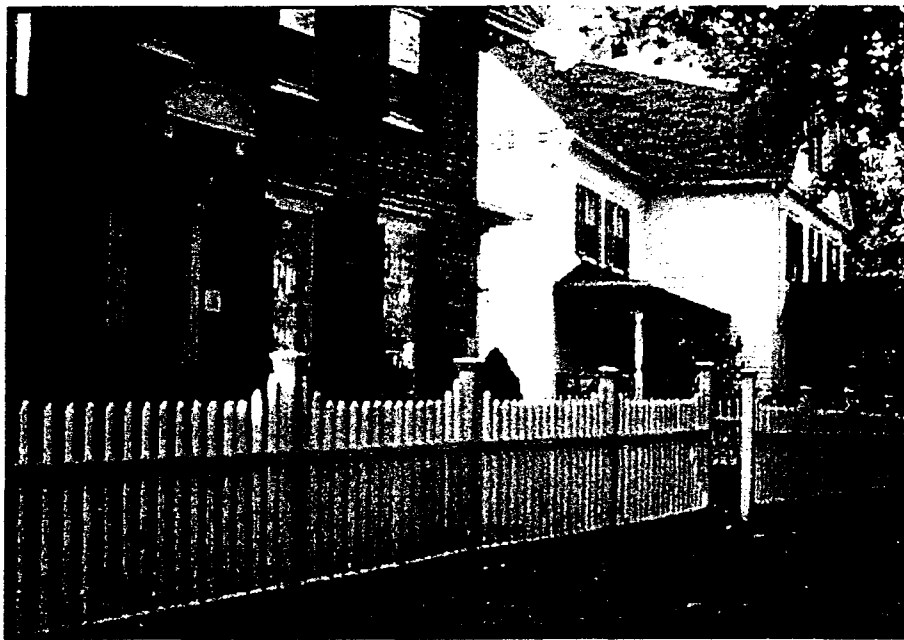


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Town of Lenox Comprehensive Master Plan



April 1999

Lenox Master and Open Space/Recreation Task Force and
the Lenox Planning Board, assisted by the Berkshire
Regional Planning Commission

Prepared with the financial assistance of the Massachusetts
Executive Office of Environmental Affairs

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In additional to thoughtful input from members of the public, the Lenox Citizen Task Force put in many hours of work identifying and exploring the issues and needs of their town, and identifying ways to address these actively. The assistance of all Task Force members is deeply appreciated.

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The staff of Town Hall and various town departments, including the Department of Public Works—particularly Superintendent Jeff Vincent—and School Department, provided essential technical and administrative assistance.

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John Schmid, GIS Planner, provided technical assistance in creating and producing the maps included in this plan.

Sheila Finn, former Natural Resources Planner, provided technical and design support for the project until she left the Commission in June 1998.

Dr. John Mullin from the Department of Landscape Architecture and Regional Planning at UMass-Amherst ran a community visioning workshop for the town in May 1998.

Others Stakeholders Consulted During the Course of This Project

School Department, Conservation Commission, Historic District Commission, Economic Development Committee, Lenox Housing Authority, Manager of High Lawn Farm, Berkshire Natural Resources Council, and others, including various local citizens and experts.

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INTRODUCTION

The Town of Lenox

Lenox is a unique and special town in the center of the Berkshires of Western Massachusetts that boasts a rich heritage and a high quality environment for its 5,000 + residents as well as its many visitors. Through strong guidance and effort, the qualities of small town New England, many of which are prominent in Lenox Village, remain today. The diversity of the community is present in the well kept residential areas, the historic estates, and the beautiful natural resources. As the summer home for the Boston Symphony Orchestra at Tanglewood, together with Shakespeare and Company at Edith Wharton's grand estate, the Mount, and through the many resorts, culture and tourism play important social and economic roles. These activities support a significant commercial base which provides local income and revenue.

Lenox lies at the center of the Housatonic River watershed surrounded by extensive mountain plateaus. Most development and population is located along the valley, where originally farming was extensive. The uplands are rough and stony lands that are scarcely inhabited by people although they provide a forest habitat.

Lenox is an integral part of the Pittsfield Metropolitan Statistical Area (MSA). It lies adjacent to the City of Pittsfield, the principal employment and service center of the MSA, located between that City and I-90, the Massachusetts Turnpike, which can be accessed at Lee. I-90 links the Berkshires with the rest of Massachusetts eastward and with New York's Capital region to the west. Lenox is both a destination and a through point for heavy in-county travel flows to the north and south, generally conforming to the geography.

Purpose of the Master Plan

In 1968, in the midst of rapid growth that was threatening to overwhelm the town, a Master Planning Study was undertaken. Since 1968, the Town, the region, the nation and the world have changed. In the immediate and long term future Lenox residents and all involved in the community will face many challenges. Issues of economic, social and technological change can have positive and negative effects; some of which may be anticipated and dealt with. This Plan can serve as a useful tool in understanding the challenges faced and the choices available for the community.

The Lenox Town Planning Board, with the approval of the Board of Selectmen and the voters, have therefore commissioned a complete Update to the Master Plan. Although much of the content and vision of the original Plan has been retained, new information and a fresh perspective is reflected in this new version.

This Plan seeks to describe the primary components of the community today, and the links between factors in the development of Lenox historically and currently. Land use, environmental factors, the economy, transportation, housing, community services and facilities are all related. A solid understanding of the community should lead to a relevant vision for the future which considers the needs and desires of the community as a whole.

Overall the Plan strives to ensure that Lenox will continue to have living and working areas which are aesthetically pleasing and functionally sound. This is accomplished by encouraging continuation of adequate services and a stable economic base, guiding good use of land, preserving other important aspects of Lenox, and by planning for positive change through community participation and support for those ends. This Plan also strives to assure that any expenditures that are allocated for land or public facilities will result in a maximum benefit to the Town and its residents.

The main provisions of this Comprehensive Master Plan are to be used in conjunction with the Zoning By-law, other land use regulations, with budgeting decisions, and other programs which facilitate achieving the goals of the Plan. Together they can form an integrated program for the guidance of Lenox' future development and sustainability. They are designed to maintain the existing desirable characteristics of the community, and to enhance the future quality and livability of the town as much as possible.

Scope and Authorization of this Plan

The direct area of examination of this Plan is the Town of Lenox. Lenox is not an island though. The land and municipalities around the Town are also important to consider when planning and are therefore included in the study area..

The time interval in which the proposals of this Plan are to be achieved is referred to as the planning period. In this instance, the period is basically twenty years, with intermediate periods leading to that.

Many of Lenox's future development issues and opportunities will be determined by regional conditions of the metropolitan area. The metropolitan population has been actually declined over the last several decades, following historically strong growth from the 1940's to the mid 1970's, spurred by increases in the regional labor market. Economically, the Pittsfield Metropolitan Area has been a manufacturing center based partly on traditional paper making, plastic industries, electrical and defense contracting. While electrical and defense manufacturing employment has declined steeply in the last dozen years, paper making and plastic industries continue to be strong.

The outlook for the regional economy is forecast in this Plan. The regional tourism industry, which is particularly strong in Lenox, can be expected to continue to prosper and grow in the future. It is therefore reasonable to expect the local fiscal base to be healthy in the future. Retail activities are favored by these social and economic trends. The community has many other areas of strength and potential.

The pages of this report attempt to determine the impacts that these various issues will or could have on Lenox, and try to suggest how these and other issues might be best approached. Area-wide planning issues are covered in depth in the Sub-Regional Cooperation Policy Plan.

Preparation and amendment of a Master Plan is one of the primary functions of a planning board as defined in Section 81, Chapter 41 of the General Laws of Massachusetts.

Under Section 81-C of the Planning Enabling Legislation all Planning Boards that are established under the act are required "from time to time to make careful studies and when necessary prepare plans of the resources, possibilities and needs of the city or town, and upon the completion of any such study, shall submit to the Selectmen a report thereon, with its recommendations."

In Section 81-D it is stipulated that "The Comprehensive Plan shall be internally consistent in its policies, forecasts and standards, and shall include the following elements: Goals and Policies, Land Use Plan, Housing, Economic Development, Natural and Cultural Resources, Open Space and Recreation, Services and Facilities, Circulation, and Implementation." For continuity, Goals are listed throughout the various sections of this plan that cover the required elements. Together they comprise a set of Goals and Policies. "Such plan shall be made and may be added to or changed from time to time by a majority vote of such planning board and shall be a public record."

Process and General Vision

The Lenox Planning Board has taken advantage of a grant from the Massachusetts Executive Office of Environmental Affairs Growth Planning program to prepare this Master Plan. Funds

have been made available on a matching basis from the Town as well. Technical assistance has been given to the Planning Board by the Berkshire Regional Planning Commission (BRPC).

This Plan was prepared through the direct involvement of a broad based committee of residents of the Town of Lenox who have strong ties to the community, utilizing professional support from BRPC. The committee assisted in molding the draft report which was presented to the community for further input at a publicized meeting on March 11th 1999, reviewed the Lenox Planning Board at a Public Hearing on March 25th, 1999, and then approved by the Planning Board on April 12th 1999.

Long term goals for the Town and its residents express the community's desire for growth and maintaining and enhancing a quality living and working environment. Goals for the next 20 years encompass the key elements of the community. These goals are listed in each Comprehensive Master Plan section. The goals were arrived at through community input which included a community wide survey and public meetings throughout the Planning process. Each section also addresses actions necessary to promote and achieve goals over the long term. These are presented within a framed analysis of trends likely to pose challenges and opportunities.

A master plan can be valuable for shaping the type of development in Lenox's future. The plan aims to express a consensus concerning what is desired in private and public projects. In the future, as changes in the community are proposed, the same process and the following questions should be asked: What is the relationship of this change to existing conditions? Would the change be in conformance with established goals, policies and plans? Is the change in general agreement with objectives represented in the Patterns for Future Land Uses Map?

Change should be in keeping with the general vision that Lenox should:

Guide the development, enhancement and conservation of the town to create a more diverse yet tightly woven community that pridefully sustains its rich cultural base and excellent amenities as it meets the economic and social needs of present and future residents.

To accomplish the vision the community must balance social, economic, and environmental needs to preserve overall quality of life and community character. Consistent with other strategies, it will require strong efforts to expand the open space network, improve connections between people and places, and to support affordable housing and the economy, within the context of preserving community character and the environment. This will be promoted by:

- *Implementing the Master and Open Space/Recreation Plans*

This Plan should be used as a guide for reaching decisions regarding community improvements and land use changes. Community conditions and priorities will also change over time. It is also important to continue on-going planning by monitoring progress of actions recommended in the Plan, new development conditions and trends. Therefore, the Planning Board must consider means of amending and updating this Plan discussed in the Summary and Implementation section.

HISTORY AND CULTURAL RESOURCES

A Community with Much to be Proud of

Historical, cultural and tourist oriented attractions continue to provide a source of income for many residents of Lenox and surrounding towns. Historic Lenox Village is truly a showcase of interesting architecture, public buildings such as the Town Hall and Library, social points such as prominent churches and the Lenox Community Center, and various offices and personal service establishments. Restaurants, inns and shops are particularly attractive to the seasonal population and the many visitors who frequent town to enjoy cultural opportunities such as the world-renowned Tanglewood music center. Resorts and guest accommodations also contribute to the financial well being of the town, providing substantial public funds to maintain a high level of quality public services.

One of the joys of frequenting Lenox Village is its pedestrian accessibility, which serves residents as well as visitors. The Village of Lenox Dale retains much of its character, continues to be a place where families can afford to live, and provides links to key industrial and river recreation points.

History

The early settlement of Lenox showed three typical New England nuclei: two at the center of the best agricultural land and the third in the southeastern corner of the town, close to the river to exploit a power resource. Lenox Village (or Lenox Center) and New Lenox were agricultural centers; Lenox Dale was an industrial center.

Table POP1 Historical Town Population Trends*

Year	Population
1800	1,041
1850	1,599
1900	2,942
1950	3,627
1970	5,804
1990	5,069
1998	5,594

* Sources: 1800-1990 U.S. Census, 1998 Annual Town Census

During the decades following the Civil War, New England farms could not compete with the products of the Midwestern states, and the economy began to shift. In Lenox this migration from farming was fortunately coupled with the development of the Berkshires as a grand summer resort of the wealthy. Capitalizing on its early appeal as the intellectual center of the Berkshires and the seat of the County Court House, Lenox became the major focus of this form of development in the Berkshires. Stately and even grandiose mansions were built on the assembled great estates. In the "gay nineties," recalls a historical chapter in the Annual Town

Report celebrating the Bicentennial, Lenox earned the nickname "summer capital," with all the political and economic power the term implies.

The decline of railroads and the upsurge of the automobile, together with the coming of "a more restless generation" and heavy income and inheritance taxes, were among the factors that produced the gradual decline of Lenox as a resort town. Some of the obsolete mansions were donated to schools and other institutions, some were transformed into resort centers, and others were divided into development projects - either to form new residential areas or to revitalize and intensify old ones. Gradually, the formation of a "new tourism," based on automobile travel, emerged. This new form of tourism, spurred along by the development of Tanglewood, encouraged a greater number of people to travel into and enjoy Lenox for shorter periods of time in less grandiose accommodations, and cast Lenox into a new resort framework. Excellent restaurants, fashionable shops and galleries abound, drawing many tourists - particularly from the New York Metro area and Boston - for an enjoyable weekend.

Lenox Village is the center of focus for many residents and visitors, and a National Historic District was established along Main and Walker Streets in order to "promote the educational, cultural, economic and general welfare of the public through the preservation and protection of the distinctive characteristics of buildings and places significant in the history of Lenox." (Section 1.1, *Lenox Historic District Bylaw*). Structures in this District are held to design standards enforced by a Historic District Commission and the Building Inspector. In addition, numerous buildings and sites of historic and cultural interest are located throughout town. See list of Historic Buildings and location at the end of this chapter.

Cultural Resources

Tanglewood, begun as the Berkshire Music festival in the 1930's, operates as the summer home of another esteemed long-term visitor - the Boston Symphony Orchestra. Other attractions include the Edith Wharton Restoration estate (The Mount) and its theater component, and numerous spas and resorts, including Canyon Ranch, Kripalu, Cranwell, and Eastover. In addition to these, an important institution that provides Lenox with unique opportunities for environmental appreciation is the Pleasant Valley Sanctuary of the Massachusetts Audubon Society. Other important municipally-controlled assets in Lenox are four public parks, a playground, Lenox Academy and the Community Center Building, covered in the community services and facilities and recreation sections of this Plan.

In addition to these resources, nearby museums include Lenox's own Berkshire Scenic Railway and Museum in Lenox Dale, the Frelinghuysen Morris House and Studio on Hawthorne Street, the Berkshire Museum and Hancock Shaker Village in Pittsfield, and Norman Rockwell Museum and Chesterwood in Stockbridge. Theater companies - particularly summer stock - abound, and include Shakespeare & Company, the Barrington Stage Company, the Berkshire Theater Festival and Jacob's Pillow Dance Festival in Becket. North Berkshire County also has many cultural resources.

Churches are cultural as well as spiritual and historic resources. Numerous churches and other town establishments owe a part of their physical impressiveness to the wealthy patrons of the late nineteenth century, but continue to offer sites for worship and architectural appreciation today. The Church on the Hill, a clapboard edifice built in Federal style in 1805 located at the top of Main Street, is on the National Register of Historic Sites, as is an adjacent cemetery (the earliest marked grave is dated 1776). St. Ann's, further south on Main Street, is a granite church in the Norman Gothic Revival style, built in 1911. Trinity Episcopal on Walker Street, also a stone Norman Gothic Revival, was built between 1885-1888 with detached bell tower. St. Helena's Episcopal Chapel in New Lenox was built in 1892. St. Vincent DePaul Chapel, Lenox Dale, is a Roman Catholic Church of more modern construction.

In September, the annual Tub Parade closes the summer season in a fashion reminiscent of Lenox in the 1890's and celebrates the onset of the wonderful colors of the spectacular fall foliage.

Goals

Residents want to see all of Lenox's qualities preserved for future generations, yet still allow for needed changes and improvements.

- *Preserve Lenox's outstanding historical, cultural, and visual resources*
- *Provide for community needs while promoting cultural tourism as a vital part of the economy*

Future Challenges, Needs and Opportunities

Lenox's very strong cultural connections appear to be self-sustaining for the most part. Tanglewood and the Wharton estate are immensely popular attractions, the town's resorts have achieved national fame, and the Massachusetts Audubon Society's Sanctuary provides a valuable opportunity for protection and appreciation of natural habitat. The Berkshire Scenic Railway should be actively encouraged in their efforts to expand the operations of the Railway, and given assistance in doing so. The Ventfort Hall Association is also continuing to work to fully restore Ventfort Hall, a National Register property.

In January 1993, the town was successful in winning a national competition to attract the National Music Center to the 63 acre former Bible Speaks property, which is a former "great Estate". The Center was to be a multi-function facility that would include a retirement community for professionals from the music, radio and recording industries; a library of American music; a performance center and an interactive hands-on museum devoted to all forms of American music. The National Music Foundation estimated that the Music Center would create a large number of jobs, draw hundreds of thousands of visitors, and be a boon to the local economy. In early 1998, additional state funding was secured.

