

The First Twelve Years

Lincoln

*The Rural Land
Foundation*

RURAL LAND FOUNDATION

The Rural Land Foundation of Lincoln, Massachusetts is proud to present to its guarantors and friends this document as a record of twelve years in the cause of land conservation. This brochure is prepared on the occasion of returning to its guarantors the bank guarantees which enabled so much to be accomplished. With this return, one phase of the Rural Land Foundation's life comes to an end.

During this twelve year period, the Rural Land Foundation has worked with over 280 acres of Lincoln's land heritage. The result has been the dedication and preservation of 155 acres of open space for use of the Town of Lincoln, the development of 31 building lots on which now stand 29 homes. A major function was the holding of about 71 acres of land for several years to provide for low and moderate income housing in Lincoln as well as for conservation while the Town debated whether it wanted this type of housing. In addition, the Rural Land Foundation guided the development of the new commercial district in Lincoln through its ownership of the underlying land.

All of these results were accomplished without one cent of public expenditure. All of them were brought about on a self-sustaining basis which provided long term benefits to the town, the residents and the people of the Boston metropolitan area.

The work of the Rural Land Foundation could not have been done without the guarantors to whom this book is dedicated. They took risks. They put their credit on the line in order that good works might be accomplished. They say beyond the short term and dedicated themselves and their money to the proposition that a better town can only be created by citizens who care. The trustees of the Rural Land Foundation, the people of Lincoln and future generations owe their thanks and enduring gratitude to them. Thus it is to these people and to those not on this list who have chosen to remain anonymous that this book is dedicated.

Thomas B. Adams
 John Quincy Adams
 Francis S. Andrews
 Stuart B. Avery, Jr.
 Richard B. Bailey
 Talcot M. Banks
 Ann S. M. Banks (deceased)
 Kenneth W. Bergen
 Paul Brooks
 Donald L. Brown (deceased)
 Elizabeth G. Brown
 Bradford Cannon
 Ellen N. Cannon
 Barbara S. Chase
 Ge Yao Chu
 Perry J. Culver
 Bruce G. Daniels
 O. Leonard Darling
 Chester C. D'Autremont
 Archer B. Des Cognets
 James DeNormandie
 Gordon A. Donaldson
 Mary Gill Faunce (deceased)
 Warren F. Flint
 John B. French
 Francis H. Gleason
 John C. Haartz, Jr. (deceased)
 Leon B. Hester
 George C. Hibben
 Eliot Hubbard, III
 Jerome C. Hunsaker, Jr.
 Huson Jackson
 Polly Jackson
 Edmund H. Kellogg
 Charles P. Kindleberger
 Alvin Levin

Betty Levin
 Dunbar Lockwood, Jr.
 Victor A. Lutnicki
 Elfriede C. Maclaurin
 Donald A. Millard
 Henry M. Morgan
 William F. Murphy
 Allen McClennen
 Henry M. Morgan
 Robert K. Mueller
 Robert B. Newman
 Albert L. Nickerson
 David Ogden
 Guido R. Perera, Jr.
 Constantine A. Pertjoff (deceased)
 Charlotte T. Phillips
 Henry B. Phillips (deceased)
 William M. Preston
 Charles H. Resnick
 Arthur W. Rice, Jr.
 Walter J. Salmon
 Bruce R. Scott
 C. DeWitt Smith
 Sumner Smith
 Greta N. Snider
 Henry W. Spencer
 Frederick B. Taylor
 Kemon P. Taschioglou
 Charles Wadsworth
 Andrew M. Wales
 An Wang
 George Wells (deceased)
 Margaret Wengren
 Richard Wengren
 Ross Whitman
 William G. Williams

THE PHILOSOPHY OF THE RURAL LAND FOUNDATION

The Rural Land Foundation believes in three basic principles: 1) it is the responsibility of the citizens to conserve the land heritage which was given 2) development cannot be stopped, it can only be done better 3) the public benefit can be provided if the property funds its own preservation. These principles have guided the trustees, consultants and guarantors of the Rural Land Foundation.

