

AN ANALYSIS OF THE EVOLUTION OF THEORY AND MANAGEMENT IN THE  
TRUSTEES OF RESERVATIONS

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To my Parents-- who suggested this task--and to Rebecca-- who got me through it.

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## Chapter I Introduction

The history of historic preservation in the United States is still being written and debated, and several seminal events have been identified as the cathartic moment in which the United States awoke to take stock of and appreciate its collective natural and historic treasure. However, there is little consensus as to which event is most representative of when the preservation movement gained a foothold in America, and became a conscious field of study and activism. Some experts trace the first empowered moments of preservation to the work of the Mount Vernon Ladies Association of the Union, who successfully purchased and stewarded Washington's home following the refusal of the state and national governments to purchase the property.<sup>1</sup> Other scholars point to the protest over the demolition of New York's Penn Station in 1963 as the moment when the public became involved in preservation and its perception of development and progress in America began to shift.<sup>2</sup> Finally, some cite the importance of the federal government's involvement, whether it be through the creation of the National Park Service in 1916 or the passage of the National Historic Preservation Act of 1966.

However, despite the significance of these events, the history of historic preservation has been written with significant emphasis placed on the preservation of structures. The founding of Colonial Williamsburg and the preservation of Independence Hall in Philadelphia were both events that speak to the importance of architecture in

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<sup>1</sup> Sally K. Fairfax, *Buying Nature: The Limits of Land Acquisition as a Conservation Strategy, 1780-2004* (Cambridge: MIT Press, 2005) 32.

<sup>2</sup> Peter Cannavo, *The Working Landscape: Founding, Preservation, and the Politics of Place*, (Cambridge: MIT Press 2007), 52-53

preserving American historic identity. The point of interest that has been lost to scholars during the same period is the link to the natural environment that has shaped and defined American identity over the past centuries. Landscape preservation has been treated by academics as a subject apart from that of mainstream, building-centric or architecture-centric historic preservation. Indeed, only recently has the preservation of “cultural landscapes” been seen as an important component of historic preservation in the United States. The focus on cultural landscapes attempts not only to bring focus to the importance of historicity of structures, but also to place them within the context of the places they inhabit.<sup>3</sup> Further, cultural landscapes attempt to explain how open space has come to be interpreted and whether that interpretation has been shaped at all by human hands or the value of an area which can be seen as primarily of ecological benefit to the populace.<sup>4</sup>

What is most striking about these concepts, the notion that preservation concerns both buildings and landscapes, is that they are not new. In fact, these ideas existed long before the National Park Service was founded and Penn Station was demolished. The idea of preserving landscape for its historic value and for the benefit of the general populace has been around for more than one hundred years. The organizations that pioneered this movement are land trusts, and their work and existence has taken place outside of the context of the accepted history of historic preservation in the United States.<sup>5</sup> Their work is currently seen as outside the purview

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<sup>3</sup> UNESCO, *Operational Guidelines for the Implementation of the World Heritage Convention* (Paris: UNESCO World Heritage Centre, 2005) 84.

<sup>4</sup> *Ibid.*, 84-85.

<sup>5</sup> Charles B. Hosmer Jr., *Preservation Comes of Age: From Williamsburg to the National Trust, 1926-1949*. 2 vols. (Charlottesville, University of Virginia Press, 1981), 535.

of historic preservation, and currently, even the trusts themselves do not view themselves as agents in the movement. This is an historical issue that needs to be explored. Typically, land preservation has been seen as a tool for planners and its ties to historic preservation have been tenuous at best. However, with land preservation becoming an increasingly popular tool to prevent sprawl and retain open spaces in the last 35 years, it is time for historic preservation to reconsider its own history and make a place at the table for land trusts and rediscover how the preservation of landscapes and structures are not mutually exclusive, but in fact have taken place since preservation's formative period.

It is important to place land trusts within the context of the history of preservation, and it is therefore necessary to look at the first land trust founded in the United States, Massachusetts' Trustees of Reservations, and understand how its policies and practices have adapted throughout its history. Land trusts cannot be seen as working in isolation from the events surrounding them, but it has yet to be discerned whether the movement to preserve land for its historic and ecological value was one that demonstrated real foresight or was merely a reactive impulse to the continuing expansion of American development. Following that, did the decisions made by the Trustees reflect contemporary preservation thought, anticipate it, or can it be seen as simply following the leader?

The land trust to be studied is the Trustees of Reservations (formerly the Trustees of Public Reservations), which was formed in Massachusetts in 1891<sup>6</sup>. Since its inception, the Trustees (TTOR) have taken on responsibility for the continued

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<sup>6</sup> Trustees of Reservations, *1892 Annual Report*, 1.



preservation of over 100 properties, including valuable land and historic buildings. Yet, its evolution as an organization speaks to the changes that the field of historic preservation has undergone itself during the course of the last century. The organization, under the leadership of its founder Charles Eliot, was formed with the idea of protecting the natural spaces of Massachusetts permanently from what was seen at the time as the inexorable growth of Boston. Historians, and those who have publicized the work of the Trustees, have emphasized preservation of ecological and natural habitat as the motivating factor behind the Trustees activities. While this is true, it fails to account for the fact that that properties were also to be protected for their historic interest as representative of a “Massachusetts that is fast disappearing with the encroachment of civilization.”<sup>7</sup>

The Trustees were also pioneers in their work with state and local governments. The founding of the Trustees was predicated on the ability to own properties exempt from taxation and on the assumption that the organization would work in conjunction with government entities in the further protection of historic properties and open space.<sup>8</sup> In this, it can be seen as one of the first non-profits, a precursor to today’s robust land trust and nonprofit sector and an organization ahead of its time in seeing the necessity of government involvement in the pursuit of preservation projects.

Nor were the Trustees to be limited to the protection of open spaces. In 1927, the organization acquired its first property with a historic structure upon it, the Bryant Homestead. This acquisition brought forth a central debate for the Trustees: were they

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<sup>7</sup> Charles William Eliot, *Charles Eliot: Landscape Architect* (New York, Books for Libraries Press, 1972), 333.

<sup>8</sup> Trustees of Reservations, *1892 Annual Report*, 2.

to be a strict land preservation organization, or was architectural stewardship within their realm of responsibility? The eventual decision was to retain the property for its significance not only as a historic structure, but as a landscape of surpassing scenic quality. Later, the justification for retaining the property was that as development continued at an unchecked rate, the property would only gain in historic value as one of the few remaining landscapes of its type. The Trustees thus found themselves as an organization not only promoting the conservation of scenic landscapes, but also actively participating in historic preservation. This happened despite the release of several statements by the organization best summarized by Trustees Chairman William Bird's declaration that "though we have not wanted to take the responsibility of owning houses and buildings, we nevertheless have four."<sup>9</sup> This decision took place decades before the idea of cultural landscapes as we understand them today, as complex combinations of natural and built resources,<sup>10</sup> became a common phrase within the field of preservation.

An argument could be made that the Trustees are simply too small to take notice of, and that their actions, while laudable, can be seen as taking place within a vacuum, with little effect on historic preservation as a whole. However, no less a reputable organization than the National Trust of England was founded on the example of the Trustees, and the organization influenced the formation of the National Trust in the United States.

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<sup>9</sup> Trustees of Reservation, *1949 Annual Report*, 18.

<sup>10</sup> UNESCO, *Operational Guidelines for the Implementation of the World Heritage Convention*, 84.

The Trustees have continued to innovate throughout their history, with their focus shifting as befits the political and social currents of the times. The 1960s saw the Trustees begin to acquire properties based on their ecological value and as a method of improving the environment, acting as key members of the environmental movement before the legislation of the Clean Air Act of 1970 or the Clean Water Act of 1972.<sup>11</sup> The Trustees would also become the first organization to successfully utilize conservation easements, which allowed for the permanent protection of properties, but further eased the stewardship burden on the organization holding the conservation easement.<sup>12</sup> This method of preservation has become the de rigueur choice of land trusts and historic preservation organizations, both of which see the benefit of involving private property owners in preservation decisions, rather than alienating them through the implementation of restrictive laws.

Despite the Trustees' innovation and influence, there are only a few works that have been written concerning the history of the organization.<sup>13</sup> While these texts are highly informative as to general history of the organization, none takes into account its relevance to the field of historic preservation. Thus, this thesis will address the history of the Trustees of Reservations, and examine whether its actions can be truly seen as anticipating the shifts in theory and management that were to take place within historic preservation. Secondly, this thesis will attempt to place the Trustees of Reservations

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<sup>11</sup> Trustees of Reservations, *1968 Annual Report*, 2.

<sup>12</sup> Fairfax, *Buying Nature*, 322.

<sup>13</sup> The two works that focus on the history of the Trustees include Gordon Abbott's *Saving Special Places*, as well as Charles Eliot Sr.'s autobiography of his son. Both works are referenced within this thesis. To this date, no published work concerning the Trustees has been written by an individual outside of the organization.

within the context of the history of historic preservation, and hopefully return a piece of history to the puzzle from which it has long been missing.

## Chapter 2 Beautiful Places as Memories of the Past 1891 -1927

### Charles Eliot

A proper study of the Trustees of Reservations cannot be accomplished without at least a brief consideration of its founder, Charles Eliot, and the goals he attempted to reach with the formation of the organization. The principles on which Eliot founded the Trustees have been cited often by the organization since its inception. Thus, this paper shall turn first to Charles Eliot and the issues which led him to form the Trustees of Reservations.

Charles Eliot was born in 1859, the son of a Harvard mathematics professor. Born into a rich and prosperous family, he found academic success throughout his early life and attended Harvard, from which he graduated in 1882.<sup>14</sup> Upon graduation, he consulted with his uncle, Charles S. Peabody, about his prospects, and decided upon a course in architecture. Peabody was a neighbor of Frederick Law Olmsted, the noted landscape architect, and this connection led Eliot to employment in Olmsted's Brookline firm in 1884.<sup>15</sup> Eliot's work with Olmsted gave him a strong sense of the value of natural landscapes and scenic places, most notably parks, for public wellbeing.

In 1886, Eliot opened his own firm and began to take commissions designing the landscapes of suburban and rural estates.<sup>16</sup> However, Eliot's work never led him too far afield from his original interest, that of providing scenic escape for the working and

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<sup>14</sup> Charles William Eliot, *Charles Eliot: Landscape Architect* (New York, Books for Libraries Press, 1972), 15.

<sup>15</sup>Ibid., 38

<sup>16</sup> Gordon Abbott *Saving Special Places* (Ipswich: Ipswich Press, 1993), 7.

middle class of Boston. In this, he can be seen as a direct follower of Charles Fourier and Frederick Law Olmsted, both utopian socialists who believed in the betterment of society through the construction of public projects. Eliot began to argue strongly for the creation of more park space in Boston, which was last on the census of 1880 in reporting parks more than 50 acres in size.<sup>17</sup> In Eliot's own words, what was needed were parks where:

*the subtle influence which skies and seas, clouds and shadows, woods and fields, and all that mingling of the natural and human which we call landscape sheds upon human life. It is an influence which has a most peculiar value as an antidote to the poisonous struggling and excitement of city life. Whenever a busy man is over-worried, the doctor prescribes the country; and whenever any of us are brought into depression by care or trouble, our cure is the sight of our chosen hills.*<sup>18</sup>

One point of significant interest should be gleaned from Eliot's words an issue that would become a point of controversy in the Trustees' later history. Eliot asserted the need to retain not only the natural features of the landscape, but also those that "mingle both the human and natural." When the Trustees were first faced with deciding whether to retain landscapes with historic structures upon them, it would be to these words that they would return. Many within the organization believed that it was outside the purview of the Trustees to acquire lands that did not represent pristine "natural beauty" or pose some sort of ecological benefit. However, it would be foolish to believe that Eliot, whose career was spent as the primary landscape architect on the grounds of many historic mansions and houses in Massachusetts, did not see the value in the preservation of buildings and landscape *in toto*. Furthermore, Eliot's early career was marked with several trips to Europe, and he wrote extensively of the mingling of the

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<sup>17</sup> Eliot, *Charles Eliot*, 336 .

<sup>18</sup> Abbott, *Saving Special Places*, 9.

natural and man made environment that was prevalent on the Continent, but non-existent in the United States

### **Formation of the Trustees of Reservations**

Eliot's work to found the Trustees of Reservations began in earnest in 1891. His idea, put forward in a series of lectures and letters to colleagues, was the creation of "an incorporated association whose board would include representatives from all the Boston towns." Eliot went on to write that this new organization "would be empowered by the State to hold small and well-distributed parcels of land free of taxes, just as the Public Library holds books, and the Art Museum pictures."<sup>19</sup> In pursuing this objective, Eliot's first task was to find likeminded men with the political clout and knowledge to make his idea a reality. Eliot approached the Appalachian Mountain Club, a outdoor recreation and advocacy group to which he belonged, and asked for the names of ten men who would be willing to serve on the board of the newly created organization.<sup>20</sup>

The Trustees of Reservations took its first steps towards formation on May 24, 1891. Before a crowd of over 100 individuals, (many of whom had not been invited by Eliot, but had attended out of interest in the topic of discussion, which is surprising for the day) the language of the charter that was to be the basis of the Trustees was first written into the records. The group that assembled on that day (with Eliot taking a place as Secretary) appointed a committee "to promote the establishment of a Board of Trustees to be made capable of acquiring and holding, for the benefit of the public,

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<sup>19</sup> Eliot, *Charles Eliot*, 324.