However, in the late spring of 1999, the Music Center project was permanently cancelled due to funding problems and other difficulties. The tremendous potential of the site as a performing arts center remains. An exciting possibility is for Shakespeare & Company to acquire the site and expand their operations. Regardless of specific ownership factors, potential venues and uses, the facilities present would point to the likely continuation of performance arts at the site.

There may be an opportunity to promote Historic preservation by expanding the boundaries of the Downtown Historic District to add a modicum of land and structures and more closely align this district with property lines. In addition, in the Spring of 1999, a state grant to fully inventory Historic properties and routes was being sought by a local group in conjunction with the Berkshire Regional Planning Commission.

Strategies

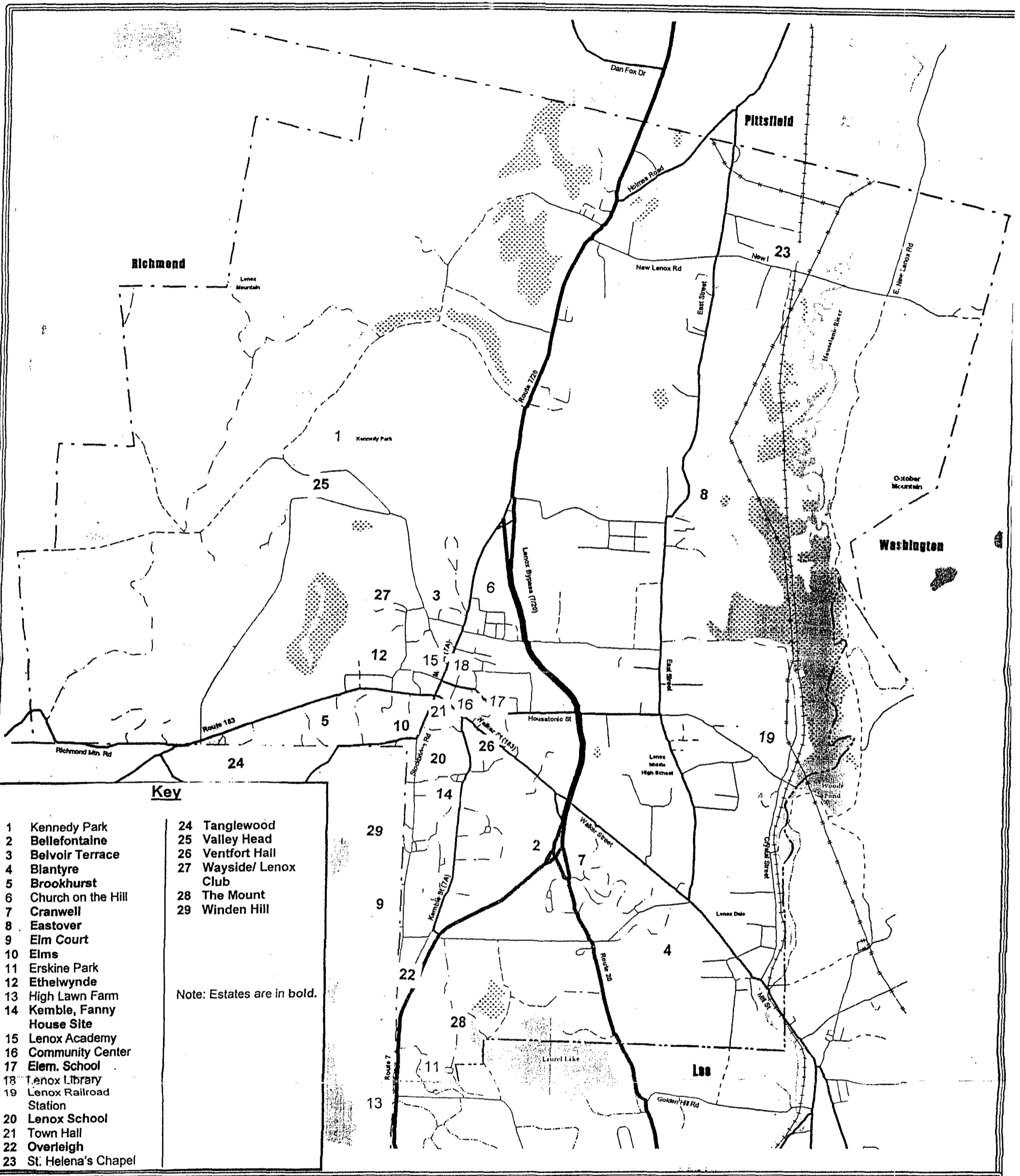
Active residents, town leaders and organizations should *continue to foster adaptation that will promote social diversity and economic prosperity while protecting and preserving the historic, cultural and environmental features that are important components of Lenox's heritage.*

- *Preserve history through education, public and private historic preservation and restoration endeavors. A high level of public & private commitment, participation and cooperation is required.*
- *Under the watchful eyes of local boards and commissions, historic sites should be well preserved and utilized without being compromised by unsuitable development not in keeping with the character of Lenox. This important task can be done in a helpful manner by providing clear guidelines and efficient site, sign and design review.*
- *Preserve the historical qualities of Lenox Village and the estate areas by continuing to allow and expand options for guided reuse.*
- *Support participation in a proposed Great Estates scenic byway program to draw attention and support to the aesthetic and historic appeal of agricultural fields and historic structures, with an economic tie to tourism.*

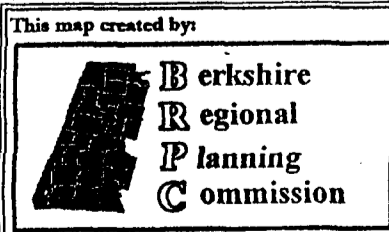
LENOX HISTORIC AND CULTURAL SITES AND STRUCTURES

<u>Property Name</u> [# on map]	<u>Building Name</u>	<u>Assessor's Parcel #</u>	<u>Location/Map #</u>	<u>Era/Style</u>	<u>Building Type</u>	<u>Past/ Current Use</u>
Aspinwall Park (now Kennedy Park) [1]	NA					P: Formerly the posh Aspinwall Hotel, burned 1920's or 30's, overlooks Tanglewood and the Stockbridge Bowl C: Town park
Barboza, George House	Private Residence			Federal, Early residence		P: Private Residence
Bellefontaine (now Canyon Ranch) [2]	Mansion (w/o dorm & gym addition) & gatehouse	22C-1 Special Zoning status	Kemble St.	Beaux-Arts Classical, 1899		P: Residence C: Resort, spa center Canyon Ranch
Belvoir Terrace [3]	Main Building	18A-1 Special Zoning status	80 Cliffwood Street	Elizabethan Revival, 1884-86		C: Dance school/ camp
Blantyre [4]	Main Building	26-3,4 Special Zoning status	Rt 20/East Street	Elizabethan Revival, 1901-04		C: Country inn
Brookhurst [5]			West Street			C: Private/ Foundation
"Cemetery on the Hill" [6]				Earliest date of death is 1776	Monuments	Cemetery (still used??) graves include Jonathan Hinsdale & Serge Koussevitzky
"Church on the Hill" [6] (Congregational Church, United Church of Christ)		National Register	169 Main Street	1805, Federal (Benjamin Goodrich, architect)	Clapboard	P & C: Church
Clipston Grange (National Music Foundation) [20]		Special Zoning status		Vernacular, c. 1880		C: Great Estate, operations for National Music Foundation
Cranwell (Wyndhurst) (Coldbrooke) [7]	Cranwell Hall (excluding West Wing), Wickham Hall, Berchman's Hall	25, 27, 28, 29, 28B-20 Special Zoning status	55 Lee Road (off Walker Street)			P: Great estate residences C: Resort, conference center
Curtis Hotel [30]	Hotel + additional "Cottages" on Main & Walker Streets		6 Main Street	Classical Revival, 1829. Later additions in 1883 and 1898, incorporating some Victorian elements	Brick	P: Site has been home to an inn of some fashion since 1773. C: Retirement housing in hotel proper, with public shops on first floor 1979-Present.
Dibble Tavern Site	Site marker			Site Marker- one of		

<u>Property Name</u> [# on map]	<u>Building Name</u>	<u>Assessor's Parcel #</u>	<u>Location/Map #</u>	<u>Era/Style</u>	<u>Building Type</u>	<u>Past/ Current Use</u>
				the original land grants given in town		
Eastover [8]	Various					
Elm Court [9]	Main portion of property in Stockbridge	National Register	Stockbridge St. (Lenox/ Stockbridge)			
Elms (Windsor Mountain) [10]	Main Building (excluding Dining Hall wing) (Groton Place)	21B-102 Special Zoning status	West Street			C: Windsor Mountain School
Erskine Park [11]			Off Stockbridge Street	Original house gone (burned c. 1910-20's)		P: Residence, including Geo. Westinghouse, who supplied electricity C: Grounds maintained as Fox Hollow
Ethelwynde [12]	Main Building	17D-2,3 Special Zoning status	Yokun Ave.			C: Kroft Engineering
Gables (originally Pine Acre, also formerly the Three Gables) [??]				Queen Anne, 1885. Porches, hipped roof	Clapboard/ shingles	P: Residence, former Wharton summer home for several seasons C: Inn
General Paterson House	Private residence			Federal, early residence, much modified		P: Residence C: Private residence
Grace Methodist			Lenox Dale			P: Church C: Apartments
High Lawn Farm [13]	Numerous residential/farm structures		Lenox Road (Lee/Lenox/ Stockbridge)			P & C: Dairy farm
Hinsdale, Jonathan House Site	Marker			Site marker		
Home Farm (High Wyck) [??]			Under Mountain Road			
Kemble, Fanny House Site [14]	Marker			Site marker, house torn down in 1905		P: Former residence of famous 19 th century actress C:
The Ledge	Private residence		Corner Cliffwood and Yokun Avenue			C: Private residence
Lenox Academy [15]		National	75 Main Street	Federal, c. 1803.		P: Private school 1803-66, public



LENOX MASTER PLAN: *Historic and Cultural Sites*



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

MASSHIGHWAY ROAD INVENTORY datalayer was created and provided by MassHighway as road inventory data Yearend 1998 (January 5, 1999).

SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



<u>Property Name [# on map]</u>	<u>Building Name</u>	<u>Assessor's Parcel #</u>	<u>Location/Map #</u>	<u>Era/Style</u>	<u>Building Type</u>	<u>Past/ Current Use</u>
		Register		Moved 1879, expanded 1892		high school 1886-1908, Trinity School 1911-1947, town meeting place and offices thereafter. C: Historical Society and Chamber of Commerce offices
Lenox Community Center [16]	Community Center		60 Walker Street	Classic Revival, c. 1923	Clapboard	P: Lenox Brotherhood Club C: Town recreation/ meeting facility
Lenox Elementary School [17]	Cameron School		109 Housatonic			P: School C: Planned assisted living facility
Lenox Historic District	District	Local Historic District	Main and Walker Streets			
Lenox Library [18]	"Old County Courthouse"	National Register, Preservation Restriction	18 Main Street	Greek Revival, 1815-16 (Arch: Isaac Damon)	Brick	P: Courthouse until 1868, when the county seat moved to Pittsfield. Privately bought and deeded to town for a Library in 1874. Also used for town office space until the Library expanded to fill the entire building. C: Town Library + gallery space
Lenox Railroad Station [19]	Depot, Berkshire Scenic Railway	National Register	Housatonic St. & Willow Creek Rd., abuts October Mountain State Forest			P: Railroad depot C: Berkshire Scenic Railway and Museum
Lenox School (National Music Foundation) [20]	Clipston Grange, Frelinghuysen Cottage (Bassett Hall)	22A-163 Special Zoning status	Kemble Street	Colonial Revival, 1881	Clapboard	P: School C: National Music Foundation
Lenox Town Hall [21]	Town Hall		6 Walker Street	Neoclassical, 1901	Brick	P & C: Replaced the Old Courthouse as home to town offices, rear once used as an opera house, now entirely devoted to town offices and meeting space.
October Mountain State Park					395 acres in Lenox	P & C: Part of large state forest, buildings include an educational center.
Old Town Hall	First County Courthouse		31 Housatonic Street	18 th Century vernacular, 1791.		P: Former Courthouse, also used for town office space, Post Office

Property Name # on map	Building Name	Assessor's Parcel #	Location/Map #	Era/Style	Building Type	Past/ Current Use
				Moved to present location in 1903. Now somewhat run-down.		C: Variety of shops since 1901
Overleigh [22]	Hillcrest Center		Stockbridge Street	Gothic/Tudor, 1903		P: Residence C: School
Patterson-Eggleston Monument			Intersection of Main, Walker, Stockbridge, and West Streets	Marble obelisk (21' 9"), 1892	Revolutionary War Monument	
Pleasant Valley Sanctuary	Massachusetts Audubon Society		472 West Mountain Road		Education center, barn studio, ponds and trails on 1100+ acres.	C: Wildlife habitat/conservation area
Read, Fred House	Private residence		Lenox Dale	Federal, early residence, porch altered rest of house the same		P: Residence C: Private residence
Roseth, Forbes House	Private residence			Federal, early residence		P: Residence C: Private residence
St. Ann's R.C. Church	Church		134-140 Main Street	Norman Gothic Revival, 1911 (Arch: E. Burrell Hoffman)	Granite	P & C: Church
St. Helena's Chapel – [23] Episcopal	Church		245 New Lenox Road	1892		P & C: Church
St. Vincent DePaul Chapel	Chapel		39 Crystal Street Lenox Dale	20 th century		P & C: Church
Sitzer, Richard House	Private residence			Federal, Early residence		P: Residence C: Private residence
Spofford, David House	Private residence			Federal, early residence		P: Residence C: Private residence
Tanglewood [24]	Various buildings, music halls		Main Gate on West Street, bulk of property in Stockbridge	Assorted		P: Estate residences C: Music/ concert center, summer home to the Boston Symphony Orchestra
Tory Cave						
Trinity Episcopal			88 Walker Street	Norman Gothic Revival, 1885-88	Stone	P & C: Church

<u>Property Name</u> [# on map]	<u>Building Name</u>	<u>Assessor's Parcel #</u>	<u>Location/Map #</u>	<u>Era/Style</u>	<u>Building Type</u>	<u>Past/ Current Use</u>
				(Arch: Col. Richard Auchmuty). Detached bell tower.		
Valley Head (Braebrook) [25]			Reservoir Road			
Ventfort Hall [26]		National Historic District	120 Walker Street, 148 Walker Street, & 55 Kemble Street	Gothic/ Flemish, 1893		P: Residence C: Vacant. Recently bought by consortium of historical society members and others interested in turning it into a museum.
Walker-Rockwell House	Private residence		74 Walker Street	Federal, 1804, later additions.	Clapboard	P: Residence of Judge William Walker, the Rockwells, the Curtises, and others; dormitory for Bordentown-Lenox school in the 1960's. C: Private residence
Wayside (Lenox Club) [27]	Main Building	17D-1 Special Zoning status	Yokun Avenue	Stick Style, 1875		P: Residence C: Lenox Club
Wharton, Edith House "The Mount" [28]	Main House, Gatehouse & Stable	National Historic Landmark, National Historic District, Preservation Restriction	South of Lenox on U.S. Route 7, Plunkett St.	1902		P: Residence of famous author C: Museum, theater festival
Winden Hill [29]						
Windyside [??]			Yokun Avenue			
Wyndhurst [7]			55 Lee Road	Tudor Revival, 1894		Hotel/ Resort

POPULATION AND DEMOGRAPHICS

Lenox is a relatively small and stable community which is seen as community strength. Although the town has experienced a declining birthrate and increase in retirees, there is still a strong presence of families and long-time residents. This by nature makes Lenox a neighborly place in which to live, where residents feel safe and welcomed. A steady influx of those with a love for music and the quality of life evident in town have made Lenox their home. A variety of organizations and associations have traditionally contributed to making the town work.

Population Trends

The highest point Lenox ever recorded in a decennial (ten year) period, was 6,523 persons in 1980, according to the U.S. Bureau of the Census. Lenox's population trends prior to 1970 are discussed in the History section. The Town experienced a dramatic population decline in the 1980's due to exodus of the Bible Speaks organization. Smaller households also contributed to the decline in the 1980's. It should be noted that recent Town census figures are higher than U.S. Census estimates, due to different methodologies. Overall, during the 1990's, the population in Lenox is believed to have grown at a relatively slow rate.

Table POP1 Recent Town Population Changes

Year	People	% Avg. Annual Change	# Persons Loss/Gain
1970	5,804		
1980	6,523	1.24%	719
1990	5,069	-2.23%	-1,454
1996	5,022	-0.09%	-47
1998	5,594	1.41%	525

Sources: 1970-1990 U.S. Census, 1996 U.S. Census Estimate, 1998 Annual Town Census

Lenox's population trend is somewhat related to economic conditions in the Pittsfield area and in Berkshire County. Berkshire County's population reached its height of nearly 150,000 persons in 1970, and has experienced a slow but steady decline since then. Each decade has seen a loss of manufacturing jobs that has not been completely offset by other employment sectors (more information is contained in the section on Economics). This pattern created an overall effect of out migration of residents seeking employment elsewhere, decreasing County population. The 1996 Census population estimate for Berkshire County was 134,788, meaning population losses from 1970 to 1996 amount to approximately 15,000 persons, or 10% of the peak population.