CONSERVATION OF LAND HERITAGE

The Town of Lincoln has had a long history of concern for its own physical development. Its inhabitants believe, perhaps rightly so, that it is one of the most beautiful natural settings for a suburb of a major metropolitan area. Together with its neighboring towns of Concord and Lexington, it is steeped in history. It is a town with a tradition of participation and forward vision. It is upper income, high value, and due to its location, vulnerable to exploitive development. The Rural Land Foundation grew as a response to these conditions. In 1966 the hundred acre farm of the Wheeler family came to market. The decision had to be made whether it would be developed by one of the thirty developers making a proposal for maximum economic benefit or whether attention would be paid to the impact of such development on the town, its history, its land form and its popular amenities. At that point eight trustees and 30 public spirited Lincoln citizens stepped forward. From this beginning came the unique and energetic response to the conservation of Lincoln's land heritage which is the Rural Land Foundation.

IMPOSSIBILITY OF STOPPING DEVELOPMENT

The people of Lincoln recognize that it would not be possible to simply place the "glass bubble" over the town of Lincoln to preserve it as a sleepy rural/suburban community. The economic benefit to be obtained from private developers in subdividing the land to its maximum density would not allow critical pieces to stand forever vacant. The changing age structure of the population, the proliferation of land ownership through estate settlements and the economic pressure brought about by rising town taxes and increasing land values would not allow such a holding action to be possible. Even with the then existent government funding program, it would not be possible to raise through taxation and through federal grants the amount necessary to stop "progress". At this point the needs of land conservation and preservation had to confront modern economic realities. The mechanisms and participants came together.

ROLE OF RISK TAKING

The development of land even with a conservation purpose is not without risk. Risk was assumed first by the public spirited Lincoln citizens who each guaranteed up to \$10,000 of a loan. These guarantors had no profit motive. They had nothing to gain and, except for the preservation of open space in Lincoln, everything to lose. The structure of the guarantees was such that the individual guarantors would not have to put up any cash ever unless the Rural Land Foundation lost money. Each guarantor was responsible for only his prorata share of the loan, but the risk was there.

The availability of guaranteed financing allowed the trustees to move aggressively forward in negotiating for acquisition of land. It provided the staying power and certainty

which allowed conscientious, quality development to occur. Faith in the credit worthiness of the guarantors allowed the risk money to be taken up by a bank.

The Rural Land Foundation has been extremely conscious of the need to be flexible and take risks in the development concept in order to achieve specific ends. Each of the projects had unique characteristics. The Foundation has used subordinated land lease financing, seller warranties, purchase money mortgage financing and other innovative financial tools in order to accomplish its purpose. Some of the specifics of these unique and innovative tools will be discussed regarding the individual projects. The creation of the tools and their implementation was critical to the success of the Rural Land Foundation.

The Rural Land Foundation also has taken other less quantifiable risks. It was active in facilitating the development of Lincoln Woods — the 125 unit low and moderate income housing in Lincoln. It thereby took the financial risk of holding the land and the political risk of supporting a controversial position: the opening of housing opportunities to the full spectrum of socio-economic standing. It also took a major risk in providing the equity financing for the development of the Mall at Lincoln Station in the belief that the long term interests of the town would be best served through a quality commercial development controlled for the benefit of the town.

ENFORCING PUBLIC BENEFIT ON PRIVATE OWNERS

The overriding philosophy is that the projects of the Rural Land Foundation must create value which can be used to further the organization's fundamental conservation purposes. The activities must all have the expectation of no worse than break even financial results. There is no grant money, there are

no gifts, and there is no secret cache of resources available to the Rural Land Foundation. The individual properties used creatively must create the value to enable the work to go forward. This value creation process involves ingenuity, risk taking and belief in the value of the land heritage which is being preserved. The most fundamental belief guiding the Rural Land Foundation's actions is that adherence to the long run goals of sound planning and conservation of our land heritage improves the values for all.

THE PROFESSIONALS

In moving forward the Rural Land Foundation benefited greatly from the cooperation and involvement of numerous professionals: consultants, lawyers, engineers, planners and home builders. The list reads like an honor roll of those who participated in the quality development which has been accomplished. Even though in many cases these individuals were paid, in many instances these services were provided at rates which enabled the Foundation to carry on its work.