<sup>20</sup> *Ibid.*, 327.

beautiful and historic places in Massachusetts.”<sup>21</sup> The mission statement of the Trustees of Reservations, as written by Eliot himself, is as follows:

*“The Trustees to be empowered:*

- 1. To elect annually by ballot a President and Treasurer from their number, and a Secretary, who may or may not be a member of the Board; and to provide for the appointments of all servants of the corporation.*
- 2. To acquire, with the approval of the Delegates, by gift, devise, or purchase, parcels of real estate possessing natural beauty or historic interest; and to hold the same exempt from taxation and assessment.*
- 3. To assume, with the approval of the Delegates, the care of permanent funds, the income of which shall be devoted to the general or special purposes of their incorporation as the donors may prescribe; and to hold the same exempt for taxation.*
- 4. To assume direction of the expenditure of such money as may be offered them for immediate use in promoting the general or special objects of the incorporation.*
- 5. To accept gifts of useful, artistic, or historically interesting objects.*
- 6. To arrange with towns and cities for the admission of the public to the reservations in return for police protection.”<sup>22</sup>*

Public support for the new organization led to it becoming a political reality the next year on March 10, 1891. The proposal to form the organization was put before the State Judiciary Committee, and passed easily through Massachusetts’s two Houses.<sup>23</sup> On May 21, 1891, Governor William Eustis Russell signed Chapter 352 of the Acts of 1891, legislation that established a corporation “for the purpose of acquiring, holding, maintaining and opening to the public, under suitable regulations, beautiful and historic places and tracts of land within the Commonwealth of Massachusetts.” Most

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<sup>21</sup> Trustees of Reservations, *1892 Annual Report*, 2. Please note that all Annual Reports and Minutes for this thesis were obtained from the archives of the Trustees of Reservations, located in Beverly, MA. The use of Minutes in the thesis are limited due to the confidential nature of the material, and any Minutes quoted are done so with express permission of the Trustees of Reservations.

<sup>22</sup> *Ibid.*, 3.

<sup>23</sup> Eliot, *Charles Eliot*, 344.



importantly, the legislation declared that all lands held by the corporation would be “open to the public and exempt from taxation.”<sup>24</sup>

Chapter 352, however, was not without its restrictions. The Trustees could not hold land that exceeded more than one million dollars in total value. The second was that any land acquired by the Trustees, and not opened to the public within two years of its acquisition, would be subject to taxation. These issues were viewed at the time to be of little importance, but became pressing issues in the organization’s later history, as the rising cost of real estate, as well as the need to limit access to sensitive ecological sites, would force the organization to lobby for changes to the original law.

### **Early Achievements and Influence**

Despite the fanfare following the creation of the Trustees, the organization soon ran into a problem that was to plague most of its early existence. Funding, or the lack thereof, was to prove to be extremely problematic for the Trustees. Despite countless offers of land for purchase by individual landowners as well as the suggestions of the public, the Trustees did not possess enough funding to purchase land, and more importantly, had no funding for upkeep and stewardship of lands/buildings it did acquire. The Trustees did manage to acquire their first parcel of land shortly after their creation, that of Virginia Woods in 1891. However, this land would later be conveyed to another organization due to the lack of necessary funds for proper maintenance.

Therefore, the early years of the Trustees saw it act less as an organization that actively acquired and protected land, and more as an advocacy organization for Massachusetts and an example to other organizations pursuing land preservation is

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<sup>24</sup> Ibid., 754.

Massachusetts an abroad. The Trustees, especially Charles Eliot, saw a need to catalog and inventory available land in Massachusetts for future preservation. Between the years of 1891 and 1897, the Trustees managed to achieve several notable goals. The first was the production of two notable publications, the “Province Lands Report” and the “The Public Holdings of the Shore Towns of Massachusetts.”<sup>25</sup> The second accomplishment, significant in its own right, was the creation of the Metropolitan Public Park Agency of Greater Boston.

The Province Lands Report was the result of a study conducted by the Trustees to ascertain the amount of open available land within Massachusetts, as well as the 4000 acres already held by the state.<sup>26</sup> The report was issued with a detailed map of the state, as well as the suggestion of a management plan for the holdings, and necessary steps towards future conservation. The report recommended the appointment of a Superintendent to act as a steward for the protected lands, and proposed a management plan to be enacted into legislation.<sup>27</sup> The report was especially concerned with the destruction of the natural habitat of Cape Cod, in which the beaches and natural environment had been adversely affected due to industrial and commercial development.

Interestingly enough, the second report issued by the Trustees, “The Public Holdings of the Shore Towns of Massachusetts,” addressed the issue of beach property in a much different manner. While the Province Land Report issued dire predictions of the continuing erosion and decline of the state’s beaches, the Public Holdings Report

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<sup>25</sup> Trustees of Reservations, *1894 Annual Report*, 3-4. Eliot, *Charles Eliot*, 350.

<sup>26</sup> Trustees of Reservation, *1895 Annual Report*, 3. Eliot, *Charles Eliot*, 346.

<sup>27</sup> Eliot, *Charles Eliot*, 603.

confronted the issue of the rising privatization of beaches within Massachusetts. Increasing residential development along the shoreline as well as commercial development during the late 19<sup>th</sup> century limited the public's access to beachfront properties. The report issued by the Trustees outlined a plan for the shore communities of Massachusetts to increase their land holdings and meet the need for recreational space for the increasingly affluent population. The report recommended the immediate purchase of beachfront property by municipalities in order to ensure continued public access, as well as work with private landowners to obtain public right of way.

Another accomplishment of the Trustees during their early years was their work in the formation in an overarching Metropolitan Public Park Service for Greater Boston. While the creation of the Trustees had not resulted in an outpouring of public funding, it had resulted in an enthusiasm for the preservation of public space. As mentioned before, Massachusetts lagged significantly behind other states in its retention of land for public use.<sup>28</sup> Among the primary problems, as noted by Charles Eliot, were the issues of town boundaries as well as that of land acquisition. Boundaries were a problem in that acquisition laws varied from municipality to municipality, making it difficult to acquire property. According to Eliot, this was due to the “park act {which} limits our park commissioners to the bounds of their respective towns and cities, while it is self evident that these boundaries bear no relation to the scenery of the districts they divide.”<sup>29</sup> Further, the lack of coordination led to a continuing fouling of environmental resources necessary to the sustainability of Boston and its surrounding environs. Acting only within

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<sup>28</sup> Abbott, *Saving Special Places*, 21.

<sup>29</sup> *Ibid.*, 22.

local parameters, it was impossible for park commissioners to acquire and protect water basins from pollution.

The solution, as proposed by Eliot, was the creation of the Metropolitan Public Park Commission (MPCC). The newly formed regional system would be able to act across town boundaries and acquire land both for public recreation and for ecological value. Legislation to form the MPCC appeared before the Massachusetts Judiciary Committee in 1892, and much like the formation of the Trustees, the bill met with resounding favor. Charles Eliot was chosen to serve as the MPCC's primary landscape architect.<sup>30</sup> Much like the early work with the Trustees, the first goal of the organization was to map and identify lands to protect, especially within watersheds. However, there were notable differences between the first two organizations at the outset. The most glaring of these was the ability of the MPCC to acquire property using state funding. In the first ten years of the organization, the MPCC managed to acquire over ten properties, the most valuable of which was Revere Beach, which cost the organization over two million dollars to purchase.<sup>31</sup> By contrast, it took the Trustees several months following their formation to raise the two thousand dollars necessary to acquire its first property, that of Virginia Woods.<sup>32</sup> However, the Trustees creation of the landscape reports, the MPCC would have had little guidance as how to move forward in its land preservation goals. The Trustees would continue to act over the next several decades as a "father figure" organization to the MPCC, giving them guidance as to their

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<sup>30</sup> Eliot, *Charles Eliot*, 353.

<sup>31</sup> Eliot, *Charles Eliot*, 603.

<sup>32</sup> *Ibid.*, 24.

acquisition strategy, which is not surprising considering both groups enjoyed an overlap of figures in leadership positions.

The Trustees' work with the MPCC was not the only joint preservation work undertaken during the organization's early period. In 1925, the Trustees, along with ten other Massachusetts societies, hosted a conference on "The Needs and Uses of Open Spaces of Massachusetts." The conference brought about an agreement to create an executive committee to "promote cooperation among existing organizations and government departments interested in the provision, distribution, development and maintenance of open spaces."<sup>33</sup> The Report on Open Spaces took over four years for the Committee to complete. During that time, it was noted in an Annual Report of the Trustees that "this 'Open Spaces' report has aroused keen interest: many copies have been sought by individuals and organization throughout the Commonwealth and by some of the public agencies of neighboring States."<sup>34</sup> The findings of this report led not only to legislation that further increased the ability of such organizations as the MPCC to acquire properties for protection but also to the development of the Bay Circuit, a 'Greenway' meant to connect protected properties and form a wide green circle to surround the greater Boston Region.<sup>35</sup> The success of this report is due mainly to the fact that the State Government, prior to the issuing of the report, was unaware to the extent which natural resources and landscapes were being threatened within Massachusetts. As further discussed in Chapter 2, the ability of the Trustees to bring

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<sup>33</sup> Trustees of Reservations, *1925 Annual Report*, 6.

<sup>34</sup> *Ibid.*, 6.

<sup>35</sup> Eliot, *Charles Eliot*, 366.

this plan to fruition met with several hardships, and many of the key parts of the plan were not acted upon for many years to come.

### **The First Acquisitions**

Despite the lack of funding available, the Trustees were still able to acquire property during its nascent years. During the period between 1892 and 1908, the Trustees managed to acquire five properties, each of them bequeathed to the Trustees from generous donations. However, the Trustees' early inability to raise money due to both their failure to reach out to the initially supportive public as well as courting interested businesses, would have consequences on their ability to retain these properties. Virginia Woods, first given to the Trustees in 1891, was conveyed to the MPCC in 1923 due to the administration difficulties.<sup>36</sup> During the period of 1908-1927, the Trustees were unable to acquire any new properties at all, instead, their attention was focused on joint work with the MPPC as well the Open Space Commission.<sup>37</sup>

However, the properties that the Trustees did acquire during those first few years were representative of the Trustees' goal as a whole. Rocky Narrows, acquired by the Trustees in 1897, was a property that Charles Eliot himself suggested for acquisition. It represented an area of both scenic beauty and environmental value. Monument Mountain, in Greater Barrington and acquired in 1899, was notable for its size: 260 acres. The Trustees also acquired the properties of Mount Anne Park in Gloucester in 1897 and Petticoat Hill in 1906.<sup>38</sup> In each case, the properties were a gift

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<sup>36</sup> Trustees of Reservation, *1925 Annual Report*, 3.

<sup>37</sup> Trustees of Reservations, *1909-1926 Annual Reports*. Note that attention on these reports focused on the maintenance of acquired properties and the work with the MPCC. Acquisition strategies are not discussed within these reports.

<sup>38</sup> Trustees of Reservations, *1897 Annual Report*, 1. Trustees of Reservation, *1906 Annual Report*, 1.

to the Trustees from generous owners, and worked well towards Charles Eliot's goal of preserving 'natural' lands for the public's continued enjoyment.

The lack of land acquisition during the 1910s is less easily explained. It is apparent from the Annual Reports released by the Trustees that there was still an earnest desire to acquire more properties for protection. However, unlike annual reports of later years, the goals of the organization were less specific, and more prone to the achievements of joint ventures with the MPCC and other organizations. Indeed, many of the early annual reports had a dedicated focus toward the stewardship of the properties and their day to day activities, such as plantings and vandalism. As the Trustees grow in later years, day to day operations became less of a focus of the Annual Reports, which instead outlined clear goals to achieve within the next year. In large part, this may be due to the continued lack of funding the organization received, a problem that Eliot himself anticipated following the formation of the group. Another argument is that the members of the Trustees Board during this period were as highly involved with state and local politics as they were with the Trustees, thus the focus of these same members was put towards the accomplishments of the MPCC, rather than continued acquisition by the Trustees.

Unfortunately, Charles Eliot did not live to see many of the achievements of his organization. Following the creation of the Trustees in 1892, he had continued to serve as its Secretary, as well as work as the primary landscape architect for the MPCC. He also rejoined Frederick Law Olmsted's firm in 1893, at the personal request of Olmsted

himself.<sup>39</sup> However, in 1897, Eliot contracted cerebro-spinal meningitis, and died after lingering for seven days.<sup>40</sup> The outpouring of sentiment and affection at the time of his death can leave no doubt of his importance in the field of land preservation as well as landscape architecture. If he had only lived longer, the accomplishments of the Trustees might have been even greater.