Lenox's population trend is connected to the pattern of population and employment in the commuting area surrounding it, strongly tied to Pittsfield, but also including other parts of the

central and southern Berkshire County. Like South County, Lenox has been able to maintain a more steady population due to newcomers from other parts of the County and from outside the County and State, particularly upper income couples and retirees. Lenox's percentage of the surrounding area's population has fluctuated over time.

Table POP2 Recent Town and Surrounding Area Population Trends

	Lenox	Surrounding Area	Lenox's % of Surrounding Area
1970	5,804	93,960	6.2%
1980	6,523	89,614	7.3%
1990	5,069	85,485	5.9%
1996	5,022	(est.) 82,000	6.1%
1998	5,594	(est.) 82,000	6.8%

Sources: 1970-1990 U.S. Census, 1996 U.S. Census Estimate, 1998 Annual Town Census

Note: Surrounding area includes Pittsfield, Lee, Lenox, Stockbridge, Washington, Great Barrington Tyringham, Richmond, Becket, Dalton, Lanesborough, West Stockbridge

Because of Lenox and Berkshire tourist attractions, such as Tanglewood, Lenox is also home to many seasonal residents who hail from the New York City metro area, Hartford, and Boston. Many of the estimated 1,000 plus part-time residents own or rent cottages, live in the newer condominium complexes, or rent rooms or apartments. In addition, the daytime population swells, particularly during the summer season, due to vacationing tourists. Although exact figures are difficult to obtain, there appears to be an average of several thousand visitors each summer night in Lenox.

It appears that the demographic characteristics of new Lenox residents is related to the demographic characteristics of visitors to Lenox and the Berkshires. Thus visitors apparently find Lenox attractive and some portion seek to make the town their permanent residence.

Demographic Characteristics

An aging populace is a national trend that is more pronounced in the Berkshires and in Lenox. Lenox has a large and rising number of seniors, although all age groups are represented. In 1990, those over 65 represented 21.7% of the population and children under 18 also comprised 21.7% of the population. The median age of Lenox residents was 40.9 years in 1990 versus 33.6 years for Massachusetts. In the table below, which includes the age distribution of surrounding towns, the bolded figures highlight the strong segment of seniors, and hint at out migration occurring among the younger age groups.

Table POP3 1990 Town and Sub-Regional Population By Age

Age Group	Lenox Pop.	% Lenox Pop.	% Lenox Sub- Region Pop.	% Massachusetts Pop.
Under 5 years	288	5.7%	6.5%	6.9%
5 to 17 years	812	16.0%	16.8%	15.6%
18 to 24 years	385	7.6%	8.9%	11.8%
25 to 34 years	627	12.4%	15.7%	18.3%
35 to 44 years	741	14.6%	15.0%	15.3%
45 to 54 years	589	11.6%	10.3%	10.0%
55 to 64 years	529	10.4%	9.8%	8.6%
65 to 74 years	470	9.3%	9.4%	7.6%
75 to 84 years	410	8.1%	5.6%	4.4%
85 years and over	218	4.3%	2.1%	1.5%
	5,069	100.0%	100.00%	100.0%

Source: U.S. Census

The median population age has continued to rise in the last decade due to a combination of factors. One reason is a declining birth rate. At the same time, improvements to health care have extended life spans. In the 1990's many existing residents have naturally advanced to the senior age group while retirees have also flocked to town. By 2000, those over 65 will comprise well over 25% of the population and soon after that seniors will reach 30% of the population. Many college age young adults leave Lenox and the Berkshires. While some return to the Berkshires, they often live in other towns while in their 20's and 30's. Out-migration - forced by the decline of high-paying manufacturing jobs in the area, has not affected Lenox as deeply as other municipalities in the area. It has affected the age structure of the town's population.

Lenox's ratio of 2.45 persons per household is a bit below the national and state average. This ratio dropped significantly in the 1980's from 2.69 in 1980. Another population characteristic of note is the high percentage of persons of the White race (96.5%). In 1990, the largest minority groups were Black, Asian, and Hispanic peoples. The diversity of the population is higher in Lenox than in most towns in the County.

Population Projections

Population projections are most reliable when they incorporate local historical trend data. Using Table POP2 historical population change rates for Lenox, we can formulate various projections. In Lenox, the historical data generally projects *increasing* population. The only period which indicates a decreasing population is the 1980-1990 time-frame, largely attributed to the Bible Speaks move.

The national and state trends are toward an aging population and lower household sizes. Those trends should continue to occur in Lenox in the future. Public policy may influence the growth rate of the senior population.

It is likely that Lenox's population will grow slowly or remain basically the same, a desired pattern as expressed in the community survey. It is likely that Lenox will continue to experience periods of population gains and losses, especially due to changing local and regional conditions, but also impacted by state and national conditions.

Table POP4 Town Population Projections

Year	Projection 1	Projection 2	Projection 3	Projection 4	Projection 5
2000	5,080	5,080	5,080	5,547	4,748
2010	5,688	5,220	4,977	5,476	4,427
2020	6,325	5,820	5,313	5,406	4,106

Source Notes:

Regional Economic Models, Inc. (REMI) Amherst, MA, forecasts use economic and U.S. Census population data from 1960 to 1990. The three REMI projections are based upon an overall declining County population from 1990 to 2010, with a significant gain in overall County population from 2010 to 2020.

- Projection 1: REMI Dispersal Scenario is based upon an increasing share of County population outside Central Cities (Pittsfield)
- Projection 2: REMI Middle Scenario is based upon a continuation of County population distribution patterns
- Projection 3: REMI Concentrated Scenario is based on a halt in the County population distribution pattern of declining Central Cities (Pittsfield)
- Projection 4: Recent Historical Trend (Modified - U.S. Census: 1970-1990, 1997 Town Census)
- Projection 5: U.S. Census Trend (Straight Line - U.S. Census: 1970-1990)

Goals and Strategies to Maintain a Dynamic Balance

Residents are genuinely concerned about the future for their children and grandchildren, and strive to find a balance between social diversity, economic prosperity, and environmental and aesthetic protection. Lenox residents' recent responses to a community-wide survey and at public visioning meetings give a great deal of insight into the character of the community. Public participation would indicate that most residents want to:

- *Keep community size stable and rate of growth low*
- *Preserve communal qualities and enrich opportunities for social diversity and interaction among the population and with nature*
- *Generally preserve community composition but become a bit more diverse and inclusive of younger people and families*

The issue here is scale and composition of the community, not so much population size. The influence of tourism and Lenox's status as a quality community will help to sustain the community. In the future the visitor population of Lenox may continue to increase, related to attractions, the amount of land and type of zoning allowed for hotels, motels, restaurants, etc.

Development related to these increases that is not carefully managed could prove to be very troublesome.

Lenox is a community with a high quality standard, and as such its demographics will continue to generally gravitate toward a higher income, higher age population. Market and fiscal factors have accelerated the changing demographic composition. The main issue is simply whether the community will make special efforts to redirect, and compensate for, some of the market forces that are changing the community composition. Difficult choices regarding the affordability of housing, development, redevelopment and reuse will continue to surface.

- *To find and maintain a proper course, actions in the public domain should continue to account for the needs and rights of all members of the community*
- *Increase publicized opportunities for people to participate positively; continually build the base of residents willing to interact in the community and to further community betterment*

COMMUNITY SERVICES, FACILITIES AND SUPPORT

The Town currently offers a variety of services designed to meet the needs of the public. These services often require facilities and infrastructure. These services are funded primarily by property taxes, although other sources also contribute. This section includes a summary of conditions and future needs pertaining to education, public safety, and other town and government related services. Non-governmental community services are also briefly considered. Community needs in Lenox are often met in part by private organizations that tap into private resources and through volunteerism by people who care about the community, are civic-minded and have a spirit of cooperation.

Public infrastructure such as town roads, and the water and wastewater systems serve most residents and businesses. Town officials and the Department of Public Works have been working hard to improve facilities and services. Utilities are discussed in detail in the Utilities section of this plan. Investments will be necessary to address long-term needs such as improved roads and additional sidewalks, discussed in the Transportation Section. Creation and implementation of a capital improvement program is proceeding; it will require significant internal and external financing.

Although Lenox is fortunate to have high level of town revenue, all public needs must be met through a careful allocation of local resources. Local government, and the people involved with it at every level, are working on this important job.

Education and Learning

Public Schools

The Lenox Memorial Middle-High School (housing grades 6-12), originally constructed in 1966, and expanded and renovated in 1996-98, occupies a rolling 30 acre tract on East Street. The modern structure houses 20 classrooms, 9 laboratories, several special purpose rooms, and has a design capacity for approximately 500 students. It has a separate wing for the Middle School. Its facilities also include a library, a gymnasium, cafeteria, a new 500 seat auditorium, faculty work areas, and various administrative offices. Every part of the school reflects up-to-date educational equipment.

By modernizing and expanding the Memorial Middle-High School, the town has taken a vital step forward providing quality facilities for education, every town's most demanding community responsibility.

The Morris Elementary School (housing pre-grade through grade five), built in 1961 and expanded in 1994-96, is an attractive structure standing on a pleasant West Street site of ten acres donated by the Morris family. The School houses 19 classrooms, three resource rooms, a computer lab, a new gymnasium and a cafeteria which also serves as an auditorium. A music

room, art lab, a kitchen, teachers' lounge, and a number of special purpose rooms complete the facilities.

Enrollment dropped sharply in the 1980's, then rebounded in the early 1990's. It has been stable recently. A large number of students from nearby towns, particularly in the upper grades, take advantage of Lenox's participation in the Commonwealth's School Choice program. These students represent over 10% of total enrollment.

Table COM1 Public School Enrollment

Year	Pre K-5	6-12	Total
1981			873
1989	314	378	692
1993	355	439	794
1997	365	419	784
1998	375	430	805

Source: Lenox School District

Special education programs are also provided.

The quality of Lenox's educational system is very apparent in SAT test scores that are far above state and national averages, and in the State Achievement Testing program scores that rate Lenox students highest among school districts in Berkshire County. This is a tribute to the high level of professionalism of the staff of teachers and administrators.

The schools are part of a school-business partnership with local employers. The Lenox School District shares a Food Services Director and a theater manager with the Southern Berkshire Regional School District. It also participates in the Southern Berkshire Educational Collaborative.

Continuing Education

There are several advanced education facilities in the Berkshires. Massachusetts College of the Liberal Arts, in North Adams, is a publicly funded four year institution. Berkshire Community College is a publicly funded, affordably priced, two year school offering a host of credit and non-credit courses at its main campus in Pittsfield. Some graduates of Lenox High School attend Williams College in Williamstown, a private four year institution. Its standards are very high, as are the costs to attend this excellent college. An extensive financial aid program is available at Williams to offset some of the cost. Simons Rock College of Bard, in Great Barrington, is a private two year institution.

Library

One of the town's strongest community assets is the Lenox Library. The origins of the present library date to the last decade of the 18th Century when a group of citizens developed a small private collection. Today, the Lenox Library Association oversees the library, which is largely

supported and endowed privately through a unique blend of funding sources. Annual public support from the town is crucial and typically represents about 30% of the annual operating budget.

The library is housed in two connected National Register historic 19th Century buildings; Sedgewick Hall and the former Berkshire County Court House on Main Street.

The first floor contains: an entrance foyer, display room, charging room with display cases and reference texts, children's reading room with tables fiction stack section staff work areas, librarian's office, large main reading room with periodicals and shelved reference texts, and 100 seat auditorium or exhibition hall.

The second floor houses: rented office space, music collection and listening room, two special collection rooms, special displays, stack, study, and carrel area of Sedgewick Hall balcony. It hosts the Welles Gallery and adult programs.

The list of physical facilities hints at the range of services offered by the library. Special collections in art, music, local history and children's books enrich the total stock of over 70,000 volumes, plus over 5,000 periodicals, videos, tapes, and records. A full time librarian and staff handle an annual circulation of 90,000 books and other media. The library has an after school teacher, and an extensive collection of CD-ROM programs are in the 'Homework Center' computer.

The library is working to integrate all its records in a computerized system for easy access. Material not available locally can be secured through the Western Massachusetts Regional Library System, an inter-library loan system with access to some of the finest libraries in the state.

Town Hall and Public Safety

Town Hall

Lenox's handsome Town Hall houses most town offices. The two-story brick structure, built in 1901 and well maintained, provides space for meetings and offices. Both floors feature East and West wings.

The second floor includes the Grange Room, a medium size meeting room used by the Planning Board and other boards and commissions, the School Superintendent's office, small offices for the Conservation Commission and the Building Inspector, and rest rooms.

The first floor is heavily utilized. It houses the Town Administration, and other offices. The auditorium in the southern section of the building is used for Town Meetings, elections, summer performances and other large public gatherings. The hall has a stage and seats approximately 300 persons, with room in the balcony for many more.

The basement houses the Police Department. The basement and the attic are also used for storage of Town records and documents.

Police Protection

Lenox is a very safe community as is evidenced by the low crime rate.

The Police Department occupies two basement offices in the Town Hall. From here the Chief and 9 full time officers administer Lenox's twenty-four hour police coverage. On busy weekends this force can be bolstered by additional part time employees available for traffic control.

Community policing includes crime prevention activities. Traffic problems also present a major police responsibility. Thus road patrol, bus follow-up, and summer weekend congestion demand much department time. According to the community-wide survey, the force provides excellent protection.

Fire Protection

The three strategically located stations of the Lenox Fire Department provide good protection for the town's developed areas. The Lenox Center station adjacent to Town Hall was built in 1911. The two story brick building is well kept and serves as an attractive headquarters. The main floor includes two equipment bays. The second floor includes rooms and facilities for the firemen. The New Lenox station near the corner of West Mountain and Pittsfield Roads was built in 1962. This single story girder and cement block structure contains two storage bays. The Lenox Dale station at School and Elm Streets was completed in 1963 and provides one bay and a small meeting room. It is constructed of brick in the bungalow style.

The Fire Department has an extensive collection of fire trucks and special equipment. Just recently a Ladder Fire Truck was added, giving the town the ability to fight fires from 75 feet in the air. There is an effective system of alarms connected to many facilities in town, and an array of emergency communication capabilities.

The Fire Department provides excellent protection for the town's developed areas, and also fights brush fires, typically responding to over 300 calls annually. Fire prevention is one of the main duties of the department, accomplished through inspections and education. The Department belongs to the Berkshire County Mutual Aid which assures immediate access to outside help.

Emergency

The Lenox Volunteer Ambulance Squad is comprised of 30 members certified as Emergency Medical Technicians (EMT's) at various levels. They annually respond to over 300 calls.

The local Police, Fire, Ambulance, and Civil Defense organizations communicate and cooperate to enhance Public Safety efforts.

Other Municipal Facilities and Services

Community Center

Since its acquisition by the town in 1955, the Community Center has offered an ever-growing scope of services to all Lenox residents. Imaginative response to changing recreation patterns and strong town support have sustained this viable asset. The imposing two-story structure bustles with activity throughout the year.

The Center was built in 1922 as a private club, and its original facilities have been smoothly adapted for full community use. It has also been upgraded for handicapped accessibility. The second floor contains a 275 seat auditorium with stage and adjacent kitchen for dinners serving up to 135 persons, the resident director's apartment and separate stairway and two small (8-10 people) meeting rooms. The first floor contains an activity room (20-30 people) for dancing and art classes and two large meeting rooms opening off the main entrance, being used as a senior citizens' activity areas coordinated by the Council on Aging. There is a large back porch, various tables for activities and games, and changing rooms. The playground behind the building has swings and a blacktop area for basketball.

The Center is heavily utilized. A large number of groups meet at the Center during the year, and its rooms are always used for private gatherings. Winter skating plus summer arts and crafts are available. The Center has a full time director to oversee and develop programs for a wide range of Lenox citizens, ranging from the very young to the very old. The Community Center staff arranges swimming and skiing trips.

Lenox Academy

The Lenox Academy, the oldest public structure, stands on the west side of Main Street about half way between Lilac Park and Cliffwood Street. A nineteenth century clapboard structure which once served as a town school, the academy helps lend a quiet, New England architectural flavor to Lenox Center. The Lenox Academy Building Trustee Committee, oversee a yearly town appropriation used to maintain the building. Various community and historic organizations used the Academy until a recent fire occurred. Restoration plans are proceeding.

Cemeteries

Lenox has three cemeteries that are maintained by the town: New Lenox, Mountain View, and the historic Church-on-the-Hill Burial Grounds. The Burial Grounds and New Lenox Cemetery are full. The Town's responsibility is largely upkeep - lawn and tree trimming plus headstone maintenance. The Public Works department performs necessary tasks to keep all the cemeteries in good condition. Mountain View Cemetery on Housatonic Street still has a large amount of unused space. The Catholic Church is responsible for maintaining St. Ann's Cemetery, just east of the Village Center, which is nearly full.