TRUSTEES

The work of the trustees of the Rural Land Foundation has been exciting and challenging. Over the twelve years in operation there have been 14 individuals serving as trustees. Some have offered their professional advisory services. Others have offered dedicated wisdom. Still others have worked long hours to create the mechanism which is the Rural Land Foundation. Particular note should be taken of Warren Flint. He has been an indefatigable public servant through his work in the Rural Land Foundation. The initial concept of saving the Wheeler Farm from intense development was Warren Flint's. Throughout every project, it has been he who guided the bulldozers, supervised the percolation tests, negotiated with the engineers and road builders, and showed the land. Through good weather and bad he has walked the town of Lincoln to insure that the development occurred in a way that would respect both the ecology of the sites and the economics of the project. Without his fervent dedication and immense personal time involvement this work could not have been accomplished. Other Trustees have been:

Kenneth W. Bergen, Chairman
Stuart B. Avery
E. Karl Bastress
Arthur L. Coburn III
James deNormandie
James Fleck
Warren F. Flint

Huson Jackson
Charles P. Kindelberger
William A. King
Howard H. Stevenson
John B. Tew
Walter Van Dorn
George Wells

GUARANTORS

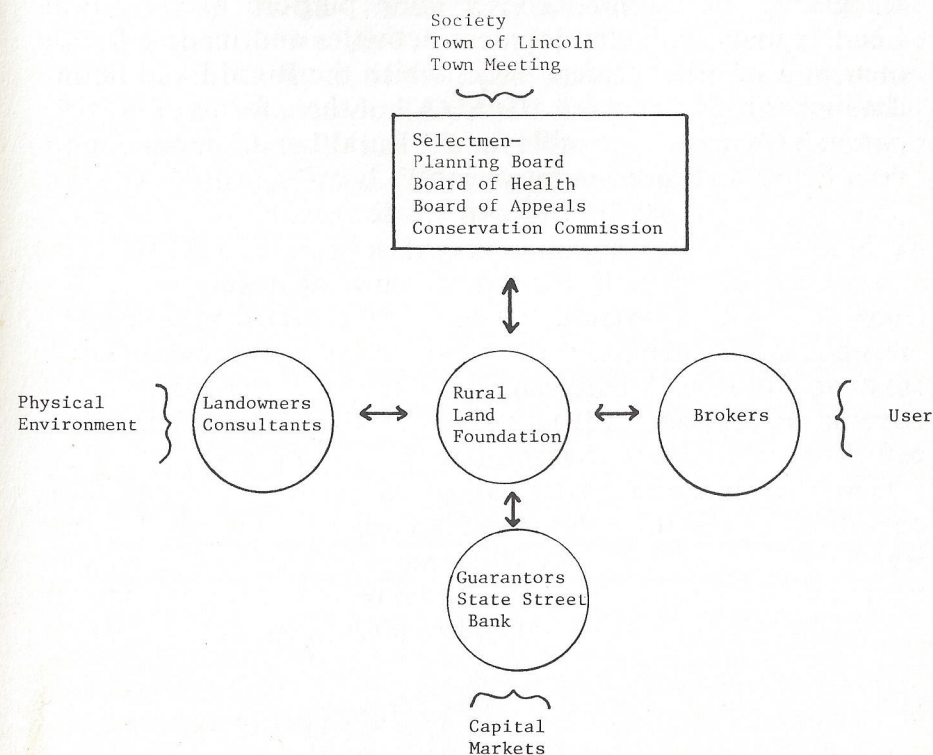
Already the role of the guarantors has been mentioned. The list of guarantors is long. They represent individuals of varying economic substance and varying views of progress. The common characteristic they had, however, was a willingness to sign a guarantee document. This document tied their interests to those of the Rural Land Foundation and committed them to stand behind the intelligence, economics and market sensitivity of the activities undertaken. It is particularly interesting to note that each stood behind a prorata share of the debt. The bank therefore was looking not only to the assets of the Rural Land Foundation but also the individual assets of its guarantors. It was especially gratifying to the trustees that numerous guarantors participated in each of the Foundation's projects. Having proved the concept in the Wheeler farm development, their trust and confidence was continuously expressed. Without this group there would have been nothing!

THE BANK

The State Street Bank and Trust Company in Boston filled an absolutely critical role. The willingness of a financial institution to take part in an innovative effort run by a management group without a full time commitment was refreshing. The loans based on the development and the strength of the guarantors were a unique and risky venture. The administrative problems of pursuing the individual guarantors in case of failure would normally turn off a less public spirited financial institution. The trustees often noted the courage and the foresight of the bank. The replication of this relationship will always be one of the critical elements for any organization attempting to duplicate the Rural Land Foundation's work.