### **Influence Abroad**

Nor was the Trustees' influence simply limited to that of Massachusetts. In fact, the Trustees were used as an example by perhaps the most influential and famous of all heritage groups, that of the National Trust of England, which was founded in 1896. In a noted history of the National Trust it is stated that:

the Trust in its early days was also surprisingly sensitive to the achievements and importance of the New World. Probably, this is to be explained by the prestige of the Trustees of Reservations of Massachusetts. Founded in 1891 to hold land in the public interest, it was the senior body of its sort and its constitution deeply influenced that of the Trust.<sup>41</sup>

Further, the National Trust's Annual Report of 1896 states that it was "suggested by, and follows the lines of an American Institution, the Trustees of (Public) Reservations of Massachusetts."<sup>42</sup> So great was the influence of the Trustees on the National Trust that under its bylaws, it continued to invite members of the Trustees' board to serve as members of its governing Council.<sup>43</sup>

The significance of the early influence of the Trustees cannot be understated. A large portion of the enthusiasm for the idea was that it was a private organization that

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<sup>39</sup> Eliot, *Charles Eliot*, 742.

<sup>40</sup> *Ibid.*, 743.

<sup>41</sup> Abbott, *Saving Special Places*, 22.

<sup>42</sup> National Trust for Places of Historic Interest and Natural Beauty, *1896 Annual Report*, 3.

<sup>43</sup> Trustees of Reservations, *1967 Annual Report*, 20.



limited government involvement, yet still guaranteed access to the public. However, one cannot underestimate the influence of the members of the Trustees themselves, men who held positions at some of the most influential universities and industries in America. It is highly doubtful that the Trustees influence would have been as far reaching if not for the participation of the Harvard professors and state officials who formed the bulk of the Trustees Board.

## **Conclusions**

Reviewing the accomplishments of the Trustees during its first thirty-five years of existence, several themes become readily apparent. The first is the truly remarkable actions that the Trustees took during its formative years. While the organization receives due credit for being the first land trust in the United States, its role in forming the first regional planning organization in the United States (MPCC), its foray into the field of recreational studies with the publication of “The Public Holdings of the Shore Towns of Massachusetts, and its leadership role in holding the conference for “The Needs and Uses for Public Spaces” have received less attention. This can be seen in part due that the accomplishments of each group formed out of these endeavors did not carry the name of the Trustees on their holdings or Committee Title, but the continued role of both the organization and individual Trustee members should not be downplayed. Further, the Trustees' role in influencing other organizations cannot be stressed enough. The importance of the role in the formation in the National Trust of England has been stated, but the Trustees' ability to work with other organizations, beginning with its partnership with the Appalachian Mountain Club demonstrate an ability to cross organization boundaries and bring groups together in consensus to

achieve goals. This also rings true of the Trustees work with the State government of Massachusetts, as the ease in which both the bill to approve to the Trustees, but also the MPCC, met with minimal resistance. In part this can be seen to the superior organizational abilities of men like Charles Eliot, but it is also due to clearly outlined goals and objectives, as well the pressing need of the problem at the time. Finally, it might be easy to lessen the achievements of the Trustees in this period, due to the minimal properties it managed to acquire during this time period. However, if one takes another approach, the Trustees' policy for this period seems fairly practical. Lacking funding for both acquisitions and maintenance, the organization instead focused its efforts on identifying properties that could be protected by organizations with regular funding such as the MPCC and worked with the State of Massachusetts to identify sites of ecological fragility which would be better obtained for public utilitarian purposes (such as drinking water) rather than public recreation.

Despite the successes of the early years, weaknesses in the organization still must be addressed. Both funding and publicity were bugbears of the organization, and would remain so for years to come. Instead of a proactive attempt to address this issue, the organization instead seemed content to hope for donations through the bequeathments of wealthy patrons, and hope that the same patron would leave a bequest to help maintain the site. Eliot himself stated that most properties acquired by the Trustees would be through gift and donation, and his thought process mirrored that of his colleagues. Land that needed to be purchased was recommended to the MPCC or State organizations and the Trustees managed to obtain no new properties at all during the 1910s. This problem may have been one of status quo, as the organization had no

term limits for its leadership positions; and the top positions within the organization were to remain unchanged for a majority of this period.<sup>44</sup>

To put the Trustees within the context of the history of preservation, the creation of the organization as well as its achievements fit the general outlook of both the populace and governments of the day. Massachusetts was far from alone in its actions towards preserving open space. In the same year that the Trustees were created, the Forest Reserve Act was passed by Congress, which gave the President the power to set apart forest lands as public reservations. Yellowstone, the first National Park in the United States, was set aside by the Federal Government in 1872 for permanent protection. Yosemite Park was given by the Federal Government to the State of California in 1864 for permanent protection, and was later conveyed back to the Federal Government to take its place as a National Park. Both parks came under protection due to the outpouring of concern from the public over the proposed development of each site. Thus, the Trustees can be seen as part of the evolution of public sentiment over the future of open spaces, and the need to protect natural resources for both utilitarian and recreational purposes.

What set the Trustees apart, and earned it a noted place within the early days of Preservation History in the United States, was the uniqueness of the organization. Groups like the Appalachian Mountain Club that were dedicated to wilderness protection had existed before the Trustees, and the purchase of Mount Vernon by the Mount Vernon Ladies Association of the Union in 1858 demonstrated an even older desire to set aside historic and natural properties for the public good. What makes the

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<sup>44</sup> Trustees of Reservations, *1953 Annual Report*, 6.

Trustees unique is that they were a statewide organization, independent of state government, that was able to operate its properties tax free, and was beholden to remain completely open to the public. Setting aside properties for public health and benefit had been, until the Trustees' creation, the sole sphere of State and Federal Government. Secondly, the Trustees were the first organization to see open space and landscapes from a variety of perspectives. Not only were properties to be set aside for their scenic and natural splendor, but also for both their historic and ecological merit.

Historic merit would be the byword of the Trustees during the next period considered. 1927 was to mark the year that the Trustees acquired their first historic house, and with that acquisition, the philosophy of the organization was to shift from that of an organization primarily concerned with natural spaces, to one which made a broader interpretation of their mission. The accomplishments of this next phase of the Trustees history can be seen as mixed, as with the expansion of their acquisition goals, came both a period of financial debt as well as questionable acquisition tactics.

### Chapter 3 Gilding the Lily 1927-1967

#### Introduction

The forty-year period between 1927 and 1967 saw a series of momentous changes, both for the Trustees of Reservations and for the field of historic preservation. The Trustees' efforts to conserve land during this period would explode in growth, from seven properties held in 1927 to forty-six in 1967. This era of expansion represented not only an increase in the number of acquisitions, but also a more open policy towards the types of property acquired. The Trustees moved from the preservation of natural landscapes to acquiring historic structures, archaeological sites, and even working farms. The Trustees also ventured further into the field of recreation management, becoming responsible for managing the access to, and preservation of, several popular beaches within Massachusetts. Along with growth came the necessity to change management policies and practices, as the sheer breadth of work undertaken by the organization resulted in a decentralized, but more disciplined approach.

It was also a time of greater organizational changes, as new regulations regarding office terms and leadership roles were instituted. Those in leadership positions at the beginning of this period in 1927 remained in power until the mid 1950s, when an organizational reshuffling led the Trustees, in the words of one author, "out of the Harvard Club and into the arms of the public."<sup>45</sup> The Trustees also had to deal with a severe financial crisis during this period, as the cost of acquisition steadily rose and the

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<sup>45</sup> Sally K. Fairfax, *Buying Nature: The Limits of Land Acquisition as a Conservation Strategy, 1780-2004* (Cambridge: MIT Press, 2005) 260

maintenance and stewardship costs of properties became a large part of the Trustees' budgetary process. Further, this period saw riskier investments by the Trustees, as several of the properties obtained by or gifted to the organization were without adequate endowments, leaving the Trustees in the difficult position of deciding how best to manage or dispose of the properties.

Finally, the actions of the Trustees during this period mirrored the large preservation movements of the day. The increase in acquisition activity occurred during the same period that the Federal Government began its first serious attempt at land acquisition, due in great part to the advent of the Great Depression.<sup>46</sup> The financial hardship felt by most Americans during this period led to the divestment of many historic properties and parcels of land. Rather than see the properties fall into the hands of developers and unsympathetic land owners, both the Trustees and the Federal Government pursued an active policy of land acquisition. As a result, the Trustees almost doubled their acquired properties, and the creation of a new centralized management program in the form of the National Park Service. The Park Service's later decision to centralize its properties by giving it governance over both monuments as well as national parks in 1933 (a decision that met with stern resistance within the organization) was in fact anticipated by the Trustees, who five years previously had undergone their own vigorous debate as to whether the acquisition of historic houses

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<sup>46</sup> Fairfax, *Buying Nature*, 250. "Between the Stock Market Crash of 1929 and the end of World War II, more than 25 million acres of land were purchased by the Federal Government from desperate landowners." The acquisitions of the Federal Government were not undergone without controversy. In the western United States, this was characterized by the National Park Service's attempt to remove inholders in parks such as Yellowstone. In the East, many residents were permanently displaced through the construction of scenic parkways following condemnation by state authorities.

was within the purview of the organization.<sup>47</sup> The work of the Trustees also continued to have influence upon organizations of a more international or national impact. The Trustees' advising role to the National Trust of England continued until an organizational reshuffling of the National Trust of England during the 1960s, and the advice of the organization was also requested during the formation of the National Trust for Historic Preservation in the United States.<sup>48</sup> After the National Trust was established by an Act of Congress in 1949, its creation was addressed by the Chairman William Bird:

“I welcome the National Trust for Historic Preservation in the United States: by its widespread activities in awakening more people to the need for preservation, it should promote the work of preservation everywhere throughout the country. The policy that has governed the Trustees activities and those of the National Trust of England will, I believe, be followed of not being acquisitive, but being ready to help any agencies with aims the same as ours and to encourage them to take over the responsibility of any important property when for one reason or another its administration could be better managed by a local organization. Though we have not wanted to take the responsibility of owning houses and buildings, we nevertheless have four.”<sup>49</sup>

The significance of this statement should not be overlooked. Chairman Bird's statement reflects the outward ethos of the organization, in which most members believed that the Trustees role in preserving “history” was limited to the preservation of natural landscapes. Yet, when presented with the acquisition of historic houses and structures, the organization rarely refused the gift. This, despite the onerous financial burden of maintenance and stewardship that were placed on the organization, which justified its continuing acceptance of such gifts through the logic that if the Trustees did not protect the properties, than neither would any other organization.

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<sup>47</sup> Trustees of Reservation, *1927 Annual Report*, 2.

<sup>48</sup> Trustees of Reservations, *1948 Annual Report*, 6.

<sup>49</sup> Trustees of Reservation, *1949 Annual Report*, 18. The significance of the statement is not to be overlooked

The National Trust in the US played a substantial role in the history of the Trustees, both for good and ill. Upon the ratification of the National Historic Preservation Act of 1966, several of the Trustees' most famous properties were put on the newly created National Register, which gave them an even greater prestige. However, the distinction of being a "national property" turned out to be a double-edged sword, as the Trustees actually lost one property to the National Trust in 1972, in part due to its perception as an organization of greater national significance, and also saw other historic properties turn more and more to the National Trust, rather than the Trustees, for advice and future protection.<sup>50</sup>

### **Historic Structures – A Change in Philosophy**

1927 marked a significant change in the policy of the Trustees of Reservations. Over a thirty-seven year period, the Trustees had managed to acquire five properties, each acquired through bequeathment and representing Charles Eliot's idea of preserving a natural landscape. However, in 1927, the Trustees were presented under the will of Minna Godwin Goddard with a gift of the Bryant Homestead in Cummington, Massachusetts.<sup>51</sup> What made the acquisition unique is that the Trustees were not equipped either financially or ideologically to acquire properties with historic houses. The financial question was rendered somewhat moot due to two bequests of \$10,000 to

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<sup>50</sup> Abbott, *Saving Special Places*, 265. It should be noted that Gordon Abbott, who was Director of the Trustees during this period, makes a special note as how this particular property (Chesterwood) is still a financial drain to this day. One reading of his comments could be resentment at the perceived prestige of the National Trust vis a vis the Trustees.

<sup>51</sup> Trustees of Reservations, *1927 Annual Report*, Appendix A.



endow the property.<sup>52</sup> Overcoming the ideological objections, however, was a trickier proposition. Several members of the board argued that historic houses were outside the purview of the Trustees, and that the property should be recommended for acquisition to the Society for the Preservation of New England Antiquities -- and though that society passed on the acquisition, it agreed to form a committee to inform the Trustees of the best method to dispense the land.<sup>53</sup>

Eventually, a compromise was reached among the members of the Trustees' Board. It was determined that the Bryant Homestead should be acquired, but that an arrangement should be made with the heir, Conrad G. Goddard, to remain on the property and be responsible for both the upkeep of the property and structures.<sup>54</sup> The Trustees would retain control of the land and reserve the right to charge admission fees to the property, as well as own all furniture and memorabilia bequeathed to the organization by the will of Minna Godwin Goddard.<sup>55</sup>

The acquisition of the Bryant Homestead was to have far-reaching implications for the Trustees over the next thirty years. First, it was the property that kicked off the Trustees' new policy of acquiring "three new reservations a year." Second, the Bryant Homestead forced the Trustees to take another look at their stated values. In each Annual Report, the Trustees released their plans and policies for the next year. The wording of the policies changed over time, but the overall meaning of one policy

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<sup>52</sup> Ibid., Appendix A. It should be noted that the relationship between the Trustees and the Society for the Preservation of New England Antiquities (SPNEA) was extremely close. There was crossover in membership between the two organization and often asked the other organization for advice in matters of acquisition. In the case of the Bryant Homestead, the consultation between the organizations can be viewed as not only a shift in philosophy for the Trustees, but also not wishing to step on SPNEA's toes.

