

- Still proposed under Cottage Era Estate Bylaw.
- Same Property—still qualifies as Cottage Era Estate.
- Core Project Elements:
 - Renovation & Reuse of Mansion
 - Luxury Hotel/Resort
 - Restaurant (same number of seats)
 - High-End Spa
- Commitment to Honor Conditions of Original Approval.
 - Including substantial mitigation requirements

What Has Changed?

- Elimination of massive hotel and spa additions to Mansion.
- Reduction in number of hotel rooms.
- Addition of Home Sites.
- Commitment to preserve most accessory structures.

Board's Authority to Approve Substantive Modifications

- Huntington v. Zoning Bd. of Appeals of Hadley, 12 Mass. App. Ct. 710, 715 (1981) (notice and hearing required before board approves “a **substantive amendment which changes the result of an original deliberate decision, or which grants relief different from that originally granted**”).
- Board of Appeals of Dedham v. Corporation Tifereth Israel, 7 Mass. App. Ct. 876, 876 (1979) (“**Modifications and changes should be analyzed and approved by the Board**, which is better equipped than a court to consider such matters.”).
- Eastern Mgt. & Dev., LLC v. Padula, 22 LCR 83, 86 (2014) (Misc. Case No. 11 MISC 455042) (Cutler, J.) (“As a matter of law, **substantial changes or modifications** to a use or development approved under a special permit necessitate a new **or modified** special permit based upon a deliberative and independent decision by the special permit granting authority.”), citing Barlow v. Planning Bd. of Wayland, 64 Mass. App. Ct. 314, 320 (2005).
- Gattineri v. McGeary, No. 15 MISC 000494 HPS, 2016 WL 6465341, at *9 (Mass. Land Ct. Oct. 31, 2016) (“A special permit granting authority may review an application **for modification** of plans under the discretionary standard used for granting special permits **if the modification presents a substantial change to the original plans**”).

Consistent with Modifications of Other Land Use Permits

- **Comprehensive Permits – G.L. c.40B & 76 CMR 56.07(4)**
 - “Substantial” modifications require public hearing, but not a new application. For example:
 - Increase of more than 10% in number of units.
 - Change from townhouses to high-rise.
 - “Only the changes in the proposal or aspects of the proposal affected thereby shall be at issue in such hearing.”
- **Subdivisions – G.L. c.41, §81W.**
 - “A planning board...shall have power to modify [or] amend its approval.”
 - No limit on extent of amendment.

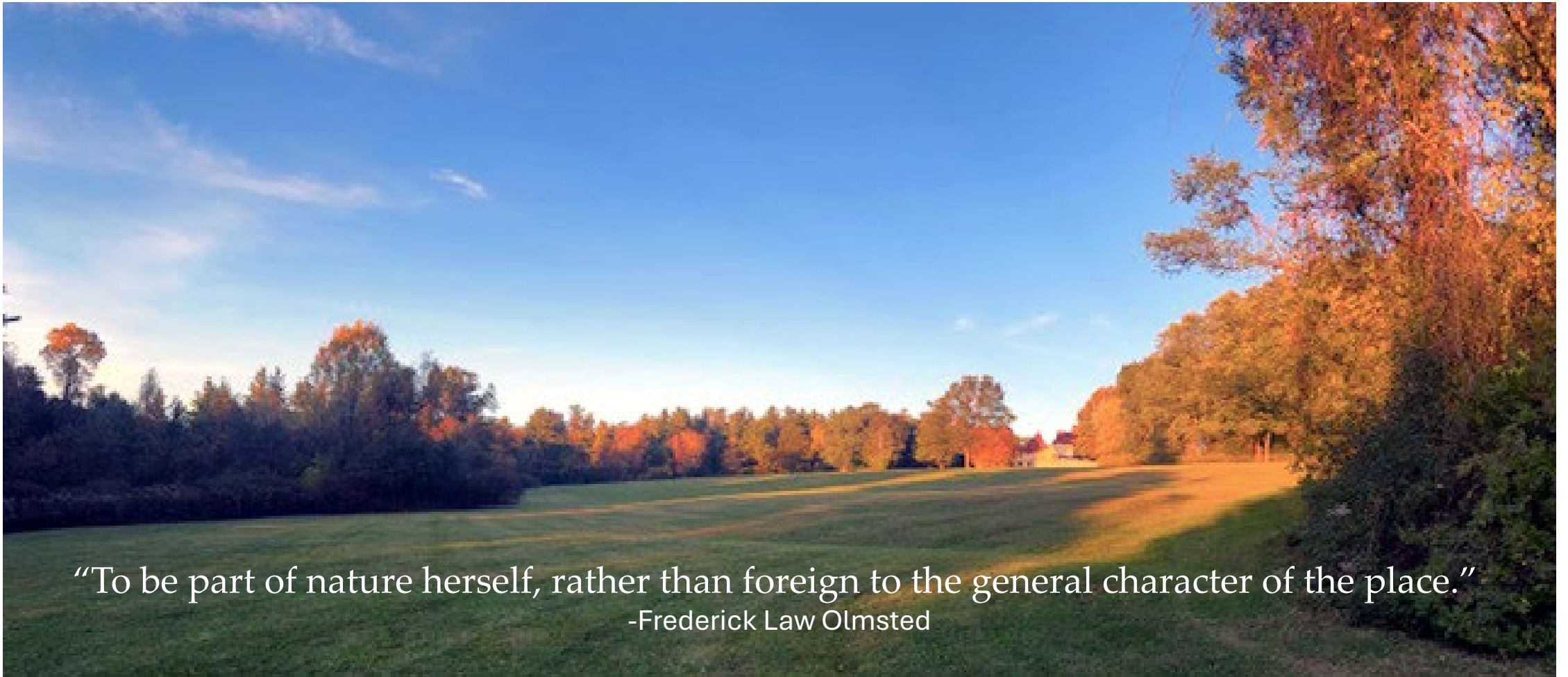
Conclusion: Common-Sense Approach

- Comparison to previously approved plan makes sense.
- Focus review on issues such as:
 - New aspects of plan, such as Home Sites
 - Changes in design & massing
 - Changes in landscaping & open space
 - Changes in traffic and other potential impacts
- Apply all of the Bylaw's review criteria to these changes.
- Avoid multiple special permits

Dr. Rosetta S. Elkin

Practice Landscape

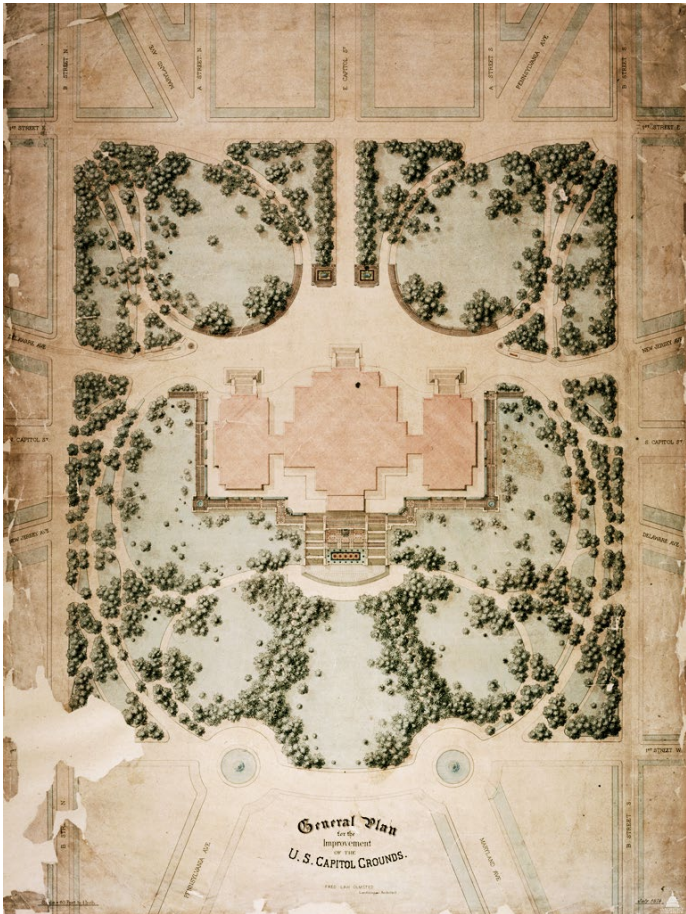
Landscape Architecture & Site Planning



“To be part of nature herself, rather than foreign to the general character of the place.”