PARTICIPANTS

The Rural Land Foundation had benefited from the active involvement of a large number of groups. Development is always a balancing act. The following diagram shows the participants with which the Rural Land Foundation must deal.



Of specific interest are the roles of the guarantors, the banks, land owners, trustees, and most importantly the individuals who have actively worked to carry out these many activities.

LAND OWNERS

One of the most critical participants in the work of the Rural Land Foundation has been the group of land owners from whom the properties were acquired. They have contributed to the work of the Foundation in many different aspects. Some, like the Wheeler family have sold their land to the Foundation at less than the full realizable value. Others have agreed on a sliding scale of prices depending on the results for the Foundation in developing their property. Still others have recognized the essential conservation purpose of the Rural Land Foundation's development activities and made gifts on their own of other critical pieces which the Rural Land Foundation has been unable to afford. All of these forms of participation have made it possible for the Rural Land Foundation to do a better and more sensitive job.

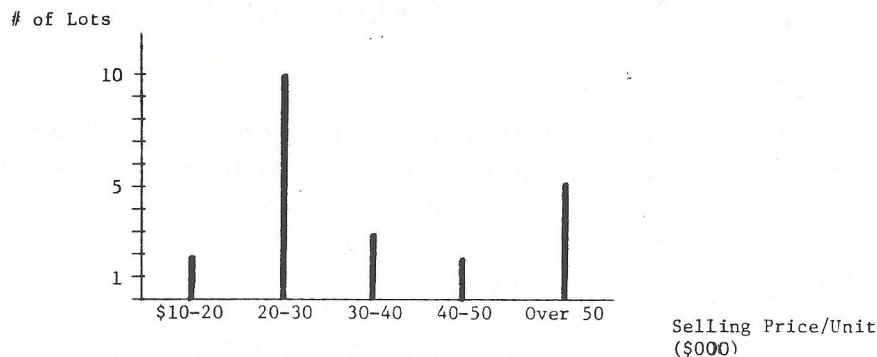
IMPACT

The work of the Rural Land Foundation has impacted the physical structure of Lincoln, the political system, the social system and has benefited the user.

PHYSICAL

The project mix of the Rural Land Foundation has been very broad. It has included commercial development, the acquisition of the land for the low and moderate income housing, the creation of moderate priced housing opportunities for Route 2 displacees at Orchard Lane and for others and it has created luxury lots at Wheeler Road, on Bedford Road and on Baker Bridge Road. This mix of development has contributed to maintenance of the diversity of the town of Lincoln. This has been one of the Foundation's objectives and an accomplishment for which it takes pride.

The projects have involved 280 acres which have passed directly through the hands of the Foundation. In addition, other land, as noted previously, has been "saved" through the recognition of the land owners that the conservation interests of the town were being met in a dedicated publicly oriented way. Twenty-eight housing lots have been approved on the acreage. In addition, the 125 unit Lincoln Woods low and moderate income development has been constructed. Of these 28 house sites, three were the original structures. The range of lot prices is shown in the following bar graph.



The physical impact on Lincoln has been great. Of the 280 acres with which the Rural Land Foundation has dealt, 155 acres has been placed in permanent conservation use. Even more critical, however, is the fact that the house sites have all been subjected to site plan approval, architectural control and restrictions against further development.

The houses which have been developed have added substantially to the beauty and architectural interests of Lincoln.

THE SOCIAL AND POLITICAL IMPACT

A vital role of the Rural Land Foundation has been the political process. It has provided an alternative means of preserving land. It has generated trust among the town's citizens. It has demonstrated the feasibility of sensitive development. The provision of an alternative development mechanism has been both a blessing and a bane. In a number of cases the availability of the Rural Land Foundation allowed action to be taken quickly and thereby prevented the uncontrolled or less

sensitive development which would have occurred. One of the political problems developed because of the Rural Land Foundation's success is that many expected it to be able to do everything. In many critical cases, people have made the assumption that the Rural Land Foundation had unlimited time, energy and financial resources. Its inability to act in certain of the largest situations may have been a disappointment to some. Nevertheless it has taken action in projects for which its structure and resources were suitable.