<sup>53</sup> Ibid., Appendix A.

<sup>54</sup> Ibid., Appendix A.

<sup>55</sup> Ibid., Appendix A. This is the first time that the Trustees would become responsible for a collection of antiquities, a possibility which was noted in their Charter (see Chapter 1) but as yet unrealized.

remained constant. That policy was “to acquire and maintain for public enjoyment places of natural beauty and historic interest which have some unusual or distinctive character.”<sup>56</sup> Historic interest, as now argued by members of the Trustees who supported the acquisition of the Bryant Homestead, could be more broadly construed as not solely natural landscapes, which had been the areas most under threat during the earlier period of the organization’s existence, but should also be allowed to include other non-natural landscapes under dire threat. A landscape, in the opinion of these supporters, could include a house, the building envelope, or other historic elements that would otherwise be excluded if the definition of historic landscapes were limited to open space preservation. Further, it was pointed out to dissenting members of the Trustees that a few of the properties acquired by the Trustees prior to the Bryant Homestead had been shaped and developed over the centuries by human hands, and by no means could be considered completely natural.<sup>57</sup> If the purpose of the Trustees was therefore to acquire properties for the benefit of the public and the preservation of “fragments of Massachusetts’s history,” than necessarily the Trustees’ mission would extend to the acquisition of historic houses and other historic elements.<sup>58</sup> The verbiage concerning history was included in the Trustees charter from their inception. The organization was pledged with acquiring “parcels of real estate possessing natural beauty or historic interest” as well as “to accept gifts of useful, artistic, or historically interesting objects.”<sup>59</sup> It is interesting to note that a property possessing historic interest did not necessarily have to present natural beauty, a phrase which was later

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<sup>56</sup> Trustees of Reservations, *1926 Annual Report*, 2.

<sup>57</sup> *Ibid.*, 2.

<sup>58</sup> Trustees of Reservations, *1927 Annual Report*, Appendix A.

<sup>59</sup> Trustees of Reservations, *1892 Annual Report*, 2.

used to justify the Trustees acquisition of archeological site. “Objects,” as argued by members or the Trustees who supported the acquisition of the Bryant Homestead, could be extended to include structures, nor would the acceptance of objects from these structure make any sense without being able to place them within their historic context i.e. the historic house.

The decision to acquire to Bryant Homestead was ultimately brought about by both SPNEA’s refusal to obtain the property, and a prevailing fear that the descendant’s of William Cullen Bryant would sell off the holdings of the house, due to fiscal difficulties. It is interesting to note the later justification the Trustees would use for the acquisition of the property. In the words of Fletcher Steele, the Bryant Homestead “belongs rather to the future than the present. As New England farms and primeval forest grow scarce, it will gain in interest. Moreover, it will play an important part as one of a chain of places in its neighborhood which are open to the public.”<sup>60</sup> This statement was released in 1945, and the argument for saving the Bryant Homestead had changed from an argument over whether the property was historical or within the purview of the organization, to saving it because it was an example of open space.

The Trustees’ acquisition of the Bryant Homestead opened the door for the organization to acquire properties of a more varied nature during this forty-three year period. Historic houses were some of the key acquisitions during this time, as the Trustees acquired the Old Manse in Concord in 1939<sup>61</sup>, the Mission House in

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<sup>60</sup> Trustees of Reservations, *1945 Annual Report*, 12.

<sup>61</sup> Trustees of Reservations, *1939 Annual Report*, 10-11. As with the Bryant Homestead, the acquisition of the Mission House was also met with philosophical ambivalence. “It is outside our general policy to acquire a house of this kind, but the site was of such concern that we could not let it pass.”

Stockbridge<sup>62</sup> in 1948, the Pierce House in 1967, and Naumkeag<sup>63</sup> in Berkshire County in 1959.<sup>64</sup> These properties, however, were not acquired without dissension. Naumkeag in particular was questioned as a valuable asset, due in part to the belief of many experts that the houses possessed no great architectural value, nor were its previous residents of any particular historic import. The members of the Trustees who approved of the acquisition saw a different argument to be made, that the house was one of the last remaining examples of the Berkshire country house. More cynically, the Trustees saw the property as a possible method of addressing their fundraising concerns, with Naumkeag acting as their primary site for holding functions and events.<sup>65</sup>

Despite the Trustees' willingness to expand their reservations to include historic sites, their properties did not always meet with success, and a few caused serious financial difficulties for the organization. The acquisition of the Old Manse, a residence of Nathaniel Hawthorne located in Concord, MA, forced the Trustees into an operating debt, and it was only the promise of a later endowment that allowed the Trustees to retain the property.<sup>66</sup> The objects within the properties were also to prove troublesome, as the Trustees did not possess an adequate method of either cataloguing

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<sup>62</sup> The Mission House was constructed in 1739 for the Reverend John Sergeant, first Missionary to the Stockbridge Indians. However, it should be noted that the house itself was moved from its original location by Mabel Choate (who also donated Naumkeag)

<sup>63</sup> Naumkeag is a 44 room shingle-style house designed by McKim, Mead, and White in 1885. It was the summer home of the Choate Family in the Berkshires.

<sup>64</sup> Abbott, *Saving Special Places*, 8. "Walter Pritchard Eaton, a Professor of Landscape at Yale, had this to say of the Trustees acquisition of Naumkeag: "It isn't an old house, it isn't a beautiful house, and it has one of the most horrendous gardens in the Commonwealth. I really can't see why the Trustees should take over this white elephant of a house,"

<sup>65</sup> Trustees of Reservation, *Annual Report 1965*, 13. One of the guiding voices of the Trustees during this period was Fletcher Steele, a noted landscape architect. Steele can be seen as the driving force behind the acquisition of Naumkeag, as it represented a personal project for him to transform the expansive property into a beautiful garden. Today, the grounds of Naumkeag are one of the most highly touted of the Trustees properties, however their quality cannot be attributed to any historic merit.

<sup>66</sup> The Trustees of Reservations, *1939 Annual Report*, 1. It should be noted that the endowment for the Old Manse, which never emerged, was cited as the reason for acquisition within the Annual Report.

or preserving the items. A thorough interpretation plan for the artifacts emerged much later in the 1960s, after it became apparent that the Trustees' stewardship of their properties as were ad hoc at best.

Perhaps the most informative example of the difficulty that the Trustees faced with acquired historic houses and structures was the acquisition of Castle Hill, a 59 room house modeled on the Stuart Architecture in England, in 1949. Castle Hill, located in the town of Ipswich, was adjacent to another reservation, Crane Beach, which had been acquired in 1945. The Trustees had been interested in both properties for over a decade, and the gift of Crane Beach represented the Trustees' first foray into the realm of outdoor recreation. Four years later, Mrs. Crane, the owner of Castle Hill, died and left the property to the Trustees. A summer estate built in 1928, this property was to prove to be an albatross in many ways for the Trustees, who found themselves responsible for a property that required massive maintenance and stewardship costs.<sup>67</sup> Under the terms of agreement, the acceptance of Castle Hill did not require the Trustees to maintain or preserve any of the buildings located on the property. However, pressure from within the organization as well as from the public led the Trustees to reconsider the demolition of the Great House. Complicating matters further was the fact that all the possessions of the house were either removed by family members or sold off at auction in 1950. Without its furnishings, it was impossible for the Trustees to transform the property into a museum. To offset the financial hardship, the Trustees divested the property to the Castle Hill Foundation, a sister organization

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<sup>67</sup> Trustees of Reservations, *1972 Annual Report*, 3.

created in an attempt to make the property profitable.<sup>68</sup> The Foundation transformed the property into an events center, holding a series of concerts and lectures that were available to the public for a nominal fee. The Trustees' interest in the property became so attenuated that it removed Castle Hill from its list of acquisitions during its time in the care of the Castle Hill Foundation, though it frequently noted the efforts of the Foundation within its annual reports. Following the closing of the Foundation in the early 1970s, there was much discussion of whether Castle Hill should be sold to a private owner or to another preservation organization.<sup>69</sup> It was ultimately determined that Castle Hill, despite the financial burden required to maintain the property, represented too much of an advantage in both prestige and historic merit to be divested to a private party. Despite the issues associated with this acquisition, the Trustees continued their policy of directly managing their properties, despite the fiscal difficulties. This was due in large part that many of the properties obtained by the Trustees were gifts that had strict rules against the future dispensation of the property. Later, with the creation of the affiliate group the Massachusetts Farm and Conservation Land Trusts, the Trustees were able to pursue protection options that allowed for more inventive methods of dispensing and protecting properties. More telling still was the Trustees' acquisition of Chesterwood in 1955. This property, the home of the sculptor Daniel Chester French, was given to the organization as a gift by his descendant Peggy Cresson. As a condition of the acquisition, Ms. Cresson agreed to give the Trustees three thousand dollars annually for the upkeep of the house.<sup>70</sup> As in the case of Castle Hill,

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<sup>68</sup> Ibid., 3

<sup>69</sup> Trustees of Reservation, *Minutes of the Trustees of Reservations: 1972*, 12.

<sup>70</sup> Trustees of Reservations, *1955 Annual Report*, 6.

there was now an endowment attached to the property. Further, like Castle Hill, the property became a huge financial drain on the resources of the Trustees, which led to operating debts in the latter part of the 1950s.<sup>71</sup> And with the descendant, Ms. Cresson, still alive and living upon the property, it was impossible for the organization to suggest alternative sources of fundraising to make the property financially viable. The Trustees had to go so far as to divert ten thousand dollars of its operating budget to keep pace with the demands for the upkeep of the house, and local fundraising initiatives proved unfruitful. Finally, in 1961, the Trustees were forced to take a step that they had never taken before: they divested the property in court to Ms. Cresson. A decade later, the National Trust acquired the property and endowed it with \$400,000.<sup>72</sup> The stark contrast between the resources of the newly created national organization and the regional Trustees had never been more apparent.

The Trustees' acquisition of historic houses has also led some scholars to question whether they had lost sight of their mission. Instead of purchasing and preserving pieces of Massachusetts' past, the Trustees were instead engaged in an effort to preserve buildings and structures that had little meaning outside their own social circle, and even less to the public. This new focus, it could be argued, did little to counteract the creeping public impression of the Trustees as an elitist organization. It should be noted, however, that during the period of time considered within this chapter, the Trustees managed to add three natural landscapes for every historic house it added to its reservation total.<sup>73</sup> Second, it can be argued that the Trustees, due to the

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<sup>71</sup> Trustees of Reservations, *1956 Annual Report*, 11. Trustees of Reservations, *1957 Annual Report*, 12.

<sup>72</sup> Trustees of Reservations, *1972 Annual Report*, 3.

<sup>73</sup> Please see Appendix B for all properties acquired by the Trustees.

necessity presented both by the Great Depression and their own need for fund raising opportunities, proved to be the most reasonable options towards dispensing these properties.

The properties acquired by the Trustees during the time period were not simply limited to historic structures. The Trustees' broader definition of what constituted a property worth saving led the organization to obtain many properties that most likely would have not been considered in years past. One notable example of that type of acquisition was the purchase of Dinosaur Footprints in 1935.<sup>74</sup> The value of the property lay solely in the preserved fossils that were located on the property within easy view of the public. Besides the archaeological value, the site itself had very little to recommend it, as it was located near a major roadway, as well as being scenically uninteresting.<sup>75</sup> However, scientific merit won out, and the property was obtained by the Trustees, demonstrating the broadening role the organization was playing in the preservation of historic properties in Massachusetts.

### **Management and Policy**

During the years 1953-1968, the Trustees underwent a change in management and policy that reflected both their growth and the methods by which organizations were being governed. One of the first changes that the group undertook was a more complex system of management towards its properties. Since the acquisition of the Bryant Homestead in 1927, and the subsequent addition of the Old Manse, it had become apparent to the members of the Trustees board that a more sophisticated

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<sup>74</sup> Trustees of Reservations, *1935 Annual Report*, 3.

<sup>75</sup> Abbott, *Saving Special Places*, 254. It should be noted that Dinosaur Footprints has had its fair share of management problems being located next to Route 5. The most severe case was the removal of several footprints by thieves in the late 1930s.



management plan was necessary for the day to day operations of the site, as well as necessary interpretation. In 1942, the first management plans for each respective property were produced, which detailed how each property should be operated and interpreted.<sup>76</sup> Although crude by today's standards, these management plans still provided guidelines as to how each property should be managed. In the 1960s, more sophisticated management plans were produced for the Trustees' properties, which not only dealt with the day to day issues regarding each individual site, but also included a multi-faceted interpretation program to be implemented. More importantly, these new management plans formed part of an overarching regional plan, so that each property could be managed and interpreted individually, or as part of a larger comprehensive unit.<sup>77</sup>

This change from a central organizational system to one that was regionally based was the most important institutional change to take place within the Trustees during this timeframe. As mentioned above, by the 1950s, despite explosive growth, the Trustees organizational hierarchy had begun to stagnate. Those in leadership positions during the early 1930s remained so for periods of upwards of twenty five years.<sup>78</sup> Though these same individuals had overseen the largest growth period of the Trustees history, they had also led the Trustees into a period of debt, as the organization now found itself consistently in the red.<sup>79</sup> In large part, this was due to the heavy borrowing necessary to obtain such properties as the Old Manse and Dinosaur Footprints, as well

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<sup>76</sup> Trustees of Reservations, *1942 Annual Report*, 6. Fletcher Steele, the individual behind the acceptance of Naumkeag as a reservation, was also the biggest proponent of Management Plans.