-Frederick Law Olmsted

Frederick Law Olmsted



White House, D.C.

5 December 2025



Central Park, NYC



Emerald Necklace, Boston



Legend

Circulation

- Parkway + Parking
- Walking Path Primary
- Walking Path Secondary
- Fire Lane (Reinforced Turf)

Buildings

- Historic
- Olmsted Lodges
- Residences

Plants

- Existing Canopy + Forest
- Proposed Canopy
- Lawn
- Meadow

Water

- Pond + Streams
- Drainage
- Wetland

Topography

- 2' Contours

The improved landscape plan conserves the historic Olmstedian attributes of the original design



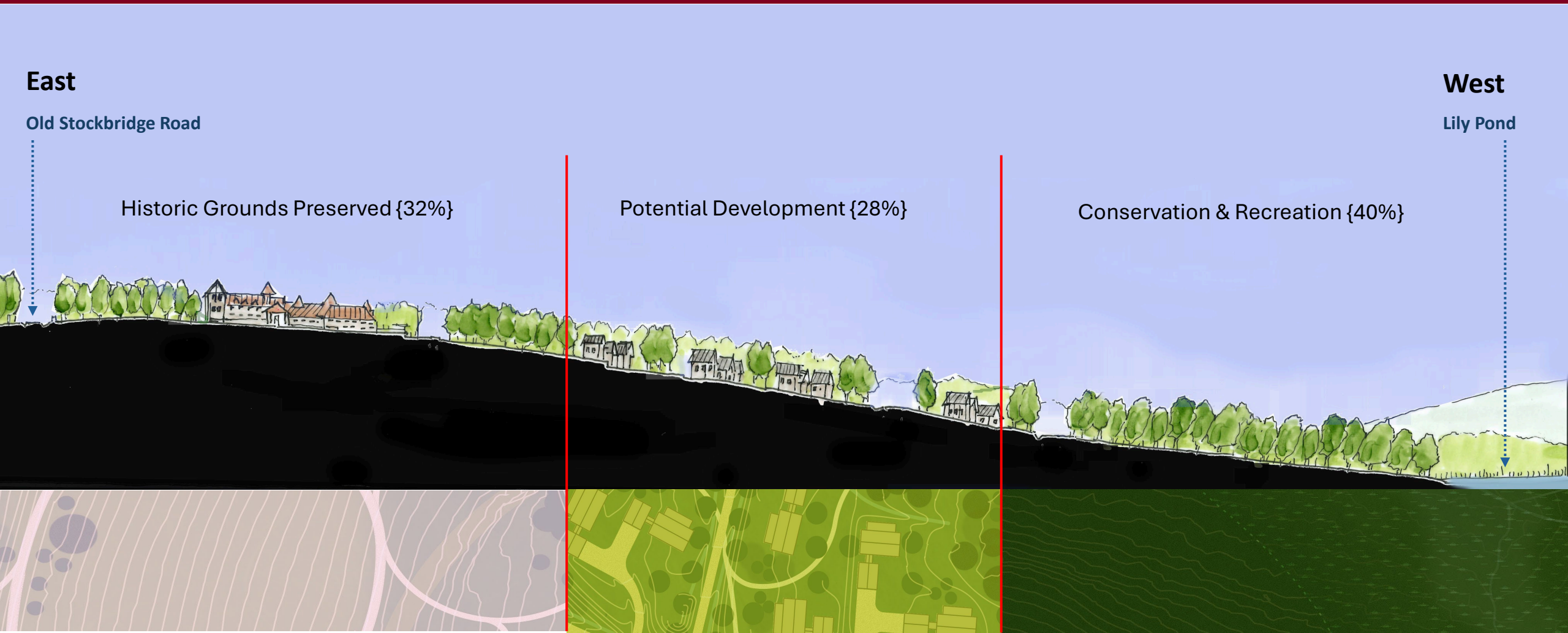
**The improved landscape plan
is designed around the open meadow and
concealed drives at the heart of the original
design**



Total Area: 89 acres

- A. Conservation & Recreation
35 acres {40%}
- B. Potential Development
25 acres {28%}
- C. Historic Grounds Preserved
29 acres {32%}

**The improved landscape plan concentrates
potential development, conserving
70% of the landscape**





Before: View from Old Stockbridge Road

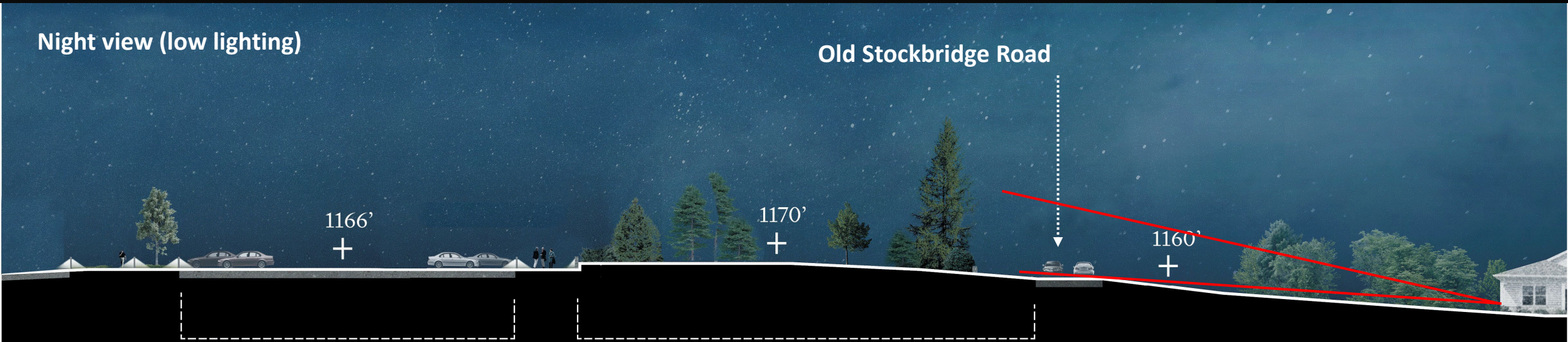
5 December 2025



After: View from Old Stockbridge Road



Old Stockbridge Road



Night view (low lighting)