The following table summarizes information on the Town community facilities.

Table COM2 Town Community Facilities

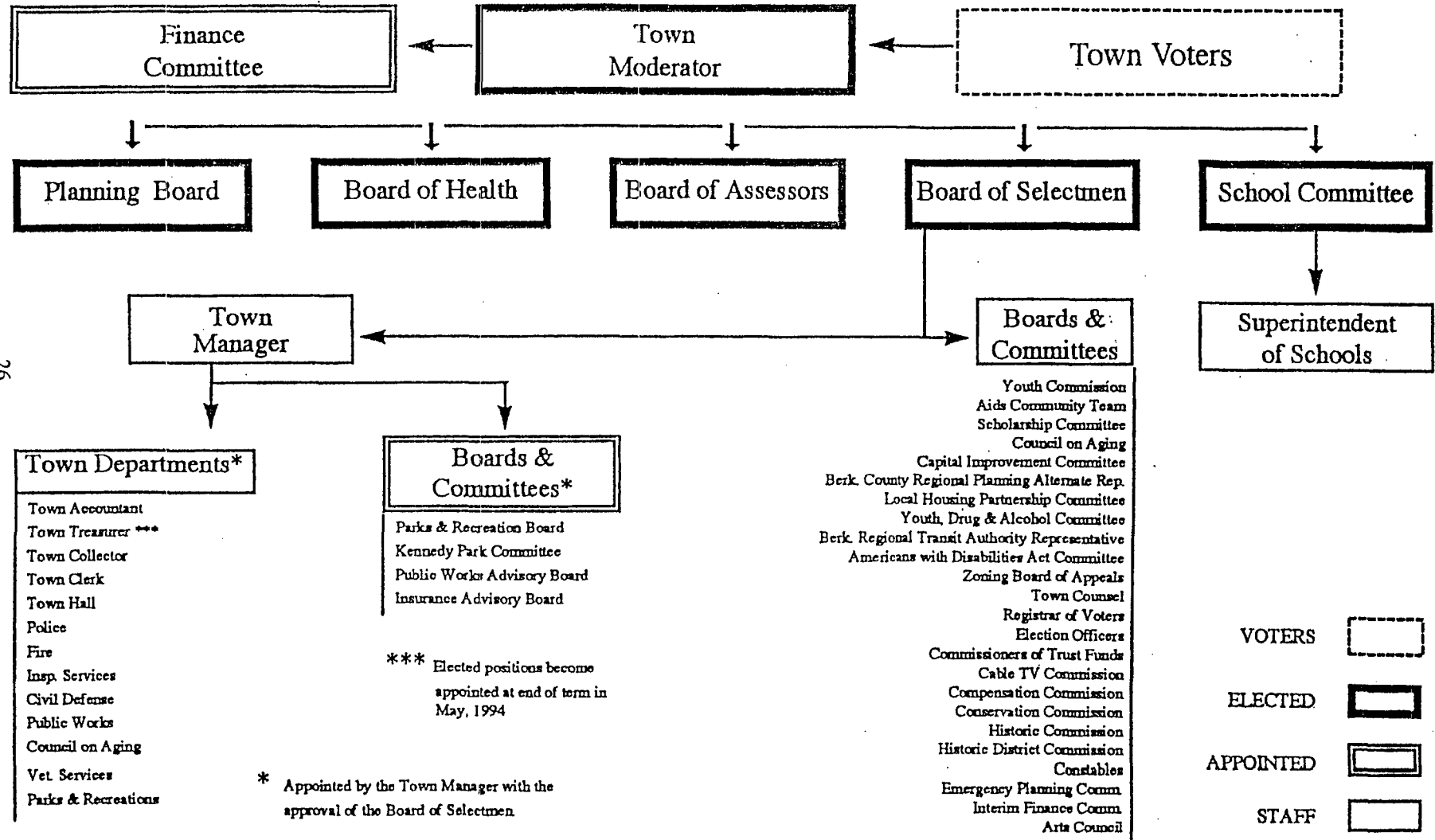
Facility	Service Function	Built	Rebuilt	Space	Condition/ Status
Lenox Memorial High School	Education, Recreation	1966	1996-98	30 acres, sufficient building SF	Excellent
Morris Elementary School	Education, Recreation	1961	1994-96	10 acres, sufficient building SF	Excellent
Library	Library	1815			Historical
(Former) Center School	Children's Center rents part of building with rest vacant	circa 1900			In need of new roof and new boiler
Town Hall	Government, Police, Meeting	1901		Limited	Historical
Lenox Community Center	Activities, Meeting	1922			
Lenox Academy	Meeting, Offices	1803		Limited	Historical, Transition to add use as Museum
Lenox Center Fire Station	Fire	1911			
New Lenox Fire Station	Fire	1962			
Lenox Dale Fire Station	Fire	1963			
Public Works Building	DPW, Maintenance Equipment Storage				
Mountain View Cemetery	Burial			22 Ac.	Good
New Lenox Cemetery				< 1 Ac. Full	Good
Church on the Hill Burial Grounds				5 Ac. Full	Good
Utilities (see that Section)					

Government and Fiscal Conditions

Lenox is a Town with the traditional Town Meeting form of government, an elected representative body of five Selectmen, a multitude of other elected and appointed officials, boards and commissions, and a Town Manager. The Town currently provides a wide variety of services and facilities to residents including provision and maintenance of physical infrastructure and utilities.

Table COM3

TOWN OF LENOX GOVERNMENTAL STRUCTURE



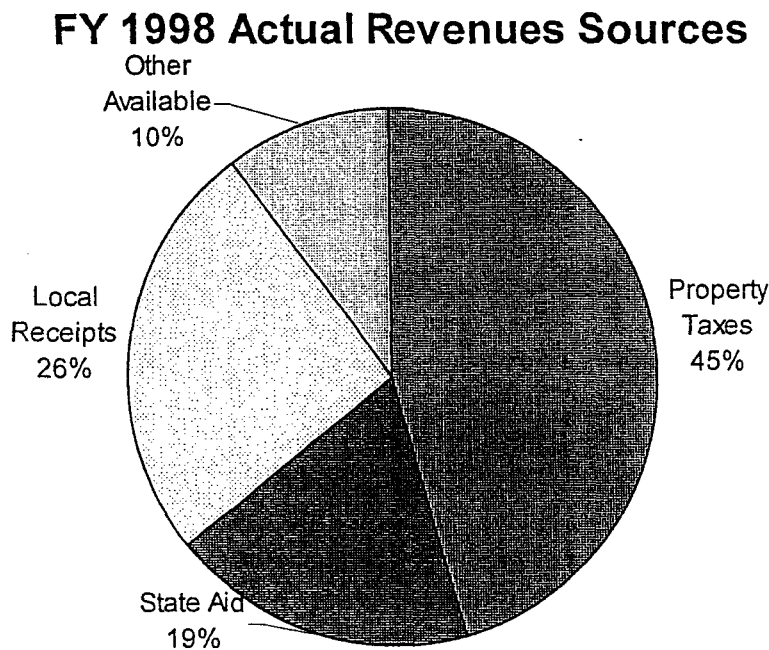
* Appointed by the Town Manager with the approval of the Board of Selectmen.

*** Elected positions become appointed at end of term in May, 1994

Currently all municipal functions are funded by property taxes, excise and other taxes, service fees, licenses, and transfer payments from state and federal levels. For FY 1999 (Fiscal year starting in July 1998 through June 1999), the Town levy on residential real estate property was \$13.60 per one thousand dollars of valuation, a bit lower than the average for Berkshire Towns. Currently the local property tax rate for all basic categories is the same. The tax rate has decreased slightly in the 1990's but total property valuation has risen.

Property taxes comprise 45.5% of the revenue base for FY 1999. The following graphic shows a basic breakdown of revenue in town. Other Available Revenue includes grants, sewer and water enterprises, interest, cash savings, etc.

Chart COM4



Currently, 73% of the property tax base is residential, with 21% commercial, 4% personal property, and industrial 1%.

The Massachusetts Department of Revenue statistics note 1,518 single-family parcels in FY 1999, with an average assessed value of \$168,018. This average value is relatively high for Berkshire County, but not unlike other towns in the southern portion of the County. Single-family properties generated nearly 3.5 million dollars in tax levies, with an average annual tax bill of \$2,285 per property, which is well above the County average of \$1,669.

There are also residential properties (mainly multiple unit structures) that are classified outside of single-family homes. These residential units generated nearly \$1.2 million dollars in FY 1999 tax levies. As noted in the Housing section, townhouses, condos, and assisted living for seniors

are gaining a significant share of the residential construction market and assessment base in Lenox.

Commercial properties are also a significant portion of the property tax base, totaling over 1.35 million dollars in tax levies in FY 1999.

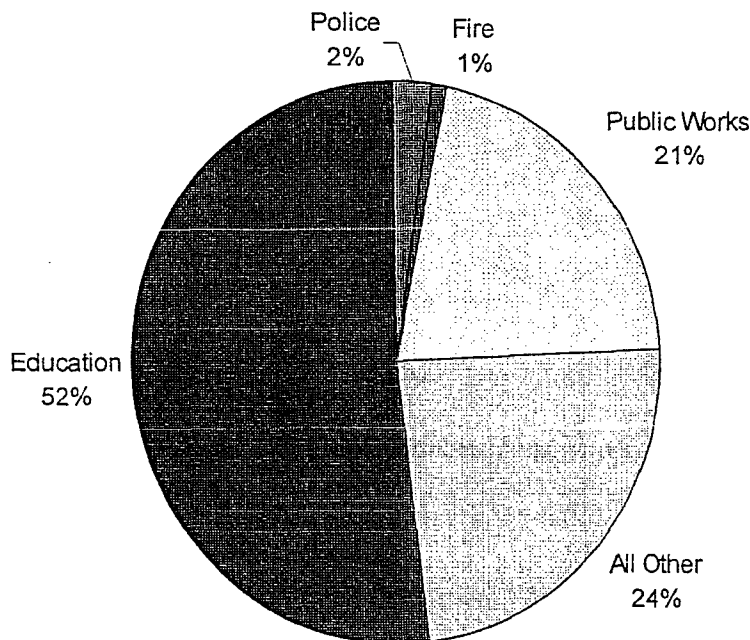
There are approximately 400 seasonal summer homes in Lenox. Some seasonal units have been converted to year-round use and may be either primary residences or second homes. Massachusetts also allows the taxing of personal property contained in non-domicile housing units; this comprises a significant amount of the \$256,037 in FY 1999 personal property levies for the town.

General fund expenditures for FY 1998 were \$11,953,121 with an additional \$1,761,933 going to enterprises and \$7,610,723 for capital projects.

The following graphic shows a basic breakdown of expenses in town.

Chart COM5

FY 1998 Actual Expenditures



The expenditure graphic includes School improvement expenses, which soon, along with total revenues and expenses, will decline. However, the largest General Fund operating expense in Lenox, as in most towns, is public education.

Non property tax revenue is an important component of local finance. More than half of Local Receipts are derived from a 4% Room Tax, a very significant revenue source. This source boosts revenues well above most other similarly sized towns, and supports higher expenditures.

Table COM6 Comparable 1996 Residential Tax Rates and Expenditures Per Capita

	Residential Tax Rate	General Government	Police & Fire	Education	Public Works	Total
Lenox	13.50	120	102	1,090	83	\$1,953
Lee	14.72	68	103	908	77	\$1,469
G. Barrington	14.98	78	108	716	86	\$1,431
Stockbridge	9.83	158	151	655	254	\$1,431
Williamstown	13.40	74	58	658	110	\$1,080
Dalton	16.48	49	*69	593	153	\$1,034
Deerfield	13.35	62	*57	779	111	\$1,303
		81	220	753	132	\$1,639

Note: * indicates Fire Protection not included.

Source: Mass. Dept. of Revenue

Due to large school and infrastructure bonding in the 1990's, long term debt is high in Lenox (over 41 million dollars in principal and interest - FY98) and debt service is a significant cost.

Non-Municipal Community Services and Facilities

Other prominent non-municipal community services and facilities include private schools, solid waste and recycling, and the provision of health and medical, electric, natural gas, and telecommunications services. State agencies and non-profit institutions also provide many community and social services.

The Tri-Town Health Department is a major cooperative venture between Lenox, Lee and Stockbridge that provides joint services. A major responsibility of the agency is to administer Title V Septic Regulations. It also helps prevent and fight disease, conducts a tobacco awareness program, coordinates food service standards training and collection of household hazardous wastes. The department offices and storage facilities are located in downtown Lee.

Visiting Nurses Association (VNA) of the Berkshires provides very valuable comprehensive health services to the community. In 1997, they provided nearly 9,000 home health visits to residents of Lenox.

Goals

One major goal of the community is to *continue to provide high quality public and educational services.*

The highest priority recreation need identified in the survey was for an indoor swimming facility. This is consistent with previous findings, including the 1984 Plan's Open Space questionnaire, where Lenox residents rated swimming their top priority. The highest priority identified at the community visioning workshop was to facilitate greater community interaction. Another priority identified in the survey was a need for an indoor recreation center facility. Therefore a general goal is to *provide a variety of recreational opportunities that serve all ages, physical conditions, and interests of year-round and summer residents.*

Future Challenges, Needs and Opportunities

Education and Learning

Public School enrollment is projected to be stable over the short term. Enrollment of Lenox residents is expected to decline slowly as a reflection of the changing demographic composition of the community. Since the schools are so highly regarded, enrollment from outside the community is expected to be strong and support stable overall enrollment.

The recent renovations to the school buildings provide an excellent base of facilities with ample room. If the facilities are carefully maintained, they should adequately serve the community into the foreseeable future. For the public schools, the challenge is simply to maintain the very high level of quality currently present by continuing to address needs on an on-going basis.

The School District recognizes a need to focus on recreational improvements. The adjacent ten acre tract of land to the south of the middle/high school site was thought to provide an opportunity for expansion of recreational fields, if necessary. However, this land was recently sold, apparently for another purpose. This issue may be better considered in the context of community recreation (see following subsection).

School districts often face the choice of whether increased regional facility and educational sharing will be pursued. This issue often becomes a hot topic of public concern when a large capital investment is required for a school facility improvement. However, in the 1990's, first Lenox and then Lee, adjacent independent school districts, decided to face the need for major renovations (Lenox) and school replacement (Lee), and to continue to support independent public school systems. The Lenox school system has provided many benefits for those attending its high quality schools. It has been, and will continue to be, very costly to maintain this independent system.

Many towns across the United States have consolidated high schools. A somewhat smaller number have consolidated middle grades. A much lower percentage of towns have chosen to share lower grades.

In 1968, it appeared that a future decision to regionalize seemed inevitable. This conclusion still seems valid over the very long term. Over the short to mid term, there may be opportunities to increase sharing of school system resources that would still allow varying degrees of independence, while reducing costs. Study groups should continue to investigate and explore various alternatives in the future.

For post secondary education, the lack of a four year institution within easy commuting range is a problem. Most students graduating from Lenox High attend schools outside Berkshire County. Many establish strong ties outside the area and do not return following graduation.

The 1998 Community-wide survey rated Continuing Education programs rather low, indicating this could be an area for improvement. A problem common to many communities is a disconnect between heavy emphasis on public school education, which serves the 18 and under age group, and limited emphasis on learning opportunities for adults of working age, which are virtually undistinguished from learning services for seniors and retirees.

To its credit, the Lenox Library appears to be moving Lenox well ahead of most towns, through its development of multigenerational and multiple media resources, including computer training for all age groups. The School and the Library should continue to develop a continuum of learning for all age groups that will enhance the independent use of home computer and media technology. If necessary, the school facilities could certainly be more fully utilized in the evenings.

Although the Lenox Library has been tastefully renovated in the past, it requires extensive work periodically. Currently, building improvements are being pursued.

Municipal Services and Facilities

Since residents generally give strong support to the continuation of present services, and generally rate them highly, every effort should be made to maintain them to high standards.

The Town has just recently appropriated funds for repair and renovation of the Lenox Academy building. Plans call for turning the building into an historical museum, with limited use by organizations. The Academy's use by town historical groups, its public exhibits, plus its visual contribution to Lenox's architectural image justify its continued full support by town funds.

In the post war era, with the exception of the late 1980's and early 1990's, Lenox's base of growing local governmental revenue has funded various new services that require space. A general view is that the Lenox Town Hall is fairly cramped.

Lenox has recently been more proactive in projecting its major expenses through a five year planning span. In 1998, a study of the Town Hall and Police Station was conducted. As a more comprehensive follow-up to that study, a Building Committee is starting to consider needs for the future. Renovation plans are being developed.

The structural condition of public buildings will need to be examined. Historical structures require special consideration. An inventory of space needs to be completed and evaluated in relationship to anticipated town employee and organizational needs for future space. The functionality of building should also be considered, as well as the location. This is a major advantage for some of the existing buildings that are proximate to the center of town, facilitating access and use. Findings of the Building Committee will likely need to be integrated into the Capital Plan.