<sup>77</sup> Trustees of Reservations, *1966 Annual Report*, 12.

<sup>78</sup> Fairfax, *Buying Nature*, 250

<sup>79</sup> Trustees of Reservation, *1952-1961 Annual Reports*, Financial Appendices.

as the escalating costs of maintenance and stewardship. The increase in properties obtained had also not brought with it an increase in endowments. In fact, many properties such as Naumkeag were accepted by the Trustees without adequate funding to guarantee regular maintenance. The Trustees, had in part, pursued these “crown jewel” properties as both the State government and local municipalities had begun significant work in the permanent preservation of beaches and estuaries, a policy which in turn pushed the Trustees to accept more historic house under the goal of “three new reservations a year.” Furthermore, fundraising had also stagnated during this period, and the organization had not managed to grow its membership in a number of years. Worse, in the eyes of some members, the organization was having an increasingly difficult time publicizing itself, and the prestige that resulted from the organization’s early transactions was dwindling. The leaders of the Trustees during the period were in the same mold as the early founders of the organization, established families who were able to broker deals through properties due to social connections, rather than professional interest. Though the sincerity of the men involved in the organization cannot be doubted as all members possessed a keen interest in both history and landscapes, the Trustees had begun to resemble a club who viewed their position in the organization as a hobby, rather than an organization run by full-time professionals.

The tenor of the organization needed a radical change and to achieve it the Trustees enacted a radical restructuring. The organization effectively decentralized itself by dividing the state of Massachusetts into six regions, and appointing a regional director to oversee operations. This regional director would be in charge of the interpretation and management plans for his sector, and attend meetings once a month with the

President of the Trustees as well as other regional directors to discuss overarching policy.<sup>80</sup> The Trustees increased the number of members to sit on the Trustees Board, and further introduced term limits to the highest offices in the organization, limiting the amount of time that an individual could spend in one position. Thus, it gently, yet firmly, pushed the Old Guard which had run the organization for the last quarter century out the door. After the organizational restructuring, fundraising also saw a sharp uptick as the Trustees were able to obtain several endowments that enabled the organization to break even for the first time in years. More importantly, these endowments were given without restriction, which enabled the organization to spread the money around to the areas most in need.

## **Conclusions**

This period of time can be seen as one of incredible growth and expansion for the organization, but it can also be viewed as one of both muddled thinking and a confused acquisition policy. The early achievements of the Trustees during this period can be seen as a proactive method of dealing with the harsh economic realities of the day, as the organization managed to keep acquiring properties despite the difficulties presented by the Great Depression and the Second World War. The work of the previous period, as laid out in the reports discussed earlier, provided a solid framework for the early acquisitions, and enabled the Trustees to pursue a thoughtful approach to its acquisition and management strategies. The Trustees' methods of acquisition during the early portion of the period can be seen as prescient, as the acquisition of the Bryant Homestead came as a result of nuanced reasoning and a broader interpretation of the

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<sup>80</sup> Abbott, *Saving Special Places*, 275.

guiding principles as laid out by Charles Eliot and other founders. Indeed, the organization's broadened goals enabled it to make a series of astute acquisitions, and prepared it, more so than other organizations, for the complexity of day to day operations and management of future acquisitions. The organization also managed to maintain a healthy balance among its properties, managing to place its historic houses, natural landscapes, and archaeological sites within the same framework, a problem that the Park Service had in 1933 after the acquisition of its monuments and historic sites, and arguably still has until this day.<sup>81</sup> Further, the organization was willing to take incredible risks in its efforts to make its properties financially viable, as can be seen by its foray into the field of recreation management in its stewardship of Crane Beach, as well as its inventive policy towards Castle Hill.

However, the overall approach of the Trustees towards its acquisitions, especially during the middle and latter part of this time period was muddled. The organization increasingly acquired properties under looser interpretations of what could be considered historic, and did so without adequate funding to provide for the proper maintenance and stewardship of those properties. The nuance that Charles Eliot and others applied to the acquisition of its first properties, as indeed this generation had applied to many of its acquisitions during this period, seems to have departed it when presented with another jewel for its crown such as Naumkeag. Worse, one could make the argument the original purpose of the Trustees, which was to preserve historic and natural places for the populace of Boston and Massachusetts who due to urban

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<sup>81</sup> Fairfax, *Buying Nature*, 118. "The hostility of NPS employees to historic sites was, and remains a problem for the agency. The willingness of agency leaders to dilute park standards via expansion into historic preservation and urban recreation became a major issue."

conditions were no longer able to enjoy them, was lost as the organization began to acquire properties which greatly resembled those belonging to the people who ran the organization during this period, i.e., the wealthy and the entitled.

Perhaps the worst fate to befall the organization during the period is that it was increasingly becoming irrelevant within the sphere of both land management and preservation. By the late 1960s, the organization had ceased to act in an advisory capacity to the National Trust of England and had witnessed a larger and better funded organization in the National Trust for Historic Preservation succeed where it had failed. Further, the areas in which the organization had asserted its greatest influence, in the preservation of coastlines and beaches in Massachusetts, had become the sole domain of state and local agencies. Moreover, the Trustees were becoming irrelevant in the period where historic preservation had become a national issue. The 1960s saw an increased awareness in the value of historic fabric, owing to the issues created by unchecked urban renewal, and also saw the passage of the National Historic Preservation Act of 1966. In both these issues, the Trustees, which had long been one of the most active participants and advocates of preservation, found themselves sitting on the sidelines, unable to inspire the publicity and attention of its better known sister organizations. The Trustees were increasingly in danger of becoming a dinosaur, and even worse, perceived as an elderly caretaker of properties not within the public interest, a fate that seemed far removed from the enthusiasm which had greeted Charles Eliot's initial proposal over a century before.

It is thus even more amazing that the Trustees managed within the next period to completely reinvent themselves as an organization, as well as to revolutionize the

field of land preservation. In doing so, the organization moved away from the accomplishments of this period, and completely reinvented its acquisition process. The Trustees were about to embark on a process that can be described as less curatorial, and more revolutionary.

## **Chapter 4** **Radical Ideas for a Radical Era** **1967 – 2000**

### **Introduction**

The period of 1927 through 1967 marked a period of decline for the Trustees of Reservations. Though the organization had managed to expand its holdings threefold, it was quickly becoming an anachronism, an organization that was out of touch with both the political climate of the day and with the methods of identifying and obtaining likely properties. An organizational restructuring during the 1950s had done much to remedy some of the Trustees' most pressing concerns, and had transformed the Trustees from a centrally run operation to one in which administrative duties were dispersed more evenly. Financial concerns, which had been the bane of the organization for the previous two decades, were also brought under control, due to the divestment of the loss-leading Chesterwood property in 1961, as well as the gift of the Notchview property in 1965 which came with a non-restricted endowment of four million dollars.<sup>82</sup> With this endowment, the Trustees were finally in the black, and were finally able to invest in the necessary stewardship and maintenance projects, as well as new acquisitions, that had long been delayed.

More pressing for the Trustees was the need to reexamine both their purpose and their public image. Despite their expansive growth, many of the Trustees' acquisitions, especially those of the 1950s, could be called into question as to whether

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<sup>82</sup> Trustees of Reservations, *1965 Annual Report*, 12.

the properties met the standards laid out by Charles Eliot and others.<sup>83</sup> In part, the Trustees had become by this period a glorified custodian, and a cursory glance by an interested party would not reveal any tactics or strategies that would separate the organization from the many other historical societies in Massachusetts.

However, several events were to conspire to force the Trustees to completely reinvent their policy towards new acquisitions, as well as the organization's basic overriding philosophy. Two factors proved especially prevalent in the change of the Trustees' organizational character. The first factor was the Trustees' involvement in the nascent environmental movement emerging in the United States. Influenced by the release of Rachel Carson's *Silent Spring*, as well as by the passing of two key pieces of federal legislation, the Clean Water Act and the Clean Air Act, the Trustees reinvented their acquisitions policy to focus on properties that proved to be important environmental and ecological resources, a policy shift that echoed some of Charles Eliot's earliest endeavors. Along with this change came the most important policy shift in the Trustees' history, as the organization agreed in 1971 to rewrite its charter to include conservation easements as a method of proactive preservation.<sup>84</sup> This shift was due in great part to the increasing escalation in real estate prices, and a recognition by the Trustees that the organization could not possibly own all the land that needed possible protection. Today, the use of conservation easements is the preferred method of preservation employed by Land Trusts and other non-profit agencies. However, the Trustees of Reservations were the first organization to use easements as a method of

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<sup>83</sup> Trustees of Reservations, *1892 Annual Report*, 2.

<sup>84</sup> Trustees of Reservations, *1971 Annual Report*, 1.



preserving open and natural spaces.<sup>85</sup> In addition, to manage any possible conflict of interest in land management practice, as well as well as pursue unique solutions that were not viable for the Trustees, the Trustees created a sister organization in the Land Conservation Trust.<sup>86</sup> This group would not only acquire the conservation easements for the Trustees, but would also advise land owners on other options available, such as limited development and restricting the building envelope of any future structures.

During this period the Trustees also began a campaign to deal with another problem which had persisted for the majority of the first seventy odd years of the organization's existence. Publicity had become a persistent problem for the Trustees, and there were several campaigns to raise awareness of the organization, as well as a greater effort to perform outreach to the community. This effort to get the public more involved with the actions of the Trustees first bore fruit in 1968 when, following substantial community involvement, the Trustees acquired World's End Reservation, a 250 acre parcel of glacial hills and shoreline located in Hingham, MA.<sup>87</sup> This policy of active community engagement would become a hallmark of the Trustees' activity, and would provide substantial dividends in more organized and better articulated fundraising campaigns.

The Trustees during this period also began to look at new acquisition strategies, key among them the acquisition of working farms.<sup>88</sup> This move towards an active and

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<sup>85</sup> Fairfax, *Buying Nature*, 260. Abbott, *Saving Special Places*, 135. Trustees of Reservations, *1971 Annual Report*, 1.

<sup>86</sup> Trustees of Reservations, *1972 Annual Report*, 3.

<sup>87</sup> Trustees of Reservations, *1968 Annual Report*, 2. This acquisition of World's End was a multi-year process that saw intense negotiation between the seller and the Trustees. Before the Trustees acquired the property, it was originally planned to be sold to developers and be turned into a golf course.

<sup>88</sup> Trustees of Reservations, *1974 Annual Report*, 4.

less curatorial policy of land management reflected the Trustees' expanding definition of natural landscape, and their recognition that working landscapes were quickly becoming a thing of the past in contemporary Massachusetts, and needed to be actively preserved.

Finally, what can be seen as unique about this period is that the Trustees moved out of the category of preservation groups, and instead became part of what is now known as the "Land Trust Movement." Due to both the radical restructuring of the organization's acquisition and operational philosophy, the Trustees fell out of the aegis of historic preservation. Instead, the organization came to view itself, and was viewed by others, as primarily a land conservation group that addressed environmental concerns first and foremost. At the same time as the Trustees were redefining themselves, historic preservation was beginning to cement itself as a movement both politically and academically. This has led to the current state of the Trustees of Reservations, which is viewed as one of the preeminent Land Trusts in the United States today, but is mostly forgotten in its active role in historic preservation.

### **The Environmental Movement**

The late 1960s bore witness to several movements within American culture and society. It has been noted previously that 1966 in particular was a significant year for historic preservation, with the passage of the National Historic Preservation Act, which allowed greater protection for historic sites and structures. Yet, it was not the Historic Preservation Act which changed the course of policy of the Trustees of Reservations), but instead an involvement in the environmental movement and the acts passed in

acknowledgement of that movement, which shifted the Trustees' own definition of their activities from "land preservation" to "land conservation."<sup>89</sup>

Ultimately, this shift cannot be seen as surprising. Some of the earliest projects adopted by the Trustees involved advocating for the protection of sites that supplied drinking water for Massachusetts residents, as well as identifying fragile ecological sites throughout the State that were threatened by encroaching development.<sup>90</sup> However, it was the popularization of the environmental movement, through such works as Rachel Carson's *Silent Spring*, that demonstrated the damage that man was caused towards the environment. In addition, the overarching environmental policy acts passed by the Federal Government influenced the Trustees to change their acquisition policy to one which concentrated less on the historic merits of the site, and more on the environmental benefits that the site provided. As outlined first in the 1971 Annual Report "acquisition policies are no concerned with the pressures on the land, the growth of development, and the need for immediate action. The Reservations Committee proposed that a priority be established to acquire land to protect he integrity and environmental qualities of those properties we own already."<sup>91</sup>

That the Trustees approached land management from a more environmental bent is clear from the programs and initiatives that they launched during this period. In 1969, the organization hosted a Parkland Conference to celebrate the 75<sup>th</sup> anniversary of the Metropolitan Park System.<sup>92</sup> From this conference, which was attended by leading politicians from the state, came the formation of the Governor's Advisory Commission

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<sup>89</sup> Trustees of Reservations, *1972 Annual Report*, 3. Trustees of Reservations, *1974 Annual Report*, 4.