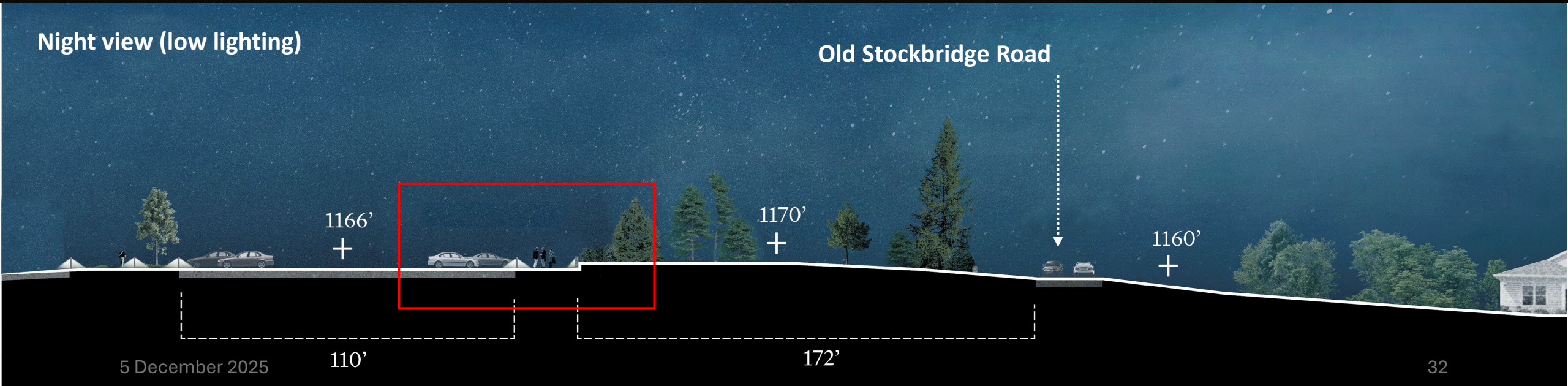
Old Stockbridge Road

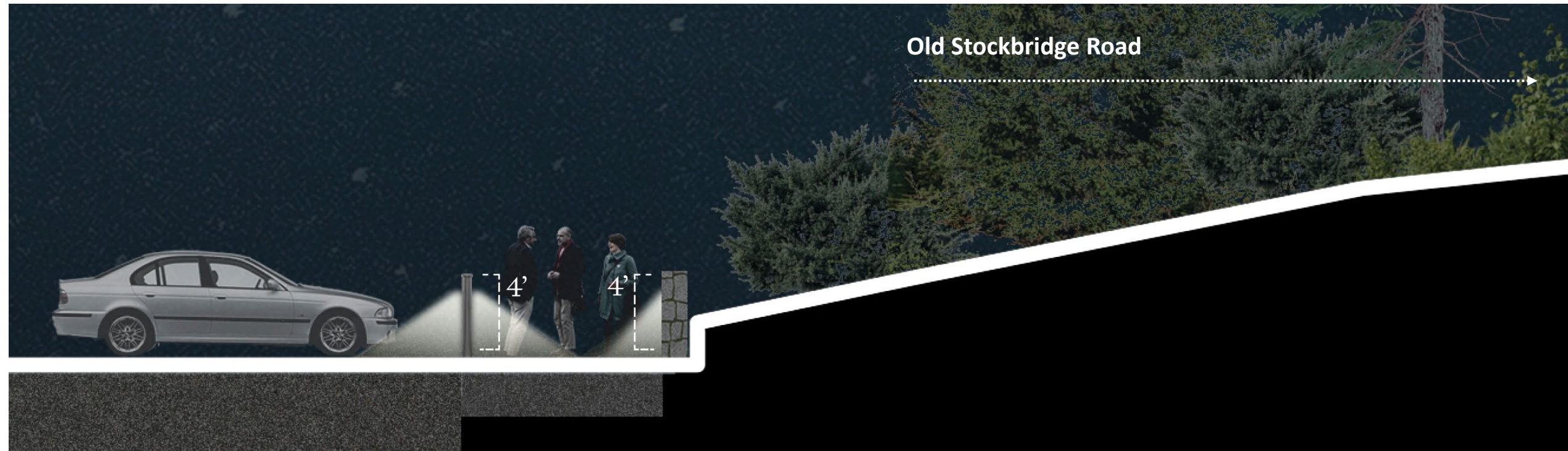
5 December 2025

110'

172'

31





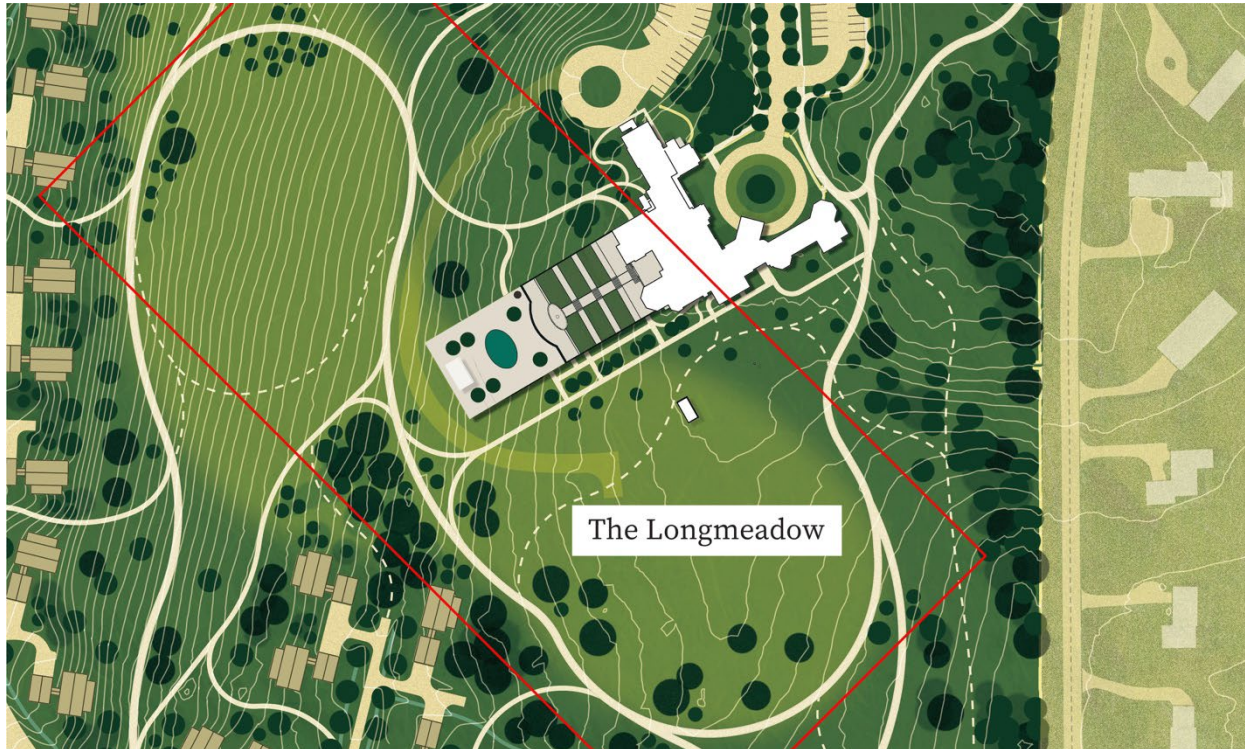
**The improved landscape plan is detailed in its consideration of community access,
local impact and the regional ecology.**

Landscape Architecture & Site Planning

- Conserve and enhance the historic landscape
- Enhance the character and culture of Stockbridge
- Restore local and native plants to improve biodiversity
- Preserve historic views from within the community
- Celebrate the legacy of Frederick Law Olmsted
 - Genius of Place
 - Unified Composition
 - Orchestration of Movement

Olmsted Principles: Genius of Place

Prioritize a unique landscape characteristic that preserve it as a central part of the design



The Longmeadow

- 14-acre parkland
- Community access points
- Formal and informal paths
- Uninterrupted views

Olmsted Principles: Unified Composition

Prioritize a selection of view lines to minimize distractions and increase green space



Planting & Views

- Direct experience
- Cluster woody plants
- Restrict decorative elements
- Preserve character from Old Stockbridge road

Olmsted Principles: Orchestration of Movement

Prioritize a coherent character for comfort and accessibility between users



Walking Paths & Parkways

- Dashed: informal soft
- Thicker: formal paved
- Roads: set apart
- Parking: Generous planting
- Grading avoids sharp drops
- Slopes curve gently



Legend

Circulation

- Parkway + Parking
- Walking Path Primary
- Walking Path Secondary
- Fire Lane (Reinforced Turf)

Buildings

- Historic
- Olmsted Lodges
- Residences

Plants

- Existing Canopy + Forest
- Proposed Canopy
- Lawn
- Meadow

Water

- Pond + Streams
- Drainage
- Wetland

Topography

- 2' Contours

Thank you!