The existence of the Rural Land Foundation has provided the mechanism in which the Town could place its trust. The redevelopment and addition to the commercial area clearly represented a major change for the Town of Lincoln. Many opposed its development. Many felt that the commercial area should remain unchanged with the merchants not subjected to new, unknown forms of competition. The fact that the basic development planning and ultimate physical control of the project rested with the Rural Land Foundation created an opportunity for improving the visual and aesthetic quality of the development and ultimately for regaining the land and buildings under Town control. These arguments were critical at certain points in the discussion.

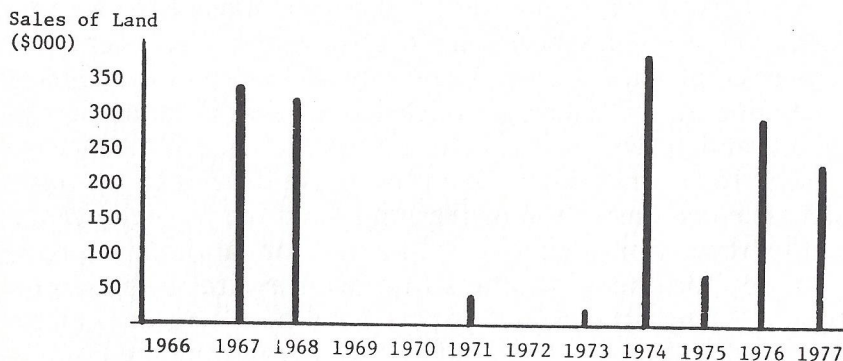
The work of the Rural Land Foundation showed that there is a feasible middle way between outright freezing of the land on the one hand and uncontrolled development on the other. One of the gratifying results of the actions of the Rural Land Foundation has been the spreading of this concept to other geographical areas. For example, the Vineyard Open Land Foundation is closely modeled on the work done here. Wenham and Ipswich, Massachusetts; Reading, Connecticut, and other towns in New England have also developed on this model. The demonstration of feasibility and the publicity generated by the actions of the Rural Land Foundation have provided an opportunity for others to move forward in the same direction. Many articles and papers have been written which have provided some of the initial publicity regarding the Foundation's actions.

FINANCIAL RESULTS

The financial results of the Rural Land Foundation were never the major goal. Nonetheless it is proud of the results of its twelve years of activity. It has started with a total equity of \$7. It ends this epoch in strong financial shape: out of debt, owning the land under the Lincoln Mall, cash in the bank of \$8723 and still owning two pieces of land.

More interesting than the starting and ending point was the process along the way. During its lifetime it has sold \$1,640,666 of real estate. It has incurred interest costs of \$135,296 and development expenses of \$164,587. It has paid \$1,279,433 for the land purchased and has given away or otherwise arranged for 175 acres to be given to its parent organization, the Lincoln Land Conservation Trust.

The following chart shows the annual pace of activities.



PROJECTS

The Rural Land Foundation has been involved in seven projects. They vary in magnitude from 109 acres of the Wheeler family farm acquisition to an acquisition of 1 acre on Giles Road which was put into conservation usage with the adjacent land. Taken chronologically this report will discuss each of the projects in which the Rural Land Foundation has had a hand.

WHEELER PROPERTY

In 1965, at a cost of \$285,000 the Rural Land Foundation acquired 109 acres off of Bedford Road from the Wheeler family. This project started it all. Of the 109 acres 56 acres were put into conservation usage. In addition all ten lots were deeded restricted against further subdivision including lots of as much as seven acres.

This development set a new standard for quality in Lincoln. It used underground utilities against the strong resistance of the utility company at that time. The standard for road and water installation was high as well.

Of major interest was the preservation of the revolutionary war road over which the dead British soldiers were carried by cart to Lincoln graveyard. This road was saved. The property was connected to the Land Conservation Trust series of trails and a bicycle path was given to the Town. In addition, the historic Wheeler houses were also preserved. A more complete description of this project is provided in the advertising brochure prepared at the time of sale.