<sup>90</sup> Trustees of Reservations, *1971 Annual Report*, 3.

<sup>91</sup> Trustees of Reservations, *1971 Annual Report*, 3.

<sup>92</sup> Trustees of Reservations, *1969 Annual Report*, 11.

on Open Space and Outdoor Recreation. The commission's report, which was written in conjunction with the Trustees, brought about several notable changes including the creation of the Office of Environmental Affairs and the Land Use Planning Division, both entities that would look at promoting positive development and planning practices with a special aim towards protecting the environment. The involvement of the Trustees in environmental affairs was continued with the establishment of the National Heritage Program by President Carter. The foal of the Nation Heritage Program was "to preserve those places of special natural, historic, and scientific value to ensure that future generations will have a chance to know a part of America which we and our ancestors might otherwise have taken for granted."<sup>93</sup> That the substance of President Carter's speech closely resembles the Charter of the Trustees cannot be seen as a coincidence. Further, the Trustees were charged with helping the Massachusetts Department of Environmental Management to initiate a Heritage Program within Massachusetts.<sup>94</sup> The newly created National Heritage Program was in turn administered by the Massachusetts' Division of Fisheries & Wildlife, and their choice of sites to protect was guided by the recommendations of the Trustees' report.<sup>95</sup>

Further, in 1979, the Trustees updated their 1933 Massachusetts Landscape Survey. Working in conjunction with the New England Resources Center, as well as the Research Office of the Department of Landscape Architecture at Harvard, the Trustees produced a report that identified more than 2,400 sites of environmental importance.<sup>96</sup>

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<sup>93</sup> Trustees of Reservations, *1977 Annual Report*, 7.

<sup>94</sup> *Ibid.*, 7.

<sup>95</sup> Trustees of Reservations, *1978 Annual Report*, 10-12.

<sup>96</sup> Trustees of Reservations, *1979 Annual Report*, 12.

The Trustees' work during this period, unlike during their formation, was not limited to the publishing of reports. Due to the funds received from the acquisition of Notchview Reservation in 1965, as well as their strengthened relationships with State agencies and national non-profits, the Trustees were able to initiate conservation programs of their own. Their choice was to pursue special conservation projects that protected fragile ecological systems, most notably tidal estuaries and salt marshes.<sup>97</sup> Most notable among these projects was the Charles River Project, created by the Trustees in 1972.<sup>98</sup> This project involved mapping of the Charles River and identifying the topography, vegetation, and wildlife located within the project site. From this mapping project, the Trustees assigned priorities to land parcels that needed imminent protection and were vital to the environmental quality of the Charles River. Working in partnership with the U.S. Army Corps of Engineers, as well as the Massachusetts Department of Environmental Management, the Trustees have managed to preserve over one thousand acres of land to this date. This acreage does not include the acquisition of wetlands, which represented probably the most vital environmental issue, of which over eight thousand acres have been protected by the Army Corps of Engineers upon recommendation from the Trustees.<sup>99</sup>

### **Conservation Easements**

Even more important to the shifting policies of the Trustees than the environmental programs initiated, was the decision of the organization in 1971 to

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<sup>97</sup> Trustees of Reservations, *1972 Annual Reports*, 16.

<sup>98</sup> *Ibid.*, 15.

<sup>99</sup> Trustees of Reservations, *2007 Annual Report*, 2.

rewrite its charter to accept conservation easements.<sup>100</sup> Conservation easements had been enacted into Massachusetts law in 1969 by the State Conservation Restriction Act. Conservation easements, in summation, are the method in which a landowner sells (or donates the rights, in exchange for a tax deduction) the development rights to his property, normally to non-profit agency, which restricts future development of the property in perpetuity.<sup>101</sup> Conservations easements also benefit landowners, as they receive an immediate settlement in fee, as well as an assessed lower property tax.

The need to approve this new method of land preservation had become apparent to the Trustees by 1971.<sup>102</sup> Real estate prices had risen to the point where it was becoming more difficult for the organization to purchase a property in fee simple. More importantly, conservation easements immediately eased the burden on the Trustees in regard to management and stewardship, due to the fact that the Trustees avoided ownership responsibilities. Furthermore, the approval of conservation easements gave the Trustees a strategic advantage that they had never possessed before. The organization was now able to target “in-holdings,” or privately held parcels of land which separated reservations or already preserved open space. By purchasing the development rights of these in-holdings, the Trustees were able to create large contiguous blocks of preserved land, which limited development opportunity as well as defraying management cost.

The history of the Trustees’ use of conservation easements, like its acquisition policy, is one which took some time to iron out. During the first use of conservation

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<sup>100</sup> Trustees of Reserations, *1972 Annual Report*, 3.

<sup>101</sup> *Ibid.*, 3. It should be noted that the Trustees also voted to allow the use of Historic Preservation Easements. However, the implementation of these easements has only occurred on a few occasions.

<sup>102</sup> *Ibid.*, 3.

easements by the organization, the Trustees normally granted the landowner the right for some future development on the site and occasionally granted to the permission for the future division of the property into sub-lots.<sup>103</sup> Upon reevaluation, later conservation easements became increasingly stringent, and limited the landowner to a pre-agreed building envelope, or simply disallowed any future development.

Conservation easements did not just prevent properties from further development and protect environmental ecosystems; they also allowed the Trustees to pursue the protections of sites which still retained use. Primary amongst these purchases were working farms.<sup>104</sup> The Trustees reasoned correctly that farms were as much in danger from development as scenic vistas, and that they provided an existing planning bulwark against future development if protected.<sup>105</sup> Further, the purchase of easements on farms was less likely to encounter scrutiny from either the media or the public, due to perceived plight of the American farmer. Until the advent of conservation easements, working agricultural landscapes had, not been part of the landscape dialogue. Conservation easements, in part, brought to light the value of these spaces, and the necessity of protecting them against future development.

The Trustees' acquisition of conservation easements can for the most part be looked at as extremely positive. For one, the organization pioneered a method of land conservation that has been adopted uniformly by other Land Trusts and non-profit

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<sup>103</sup> Abbott, *Saving Special Places*, 136.

<sup>104</sup> Trustees of Reservations, *1974 Annual Reports*, 7. It should be noted that the Trustees also received controlling interest in one working farm, Appleton Farm, which remains operational to this day. Appleton Farm is a prime example of the "working landscape" that the Trustees began to acquire in the late 1970s, as their definition of "landscape" expanded even further.

<sup>105</sup> Today, the purchase of conservation on easements on farms in one of the most preferred methods of curbing sprawl. One can see the effects of this method not only in Massachusetts, but in successful programs in Lancaster, PA and Montgomery County, MD.

environmental agencies. Their strategic goal in the pursuit of conservation easements has also been fairly clear, both through their acquisition of in-holdings and through their targeted acquisition of fragile ecosystems such as river and streambeds. Despite their success, however, there have been occasions in which the elitism of the organization, as well as the broadened definition of what denotes a “natural landscape,” can be called into question. Primary amongst these was the purchase of a conservation easement on the Cape Ann Golf Course in Essex in 1978.<sup>106</sup> The purchase of the easement was justified as an “intelligent use of open space,” but this is hard to swallow since the property had no significant natural features and, furthermore, was already profitable.

### **The Land Conservation Trust**

In addition to the pursuit of conservation easements, the Trustees took another step towards proactive protection of landscapes through the creation in 1972 of an affiliate program, the Land Conservation Trust (now the Massachusetts Farm and Conservation Lands Trust).<sup>107</sup> This affiliate program was to act as a type of emergency room doctor for the Trustees, with the ability to pull from a Revolving Loan Fund if pressed with an immediate need to purchase land to protect it from development. Funds taken from the Revolving Loan Fund had to be repaid within 24 months and could be met through either a local fundraising effort, sale of the property to a non-profit conservation group or government agency, or the proposal of limited development to fund the remaining environmentally important portion of the parcel.<sup>108</sup>

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<sup>106</sup> Trustees of Reservations, *1978 Annual Report*, 12. It is interesting to note that the Trustees had earlier saved World’s End Reservation from being developed into a golf course and a decade later are purchasing easements to permanently protect a golf course.

<sup>107</sup> Trustees of Reservations, *1973 Annual Report*, 11-13.

<sup>108</sup> *Ibid.*, 11-13.



The creation of the affiliate enabled the Trustees to pursue further efforts in land conservation, but also allowed the organization to stay consistent with its philosophical goals. Any land acquired by the Trustees was meant to be protected in perpetuity by the organization. Any hint of the organization becoming involved in land trading or development would be a sign of hypocrisy. By creating the Land Conservation Trust, the Trustees were able to quickly protect land and to use methods, such as the transfer of development rights, that were not available for use by the organization.

The change of names from the Land Conservation Trust to the Massachusetts Farm and Conservation Lands Trust (MFCLT) in 1980 is reflective of the properties on which the affiliate group focused a majority of its attention.<sup>109</sup> Conservation easements had proven highly effective towards the protection of farmlands, but some farmers were unwilling to completely limit development or go through the complicated process of selling their rights. The MFCLT solved this problem by purchasing the properties through the Revolving Loan Funds, selling Agricultural Restrictions to the Commonwealth of Massachusetts (which was unable to purchase farmland or control dispensation) and then reselling the land to other interested farmers.

The MFCLT thus acted as the Trustees' office of land use planning. It operated using the same tools as a land use planner, both by working within the community threatened by development, as well as judiciously using conservation easements, limited development, and the transfer of development rights to protect endangered properties. Working in conjunction with the Commonwealth, the MFCLT was able to further protect lands from development through the selling of agricultural restrictions and by

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<sup>109</sup> Trustees of Reservations, *1980 Annual Report*, 14-18.

lobbying the State Assembly to pursue farther reaching agricultural zoning.<sup>110</sup> In sum, the MFCLT was able to protect land that the Trustees philosophically could not justify purchasing, while continuing the work of land conservation.

### **Redefining Landscape**

The creation of the MFCLT as well as the use of conservation easements both demonstrated that the Trustees' definition of landscape had changed dramatically from what was originally intended by Charles Eliot and the original founders of the Trustees of Reservations. The Trustees were moving further away from the sole protection of natural, pristine landscapes or those with historic importance, and had placed a greater emphasis on more vernacular landscapes. This change was captured in the Trustees' 1982 report, "Massachusetts Landscape Inventory: A Survey of the Commonwealth's Scenic Areas," which stated that while many parcels of land possessing surpassing visual value such as beaches and mountains had been preserved, the more quotidian remnants of Massachusetts' past, such as its streets and fields, had yet to be adequately preserved.<sup>111</sup> The report asserted the need for the acquisition of large parcels of land to a multi-faceted use of conventional land preservation techniques as mentioned above, to protect not only the natural environment, but also the overall quality of life of the Massachusetts resident. Recommended within the report was a greater regional control to acquire these smaller and more mundane landscapes. Unfortunately, shifting governmental policy has ensured that planning endeavors remain mainly local, and the enactment of a more regional system has yet to happen.

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<sup>110</sup> Trustees of Reservations, *1978 Annual Report*, 13-18.

<sup>111</sup> Trustees of Reservations, *1980 Annual Report*, 21-22.

## **Management and Policy**

The achievements of the Trustees of Reservations during the period can be attributed to a more nuanced use of planning tools available to the organization, as well as a continued organizational overhaul which allowed the organization to pursue its more aspirational goals. The first achievement that can be seen is the manner in which the Trustees addressed their publicity crisis by reaching out to local communities in their land acquisition efforts. The purchase of World's End in 1968 best represents this change in public image, as the Trustees acquired the property not through the cultivation of friendship of members of the same social class, but through the involvement of over 1,800 local residents who agitated for and financially supported the purchase of the property.

The Trustees also became a truly professional organization during this period. This can be seen in its creation of the MCFLT as well as the choice to pursue conservation easements, but was also due to a series of administrative changes made during this period. The first important act was the appointment of a permanent staff of officers, which took place in the late 1960s. These included not only the planners and legislators who would become the officers of the MCFLT, but also the position of the Fundraising and Publicity officer. Through this department, the Trustees were able to organize an annual fundraising campaign and to increase membership fees over threefold. This culminated in the 1981 Capital Fundraising Campaign, which achieved over three million dollars in donations, a feat which has been far surpassed in subsequent campaigns.

## Conclusions

The change in the Trustees' organizational philosophy is apparent as the group became extremely involved in the environmental movement and also adapted its philosophy to allow for the protection of more vernacular spaces such as farmlands. The most important change experienced by the Trustees during this period, however, is the one which has largely gone unnoticed. Due to the abrupt shift in acquisition policy as well as philosophy, the Trustees shifted their identity from one of "preservation" to one of "conservation." This identity shift is born out in material released by the organization during this period, which refer to it as "Massachusetts' leading conservation group." Some may quibble that there is no real difference between the two words, but in terms of how any organization approaches its acquisitional philosophy, the change can be seen as immense. While the Trustees had not completely forgotten the importance in acquiring properties for their historic merit, this at most became a justification after the fact. The emphasis on the environmental importance of parcels, as well as the use of conservation easements (with no mention being made of historic preservation easements, also available during this same period) demonstrate that organization had ceased to be interested in historic preservation, and was more concerned with land management.