David Hamilton

Harvard Graduate School of Design - Geobarns

Proposed Development

- Distribute hotel to smaller, dispersed units and residences
- Preserve wetlands, intact forest and Lily Pond shoreline
- Minimize impact of roads, retaining walls, and infrastructure
- Center historic Elm Court amid views of Olmsted's landscape
- Create amenities, recreation paths, walkable landscape
- Screen smaller parking and structures to preserve views

Four Areas of Proposed Development

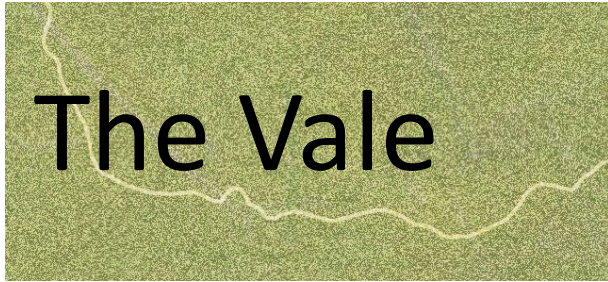
1. Historic Manor Park (The Vale)
2. Olmsted Lodges (The Glade)
3. Resort Residences (The Ravine)
4. South Parcel (The Greenhouse)



Manor Park, the Vale & Longmeadow



- Historic Elm Court is visually independent
- Historic curved entry, restored landscape
- Parking, service hidden by grade
- Sunken Garden extended below
- Restored plantings frame manor



The Vale

Old Stockbridge Road

- Public view is protected
- New structures pushed back, down grade
- Elm Court surrounded by meadow landscape
- Perimeter enhanced by plantings, replacement of lost trees



Olmsted Lodges – Hotel Rooms



Smaller Scale, Distributed

- Home-size buildings
- Separate from Manor
- Cascading down grade
- Surrounded by forest
- Connected by walking paths, boardwalks
- Smaller lots distribute parking, traffic
- Design minimizes profile from manor, invisible from Old Stockbridge Road

Olmsted Lodges

Design Elements

- Small volumes
- Stepped landscape
- Informal paths
- Modest from uphill
- Natural materials
- Minimal visibility
- Integrated with forest
- Views open to hills



Olmsted Lodges

Design Elements

- Central stair & path
- Small volumes
- Benched into grade
- Buildings considered landscape elements
- Fast growing birch and ground cover create “the glade”
- Paths connect to amenities & manor



The Ravine (resort residences)



Homes around Meadow

- Downhill from Manor
- Re-established treeline
- Walkable to Manor
- Low-impact road grading
- Shared drive access
- Homesites distribute parking, traffic
- Design minimizes profile from manor, invisible from Old Stockbridge Road

Residences

- Design Elements
 - Surrounding meadow
 - Below view from Manor
 - Modest rooflines
 - Natural materials
 - Down-directed lighting
 - Screen meadow edge
 - Framed views to Manor
 - Informal paths connect
 - Design follows land



Greenhouse (South Parcel)



Greenhouse and Barn

- Replace barn
- Management area
- Add'l service & parking
- Stables & Cottages
- Resort uses
- Five resort residences
- Lower density
- Restore / Rebuild
 - Greenhouse Spa
 - Daytime sports



The Barn



Replace unsafe barn

- Reduce nonconformity
 - Smaller footprint
 - Improve setback
 - Screens parking
- Mgmt Offices
 - Equipment storage
 - Quiet work area
- Add'l parking
- Modest agrarian barn



The Greenhouse

Adapt and Re-build

- Evaluate structures
 - Remove unsafe elements
 - Stabilize, re-use elements
- Health & wellness uses
 - Existing permitted area
- Maintain orientation
 - Modest additions

5 December 2023



Summary

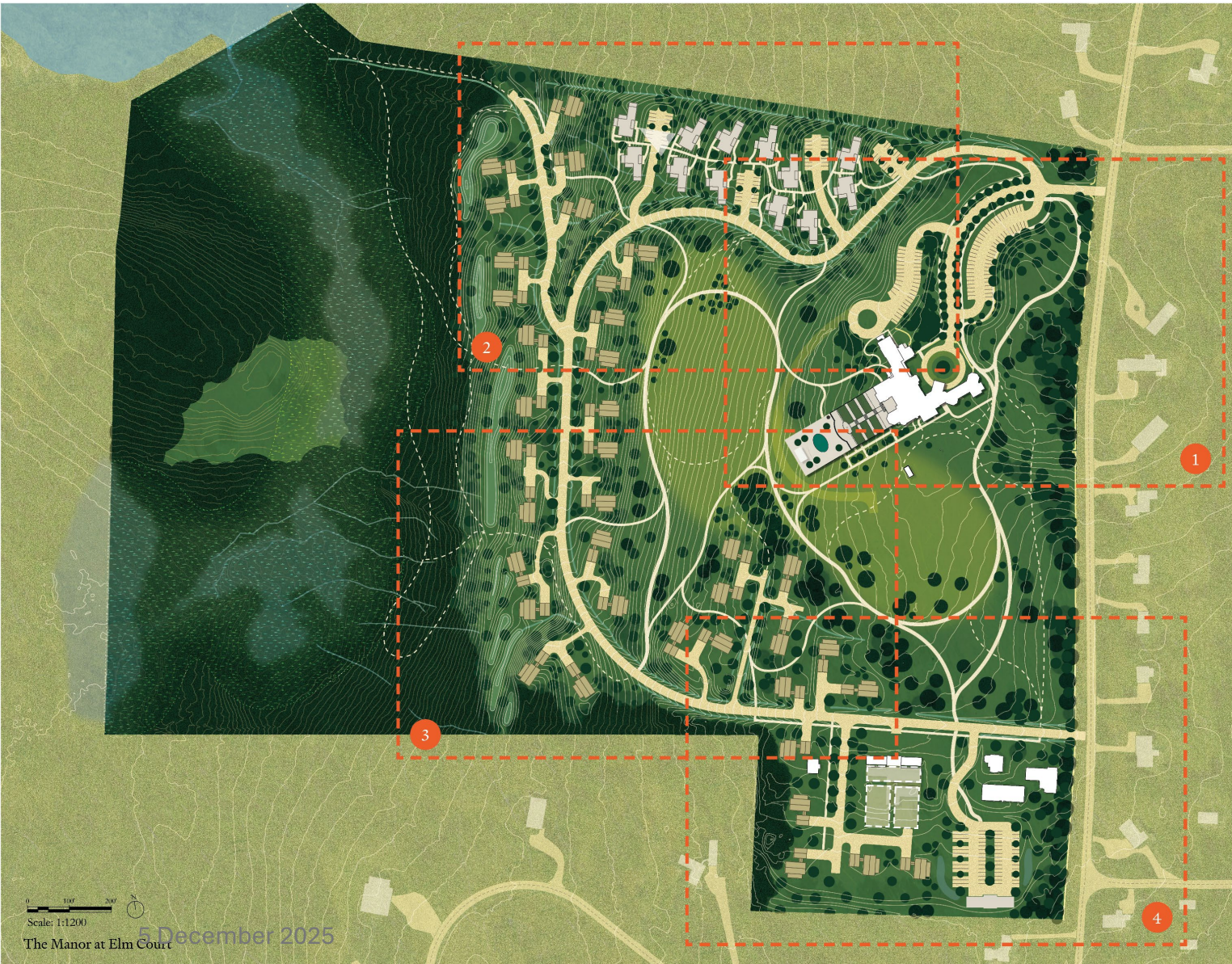
Maintain unit count, but distribute large hotel mass to residential scale, encourage walking within resort

Preserve views of restored Manor and landscape from Old Stockbridge Road

All structures downhill and respectful to historic Elm Court and grounds

Amenities and parking broken up into smaller units in walkable landscape to reduce impacts

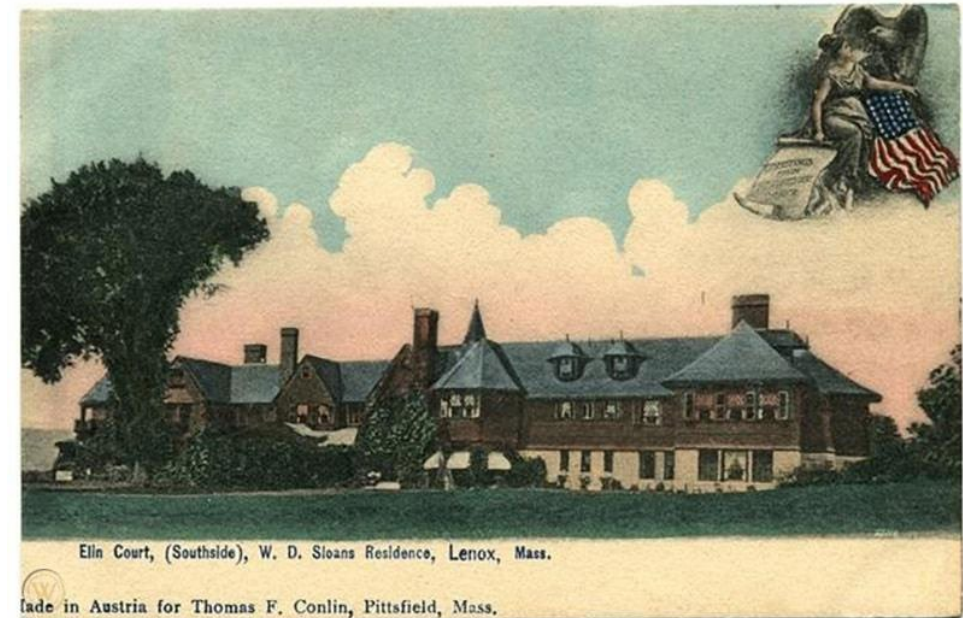
Western forest, wetlands, Lily Pond shoreline entirely conserved



Pam Sandler Architect

Pamela Sandler Architect - Preservation Background

- A lifelong preservation advocate, inspired at a young age & guided by a deep belief in protecting architecture in communities
- Rooted in formal study & public service, with academic work focused on preservation & renewal of historic Hudson River structures; years of service on the Stockbridge Historic Preservation Commission.
- Vast experience revitalizing landmark buildings, including the adaptive reuse of the Old Town Hall into the Berkshire Waldorf High School—demonstrating how thoughtful design can honor the past while meeting modern needs.