TARBELL

In 1967 the Rural Land Foundation took upon itself the second project. For a cost of \$205,000 the Rural Land Foundation acquired the house and twenty acres from Mr. George Tarbell. This project included twenty acres and a magnificent house. The primary features of this acquisition were the preservation of three lots for a considerable period of time through acquisition by a neighbor, the institution of a view easement on the land and the gift of about two acres and part of the Pipeline trail to the Lincoln Land Conservation Trust. The future development of the lots was heavily restricted as to further subdivision, removal of stone walls, cutting of trees, etc. No development has occurred upon the project to date.

GILES ROAD

In 1970 for the cost of \$6000 the Rural Land Foundation bought and conveyed over an acre of land on Giles Road. This land was next to conservation land in an open cultivated field. It is now used in part by Codman Community Farm. No development occurred even though it was a potential building lot.

CODMAN

The second largest project in which the Rural Land Foundation was involved was the acquisition of the Codman Land at a cost of \$275,000 in 1972. This land of 71 acres was held for the benefit of the Lincoln Foundation for the purpose of development of low and moderate income housing. The Rural Land Foundation acquired the land, carried it for several years until zoning, financing and design was accomplished by the Lincoln Foundation. In the process of the development 55 acres was set aside for conservation and recreation. Ultimately all but four of the acres of land were sold to Lincoln Foundation for conservation and low and moderate income housing. It is on this site that the Lincoln Foundation built the 125 unit Lincoln Woods project.

The four acres remaining have been developed by G. Arnold Haynes Inc. under a ground lease from the Rural Land Foundation. Through this procedure the Rural Land Foundation has the option to reacquire the building from the Haynes organization at a fixed price. At specified times during the future period of Haynes ownership, the Rural Land Foundation can benefit additionally from the economic performance of the buildings through a sharing of the cash flow. By the use of the Rural Land Foundation's land, the town has acquired an asset which should grow continuously in value into the future. The development has provided the Foundation with ultimate control of the Town's commercial destiny through ownership of the land and eventually the buildings. At the same time, the Rural Land Foundation has provided the staying power necessary to make possible an important and innovative development in low and moderate income housing in an upper income suburb.

SMITH-NORTON LAND

In 1973 at the cost of \$173,000 the Rural Land Foundation acquired 45 acres from Sumner Smith and Paul Norton. This land was acquired with three goals in mind. First, it was an important part of the Sandy Pond watershed and 17 acres were acquired for permanent conservation usage. An additional 11 acres was either donated or acquired by abutters to be kept open. The second objective was to provide for Lincoln residents to be displaced by the Route 2 realignment. After the final decision was made not to acquire the total Route 2 right of way, the Rural Land Foundation accomplished its third goal. Sales were opened to the general public at prices which were well below the existing market for land in Lincoln.

This land acquisition preserved an old town road called Brooks Road which led from Concord to Lincoln. Although this road is no longer in use except as a trail it provides an important link to history.

MONKS-BANKS LAND

In 1975 at a cost of \$145,000 the Rural Land Foundation acquired ten acres on Bedford Road. This land was chosen because of the need to preserve the beautiful field which stands at one of the gateway entrances to Lincoln. As a subsidiary benefit the seller gave to the Lincoln Land Conservation Trust an 11 acre hemlock grove which may well have been developed unless the Rural Land Foundation had made its purchase.

This land was acquired in an innovative fashion. The seller warranted a certain sales pace and due to the recession actually provided a cost reduction on acquisition when the land was not sold. The land was protected by view easements and by a setback requirement maintaining the field forever open. All development included underground utilities, height restrictions and site plan approval.

CONANT

In 1976 at the cost of \$240,000 the Rural Land Foundation acquired 13 acres from the heirs of the estate of Richard K. Conant on Baker Ridge Road. This 13 acres might well have been developed into four to six house lots. The Rural Land Foundation developed a plan that included two houses added to the existing Conant house. Four acres are being deeded to Lincoln Land Conservation Trust. This land is a critical addition to the adjacent conservation land.

The acquisition of this land and the easements and restriction imposed by the Rural Land Foundation have maintained views, added to critical conservation land and connected Baker Bridge road to other trails on the existing conservation land. All of these features have benefited the sound planning of the land in this area.

NEWTON WALKER LAND

In 1976 at a nominal cost the Rural Land Foundation acquired the interest of two out of 13 owners in a four acre parcel which is part of the critical watershed of Lincoln's Sandy Pond reservoir. This land will be preserved from development as part of the critical conservation process of the Town of Lincoln.