Recreation

There are some tremendous existing facilities and programs for recreation and activities. For instance, the Community Center is an excellent centrally located activity center. Nevertheless, there are deficiencies in the range of available recreation programs and facilities in the Town of Lenox. This conclusion was apparent in both the responses to the survey conducted in early 1998, and in the feedback received from the public at various meetings. Residents generally felt that recreational needs were not being completely met for residents, especially for teenagers and young adults.

An indoor recreation center facility could be a shared facility for multiple uses that would serve diverse segments of the community. One important opportunity is the possibility of sharing recreation facilities (particularly new ones) with other towns. Plans for a sub-regional community center (with a pool) are proceeding in Great Barrington. This facility might partially meet the need and desire expressed in survey results. Lee is also interested in an indoor pool and there may be opportunities for joint efforts. The school auditorium is also available for cultural activities and this might include its use as a theater. These options would allow needs to be met at a lower cost.

For issues involving outdoor recreation facilities, reference the Natural Resources, Open Space and Recreation Areas section.

Government and Other Services

It is important to remember that government revenues fluctuate. The present period is generally considered to be a peak. If and when the need to reduce governmental expenses occurs, the pressure to eliminate or reduce services will arise. To some extent this can be softened by wise saving of 'free cash' assets. Lenox has established a policy to maintain its free cash to be used only for one time or emergency expenses. Careful imposition of fees can also offset revenue losses. Fees should not lead to additional burdens, or the exclusion of opportunities, for those who have limited financial resources.

When trying to reduce cost, or when it is necessary to improve existing services or develop new ones, the town needs to continue reaching outwards to surrounding communities. Tri-Town Health is a good example of resource sharing that is currently working. In this Plan we have mentioned other examples of potential cooperative sharing. Town boundaries are linked to the political system; beyond actual geographic relationships, there is no rationale for duplicating services in each and every municipality. The principle of cooperative sharing can be applied to virtually all services and to most facilities unless there are strict distance requirements. A common starting point for cooperative sharing to reduce costs would be equipment, assuming details can be worked out.

Home Rule laws also generally allow a city or town to restructure or reorganize itself or to take actions different than allowed under state law. Lenox should keep an eye out for changes in other towns that are innovative and provide a model.

Fiscal Considerations Related to Growth

The development trends in Lenox have followed extremely sound fiscal principles. Unlike many towns, it can be said that most of the development in Lenox in the last decade has apparently produced a net revenue benefit. Lenox is one of the highest revenue generating communities in Massachusetts, per capita.

Personal property tax rates have been stable in the last few years. The industrial category, traditionally a minor factor in Lenox, has been shrinking throughout the County. Tourist oriented retail and services are making up for some of the lost industrial base in the County, and have been important to Lenox.

Because the oversight and guidance of development has led to fiscally beneficial results, there would appear to be little reason to make changes. However, in order to achieve other community goals stated in this plan, some moderate adjustments may be necessary.

This plan includes many strategies that would encourage or discourage different forms of development and redevelopment in various areas under different conditions. When considering fiscal impacts of new development, it is relatively easy to project actual increases in property tax revenues.

If a new home is built at an assessed valuation of \$200,000 and is then taxed at the current FY 1999 local residential property rate per \$1,000, the annual expected tax revenue would be \$2,720.
(\$200,000 * \$.0136 = \$2,720)

However, other potential fiscal benefits and costs are more difficult to quantify. Costs for specific types of development can only be roughly estimated, because it is very difficult to assign specific costs for general services that cover the whole town.

Several studies in Massachusetts have shown that industrial and commercial development generally produce a net fiscal boost while residential development is generally a net fiscal drain. It can be shown that a parcel that will be developed for typical residential use would often actually be better fiscally for the town as non-tax paying, non-cost generating Open Space.

Any new development is also likely to generate some cost. In a general sense, costs resulting from residential development can be estimated on a per unit and a person scale. Costs per person are relatively high in any community, and a new home would need to be highly valued and of lower household size to generate revenue that would exceed the estimated per person cost.

The foremost purpose of any local government is to serve the needs of its people. Educating our youth is a crucial and ennobling responsibility. Public school costs are a very significant local expense. When residential growth directly incurs additional school expenses those expenses are generally not recouped by additional local residential property taxes and state funding.

Residential units that are not generating school enrollment and associated costs, however, are likely a net fiscal benefit to the town, and that is why many communities in Berkshire County are

encouraging senior housing and seasonal housing. On the plus side, it should also be noted that with residential growth, the commercial tax base might also expand due to an increase in local purchasing power.

Fiscal impacts have been estimated for various land uses. The following page from the Growth Impact Handbook (from DHCD) is not community specific but it does give a general picture of what to expect from different types of development.

Fiscal Impacts of Various Land Uses

Note: (+) means more revenue than service costs; (-) means less revenue than service costs

The development types listed below (on a sliding scale from high to low) return more revenue to the community than is expended to provide general government or school services. After Open Space development, the municipal break-even point is reached; the point at which revenues from particular kinds of development are equal to the cost of providing general government services to the development. Below this point, general government services cost more to provide than the kinds of development listed below would return in revenues.

<u>Type of Development</u>	<u>Revenue/Gen.Govt.</u>	<u>Revenue/School</u>
Research Office Parks	(+)	(+)
Office Parks	(+)	(+)
Industrial Development	(+)	(+)
High-Rise Garden Apartments (Studio/One Bedroom)	(+)	(+)
Age-Restricted Housing	(+)	(+)
Garden Condominiums (One/Two Bedrooms)	(+)	(+)
Open Space	(+)	(+)

The three types of development immediately below would generally cost more for general government services than they would bring in revenues, but would still bring in more revenues than would have to be expended to provide school services for them. After Expensive Single-Family Homes, the school district break-even point is reached. That is the point at which revenues from the development generally are equal to the cost of providing school services to the development.

Retail Facilities	(-)	(+)
Townhouses (Two/Three Bedrooms)	(-)	(+)
Expensive Single-Family Homes (Three/Four Bedrooms)	(-)	(+)

The four types of development listed immediately below usually cost more for both general government and school services than any of them returns to the community in property taxes.

Townhouses (Three/Four Bedrooms)	(-)	(-)
Inexpensive Single-Family (Three/Four Bedrooms)	(-)	(-)
Garden Apartments (Three+Bedrooms)	(-)	(-)
Mobile Homes (Unrestricted Occupancy)	(-)	

Adapted from "Land, Infrastructure, Housing Costs, and Fiscal Impacts Associated with Growth", Robert W. Burchell & David Listokin, Center for Urban Policy, Rutgers University. This is an interesting view of revenues produced by types of development balanced against the cost of providing services to these kinds of development, although hedged by disclaimers and with the placement of retail facilities in the revenue loss category disputed by some experts.

Growth leads to increased costs to the general government and schools, specifically relating to operating costs and capital costs. Exact costs are difficult to determine because they may not be triggered until a cumulative threshold of growth is reached. Examples of operating costs are the hiring of additional personnel or increases in the hours of existing personnel. For instance, after a certain point, an additional full time policeman or fireman may be required. Growth also increases complexity and additional emphasis on grants and infrastructure, and places importance on consultants or higher skilled personnel who often require higher salaries. On the other hand, some non property tax revenue would be also expected to increase with additional development, with much of this revenue related to infrastructure.

It is important to estimate *how much growth might be accommodated without triggering new costs*. This is done by estimating what services and facilities are currently, truly, at or near full capacity. This is somewhat difficult, as most people in town and most segments of town/school governmental services would naturally desire enhancement.

There is certainly potential for more growth, both residential and non-residential, in Lenox. This will be particularly obvious if extensions of sewer coverage are made in town. The challenge for Lenox is to determine how it can guide forms of development, at levels and in forms that are acceptable to the community, that will lead to net fiscal benefits.

Another fiscal factor to consider is how the developed and undeveloped components of the community affect overall property values. This is difficult to calculate, but many communities that have built new facilities or amenities, revitalized or improved the appearance of key developed sections of town, or preserved key undeveloped sections of town, have experienced increased valuations for existing properties above that of nearby towns that have not done so.

Translating some of the above information into projected numbers is a useful exercise, even though we can only generalize. To a significant extent, any additional costs resulting from new residential development would be related to household size, and especially to new school children. The following are national ratios:

Table COM7: Table of Ratios of Persons and School Children for General Residential Types with Two or Three Bedrooms

Residential Type	Persons		Average School Age	
	2 BDR	3 BDR	2 BDR	3 BDR
Single Family	2.40	3.09	.20	.67
Manufactured/Mobile Home in Park	2.18	3.17	.26	.78
Senior Housing/Apartments	1.80			
Garden Apartments	2.15	2.91	.30	.83
Townhouse Condos	2.05	2.81	.11	.44

Source: Development Impact Handbook, Center for Urban Policy, Rutgers University

The above standards may be somewhat applicable to Lenox although the rate of school age children is generally lower in New England than the national rate. Public education (and to some extent, spending for it) is mandated. According to the State Department of Revenue, the integrated average per pupil cost in Lenox was \$8,259 in (FY 1996).

The need for most other town services is also related to population and demographics. An average municipality would be expected to add employees and increase spending in relation to the level of growth it experiences - in order to continue its level of service. These expenses would presumably be in public safety, public works, health and welfare, and other general governmental duties.

In Lenox and Berkshire County, school and other municipal cost estimates should also strongly account for seasonal residences (which generally carry far less costs). However, impacts should be estimated based upon *potential* year round units, as many units originally proposed or begun as seasonal units can become year-round.

For non-residential development, additional costs can be related to several factors, such as number of employees, volume of water usage, extent of wastewater treatment required, and traffic generated.

To some extent, the cost of services is also tied to the location and patterns of development. One national study estimates that the net public cost for a low density residential community is approximately three times higher than that of a high density community. The difference was due to inefficient expenditures for public school operational, instructional, and transportation services, and also because sprawl creates potentially higher public liabilities for road maintenance and future provision of public water and sewer. Local, state and national expenditures have heavily subsidized this costly pattern. Lenox should provide adequate infrastructure, but carefully consider appropriate coverage.

Many towns in Massachusetts and in Berkshire County have apparently come to the conclusion that residential development that is likely to produce school age children attending public schools should be discouraged or fiercely fought. Unfortunately, when this trend becomes widespread, it can lead to unbalanced communities and unsustainable regions (in human terms).

This situation, which is believed to contribute to the rising cost of housing and a shortage of affordable housing in Massachusetts, has led other states to shift the burden of education to the state level, to reduce governmental costs, or to allow local impact fees for schools. Other states have also been more inclined to allow more ways for municipalities or regions to directly collect fees or taxes for commercial uses and other forms of development. This has not been the case in Massachusetts and there is little reason to believe this situation will essentially change.

In summary, Lenox, a relatively high value town, has to support high quality, high cost services. The town has the choice of continuing its present course, but the substantial and growing property tax base puts the town in the financial position of being flexible in regards to growth and redevelopment.

Because a community is not a business, every new proposed development project that is within the discretion of Lenox officials to approve or deny should not be judged solely on financial merits. It is not necessary, and indeed it would be counterproductive, for Lenox to uniformly apply the general rule that residential uses that produce school age children are net fiscal losers to its public policy on housing. Residential reuse or development of large scale is contrary to public desires anyway. Supporting a balanced population and providing *some* affordable housing are not contrary to public needs or desires.

Developing Strategies

The recent renovation of facilities is an investment that should serve the community well over time. The main strategy should be to utilize these facilities to provide the fullest service feasible and also maintain its flexible response to town needs. Service quality and effectiveness is promoted by careful focus and refinement of service delivery. Efficiency is promoted by sharing. Those with special needs require particular attention. While continued investments will be necessary, Lenox should continue to carefully budget and schedule future building improvements (capital planning generally covered in the Utilities section).

The goal of *Continuing to provide high quality public and educational services* can be met by:

- *Set and track performance measures for the provision of public services*
- *Consider ways to enhance existing services and access to them for people with special needs, such as children, elderly, low-income, handicapped and disabled*
- *Explore cooperative resource sharing. This can be done independently. It should also be considered when planning for community building facility improvements. Those needs should also include indoor recreation.*
- *Consider requiring Financial Impact Analysis for large projects*

To achieve the range of community goals expressed in this Plan, the community would be better served if it evaluated the overall fiscal impacts of *all development* versus individual projects. In this way the town may be able to successfully meet its financial challenges and leverage the benefits of the growth it is experiencing to meet other goals related to the needs of the people and of the environment.

ECONOMICS AND BUSINESS

The success of the local economy is very important to its residents and businesses and is crucial to maintaining the private and public resources necessary for remaining a quality community. Lenox's economy has remained strong throughout periods of change in the area. The Town has many unique assets and enjoys certain advantages over other communities. With the presence of Tanglewood, vibrant resorts, the largest number of guest rooms in the County, and a key location between Pittsfield and the Mass Pike, Lenox has been and continues to be at the center of one of the healthier segments of the County's economy, tourism. This sector of the economy has been growing in importance in both Lenox and the County.

The Regional and Local Economy

The economy of Lenox is closely integrated with the economy of the region, and many decisions vitally affecting it are made outside its municipal boundaries. Pittsfield serves as the retail, service and governmental center of Berkshire County as a whole, employing well over 20,000 persons. It contains most of the primary commercial office space. The central Berkshire County Pittsfield Metropolitan Statistical Area (MSA), of which Lenox is a part, is recognized as one of eleven major labor areas in Massachusetts.

As is the case with the County, the MSA is centered around the City, and is a fair approximation of the labor market area for Lenox. However, commuting patterns would indicate a stronger relationship between Lenox and parts of southern Berkshire County such as Great Barrington, which is not in the MSA, than between Lenox and Adams, which is in the MSA.

Despite its small size relative to the rest of the MSA, Lenox plays a significant role in the regional economy. This chapter attempts to put this in perspective, by analyzing the major sectors of the economy, in order to match conditions with community goals and provide guidelines for future growth.

Lenox is generally more affluent than other Berkshire towns, and its economic dependence on seasonal tourism/visitors is somewhat more marked and long-standing when compared to other towns in the County, save perhaps for neighboring Stockbridge. In addition, industrial development, a mainstay of the economies in adjacent Lee and Pittsfield, never really took off in Lenox. Instead, the economy of Lenox depended on attracting wealthy socialites, investors, and industrialists to the area for second homes, beginning in the mid-nineteenth century. As a result, numerous so-called "Great Estates" dot the landscape of both Lenox and Stockbridge. These massive, sprawling estates covered about half of Lenox's territory, and have had an impact on the landscape that lasts until today.

Cultural and Resort Tourism Services

Due to its natural beauty and a clustering of cultural and arts organizations, Berkshire County has a strong tourism industry. The area's recreational facilities include a vast array of campgrounds,

hiking trails, parks, downhill and cross country ski areas, and tennis and golf facilities. Berkshire County's cultural base includes music, dance, theatre, and museums that attract a national and international audience.

After World War II, Lenox began to enjoy a resurgence of wealth based on tourism and numerous cultural attractions. These included Tanglewood, first started as the Berkshire Music Festival in the 1930's, which commenced operations as the summer home of another esteemed long-term visitor, the Boston Symphony Orchestra. Other attractions include the Wharton estate and its Theater component, and numerous spas and resorts. This era in Lenox's economic and cultural history continues up to the present time, and shows no sign of dwindling soon.

This wave of visitors to the area has been more numerous than the Great Estates era visitors were, and represent a broader cross-section of the population, although a large percentage still make their pilgrimages from the New York City area. However, contemporary visitors also tend to stay in town for shorter periods of several days, commonly weekends or weeks, although some continue the summer-long vacation tradition.

Cultural attractions, such as Tanglewood and Shakespeare & Company, place Lenox at the heart of a South County cultural belt that also includes the Norman Rockwell Museum in Stockbridge and an assortment of venues for performing arts. This setting makes Lenox an extremely attractive place in which to live and visit. In this sense, Lenox fits in quite well with the Berkshires as a whole. The region is at once synonymous with theater and musical performances, striking art collections, beautiful scenery and rugged landscape.

Once the vacation homes for business tycoons and socialites, the Great Estates present both a promise and a challenge to residents, who have needed to find creative ways to convert these behemoths into alternative uses. Today the leisure and recreational resorts at Canyon Ranch, Cranwell, and Eastover are significant local economic assets.

The primary market source of visitors is the New York City metro area and Southern New England, although there is certainly a national and international influence as well.

Table ECON1 Large Markets - Population and Distance

	1994 Population	Mileage
Albany, NY *	875,000	45
Springfield *	580,000	49
Boston **	3,240,000	138
New York City ***	19,796,000	145

Notes: * = Metropolitan Statistical Area (MSA), ** = Primary MSA, *** = Consolidated MSA
1994 Population Estimates from U.S. Census

Trade

Regionally, the Allendale/Coltsville area and the Berkshire Mall represent the largest concentrations of retail floor space within the Pittsfield MSA. Lenox has more than held its own in this sector, primarily due to visitor based trade. Trade includes the resident and market area customers in stores and centers located in the northern 7/20 commercial corridor area, Lenox Village, and Lenox Dale. Some of the businesses tap into the regional market while many, such as the Price Chopper Grocery, mainly serve Lenox and South Pittsfield, and secondarily Lee, Stockbridge and Richmond. According to the community survey, over 60% of residents purchase most of their groceries in Lenox, but only about 20% purchase household items and less than 10% most of their clothing in Town.