Peabody & Stearns: Elm Court architects

- Largest Shingle Style residence in the United States
- Exceptional craftsmanship, detail, and significance in Berkshire architectural history
- Elm Court is an irreplaceable cultural asset and defining piece of the town's architectural identity





NORTHEAST ELEVATION



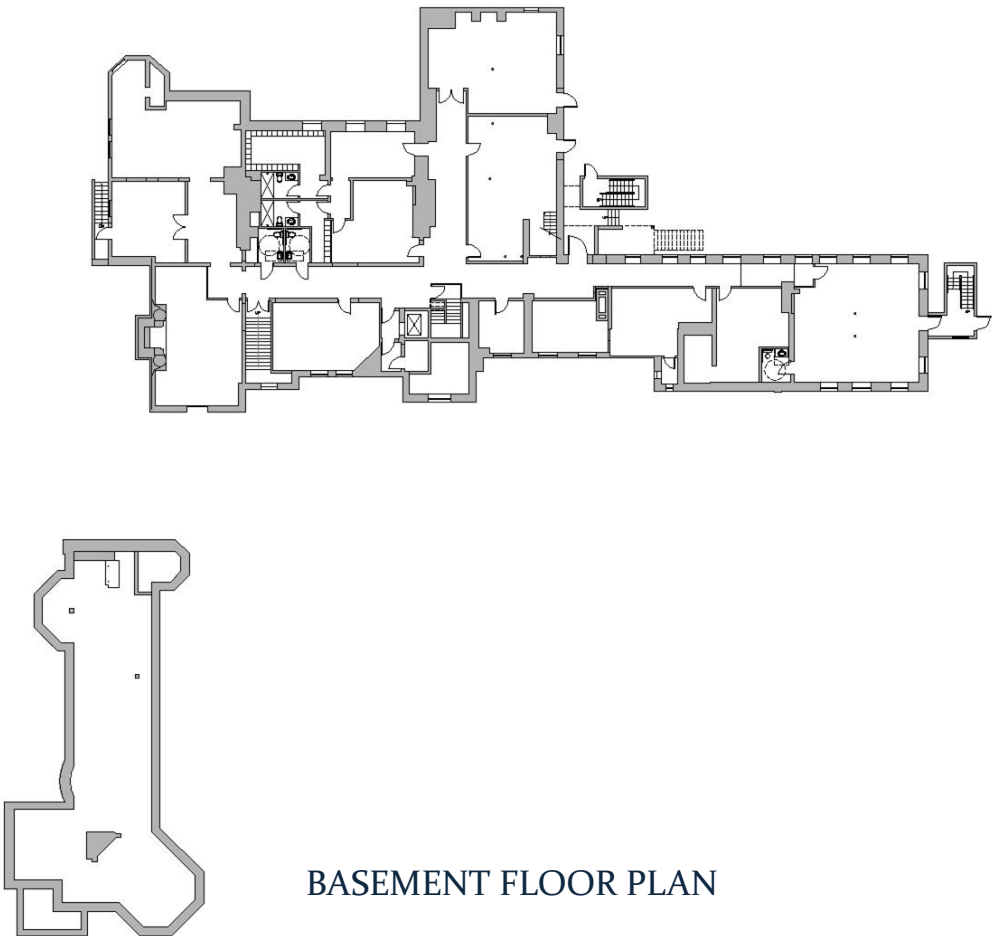
SOUTHEAST ELEVATION



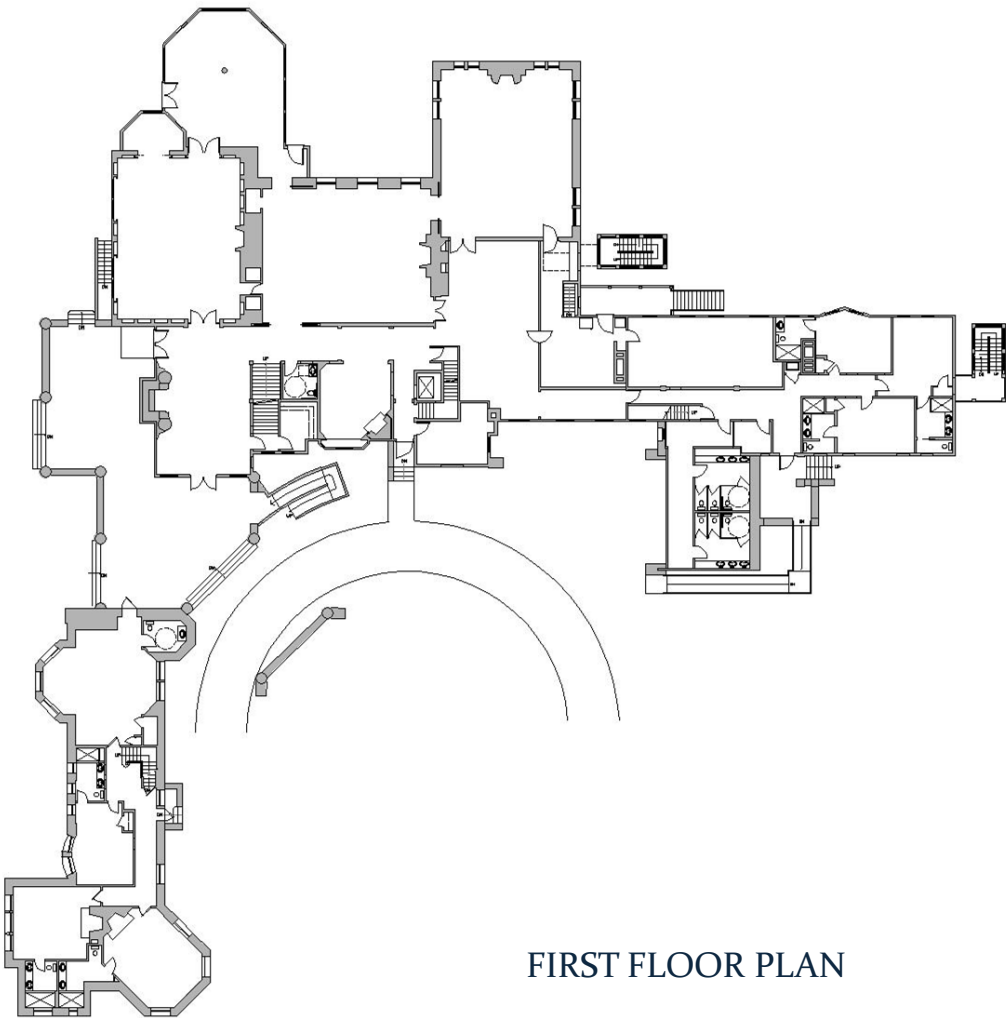
SOUTHWEST ELEVATION

NORTHWEST ELEVATION

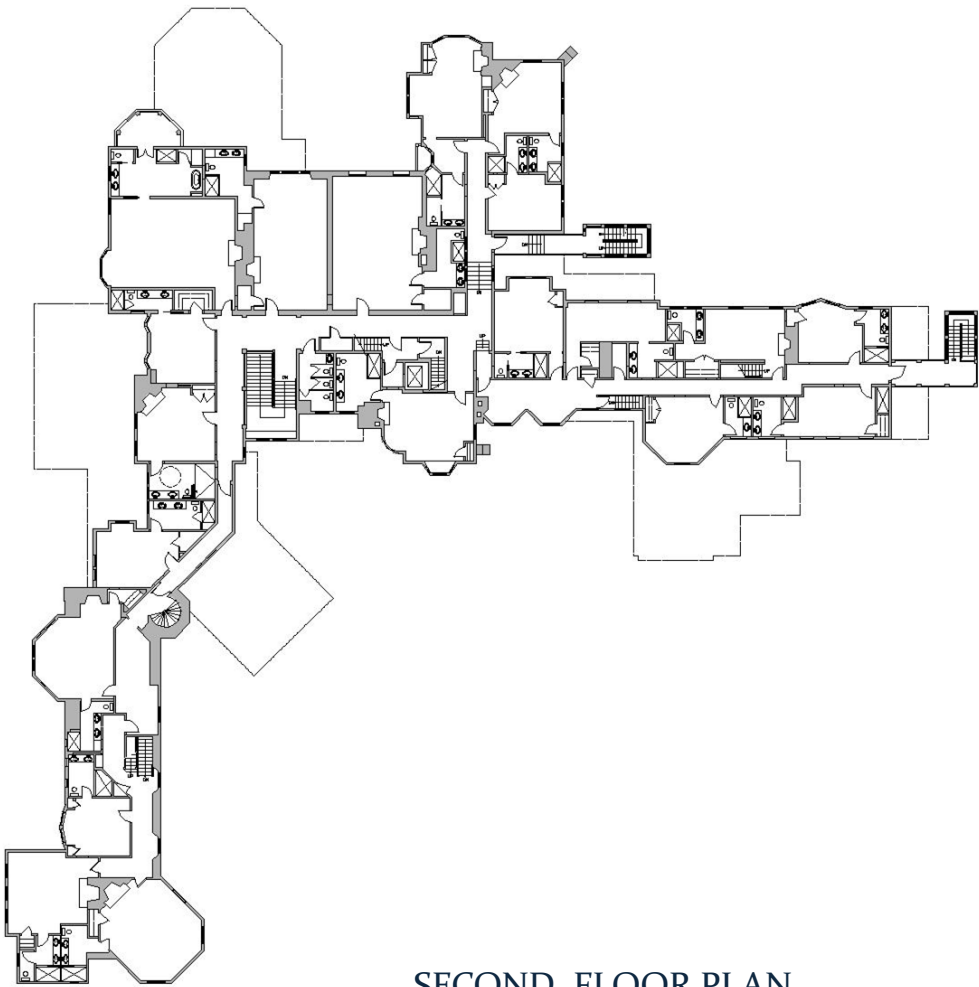




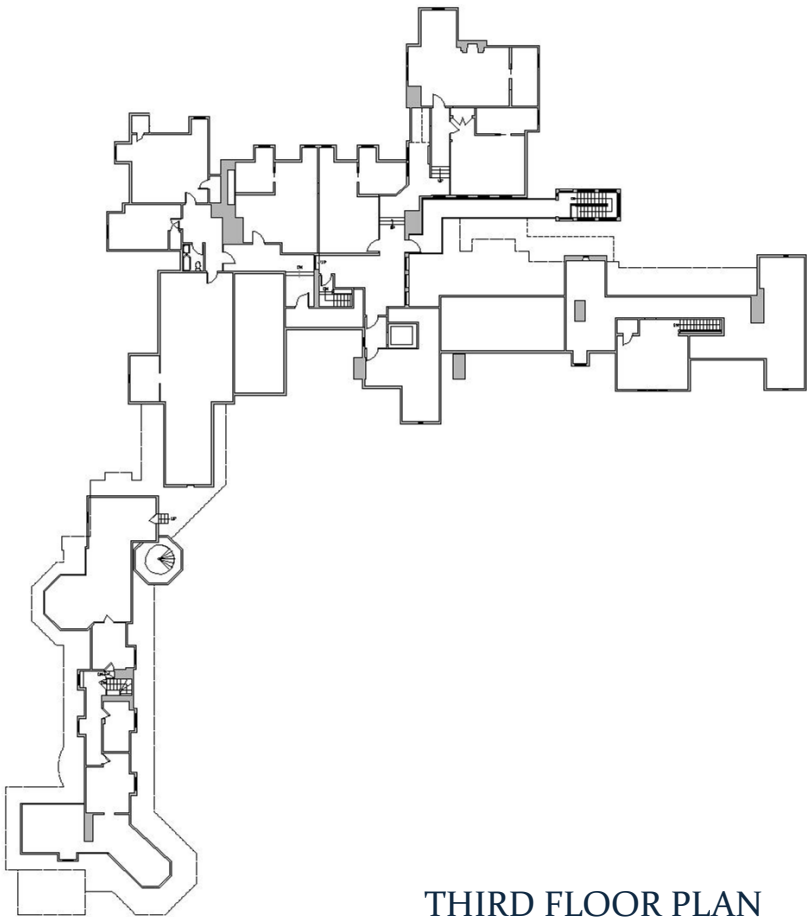
BASEMENT FLOOR PLAN



FIRST FLOOR PLAN



SECOND FLOOR PLAN



THIRD FLOOR PLAN

Elm Court: Manor House preservation

Scope of Proposed Work

- Guest Rooms: 26 total in main house (6 on first floor, 20 on second)
- Public Spaces: Reception, dining room, ballroom, music room, library & conservatory remain central features
- Lower Level: New stair leading to guest/staff facilities, gym, laundry, wine room, guest dining & employee spaces
- Exterior Additions: Two exterior stairwells and two ADA-accessible ramps
- Infrastructure Upgrades: Modern HVAC, plumbing, structural reinforcement & fire suppression systems
 - All work designed with lightest possible touch, fully compatible with historic materials and appearance, and fully compliant with MA State Building Code

Emphasis Is “Historic Preservation”

Sense of Urgency / Risks to Building

- Decline and deferred maintenance will quickly lead to irreversible damage in buildings of this scale and age
- The DeSisto School serves as recent cautionary example—years of delay allowed significant loss
- Without action, Elm Court risks similar deterioration
- Immediate restoration safeguards history and reinforces town’s cultural landscape