The use of tools available to the organization during this period also shows it becoming more intertwined with the academic field of City Planning. The use of planning tools, such as conservation easements, transfer of development rights, and the repeated request for more regional oversight in planning initiatives, demonstrates that the Trustees saw that the issues of most concern to the organization, such as development

and sprawl, were best handled from a planning model and by working in conjunction with State planning officials.

However, despite this change in philosophy, it is still not possible to remove the Trustees from the timeline of the advancement of historic preservation. Indeed the Trustees themselves were not willing to completely divorce themselves from their influential role in the history of historic preservation. While their acquisition policies had started to increasingly place emphasis on the importance of the environment, the group still publicized its importance in the role of historic preservation both in the United States and abroad. As stated in the *1973 Annual Report*, one of the important themes of the Trustees was their influence on “sister organizations.”

“Since 1891 many other private land trusts have been established for similar purposes in this and other countries—some of them patterned directly on the Trustees. Thus, in 1894, the Nation Trust for Places of Historic Interest or Natural Beauty was created in England as an Association with a Charter using much of the language from the Trustees Act. The success of that organization let to a passage by Parliament of the National Trust act in 1907 and prompted the establishment of our own National Trust for Historic Preservation in the United States, chartered by Congress in 1949.”<sup>112</sup>

Further, even though the Trustees themselves had ceased to see themselves as organization practicing preservation, they had still created a model which many preservation groups were to later use in land protection actions. These include not only their pioneering use of conservation easements, but the use of other financial tools such as the transfer of development rights to protect endangered properties. Popularizing the use of conservation easements as a financial incentive for the landowner can be seen as

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<sup>112</sup> Trustees of Reservations, *1973 Annual Report*, 33.

a direct predecessor to the tax credits which many historic preservation organization use today to entice landowners to protect their properties.

The model also demonstrated the need for continued private/partner relationships, as their work with the Fish & Wildlife Division, the Agricultural Division, and others eased the burden on acquisition and management. Further, the development of the organization from an “old money” outfit to one that was professionally staffed by experts in the field can also be seen as a case of the Trustees leading by example.

The question that remains is whether the Trustees had to completely forsake their identity as a preservation organization to achieve their successes of this period. The answer, unfortunately, is yes. The Trustees had to move as quickly as possible away from the acquisition principles and policies of the past, which were often achieved through the wining and dining of members of the same social class and the purchase of properties of negligible historic value. Instead, the Trustees returned to their strengths, and began to identify properties that captured the local community’s interest in both their environmental necessity, as well as their public use. For the Trustees, it had proven difficult repeatedly to engage the public’s interest in a historic house which did not represent the existing community’s values in any way. It proved much easier for the organization to raise money and awareness of natural spaces which all could enjoy, and to promote their permanent preservation and protection.

## **Chapter 5**

### **A New Professionalism**

#### **2000 – Present**

### **Introduction**

The new millennium has not seen many significant changes in the practice and management of the Trustees, but their plans for how they are to proceed into the future bear further analysis. The issues facing the Trustees currently are those that the organization has faced for much of its history, a problem with recognition and to some extent mission focus. However, as the fields of land conservation and planning have matured, so have the tactics of the Trustees. In lieu of vaguely stated plans such as “three new reservations” a year, the Trustees have embraced the tactical methods used by planners in adopting long range planning goals, most often in ten-year increments, to help guide the further growth of the organization.<sup>113</sup> The Trustees recently have also made an attempt to get back to their roots as an organization with strong urban ties, by partnering with other non-profits to advocate for green space within urban areas. As such, the Trustees’ definition of “landscapes” has been once again been expanded, this time to include cityscapes. In part, this can be seen as a continuation of the landscape report conducted in the 1980s, which advocated the conservation of smaller and vernacular landscapes in addition to those that were large and more recognizable to the public.<sup>114</sup> However, it can also be read as the Trustees’ assessment of current public attitudes, particularly the “back to the city” movement, which has led many suburban and ex-urban residents to escape sprawl and return to the urban core. The Trustees,

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<sup>113</sup> Trustees of Reservations, *Trustees 2000: Strategic Plan*, 3.

<sup>114</sup> Trustees of Reservations, *1983 Annual Report*, 21.

once again sensing the shifting of public sentiment, has increasingly become involved with urban conservation efforts, a field in which they had never before operated, with the exception of acting in an advisory capacity. The involvement of the Trustees in the preservation of urban landscapes demonstrates not only the willingness of the organization to adopt their tactics to the current public climate, but the continued change of the definition of the word “landscapes.” In part, one can see the term stretching and adapting itself throughout the history of the Trustees, to be used on areas which were the most imperiled of their time period. This holds true when one considers the shift of the Trustees focus from colonial landscapes, to ecological landscapes, to the current need to protect urban greenways.

### **Planning for the Next Decade**

Long range-strategic planning is not a new tool for planners, and it is certainly one with which the Trustees were familiar. The organization, as illustrated in previous chapters, had been instrumental in compiling reports to guide land conservation aims in the State of Massachusetts as well as to take a long term view of the State’s land shortage and environmental issues. However, a strategic plan for the organization itself had not been a priority of the Trustees. Instead, the organization continued to operate as it had for the last century, with yearly goals laid out in the annual reports, and monthly meetings to keep officers apprised of situations. This method of operation began to change in 1988, when the Trustees released their first strategic plan, which reaffirmed the organization’s goals, as well as its future acquisition policies.<sup>115</sup> However, it was the next strategic report, “Trustees 2000,” that took stock of the organization as

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<sup>115</sup> Trustees of Reservations, *1988 Annual Report*, 17.



a whole and addressed not only future acquisition issues, but stewardship and public relations issues as well.<sup>116</sup>

Divided into four “aspirations,” the report laid out the framework for the policies which were to guide the Trustees for the next decade. Those “aspirations” are as follows:

“Aspiration 1 – Save unprotected lands and properties of exceptional conservation interest or of strategic importance to the quality and character of the Massachusetts landscape.

Aspiration 2 – Offer visitors opportunities to enjoy and value our properties and to join us in assuring the preservation of their scenic, historic and ecological features.

Aspiration 3 – Engage and sustain active participation of a broad and diverse public in the enjoyment, appreciation and stewardship of the Massachusetts landscape.

Aspiration 4 – Work with landowners, land trusts and government to protect, interconnect and enhance high quality open space to serve people and conserve nature throughout the Commonwealth.”<sup>117</sup>

One of the key issues considered under “Aspiration 2” in the report was the state of the Trustees’ historic structures. The report lists several long-range goals intended to protect and interpret these properties, and states that the Trustees hope to:

“apply these goals at our properties by establishing statewide standards for resource protection and visitor services. These standards will then be applied through a planning process that identifies and analyzes the specific resources of each property. Through this process, we will develop interpretive and preservation programs that are both sensitive to each property’s resource and meaningful for the visitor.”<sup>118</sup>

Another of the key issues that the Trustees attempted to address in Aspiration 2 was the issue of conflicting use. The Trustees had typically banned restricted active uses such as mountain biking, fishing, hunting, as well as off road vehicle driving on their

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<sup>116</sup> Trustees of Reservations, *Trustees 2000*, 5-6.

<sup>117</sup> *Ibid.*, 5-6.

<sup>118</sup> *Ibid.*, 13.

properties. In doing so, they acknowledged that to some degree they were ignoring the wishes of the general public whom they were pledged to serve. However, the report justifies continuing to limit these uses and “reaffirm(ing) our historic commitment to providing a more tranquil, refreshing experience that emphasizes more passive activities like walking, birdwatching, picnicking, and increased opportunities for tourism.”<sup>119</sup> The report also obliquely refers to the original intent of Charles Eliot, who saw prospective reservations as places of respite and leisure.

The report is interesting in its reactionary attitude towards new uses, an issue that has troubled both preservationists and stewards at least since people installed a baseball diamond in Central Park and began using the Great Lawn to play frisbee. However, the Trustees clearly see the limiting of use as their educational prerogative. In their view, the need for greater interpretation supersedes the need to grant further use or access.

Another major goal as laid out by Trustees 2000 was to improve the public information, public relations, and marketing of the organization. The Trustees had marketed themselves as “Massachusetts’ best kept secret.” However, with the explosion of the land trust movement in the 1980s and 1990s, the strategic plan called for the need to “clarify our identity and niche within the conservation community.”<sup>120</sup> It further desired to “create an open, inclusive image of the Trustees in our publications.”<sup>121</sup>

These two goals strike at the heart of the problems that the Trustees had been grappling with for decades. Despite marked growth in volunteerism and public outreach,

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<sup>119</sup> Ibid., 16.

<sup>120</sup> Ibid., 20.

<sup>121</sup> Ibid., 20.

the Trustees still feared (and perhaps rightly so) that they were viewed as an organization comprised of the wealthy and privileged. Further, while the organization had once been at the forefront of the environmental movement within Massachusetts, the growth of the land trust movement within the state during the 1980s had, if not marginalized the organization, then at least made it simply one among many. The solution, as proposed by the Trustees, was to create a new permanent staff position to develop “strategic public information, public relations, and a marketing plan for the organization.”<sup>122</sup> Indeed, one can see this not as a “solution,” per se, but an admission by the organization that more thought would be necessary in combating a complex and long standing problem.

### **Community Involvement and Sustainability**

If the solutions proposed by the strategic plan did not address all the issues that the organization had to contend with, it also did not limit the organization’s ability to expand and evolve in new directions. In recent years, this has been demonstrated through the Trustees’ renewed relationship with the urban environment, as well as their promotion of “sustainability.”

The Trustees’ return to the urban environment was marked by their newly formed partnership with the Boston Natural Areas Network (BNAN), formalized in 2007.<sup>123</sup> BNAN is an organization that works as an advocate for greenways, community gardens, and urban wilds. The properties that BNAN actively works to protect, those of the urban landscape, had previously fallen outside of the purview of the Trustees’

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<sup>122</sup> Ibid., 22.

<sup>123</sup> Trustees of Reservations, *2007 Annual Report*, 6-7.

acquisition policies. However, the Trustees saw an opportunity in a partnership with BNAN that not only would expand their influence and volunteer base, but also would give them the chance to return to the root of Charles Eliot's policy to protect open space for city dwellers. The partnership with BNAN, much like the organization's creation of the MFCLT, also allowed the organization to become involved in a sphere of advocacy that would not conflict with the organization's philosophy as a whole. The Trustees would still be responsible for the preservation and holding of "natural" open spaces, yet could expand in influence into the urban spectrum through the work of BNAN.<sup>124</sup>

The Trustees have also become involved heavily in the "green" movement, referred to by some experts as "sustainability." While the issue of sustainability is one that cannot be defined within this thesis, the move towards creating a sustainable environment is one that can be seen as in line with the goals and philosophy of the Trustees of Reservations. As such, the Trustees have become large advocates of sustainability, going as far as to constructing their new Land Conservation Center entirely from green materials. The issue of sustainability, and the re-popularization of the environmental movement, in part answers some of the questions asked by "Trustees 2000." With environmentalism currently becoming more of a public issue, the need for the Trustees to reinvent themselves once again is more or less moot. Instead, the surge of interest has allowed the organization to re-familiarize the public with its role in the original environmental movement, and the active steps which the organization has taken to protecting fragile ecosystems.

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<sup>124</sup> Ibid., 6-7.

## **Conclusions**

The Trustees find themselves well positioned for the coming years, and the increased awareness of environmental and sustainability issues have given the organization a jolt of renewed interest in the eyes of the public. The organization has also managed to evolve further, as demonstrated through its partnership with BNAN, as well as its use of strategic planning tools.

However, the organization still has yet to find its niche in either the conservation world or that of preservation. Its fear of not appearing as an “open, inclusive” organization would seem to preclude the Trustees from self-identifying themselves as a preservation organization first and foremost. As historic preservation has evolved, it has unfortunately been labeled as a field for “elitists,” a claim that the Trustees have spent the better part of three decades attempting to rebut. It is interesting to note that the current issues that face the organization, such as those of conflicting use as well as interpretation, are those that most often face the preservationist. In fact, it can be called into question why neither the strategic plan nor following reports released by the Trustees recommended consulting other preservation groups that have also had to deal with these issues in their past. As such, the group’s methods of presenting interpretation, as well as promoting access, remain muddled at best. Furthermore, their own pioneering work within the field of conservation has become the status quo for other land trusts and other conservation groups, and it is up to the organization to continue to evolve, whether it is through new partnerships or the formulation of new strategic goals.

## **Chapter 6**

### **Final Conclusions**

If one were to characterize the accomplishments of the Trustees of Reservations in one phrase, one could say that is an organization that has had several flashes of prescience, followed by decades of foundation building. It is an organization of firsts: the first land trust, the first non-profit group to become heavily involved in recreational planning, and the first land trust to use conservation easements as a method of preserving landscapes. The organization was also one of the first groups that attempted to broaden the definition of the term landscape to allow for varied acquisition work, as demonstrated through its acquisition of historic houses, and later its work in preserving working farmland. The group has also managed to stay consistently active during its history. During periods of financial shortfall, the group concentrated on working with government agencies and other non-profits to produce reports that demonstrated the continual need to conserve land, while windfall periods brought the group a high tide of acquired properties. This activity has also spanned a length of time that few other groups can match. The Trustees, along with the Federal Government, were one of the few groups who actively acquired property during the Great Depression, and they continued to acquire new properties after the Federal Government ramped down its land acquisition policies in the late 1970s.