Public, Non Profit, and Education

This sector is a key element of the economy in terms of employment and payroll, providing a significant number of relatively high paying jobs. Some of the visitor service sector is non-profit. State employment is partially due to the large amount of publicly owned acreage and the need for Berkshire based regional headquarters in the area is also due to geographic separation from the state capital and Springfield. The Town of Lenox and the Lenox Public Schools are among the largest employers in Town. Non-profits and public entities do not contribute directly to the property tax base.

Technology & Advanced Services

Financial services employed 3,136 persons in the Berkshires in 1995. The county has an embryonic cluster of firms that offer new media products and services, e.g., virtual reality products, motion picture special effects, and information systems services. The film industry was a nascent presence in Lenox in the mid 1990's. Nate Winstanley & Associates, a public relations firm located in Lenox Village, is an example of the new breed of advanced services firm.

Healthcare and Eldercare

Healthcare represents a large employment sector within the county, accounting for 6,874 jobs in 1995 according to County Business Patterns from the U.S. Bureau of the Census. Eldercare facilities are especially strong in Lenox. Edgecombe Nursing Home is one of the larger employers. The enlargement of Kimball Farms and Devonshire Estates are indicators of rapid growth in this sector. Assisted Living facilities are discussed in the Housing Section.

Other Services

This would include personal services, repair services, etc. Some are based in the home.

Home-Based Businesses

Berkshire County is experiencing growth in the area of home-based businesses. The Chamber of Commerce of the Berkshires estimates that there are over 2,200 home-based businesses in the county. These include both permanent residents and second homeowners. The Lenox Economic Development Committee has identified this sector as an important growth area in Town.

Industry and Manufacturing

Regionally, this sector has declined drastically. By 1998, Pittsfield had lost 70% of the manufacturing jobs it had in 1986. Lenox still has a small but significant industrial base north of Lenox Dale, anchored by Beloit Corporation.

Employment

Overall, employment in Berkshire County has been decreasing in the last decade. Meanwhile employment in Lenox has generally been stable as Table ECON2 indicates.

Table ECON2 Employment in Lenox - Recent Trends

Total Employment	1990	1994	1996	# Change 1990-96	% Change 1990-96
Agriculture, Forestry, Mining	15	20	21	6	40%
Construction	76	29	38	-38	-50%
Manufacturing	352	298	309	-43	-12%
Trans., Commun. & Public Utilities	8	4	39	31	388%
Finance, Insurance and Real Estate	78	76	84	6	8%
Wholesale & Retail Trade	898	1,015	970	72	8%
Services	1,831	1,973	1,744	-87	-5%
Government	246	242	253	7	3%
	3,504	3,657	3,458	-46	-1%

Source: Mass. Dept. of Training and Employment

Employment in Lenox is heavily dependent upon services, leading to a large reliance upon employees who commute from Pittsfield (documented in Transportation section). Total employment exceeds the level of employed persons living in Lenox. The employment of Lenox residents is more tilted toward the professions and management, and many Lenox residents are employed elsewhere in the County, particularly in Pittsfield.

Table ECON3 Lenox Resident Occupations - 1990 Census

OCCUPATION	Persons
Executive, administrative and managerial occupations	324
Professional specialty occupations	551
Technicians and related support occupations	90
Sales occupations	341
Administrative support occupations, including clerical	316
Protective service occupations	15
Service occupations, except protective and household	263
Farming, forestry, and fishing occupations	55
Precision production, craft, and repair occupations	247
Machine operators, assemblers and inspectors	47
Transportation and material moving occupations	29
Handicraft, equipment cleaners, janitors, and laborers	31
Total	2,309

Any major change that has occurred in the resident occupational profile since 1990 is probably most related to changes in the regional job base since 1990 (namely losses in manufacturing). Despite this, a great many Lenox residents continue to be employed in Pittsfield and with other large regional employers. Lenox businesses also compete for workers with these major employers.

Table ECON4 Major Employers In and Near Lenox, 1997

Location	Firm
1000+ Employees	
Pittsfield	Berkshire Medical Center
Pittsfield	General Dynamics Defense Systems
500-999 Employees	
Dalton	Crane & Company, Inc.
Pittsfield	GE Plastics
Pittsfield	Hillcrest Hospital
Pittsfield	The Willowood Group
250-499 Employees	
Lenox	Canyon Ranch in the Berkshires
Dalton	Beloit Pulping
Lee	Mead Corp - Specialty Paper Division
Lee	Schweitzer-Mauduit International, Inc.
Pittsfield	Berkshire Life Insurance Company
Pittsfield	Berkshire Physicians & Surgeons
Pittsfield	Kay-Bee Toy Stores
Pittsfield	NYNEX
Pittsfield	Price Chopper Supermarket
Pittsfield	Stop & Shop Supermarket
100-249 Employees	
Lenox	Beloit Corporation
Lenox	Edgecombe Nursing Home
Great Barrington	Fox River Paper Co. - Rising Paper Division
Great Barrington	Simon's Rock College of Bard
Lanesborough	Hills Department Store
Lanesborough	Sears, Roebuck & Company
Pittsfield	Bank of Boston
Pittsfield	Berkshire County Savings Bank
Pittsfield	Berkshire Gas Company
Pittsfield	Berkshire Hilton Inn
Pittsfield	Big Y Supermarket
Pittsfield	Bradlees Department Store
Pittsfield	General Systems Company
Pittsfield	Lakewood Industries
Pittsfield	J. H. Maxymillian, Inc.
Pittsfield	New England Newspaper
Pittsfield	Petricca Industries, Inc.
Pittsfield	Wal-Mart
Stockbridge	Country Curtains at the Red Lion Inn
Stockbridge	Red Lion Inn

Source: Central Berkshire Chamber of Commerce

Income

Compared to the Metropolitan area, and compared to the national population, Lenox residents are generally higher skilled, more educated, and have greater financial resources due to income or savings. To some extent this may be due to internal sources, such as an excellent educational system; however, income levels are more directly related to the type of households that can afford to live in Lenox. The basic correlation of income for Lenox residents versus the Metropolitan area that is show below is still valid. Income levels are not extremely high overall, compared to the rest of the State, and this is due primarily to 1) lower incomes prevalent in the Berkshires and outside the Boston Area and eastern Massachusetts and 2) the high percentage of seniors in Lenox. Most accounts and recent statistics would indicate the regional income gap is widening.

Table ECON5 Income Levels - 1990 Census

	Lenox	Pittsfield Metropolitan Area	Massachusetts
Median Family Income	\$44,225	\$40,030	\$44,367
Median Household Income	\$34,500	\$31,900	\$36,952
Per Capita Income	\$16,822	\$15,848	\$17,224

The matrix below gives an indication of the demographic makeup of households which influences the local economy. The largest groups are bolded. Although the information is too dated to be of precise importance, it indicates that the dominant economic households were headed by those with incomes exceeding the median, aged 35-64. For further analysis, this information can be cross-referenced with data in the Population section.

Table ECON6 Lenox Household Profile - Income by Age (1990 Census)

Household Income	<25	25-34	35-44	45-54	55-64	65-74	75 & >	Total
< \$10,000		16	9	10	39	57	80	211
\$10,000-\$14,999	7	28	13		21	48	75	192
\$15,000-\$24,999	8	44	38	28	31	33	30	212
\$25,000-\$34,999	31	92	78	33	26	67	8	335
\$35,000-\$49,999		39	111	69	50	39	11	319
\$50,000-\$74,999		44	68	123	101	31		367
\$75,000-\$99,999		11	34	47	27	15		134
> 100,000		10	31	36	20	11		108
	46	284	382	346	315	301	204	1,878

As has been noted, since 1990 the proportion of households in the younger age groups has declined while senior households have increased. Beyond general demographic trends, this is apparently due to the cost of housing, and the form of new residential quarters. Information in

the Housing section would tend to support this conclusion. The emergence of a wealthier segment of seniors is another new trend. This was indicated in data collected in the community survey process.

Goals

In 1998, the Lenox Selectmen adopted the following Policy Statement:

A prime objective of the Town of Lenox is the protection and appreciation of the businesses now existing in Lenox. Fostering the growth of Lenox's current businesses is a primary concern of the town, including efforts to remove the seasonality from Lenox's tourist season.

In addition, Lenox seeks to attract businesses and concerns to the town which are in keeping with the historic, cultural, rural, and artistic characteristics of the town. Toward this end, the town is committed to implementing procedures and policies which will facilitate the establishment of such new businesses and will ease their location or relocation process.

The town will take a pro-active role in meeting these objectives.

Economic development, good employment opportunities, and goods and services to serve the resident population remain community priorities. Few residents wish to see radical change in Lenox, and community survey respondents generally favored minimizing environmental impacts and balancing community needs when considering and planning new development. Basic community economic goals are to:

- *Maintain the local business and employment base*
- *Maintain economic vitality and fiscal health, but direct new development and investment to meet resident and community needs*
- *Improve employment options for young professionals, preferably by adding advanced service jobs*
- *Support the continuation of significant non-residential sources of public revenues*

Future Economic Challenges and Strategy Alternatives

This section includes discussion and strategy alternatives that would address the goals listed above.

Regional Economy

It is useful to conceptualize the future in a regional context. The following table provides a county-wide employment projection, broken down by sector.

Table ECON7 Berkshire County Employment Projections

Employment Sector	2000	2005	2010	2015	2020
Agriculture, Forestry, Mining	790	837	864	879	879
Construction	3,930	3,987	4,169	4,372	4,459
Manufacturing	10,298	9,412	8,826	8,174	7,421
Transp., Comm. & Public Util.	2,270	2,275	2,275	2,263	2,206
Finance, Ins., and Real Estate	4,263	4,429	4,722	5,001	5,187
Wholesale & Retail Trade	16,897	16,385	16,190	16,093	15,711
Services	32,411	34,766	36,587	38,072	38,726
Government	7,312	7,387	7,364	7,471	7,604
Total	78,729	79,995	81,488	82,792	82,638

Source: REMI

The future of traditional manufacturing and processing industries in the Berkshires does not appear bright. However, the trend of continued manufacturing job losses will probably be partially offset by higher technology service jobs. Some evidence of this trend is seen in job growth in "niche" services between 1990 and 1995, including a 15% increase in Engineering fields, employing nearly 1,000 persons, a 14% increase in Research and Testing, 46% growth in Human Resources, and 18-22% growth in Consulting, Management and Public Relations.

The following three paragraphs, largely taken from the Berkshire Connect Assessment & Recommendation Report (1998), represent a short synopsis of economic opportunities related to advance telecommunications.

Focus industry clusters represent areas in which growth would likely create high quality jobs for the region. The common denominator for success in these different industry clusters is the existence of an affordable, advanced capacity telecommunications infrastructure.

A second essential component is the availability of an information skilled work force. Whether in manufacturing or services, many positions increasingly require information based skills. According to the former director of the Berkshire County Regional Employment Board, many available jobs require such additional skills, but pay less than the traditional manufacturing positions which have mainly evaporated. The combination of an improved infrastructure with advanced skills training is essential to growing the economy in Berkshire County.

This audience for TOURISM, CULTURE, AND THE ARTS can be vastly increased through the strategic use of an advanced communications infrastructure. With the requisite infrastructure, new MULTIMEDIA, SOFTWARE & COMMUNICATIONS SERVICES firms can compete effectively with their counterparts in metropolitan areas, while enjoying

the cultural and natural assets of the Berkshires. HEALTHCARE accounts for a sector that will continue to grow particularly in the areas of long-term care, assisted living, and group homes for special populations. An advanced telecommunications infrastructure is essential to the growth of quality healthcare, particularly in rural regions such as Berkshire County. Increasingly, people who live in nearby metropolitan areas, with second homes in the Berkshires, are extending their weekend stays and working from a remote HOME OFFICE. The number of people considering co-location and relocation would likely increase significantly with access to an advanced telecommunications infrastructure. Services organizations that have grown from 1990 to 1995 include a fairly diverse mix of higher-end or "NICHE" SERVICES. These firms may start up in an inauspicious manner, and may experience rapid growth.

As noted in the Community Facilities and Services Section, Lenox is at an economic disadvantage, having a dearth of nearby advanced educational and training facilities. This is a regional issue that will become more and more important as advanced training is increasingly valued in the workplace. Fortunately many skilled people are open to relocating in the Berkshires. The pool of former residents who have left the area and attained higher education and skills is an important resource to recapture.

There is currently relatively little sharing of resources between different municipalities. In order to preserve both its tremendous beauty, high quality of life, and cherished small town feel, Lenox residents will find it beneficial to reach outwards to other towns. Lenox should strive to balance the economic and community service needs of the town with environmental and aesthetic preservation and recreation needs. Collaborative arrangements and agreements with other towns and neighboring Pittsfield are necessary in order to ensure that open spaces, forests, parks, hillsides, and waterways are use wisely and preserved to the best of the community's ability, in conjunction with planning for the residents' economic livelihood and recreational needs.

The Local Economy and Business Areas

Lenox's strong historic and cultural assets remain an important defining characteristic for the town. Lenox is also changing in many ways: economically, demographically, environmentally, and socially.

Results of the community survey indicate that many community members shop outside the community to access a wider selection and better prices. Opportunities to add family oriented retail/entertainment services are unlikely to occur as demographics and market dynamics change. While overall the population is aging, many of the older newcomers have strong purchasing power and market opportunities exist there.

The community survey indicated that the community does not desire additional retail. Part of this feeling is probably due to the sense that additional retail services will serve visitors and not residents, as has been the general trend. Additional provision of goods and services need to serve local residents. Of options for adding retail/entertainment listed in the survey, the addition of a movie theater scored highest. This item also scored highly in Lee, so there is also a potential market there also.

In simplest terms Lenox continues to enjoy unique opportunities in cultural tourism and recreation services, commercial and professional development mainly based on the town's reputation for excellence, highway locational factors, and handsome large parcels of land with the potential for reuse. Revenue information shows the importance of tourism and commercial facilities to the towns' tax base.

However, there are also drawbacks to relying too much on a service-based economy, and the town will be wise to continue to nurture varied economic development. The town's position and desirability as a visitor destination point, as well as for retirees and vacation home owners, also necessitates dealing with intense demands placed on the land, economy, transportation system and year-round residents.

Since it is believed that in the near future there will be a growing market with advanced telecommunications capabilities present, it would be wise public policy to encourage future employment opportunities in high tech fields to diversify the economic and employment base. The logical location for these types of uses is either downtown or along the northern commercial corridor. Both areas will need to be carefully accommodated within the capabilities of the regional transportation system. There are potential conflicts between residents' desire for more and better jobs without significant new development. Alternatives would include strategies discussed in the Land Use Section and:

- *Carefully guide the location and form of new commercial and business clusters*

The Route 7/20 Corridor

For the Route 7 and 20 commercial area, it is necessary to maintain the tourist and regional retail shopping market areas. As discussed in the Land Use Section, new and shifting retail such as The Berkshire Outlet Village in Lee has posed a challenge to Lenox retailers. In 1996, Lenox changed its commercial zoning to restrict use of some commercial areas by retail establishments, which generally entail jobs that are lower in pay scale and high in traffic impacts, instead choosing to encourage future office uses. The C-3A zone allows conversion or addition of space to accommodate advanced service, research firms, or corporate and professional offices, particularly those for which it is unfeasible or undesirable to locate downtown. Access management and aesthetic standards should be established to provide the best type development and at the same time to assure its prolonged economic viability.

Lenox Village Area

The Village should mainly continue to be preserved and kept vital. For the downtown area, the existing specialty stores of broad appeal to visitors will naturally continue. Pedestrian and public spaces should be enhanced as discussed elsewhere in this Plan. Parking is discussed in the Transportation section.

There is a demand for office space in the downtown. According to *Fortune Magazine*, Lenox is one of the most desirable locations for upper income baby boomers to relocate to and open businesses. One option is to allow smaller professional offices to grow where they want - into the sophisticated pedestrian friendly context - with careful regulatory management. The historic

and environmental setting of the Village should be a definite asset for such activities. IF traffic and parking can be accommodated, this type of expanded use and reuse can be compatible, even if it requires extending the uses into surrounding Lenox residential areas.

More of these types of uses will likely modify the mix of businesses; for instance, it might lead to restaurants for these workers (hopefully to serve residents as well), and other year-round goods and services. The cost of space and parking limitations in Lenox Village are difficult obstacles to overcome for any large footprint buildings. Ideally new multi-use structures, if space can be found to build them, will be constructed in an architecturally consistent manner, and consist of lower floor worker/resident based commercial/office space, with apartments on upper floors.