Act Now to Preserve and Protect Elm Court

- Rare opportunity to protect and revitalize one of the region's greatest architectural treasures
- Moving forward now prevents irreversible loss and ensures Elm Court becomes a preservation success story—not another cautionary tale
- Request for the Commission's support to move swiftly, honor the legacy of Elm Court, and secure its future

Steve Mack
Foresight Land Services, Inc.

Municipal Impacts Outline

- Site Access and Circulation
- Deliveries
- Parking
- Wetlands Protection and Scenic Mountains Act
- Water/Sewer/Utilities
- Stormwater Management
- Site Lighting
- Conclusions

Site Access and Circulation

Existing approved permit:

- Use of existing gated entrance for entire property with secondary access for emergency use

Proposed:

- Improve existing gated access for Manor and Lodge use only
- Reuse existing southerly entrance for residences
- Improved site access and circulation by deconcentrating access to 2 locations
- Improved emergency access through loop road

Deliveries and Garbage Disposal

Existing approved permit:

- No designated area on plans

Proposed:

- Controlled deliveries to 1 designated location only near existing Manor
- Fenced dumpster area at Manor

Site Access/Circulation

Loop Road Gated
Between
Residential and
Lodge Uses
(Emergency
Access Only)

Proposed 22' wide
by 3,575' long 22'
wide paved road
with 1' gravel
shoulders



Northerly/Gated
Access for Manor
House and Lodge
Buildings Only

New Service and
Delivery Drive

Southerly Drive
Primarily for
Residential

Parking

Existing approved permit:

- 160 spaces in 2 areas

Proposed:

- 168 spaces in 6 locations plus a 50-space overflow parking area
- Decentralized parking to avoid large parking lot effect