The Trustees also served as an indicator of issues that both conservation and preservation groups were to experience in years to come. The Trustees' problems with historic structures during the mid-twentieth century can be seen as a precursor to the

problems that house museums face today. The unfortunate fact is that many of these buildings can be a financial drain on the organizations that support them, and some of the innovative methods that the Trustees used to make these properties profitable have since been duplicated by other organizations. The Trustees have also had to deal with accusations that their goals are elitist in nature, a claim that resonates with many of the historic preservation groups that are currently operating. In response, the Trustees have attempted to become more transparent in their activities, through organizational restructuring as well as a greater emphasis on community outreach. The mid-century model of acquisition, in which purchases were made based on relationships between individuals of a certain class, has since been replaced by a more involved process that allows for community involvement and participation. Finally, the Trustees demonstrated early on the issues that can arise from the purchase of conservation easements, as without particular stipulations, the easement does not preclude development that could be considered harmful to the organization's original goals. The Trustees have also managed to create a system of easement purchase that can be seen as a model for other land trusts, through the creation of a sister organization (the MFCLT) which is able to pursue innovative measures to conserve land not available to the organization itself.

Are the achievements of the Trustees substantive enough to merit placing its history within that of historic preservation? To this day, the activities of land trusts such as the Trustees have fallen outside of the purview of historic preservation, and have been placed instead within the context of ecology and planning. To a great extent, this is due to the tools that the organization has used throughout its history to achieve its acquisition aims. These can be viewed as the tools of the planner, rather than the

preservationist. Nevertheless, one cannot ignore the fact that the organization's principal goal throughout its history has been preservation first and foremost. And while the Trustees may have ceased self-describing themselves as a organization which practices historic preservation, it is also an organization which is quick to remind readers in its publications of its importance in the formation of such organizations as the National Trust of England.

Indeed, the organization does not see itself as a group that practices historic preservation, but instead as a conservation group that pursues the preservation of the Massachusetts landscape for future generations. However, preserving a parcel for future generations, whether it is a natural landscape or a historic structure, is the very definition of preservation itself. Throughout its history, the Trustees have justified the purchase and acquisition of properties based on their historic merit. Indeed, the word "historic" has always been included in the literature of the organization, as well as in the writings of its founder Charles Eliot. To deny the Trustees their influence within historic preservation would be to ignore their notable accomplishments, as well as the influence the group has had on other preservation efforts. The Trustees have inspired the creation of one National Trust in England, and participated in the founding of another in the United States. The group, despite initial misgivings, has actively lobbied for the preservation of historic structures and has placed its own holdings within the context of historic landscapes. Furthermore, this identity issue can be seen as the ability of the organization to take popular issues of the day, and transform their acquisition methods to best represent public needs. In the early twentieth century, the group became heavily involved in recreational planning due to the pressure being put on Massachusetts



beaches, which was then followed by a strong commitment to the preservation of historic structures after the advent of the Great Depression and a fear for the fate of historic properties. Since then, the organization has again returned to its environmental roots by becoming an advocate for environmental conservation in the 1960s and 1970s, a role which the organization has reprised today due to the interest in sustainability and environmental measures.

Thus, the organization has continually adapted to the times and has changed its goals and objectives to better reflect the political climate. This proactive model towards preservation and the need of preservationists to consider and use every tool available to further preservation aims probably speaks the most strongly to the need to place the group's achievements in policy and acquisition back within the context of historic preservation. To deny doing so is to ignore some of the most important lessons that preservation has learned during the last century, and to fail to adapt methods that could serve historic preservation in future good stead

Accepting that the Trustees have engaged in historic preservation but allowing the organization to fail to identify its work as such tacitly endorses a very narrow conception of preservation. The inclusion of the Trustees in the narrative of preservation is an attempt to broaden that perspective, and escape from the locked in thought which forces preservationist to concentrate on only "great" architecture and elitist interests. Extending the blanket of preservation to include the work of the Trustees, which includes great and typical buildings, built and natural landscapes, as well as open space will only in turn allow preservationists to become savvier and better prepared for future endeavors.

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## **Appendix A**

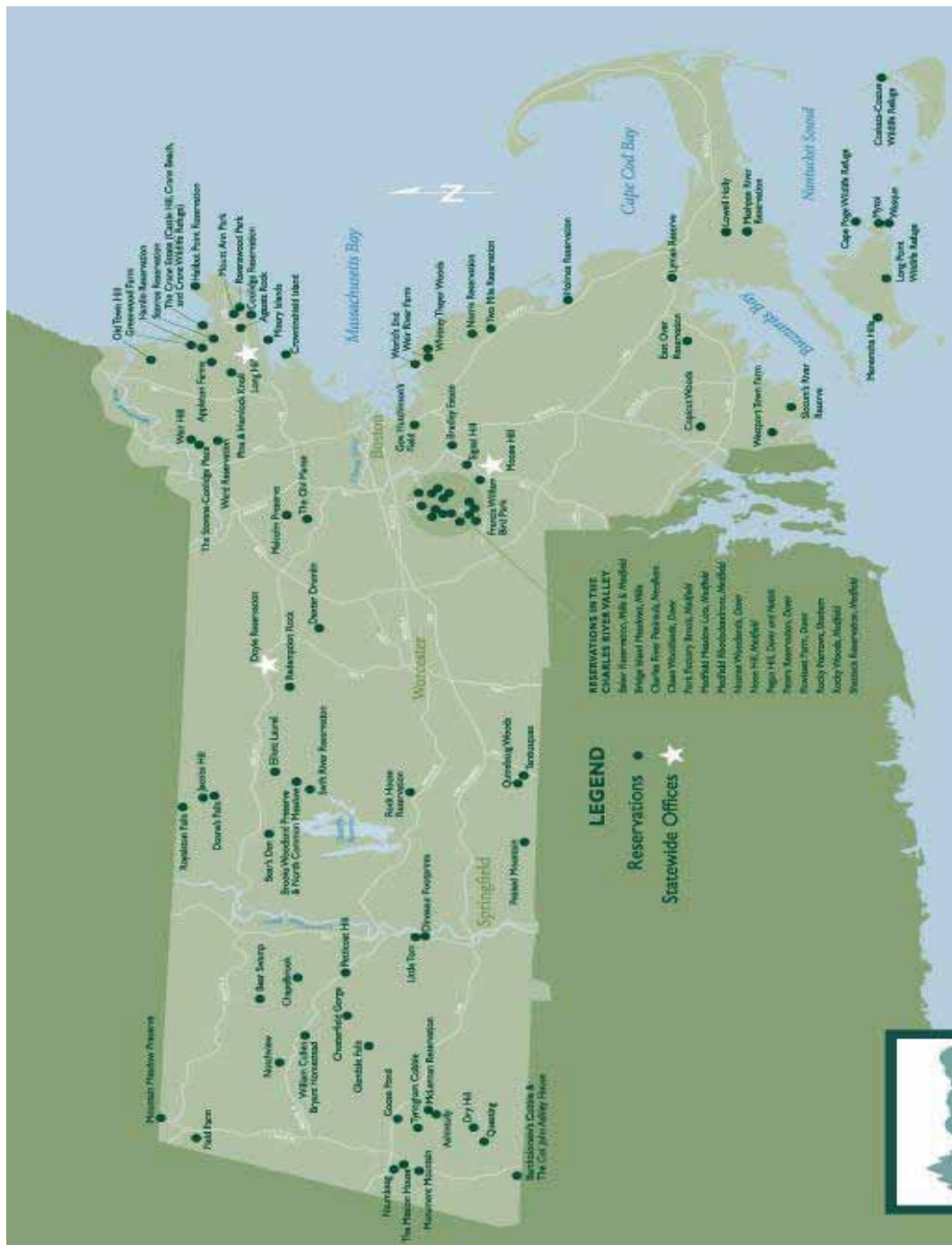
### **Properties of the Trustees of Reservations**

- 1892- Virginia Wood, Stoneham (to MPPC, 1923; Act of Legislature)
- 1893- Goodwill Park, Falmouth (taken by Town, 1950)
- 1897- Mount Ann Park, Gloucester
- 1897- Rocky Narrow, Sherborn
- 1898- Governor Hutchinson's Field, Milton
- 1899- Monument Mountain Reservation, Great Barrington
- 1902- Pine Knoll, Sheffield, Sheffield (to Town, 1933)
- 1905- Petticoat Hill, Williamsburg
- 1928- William Cullen Bryant Homestead, Cummington
- 1929- Chesterfield Gorge, West Chesterfield
- 1933- Whitney and Thayer Woods, Cohasset and Hingham
- 1934- Medfield Rhododendrons, Medfield
- 1934- Halibut Park, Rockport
- 1935- Dinosaur Footprints, Holyoke
- 1935- Misery Islands, Salem
- 1936- Magnolia Shore, Gloucester (to City, 1959)
- 1939- The Old Manse, Concord
- 1940- Charles W. Ward Reservation, Andover and North Andover
- 1941- Elliott Laurel Reservation, Phillipston
- 1942- Rocky Woods, Medfield
- 1942- Lowell Holly Reservation, Mashpee and Sandwich
- 1944- Holmes Reservation, Plymouth
- 1945- Richard T. Crane, Jr., Memorial Reservation, Ipswich
- 1946- Bartholomew's Cobble, Ashley Falls
- 1948- The Mission House, Stockbridge
- 1951- Royalston Falls, Royalston
- 1952- Old Town Hill, Newbury
- 1952- Redemption Rock, Princeton
- 1954- Chesterwood, Stockbridge (to donor's foundation and Nation Trust for Historic Preservation 1962)
- 1955- Crowninshield Island, Marblehead
- 1956- Pegan Hill, Dover and Natick
- 1957- Agassiz Rock, Manchester
- 1957- Pierce Reservation, Milton
- 1959- Cape Poge Wildlife Refuge, Chappaquiddick
- 1959- Doane's Falls, Royalston
- 1959- Mashpee River, Mashpee
- 1959- Naumkeag, Stockbridge
- 1959- Noon Hill, Medfield
- 1960- Charles River Peninsula, Needham
- 1962- Stevens-Coolidge Place, North Andover

1962- Tantiusques (Graphite Mine), Sturbridge  
 1963- Tyringham Cobble, Tyringham  
 1964- Chapelbrook, South Ashfield  
 1964- Pamet River Truro (to Truro Conservation Trust, 1985)  
 1964- Glendale Falls, Middlefield  
 1966- Notchview, Windsor  
 1966- Menemsha Hills, Chilmark  
 1966- Fork Factory Brook, Medfield  
 1967- World's End, Hingham  
 1967- Wasque, Chappaquiddick  
 1968- Bear's Den, North New Salem  
 1968- Bear Swamp, Ashfield  
 1968- Weir Hill, North Andover  
 1968- Medfield meadow lots, Medfield  
 1970- Henry L. Shattuck Reservation, Medfield  
 1970- Albert F. Norris Reservation, Norwell  
 1970- Apple Farms, Hamilton  
 1974- Bridge Island Meadows, Millis  
 1974- Coskata-Coatue Wildlife Refuge, Nantucket  
 1975- Brooks Woodland Preserve, Petersham  
 1975- North Common Meadow, Petersham  
 1975- Jacobs Hill, Royalston  
 1975- Greenwood Farm, Ipswich  
 1976- Mytoi, Martha's Vineyard  
 1977- McLennan Reservation, Otis & Tyringham  
 1979- Long Hill, Beverly  
 1970- Long Point Wildlife Refuge, Martha's Vineyard  
 1981- Doyle Reservation, Leominster  
 1982- Stavros Reservation, Essex  
 1983- Swift River Reservation, Petersham  
 1984- Noanet Woodlands, Dover  
 1984- Field Farm, Williamstown  
 1986- Goose Pond Reservation, Lee  
 1988- Peters Reservation, Dover  
 1990- Coolidge Reservation, Manchester-by-the-Sea  
 1991- The Eleanor Cabot Bradley Estate, Canton  
 1993- Rock House Reservation, West Brookfield  
 1993- Ravenswood Park, Gloucester  
 1993- Hamlin Reservation, Ipswich  
 1993- Chase Woodlands, Dover  
 1993- Two Mile Reservation, Marshfield  
 1996- Questing, New Marlborough.  
 1996- Ashintully Gardens, Tyringham  
 1998- Malcolm Preserve, Carlisle (jointly owned and managed with Carlisle Conservation Foundation)

- 1998- Appleton Farms, Hamilton and Ipswich
- 1998- Mountain Meadow Preserve, Williamstown
- 1999- Weir River Farm, Hingham
- 1999- Dexter Drumlin, Lancaster
- 1999- Peaked Mountain, Monson
- 2000- Slocum's River Reserve, Dartmouth (jointly owned and managed with  
Dartmouth Natural Resources Trust)
- 2000- Dry Hill, New Marlborough
- 2001- Quinebaug Woods, Sturbridge.
- 2001- Lyman Reserve, Bourne, Plymouth, and Wareham
- 2002- Copicut Woods, Fall River
- 2002- Little Tom Mountain, Holyoke
- 2003- Francis William Bird Park, Walpole

## Appendix B Map of the Properties of the Trustees of Reservations



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