Alternatives would include:

- *Allow and Encourage Various Forms of Non-Residential Uses in desired locations/under desirable conditions*

Lenox Dale Area

The existing base of industry here provides significant employment for many persons, including those who have not attained a high level of advanced education. The Crystal Street reconstruction project and other initiatives are critical to upgrade this area and keep it economically viable. Public officials are investigating state funding for this need. A good possibility would be a Public Works Economic Development (PWED) grant. Stakeholders seem receptive to improving the physical infrastructure and upgrading the landscaping and building facades. The basic strategy would simply be:

- *Revitalize industrial and commercial areas, particularly in Lenox Dale, as necessary*

Open spaces and natural resources make the town aesthetically appealing, contribute to the economy, and provide a sense of connection to the natural world. Pedestrian based opportunities need to be bolstered in order to contribute to community interaction and quality of life. This is particularly relevant to Lenox Dale, and recreational amenities surrounding Woods Pond, the Housatonic, and October Mountain State Park. Eco-tourism seeks to balance natural resource ecology with tourism. Utilizing and developing the environmental potential of this area through enhancement funding with an eco-tourism theme could help maintain and revitalize the area.

Colvin (1991) described the “scientific” eco-tourist as: wanting an in-depth “authentic” experience that is a physical and mental challenge. He/she wishes interaction with locals and is interested in cultural learning, prefers rustic accommodations, and prefers to pay for the experience rather than for comfort.

Alternatives would include strategies discussed in the Open Space & Recreation Plan, and in other sections of this Plan, and to:

- *Continue efforts to extend access for and service by Berkshire Scenic Railway and consider ways of linking this initiative and Housatonic River Initiatives to benefit Lenox Dale*

Beyond the more obvious funding and organizational links, there is a need to coordinate activities with the Town of Lee, private landowners, businesses, and with other initiatives in

Town. For instance, attractions and experiences related to Lenox Dale can be linked to existing strengths and resources related to arts and culture.

Resorts, Estates, & Cultural Attractions

At present, the resorts of Lenox are a major town industry. They are some of the largest employers, and provide the largest sources of municipal revenue. Thanks to the thriving tourism industry, town revenue income from tourism and room sales taxes allows residents to enjoy high quality services at a level few municipalities experience. It is difficult to estimate their indirect contribution to area restaurants and shops, but this must be considerable. An obvious benefit to the local public and private sectors, and to the region, mandates that stakeholders will:

- *Continue to promote and support a strong local and regional base of tourism*

Due to its heritage, Lenox's challenges are a bit more complicated, since estates, resorts and cultural assets are intricately tied into an economy which, without proper and well-conceived planning, could destroy the aesthetic resources held dear by visitors and residents.

Even with a stable year-round population, Lenox is still strongly a summer resort. The noticeable increase in July and August population in Lenox is due to heavier resort bookings, stays at hotels, motels, inns, bed & breakfasts; room rentals, and summer camp attendees. This inflated summertime population increases patronage at eating and drinking places, and also the array of shops and galleries.

Although it is difficult to get exact information on the subject, it appears that the growth of tourism in Lenox is occurring in the small size Bed & Breakfasts and in the larger resorts. It remains largely short stay oriented, which was true as far back as 1975, when estimates of motel, summer camp and rooming house occupants put their number at 3,000, significantly more than the number of non-residents rooming in Lenox for an extended period of time.

Employment figures indicate that the extent of the seasonal increase in summer employment in Lenox service industries is much less pronounced than in the past. Year round tourism has added to the stability of the economy in Lenox.

The long-range future of Tanglewood is not entirely clear, but this venue and other attractions will likely result in further growth, with attendant pressures on roads, water supply, public accommodation, and other town facilities.

The links between history, culture, the environment, education, and a strong economy may create a synergy of resources and opportunities that is self maintaining. For instance Lenox will soon apply for a scenic byway designation linked to the Great Estates. Tourism development commonly related to cultural resources has already occurred in Lenox and is likely to continue in the form of historical sites, museums, galleries, research institutions, specialty restaurants, retail, resorts, educational and retirement facilities.

To the extent that these initiatives require public support or permission, such support should be linked to meeting the needs of the community. The community will be enhanced by maintaining resorts through continued historic renovation/preservation, specified forms of redevelopment with incentives to preserve open space, provide affordable housing, etc. Alternatives would include strategies discussed throughout this plan, in the Historic & Cultural Resource section, in the Natural Resource and Open Space section, and in the Housing, Transportation and Land Use sections.

Tourists today ask for active, more so than passive, forms of recreation; they have more choices, and therefore they tend to be more demanding. The outward manifestation of these characteristics is that tourists, particularly those with busy schedules, tend to prefer shorter to longer stays. In order to adjust to this situation, Lenox could/should foster a whole range of actions involving a sophisticated recreation program. It is important that this program should also benefit permanent residents.

Guiding Lenox's Economic Future

The section points out four major conclusions regarding the Lenox economy: (1) The importance of the regional economy; (2) A lessened role of manufacturing regionally and the potential emergence of advanced services; (3) The seasonal character of the Lenox economy, and the potential growth of the year round tourist economy; (4) The residential retirement and relocation component. Insofar as some of these elements reflect broad regional trends, there is no reason to expect that they will be substantially altered in the near future.

If there is a desire to mold the future course of economic investment in Lenox, there is a need for organizations to guide and secure both public and private investment. Lenox can achieve its own objectives and contribute to a healthy regional economy through cooperation with surrounding municipalities in regional economic development efforts. Compatible local economic development efforts can be linked more strongly to other existing efforts in the region such as the Chamber of Commerce of the Berkshires, the Berkshire Visitors Bureaus, the Lee CDC, Lee Economic Action for the Downtown (LEAD), the Southern Berkshire CDC, and the Berkshire Council on Growth. Other alternatives include:

- *Support the efforts and enhance the structures of quasi-public local business development organizations*
- *Create incentives, assistance programs, and preferential loans for businesses that will serve local resident needs, tie public support to adherence to community goals and policies*

A stronger local business development organization could help ensure smoother public-private communication in permitting, coordinate informational workshops, help local cottage industries and home businesses to promote and market their products and services by providing a central source of technical assistance for small businesses.

HOUSING

General Characteristics and Conditions

There is a variety of residential housing types and living arrangements in Lenox that generally provide for quality living experiences. Due to its unique characteristics, Lenox has a great deal to cherish and preserve and also some housing challenges that will need to be addressed to achieve many of the goals of this Plan that are related to housing issues.

Lenox's overall year round population declined in the last several decades as noted in the population and demographics section. However, the number of housing units in town continues to grow in response to a number of factors, including smaller household size, a demand for seasonal and second homes and a burgeoning popularity as a retirement mecca.

Housing growth spurts and change in the form of growth have occurred in the town throughout its history. Many residents have witnessed the changes in residential patterns as development sprouted outward from the Village areas. In the 1960's and 1970's a large number of single family homes were built throughout the valley, particularly in the eastern and northern sections of town. In recent years, several retirement and condominium developments have greatly increased the total number of units.

Table HOUS1 Age of Housing Units - 1990 Census

Period Housing Constructed	Lenox	% of Total Units in Lenox
1939 or earlier	685	28.4%
1940-1959	383	15.9%
1960's	438	18.2%
1970's	542	22.5%
1980's	362	15.0%
	2,410	100.0%

In recent times, new residences have been built along roads, through the subdivision process, and as institutional residences. New housing has generally been in a relatively higher priced category and has served the seasonal and retirement market. New condominium style attached seasonal housing with surrounding open space has been constructed around Cranwell. A new subdivision has been developed on Galaway and Dumore Courts and another on Cedar Street in the north of town.

The majority of the housing stock is comprised of single family detached units. Most of this single family housing is of the traditional site-built type, with a wide variety of styles, ranging from simple Federal homesteads built over two centuries ago to the elaborate, mammoth estates of the late nineteenth century to the prefabricated houses of today. The typical Lenox home is

relatively modest compared to the Great Estates, ranging in size from 1,200 to 2,000 square feet; however, homes being built in town today are generally on the larger side.

Table HOUS2 Number of Housing Units by Type of Structure- 1990 Census

	Lenox	% of Total Units in Lenox
Single Family Detached Units	1,411	58.5%
Single Unit Attached	170	7.1%
Duplex to Quadraplex Units	272	11.3%
Multiple Family (5-9 Units/struch)	96	4.0%
Multiple Family (>10 Units/struch)	339	14.1%
Mobile Home and Trailer, Other	122	5.1%
Condominiums	488	20.2%
Number of Bedrooms		
0-1 bedroom	318	13.2%
2 bedrooms	727	30.2%
3 bedrooms	925	38.4%
4 or more bedrooms	440	18.3%

Building permits give us a general picture of the type of housing structures being constructed.

Table HOUS3 Building Permit Table

Building Permits Issued by Type of Permit	Single Family Units	Two-family Units	Triplex and Quadraplex Units	Units in structures with > 4 units	Total Units (estimate)
1990	21			5	26
1991	10				10
1992	13				13
1993	7				7
1994	8	2			10
1995	10				10
1996	2	6		108	116
1997	9	4			13
Total Permits 1990-1997	80	12	0	113	205

Table HOUS4 Housing Units and Occupancy in Lenox & County - 1990 Census

	Lenox	% of Units in Lenox	% Units Berkshire County
Total Housing Units	2,410		
Seasonal Housing Units	395	16.4%	9.8%
Year Round Housing Units	2,015	83.6%	90.2%
Occupied Housing Units (% YR)	1,875	93.1%	89.6%
Owner Occupied (% of Occ.)	1,379	73.5%	65.2%

Note: A seasonal unit in the Census was one that was being primarily utilized during the major visitor season (summer). That does not necessarily mean the home could not be inhabited year round.

Housing for Seniors

The existing population of seniors has grown and support services for seniors and Persons with Special Needs are excellent. Housing for seniors includes public, private and non-profit forms of ownership.

The Town does have two town owned housing complexes for seniors, Turnure Terrace and the former Curtis Hotel, both managed by the Lenox Housing Authority. The Turnure Terrace complex, located south of Town Hall on Old Stockbridge Road, consists of some nice large congregated multi-story buildings. It primarily serves limited income Seniors. The Curtis Complex, located at the main intersection of Lenox Village, features businesses and services on the ground floor and individual, group and facility rooms on the upper floors of the four story structure.

Assisted living residences are designed to promote resident' s independence and dignity and offer supportive care to the frail elderly who do not require the intensive care of nursing homes. Assisted living residences fill a critical gap in attending to elders who require personal care but who do not have any significant medical needs. An assisted living residence is a special combination of housing, supportive services, personalized assistance, and healthcare designed to respond to the individual needs of those who require assistance with activities such as bathing, toileting, incontinence, dressing, eating, mobility, hygiene, and grooming, shopping, running errands, and banking. Lenox and its surrounding towns have several facilities that have been developed over the last few years, or are currently under development. New residential quarters have been built at Devonshire Estates and a 48 unit addition is planned at Kimball Farms.

Existing senior population and amenities creates increasing demand for senior housing in both the affordable and upper price ranges. In the summer of 1998 the Baran Partners, LLC created a proposal to redevelop the former Cameron School into a 35 unit affordable assisted living residence, Cameron House. Under the proposal, the interior will include the individual units, a dining area and recreation. The development of the interior space will conform to the exterior facade rhythms in order to preserve the character of the historic facades of the school.

Housing Affordability

In Lenox, like most parts of the United States, there is a housing affordability problem, particularly for those living on limited incomes. Affordability is tied to several factors including income, and supply and demand.

In recent years there has been a scarcity of available homes for sale or rent and the sales and rental prices have remained high despite a lukewarm economy. While housing in Lenox is inexpensive compared to the Boston area, it is higher than many nearby communities. In the first six months of 1998, the median sales price for a home in Lenox was \$160,000 versus \$100,000 for the County.

Generally, existing home sale prices in Lenox currently range from \$100,000 for a small or worn home to \$250,000 for a large home in good to excellent condition. Of course, there are many homes and estates that are valued much higher. The sales price reflects the size, age, condition, location, the value of the land, and accessories of the home and lot (such as accessory structures, finished basement, garage, etc.).

Rental rates in Lenox and the southern part of the County tend to be higher than those of the rest of the County. Rent may reflect supply (the small number and variety of rental units) and demand in Lenox and nearby communities versus Pittsfield and north Berkshire. According to the 1990 Census, Lenox's median contract rent (\$441/month in 1990) was higher than most towns (\$365 for County), including some that had higher average home values.

Table HOUS5 Housing Cost and Affordability Levels - 1998 Sales and 1990 Census

Location	Median Sales Price of Home 1998 (Jan-June)	Median Sales Price of Home 1990	% Homeowners Paying >30% of Income for Housing	% Renters Paying Greater than 30% for Housing	% Low/Moderate Income households Paying >30% for Housing
Lenox	\$160,000	\$158,600	25.4%	46.5%	31.0%
Lee	\$93,000	\$117,300	21.1%	29.7%	32.2%
Stockbridge	\$187,500	\$184,000	23.6%	33.7%	31.5%
Pittsfield			19.3%	39.1%	
MSA					
Berkshire County	\$100,000	\$114,900	20.0%	40.0%	

Goals

The results of the Lenox Community Survey, administered in January 1998 to all residences in town, emphasize a desire to keep the town's population fairly stable, with 91.9% of respondents saying Lenox's population should either increase modestly or stay roughly the same. Nevertheless, local officials, groups, and individuals recognize that there is a need to do more to meet the housing requirements of various segments of the town's population. At a May 1998 Community Visioning Workshop, residents also expressed a desire for better linkages between

different areas of the community in order to foster more intimate relations between townspeople, who sometimes feel a lack of a sense of belonging within the town. Sidewalks in particular have been repeatedly mentioned as a tool for facilitating greater interaction between residents, and small neighborhood pocket parks could handily provide a return on their investment in recreational and social benefits. Good neighborhoods and an adequate supply of safe, suitable and affordable housing are crucial to Lenox if it wishes to continue to maintain a diverse population that includes a variety of household types from retirees to families.

Table HOUS6

Rank	# Responses	Please check the types of housing, if any, most needed in Lenox
1	238	Already-existing homes which can be purchased for under \$125,000
2	218	Year-round apartments for families such as 2 bedrooms for \$600/month
3	198	New homes which can be built for under \$150,000
4	133	Suitable housing options for seniors
5	119	None
6	79	New homes which can be built for over \$150,000
7	59	Suitable housing options for the handicapped

The responses to the Community Survey question above indicate that considerable support for promoting affordable housing in Lenox. In the Visioning Workshop, residents of Lenox stressed that the town must encourage the maintenance of a varied population in order to fully function as a true community in which people grow up, raise children of their own and retire.

Housing Goals will be achieved as:

- *An appropriate increased level of affordable housing for singles, young families and moderate income retirees is available within town boundaries, preferably in or near the pedestrian services and amenities of the Villages.*

Future Issues of Housing Supply and Affordability

Lenox will remain a community with high housing values and high average housing costs with limited accessibility to all income levels. The discussion here is intended to explore small ways in which some of the needs of the community may be met, because in Lenox, as in most parts of the United States, there is a housing affordability problem, particularly for those living on limited incomes. Affordability is tied to several factors including income, and supply and demand. In recent years there has been a scarcity of available homes for sale or rent and the sales and rental prices have remained high despite a lukewarm economy. In the first six months of 1998, the median sales price for a home in Lenox was \$160,000 versus \$100,000 for the County. Existing home sales prices in Lenox currently range from \$100,000 for a small or worn home to \$250,000 for a large home in good to excellent condition, with the sales price reflecting the size, age,

condition, location, the value of the land, and accessories of the home and lot (such as accessory structures, finished basement, garage, etc.).

Lenox's desirability as a mecca for second homeowners and retirees benefits the town fiscal situation tremendously. However, this situation also drives up the cost of housing for young families, singles and retirees of moderate means, who often must move out of town in order to purchase or even rent a home within their means. Since a fair number of the retirement facilities in town are luxury units, lower-income elderly residents also find it difficult to pay for housing costs in town—although there are a number of town-owned affordable housing units (such as Turnure) that help alleviate this problem somewhat. Therefore, affordable housing policies must be pursued, or market forces will drive out many families and retirees.

Demand for housing in the summer reduces the supply of rental units available year round. This has helped create a situation where many households with one or more persons working in Lenox, earning up to 80% or more of the area income, cannot access or afford safe and suitable rental housing in town. These same families and individuals are also unable to purchase such housing in Lenox. Even Lenox families and employees at or above the median income level, who may need to upgrade their housing, often cannot find suitable, available, existing homes to purchase or sites to build on. Therefore, the housing affordability issue also involves availability.

Lenox residents show an admirable preference for minimizing impacts to sensitive environmental areas; however, the scarcity of suitable buildable land in town exacerbates the market forces already driving the price of housing up in Lenox. Community leaders and townspeople need to define where development may occur, as well as where it absolutely should not occur. Attendees at the Visioning workshop favored a concentration of affordable housing near the Lenox Village, where they envisioned elderly residents and young families within walking distance of the town's economic and civic center. This is already partially achieved through retirement housing in the upper stories of the former Curtis Hotel.

Options for singles and younger families might be achieved by allowing accessory apartments in some of the larger homes in downtown and/or by constructing small apartment buildings. Developers could be encouraged to include a small number of smaller-scale, affordable housing units and/or communal open spaces in their plans in order to provide opportunities for greater community diversity and belonging. These steps will not be easily accomplished, but they are necessary in order to countermand/supplement current market trends to sufficiently provide for the varied housing needs of Lenox residents. Lack of available housing is an impediment to attracting new business employers. Provision of local affordable housing however, could help local employers retain their workers.