Parking Locations

Residential
Parking at Each
Homesite

50 spaces for
Overflow



64 spaces for
Lodge Parking,
Staff, & Banquet
Staff in 4
Decentralized
Areas

34 spaces for
Staff

56 spaces for
Manor and
Lodge activities

Wetlands Protection & Scenic Mountains Act

Existing approved permit:

- No impacts to jurisdictional wetlands
- Work within Scenic Mountains Act included a large 50' tall building

Proposed:

- No impacts to jurisdictional wetlands
- Reduced impacts to Scenic Mountains Act with residentially scaled buildings 35' or less in height

Water/Sewer

Existing approved permit:

- Sewer and water on Old Stockbridge Road to be improved to handle increased flows
- Town of Lenox municipal utilities are adequate to handle additional flows

Proposed:

- Sewer and water on Old Stockbridge Road will be improved to handle increased flows
- Town of Lenox municipal utilities are adequate to handle additional flows

Stormwater Management

Existing approved permit:

- Designed to meet MA Stormwater Regulations

Proposed:

- Designed to meet MA Stormwater Regulations

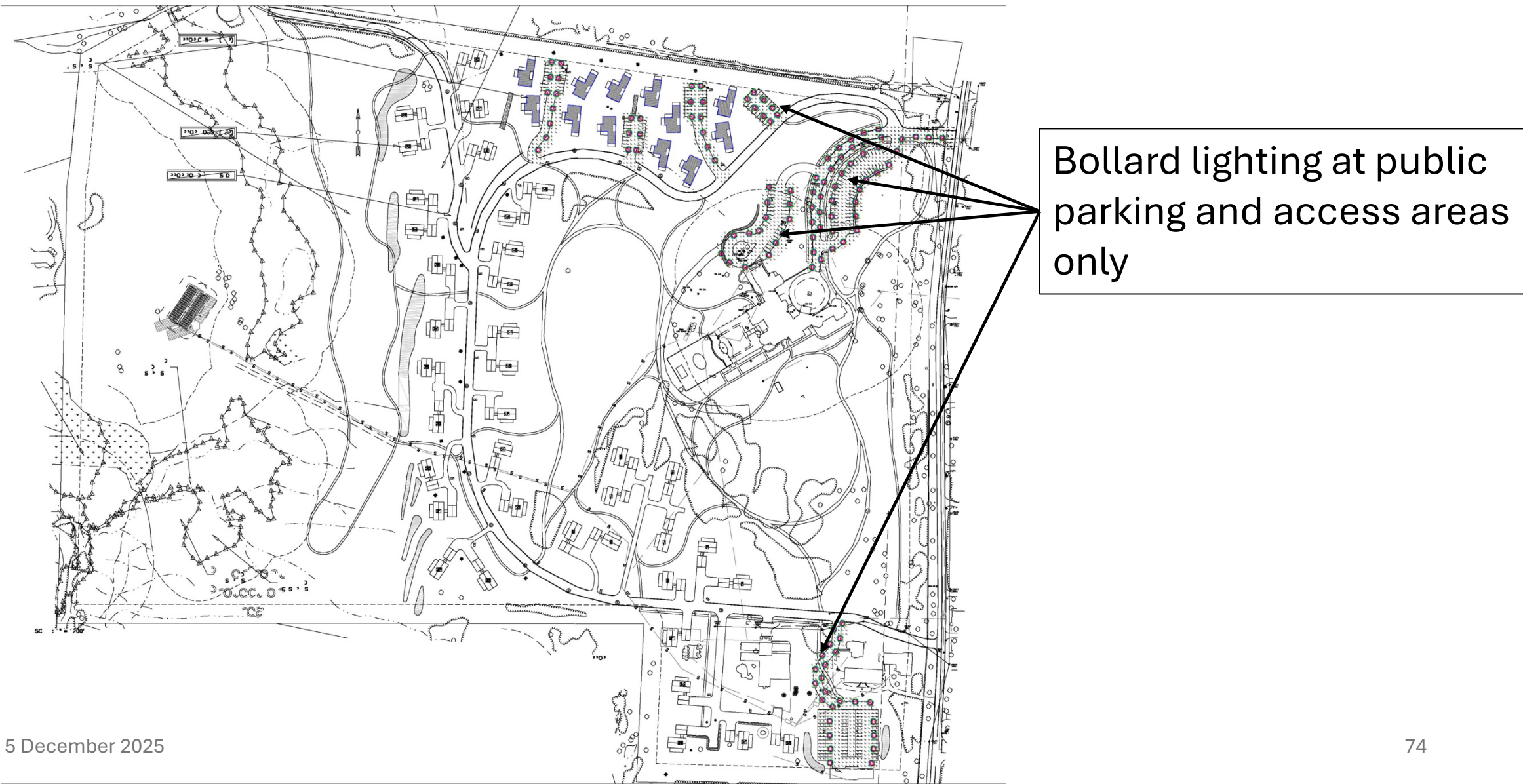
Site Lighting

Existing approved permit:

- 18' tall light poles along entire roadway and parking areas

Proposed:

- Low, 4' high bollard lighting meeting dark sky compliance
- Lighting provided for public spaces only
- Improved lighting design for no impacts to off-site neighbors



Municipal Impacts Conclusions

Condition	Approved	Proposed	Net Change
Site Access and Circulation	Use existing gated entrance for entire use with secondary access as emergency	Improve existing gated access for use with Manor and Lodge units only. Reuse existing southerly entrance for residences.	Improved site access and circulation by deconcentrating access to 2 distinct locations. Improved emergency access is through the loop road.
Deliveries and Garbage Disposal	No designated area on plans	Designated delivery and fenced dumpster area at Manor	Controlled deliveries to 1 location only near existing Manor.
Parking	160 spaces in two areas	168 spaces in 6 locations plus 50 spaces overflow parking area	Decentralized parking to avoid large parking lot effect.
Wetlands Protection	No impacts to jurisdictional wetlands	No impacts to jurisdictional wetlands	No impacts/No change
Scenic Mountains Act	Work within the Scenic Mountains Act Included a large 50' tall building.	Work within the Scenic Mountains Act includes small residential scale buildings that are 35' or less in height.	Reduced impacts to Scenic Mountains Act due to residentially scaled/low buildings
Water/Sewer	Improved water and sewer in Old Stockbridge Road to handle increased flows.	Improved water and sewer in Old Stockbridge Road to handle increased flows.	No change to conclusion that Town of Lenox municipal utilities are adequate to handle additional flows.
Stormwater Management	Designed to meet the Massachusetts Stormwater Regulations	Designed to meet the Massachusetts Stormwater Regulations	No change
Site Lighting	18' tall light poles along the entire roadway and parking areas	Low, 4' high bollard lighting meeting dark sky compliance for public spaces only.	Improved lighting design for no impacts to off site neighbors

Ken Cram
Fuss & O'Neill

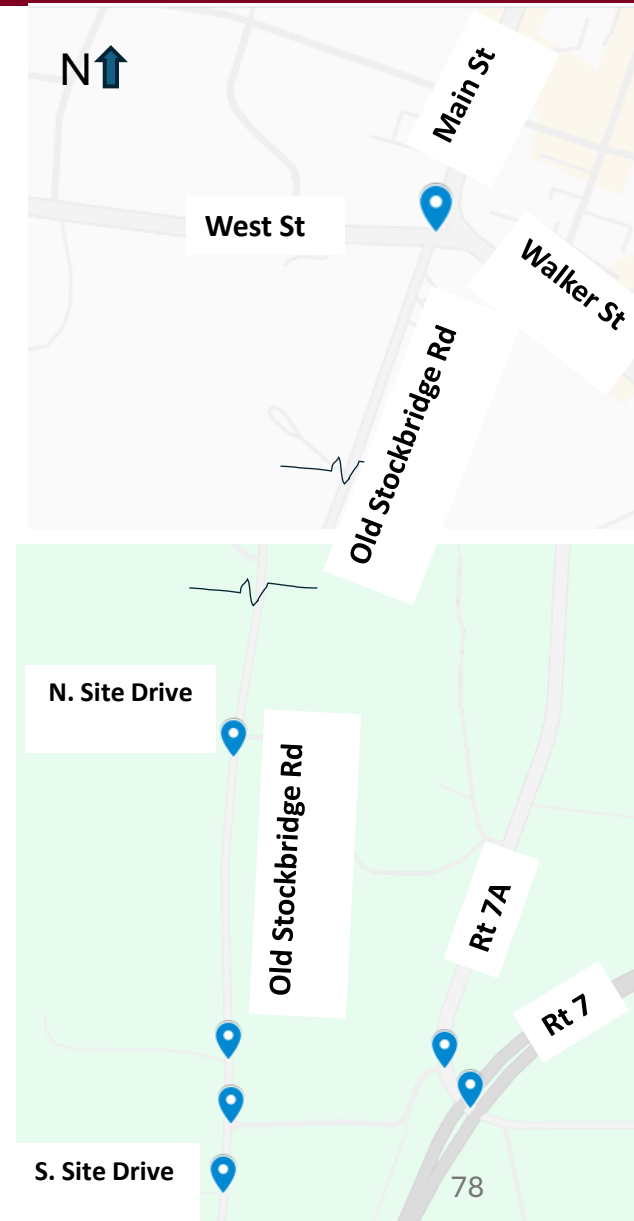
Traffic Study Summary

- The Traffic Impact and Access Study was prepared in accordance with MassDOT's Transportation Impact Assessment (TIA) Guidelines.
- Analysis years comply with Stockbridge requirement to analyze two, five and ten years after development opens (2032, 2035, 2040).
- Compared to the prior approval, the Project is expected to generate 3 additional vehicle trips during the weekday morning peak hour, and fewer trips during the weekday afternoon and Saturday peak hours.
- Study area intersections experience negligible increases in delay, queue lengths, and volume to capacity (v/c) ratios.
- Project generated traffic is not substantial enough to warrant improvements to the study area intersections.
- Sight lines at the Project site driveway intersections were found to exceed the recommended minimum values for safe and efficient operation based on the appropriate approach speed.

Traffic Impact Study Scope

- 7 Intersections Reviewed
- Traffic Count Dates
 - Saturday, July 12, 2025
 - Tuesday, July 15, 2025
 - Wednesday July 16 – Thursday July 17, 2025
 - MassDOT seasonal adjustment factors indicate that July is the peak traffic month for the study area roadways
- Safety Review
 - Analyzed crash data from 2017-2021
 - Investigated crash type & severity
 - Confirmed sufficient sight distance at sight egress points
- Capacity Analysis
 - LOS, v/c ratio, delay & queue lengths
 - Analyzed for 2032, 2035, & 2040

5 December 2025



Prior Proposal
112 Room Resort Hotel

Land Use Code	AM Peak Hour			PM Peak Hour			Saturday Peak Hour		
	<u>Total</u>	<u>Enter</u>	<u>Exit</u>	<u>Total</u>	<u>Enter</u>	<u>Exit</u>	<u>Total</u>	<u>Enter</u>	<u>Exit</u>
<i>LUC 330 – Resort Hotel (112 Rooms)</i>	41	30	11	55	24	31	138	77	61

Based on the ITE *Trip Generation Manual*, 9th Edition, 2012; as reported in *Traffic Study Reports Elm Court Estate Special Permit Application Stockbridge and Lenox, Volume 1 – Narrative, Tables and Figures*, dated 11/10/2014, prepared by Fuss & O’Neill

Current Proposal
74 Room Resort Hotel + 38 Homesites

Land Use Code	AM Peak Hour			PM Peak Hour			Saturday Peak Hour		
	<u>Total</u>	<u>Enter</u>	<u>Exit</u>	<u>Total</u>	<u>Enter</u>	<u>Exit</u>	<u>Total</u>	<u>Enter</u>	<u>Exit</u>
<i>LUC 330 – Resort Hotel (74 Rooms)</i>	24	17	7	29	12	17	23	11	12
<i>LUC 210 – Single Family Housing (23 Homesites)</i>	16	4	121	21	13	8	23	12	11
<i>LUC 260 – Recreational Home (15 Homesites)</i>	4	1	3	4	2	2	6	3	3
<i>Total Trips</i>	44	22	22	54	27	27	52	26	26

Based on the ITE *Trip Generation Manual*, 12th Edition, 2025

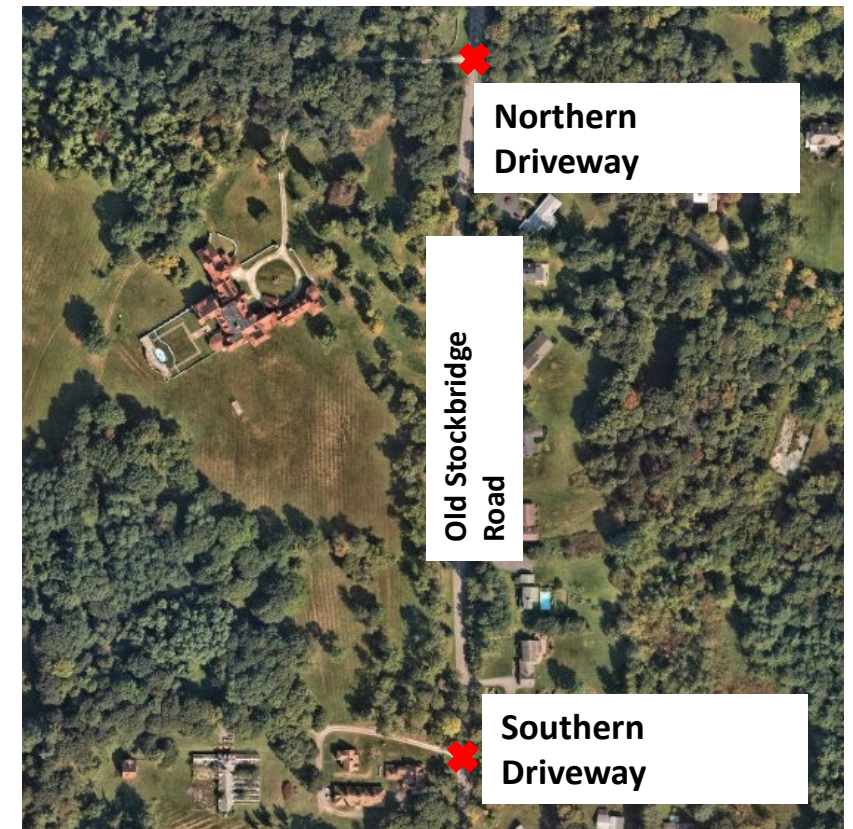
Prior Approval vs Current Proposal – Trip Generation

Land Use Code	AM Peak Hour	PM Peak Hour	Saturday Peak Hour
	<u>Total</u>	<u>Total</u>	<u>Total</u>
<i>2014 Approval</i>	41	55	138
<i>Current Proposal</i>	44	54	52
<i>Difference</i>	+3	-1	-86

- **Substantial decrease in Saturday trips can be attributed to the decreased size of the hotel (from 112 rooms to 74 rooms)**
- **Slight increase in the number of AM Peak Trips due to the addition of residential homesites**

Prior Approval vs Current Proposal – Site Access & Circulation

- Site Driveways are in the same locations as the prior approval
- Sight distances are sufficient for safe egress from the site



Results Summary

- Level of Service (LOS) is generally maintained between No Build and Build Conditions
- Vehicles experience at most 2 seconds of delay
- Increases in queue length are not substantial (at most one vehicle length)
- Sight lines are sufficient for safe egress at site driveways
- No substantial crash history or abnormal crash patterns
- Recommendation: Stop lines and Stop signs at the sight driveway

Linda S. Law
and
Dr. Richard Peiser

Harvard Graduate School of Design

Benefits to Stockbridge

- Contribution to annual tax base - \$2.6M-\$3.7M
- New permanent jobs - 85-105 direct plus indirect hospitality positions
- Local spending uplift - \$2.2M-\$2.3M annually
- \$1.7 million to affordable housing

Costs to Stockbridge

- Little if any impact on schools – target market is older couples and empty nesters
- Additional burdens on police and fire protection covered by additional taxes
- Traffic counts are lower than the currently approved project

Closing Remarks

- Our commitment to preserving one of the few remaining historic mansions in Stockbridge and Olmsted legacy
- Our commitment to the community's long-term interests