Downtown housing is already partially achieved through retirement housing in the upper stories of the former Curtis Hotel. It may be feasible to build mixed type/market housing within pedestrian distances of both Lenox Village and Lenox Dale. New buildings consistent with existing architectural styles, with shops or offices on the first floor, and apartments above could be constructed. Potentially buildable, more reasonably priced land for building is more likely to be

found near Lenox Dale, where opportunities may be greater for market based moderate priced housing.

Table HOUS7

RESIDENTIAL GROUP	COMMON RESIDENTIAL OPTIONS
1. Families of moderate income requiring yr round housing	<ul style="list-style-type: none"> • Single Family Dwell - low/med. size/price • Duplex • Small Apt Bldg/Townhouse
2. Families near median income - yr round	<ul style="list-style-type: none"> • Med Size Single Family/large Townhouse
3. Families with greater than median income - yr round	<ul style="list-style-type: none"> • Large homes
4. Singles (non-Seniors) of moderate income requiring yr round housing	<ul style="list-style-type: none"> • Duplex or Small Apt Building • Accessory Apts
5. Singles (non-Seniors) near or above median income requiring yr round housing	<ul style="list-style-type: none"> • Single Family Dwell - small/med. size • Upscale Condos
6. Maturing couples with means (Empty nesters)	<ul style="list-style-type: none"> • Upscale Condos- Townhouses • Large Homes
7. Upper income independent seniors - yr round	<ul style="list-style-type: none"> • Retirement Townhouses • Upscale Apts
8. Independent seniors with more limited income - yr round	<ul style="list-style-type: none"> • Senior Apts • Non Age Spec. Apts, Accessory Apts
9. Seniors/Persons w Special Needs who require some daily assistance	<ul style="list-style-type: none"> • Assisted Living - various forms and costs • Shared housing • Home care
10. Non-Sr Adults seeking small, easy to maintain, upscale seasonal housing	<ul style="list-style-type: none"> • Condos with/near cultural/recreational amenities
11. Others seeking seasonal housing	<ul style="list-style-type: none"> • Accessory Apts, Room Rentals

Many communities are skeptical of encouraging affordable housing and few small communities actively seek it. In Lenox's case however, an analysis of the desires of the community and the issues involved indicate this option should be taken seriously. Because this course would require public assistance to counteract the market, it can be controlled to avoid negative consequences and ensure positive results. Under any circumstances, it is unlikely for affordable housing to ever occur on a large scale in Lenox.

Developing Housing Strategies

Varied steps are necessary in order to countermand/supplement current market trends to sufficiently provide for the varied housing needs of Lenox residents. The goal of *'An appropriate increased level of affordable housing for singles, young families and moderate income retirees, within town boundaries, preferably in or near the pedestrian services and amenities of the villages'* will be promoted by strategies in the Neighborhoods section and by the following strategies:

POLICY & REGULATORY FRAMEWORK

- *Establish a town policy to actively promote an increased level of affordable housing for all ages and needs*
- *Support regulatory methods and public and private programs to counter/compensate for market pressures*
- *Allow reuse to include multi-family residential use under special permit*
- *Implement the existing special permit condition requiring the provision of up to 25 percent (25%) of the total housing units for persons of low or moderate income pursuant to M.G.L. Ch. 40B and related regulations*

PUBLIC & PRIVATE SUPPORT & INVESTMENT

- *Continue to support and enhance special needs housing programs*
- *Provide encouragement to developers to include a mix of housing types within developments in order to ensure that at least some new housing is affordable young working families.*
- *Encourage provision of local employer sponsored affordable housing*
- *Explore and develop more proactive roles for the Town and the Housing Authority to address housing gaps in cooperation with other organizations such as the Berkshire Housing Development Corp.*

NEIGHBORHOOD AREAS AND DEVELOPMENT PATTERNS

A neighborhood area is basically an area of town that shares geographic location and often some level of service. Lenox Village, Lenox Dale, East Street, West Street, Under Mountain Road, Stockbridge Road and Kemble Street are all distinct areas.

There are also various spatial patterns of residential settlement and development that can be seen throughout the region. The ones that are particularly evident in Lenox are:

1. **Downtown/Village/Mixed Use Areas** - They are generally historic high to medium density, pedestrian accessible neighborhood centers that include a variety of housing types with public and commercial uses (Lenox Dale and the Lenox Village Business Districts and their immediate neighborhoods).
2. **Suburban Residential Areas** - Generally contiguous roadside and subdivision single family developments, generally with utility services, often medium to low in density. Like most of the nation, this pattern has been dominant since World War II.
3. **Forest/Residential Areas** - Generally wooded areas, often at higher elevations, including rural surroundings of non-contiguous low density homes. Like most of the larger region, there has been a conversion of significant forest areas to residential.
4. **Clustered Residential** - A newer emerging pattern, Planned Developments can take many forms but generally have the density of villages with surroundings of permanent open space (retirement condominium complexes).
5. **Residential/Semi Residential Compounds** - large estates, for profit and non-profit resort centers and institutions. Generally easily accessible, in the valley, surrounded by large lawns, pasture, croplands or woods. May have rural surroundings of non-contiguous low density homes. As discussed in previous sections, Lenox's historical estates are very special.

The following table, summarizes patterns for six Lenox neighborhood areas defined by the U.S. Census (Block Groups and Village Place). The boundaries of these areas are shown on the subsequent page.

Table NBR1 Neighborhood Areas and Residential Patterns

Neighborhood Area	Dominant spatial patterns of residential settlement and development
Lenox Village	Downtown/Village/Mixed Uses Residential/Semi Residential Compounds
New Lenox	Suburban Residential
East of 7/20	Suburban Residential
West of 7/20	Forest/Residential
Laurel Lake	Residential/Semi Residential Compounds
Lenox Dale	Downtown/Village/Mixed Uses Suburban Residential Clustered Residential Residential/Semi Residential Compounds

In our table below, Census information on neighborhood areas is shown. There are marked demographic differences in different areas of town. This information has implications for other community needs.

Table NBR2 Neighborhood Areas and Pop. & Housing Profile - 1990 Census

Neighborhood Area	Pop.	Median Age	Persons per HH	Median HH Income	# of Housing Units	Median Yr Structure Built	Median Value of Home
Lenox Village	1,687	46.8	2.16	\$23,542	792	1952	\$157,100
New Lenox	930	38.7	2.51	\$36,250	465	1966	\$141,500
Lenox Dale	996	36.1	2.87	\$36,855	436	1977	\$149,000
East of 720	869	47.9	2.46	\$52,883	417	1968	\$176,700
West of 720	390	31.5	2.64	\$27,740	142	1941	\$176,000
Lenox Lake	197	27.9	2.40	\$36,380	158	1966	\$188,600
	5,069	40.9	2.45	\$34,500	2,410	1963	\$158,600

There are many nice homes and attractive residential areas. Median home prices are high relative to the Pittsfield Metropolitan area in each of the six neighborhood areas listed above. Homes generally have greater value due to the recognition of Lenox as a desirable 'location' in which to live.

Goals

- *Promote forms of residential development that include a variety of housing types, connected by an expanded network of sidewalks, trails, and open spaces that will encourage greater interaction between residents as members of the community.*
- *The housing stock is maintained to safe and suitable standards*

Sprawl and Nurturing Alternative Forms and Patterns

The dominant pattern of suburban sprawl contains environmental, social and economic deficiencies including:

1. It results in an inefficient consumption of land that degrades natural environments and habitats.
2. Land uses are separated and for the most part inaccessible from each other except by car which severely reduces community interaction and has negative impacts on the environment (This was highlighted at the Community Visioning Meeting).
3. It requires never-ending expensive investment in infrastructure and results in inefficient or ineffective service provision.
4. Buildings are often set far back from streets so that spatial definition is lost and the design is so commonplace that there is no sense of place.
5. Housing is strictly segregated into large groups of equal cost, hindering socioeconomic diversity.

To avoid or mitigate the negative impacts of sprawl, basic design guidelines can be applied for new residential developments. There may also be opportunities to apply these principles to enhance existing developed areas.

Ten Basic Design Principles to Create Better Communities - (From Nelessen's 'Visions for a New American Dream')

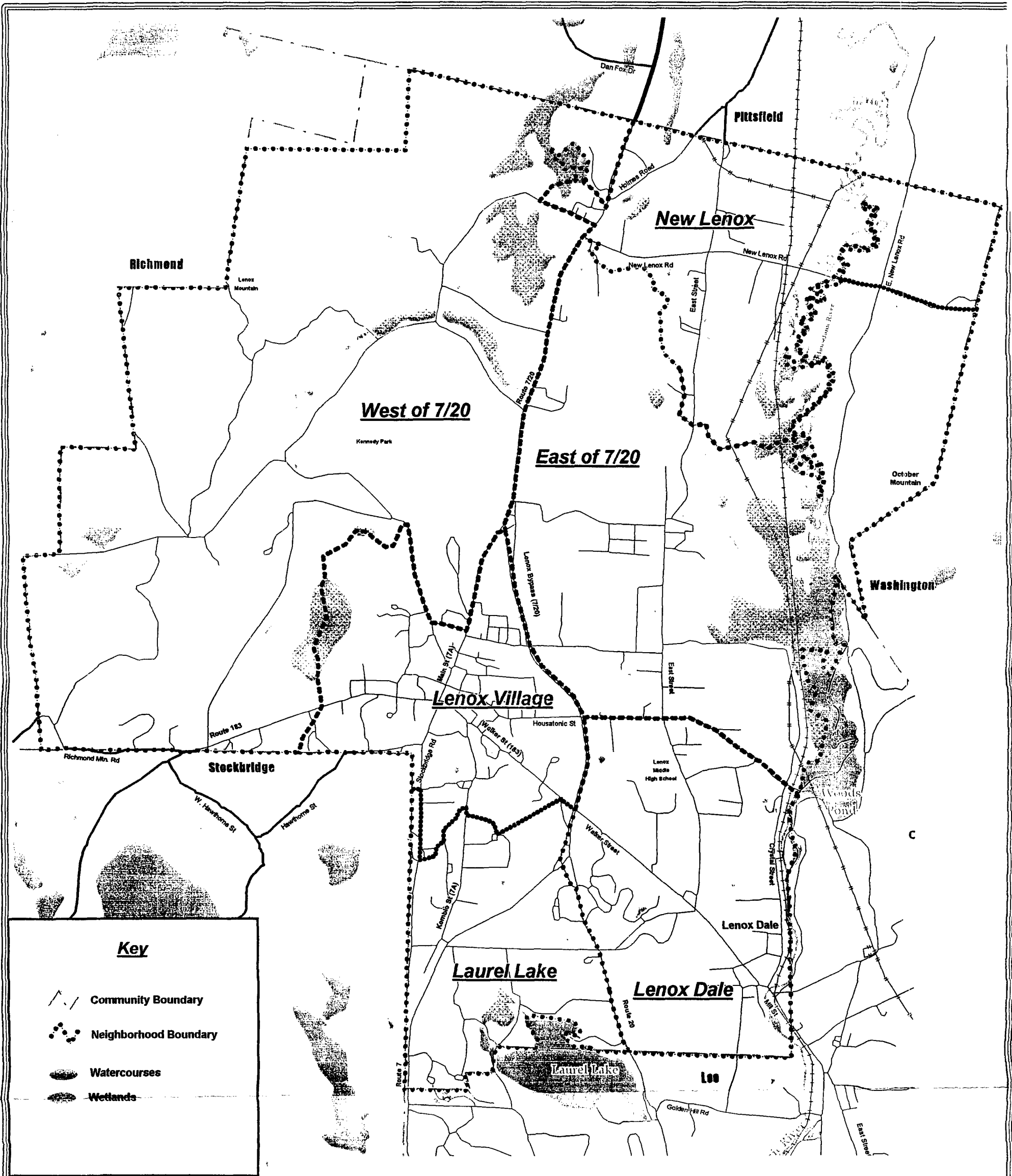
1. **Design for the Human Scale** and perceptions, creating a sense of neighborhood and community
2. **Ecological Responsibility** - design in harmony with nature, not against it
3. **Pedestrianism** - define the primary community by walking dimensions
4. **Open Spaces** - design for internal and peripheral open spaces
5. **Community Focus** - design for a neighborhood or community center
6. **Streetscapes** - design for streets internal to the community and highways on the periphery, incorporate complementary movement opportunities
7. **Variation** - design for buildings of smaller scale in a pattern of various footprints
8. **Mixed Use** - design for mixed and multiple land uses, housing types, incomes, and a horizontal and vertical mix
9. **Design Vocabulary** - specify an architectural style or styles for the community including facade treatment, walls and fences, streetscapes, materials, and colors
10. **Maintenance** - design community materials, and organizations that facilitate short term and long term maintenance and security

An alternative to suburban sprawl can be seen in the historic traditional neighborhood pattern that has several positive consequences including:

1. Most of the activities of daily living are within walking distance; everyone, but especially the elderly and the young, gain independence of movement.
2. Pedestrian streets and squares invite neighbors to come to know each other and to watch over their collective well being.
3. By providing a full range of housing types and work places, age and economic classes are integrated and the bonds of an authentic community are formed.
4. The expenses of road construction are limited.
5. Public transit becomes a viable alternative to the automobile.

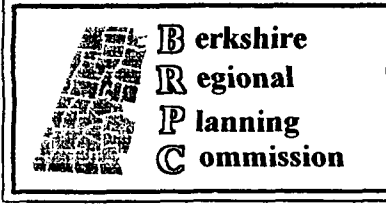
The traditional neighborhood has the following physical attributes:

1. The neighborhood is limited in size so that a majority of the population is within a 5 minute walking distance of its center. This allows for advantageous design of streets in relation to other streets, buildings, sidewalks, and parking and would create the potential for a bus stop. For more information see the Transportation/Circulation Section of this Plan.
2. The buildings are limited in size but complex in use. There is a mixture of small houses, large houses, outbuildings, small apartment buildings, stores, restaurants and offices, which despite diversity are compatible in size and massing.
3. Civic buildings (meeting halls, theatres, churches, clubs, etc.) are often placed on squares and at the termination of street vistas and serve as landmarks.



LENOX MASTER PLAN: *Neighborhoods*

This map created by:



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

NEIGHBORHOOD BOUNDARIES datalayer was created by BRPC (January 1999).

MASSHIGHWAY ROAD INVENTORY datalayer was created and provided by MassHighway as road inventory data Yearend 1998 (January 5, 1999).

SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



MAP DATE: February 1, 1999

FILENAME:

LL_LEN_Neighborhood_B

Original includes color coding.

While many in the community realize the benefits of housing with an emphasis on communities and pedestrian enhancing density, and this pattern is emerging for some market sectors, the crucial mixed use aspect is not emerging. Also, clustering of homes, while allowed under zoning, does not carry an incentive. If these forms are truly preferable, development proposals that incorporate it should be considered preferentially or be otherwise rewarded.

The following table shows some very general possible future development futures and their transportation and infrastructure impacts. This table is intended to illustrate the interconnection between the different aspects of the community, and to make clear that different futures call for different levels and types of investment.

Table NBR3 Development Patterns and & Related Impacts

	Controlled Growth with focus on Communities	Growth With Little Focus On Planning	Status Quo
How Lenox Might Develop in Twenty Years	Development that preserves differences between community centers, suburban & rural areas	Suburban, generic development at a higher level spread over a larger area	Mixed suburban and more traditional developments
Transportation Impacts	<ul style="list-style-type: none"> • Need for additional lanes is minimized • Some traffic congestion is considered acceptable • Greater use & safety of walking, bicycling, transit 	<ul style="list-style-type: none"> • Need for significant additional lanes • Reduced potential for modes other than driving due to distances and lack of sidewalks, bicycling facilities, or transit 	<ul style="list-style-type: none"> • Some areas need additional lanes • Increased mixed uses on through roads cause safety & traffic problems • Access to recreation remains a problem
Infrastructure Cost	Medium-Low	High	Medium

For neighborhood areas, possible patterns for the future would include:

- More mixed uses and reuse of compounds in the Lenox Village area
- More mixed uses in Lenox Dale proper, and potentially clustered residential in the surroundings and other areas, although suburban residential may also emerge
- Potentially clustered residential rather than likely suburban residential East of 7/20
- Continued reuse of compounds near Laurel Lake

The list above does not imply that residential development should occur throughout these areas. In many places this would not be consistent with the essence of this Plan. More information on land use patterns, current and for the future, can be found in the section entitled Sustaining Wise Management of Land.

Developing Strategies

While most neighborhoods are very healthy, the goal of *Maintaining the housing stock to safe and suitable standards* would be assisted by Lenox's:

- *Participation in programs that allow owners of aging housing to access state and federal funds for housing repairs and rehabilitation. This could play a significant role in revitalizing Lenox Dale.*

Lenox should take advantage of existing infrastructure, and promote fuller use of the villages as true mixed-use centers. Retrofitting existing neighborhoods, and allowing flexible re-use mixed with targeted new development will help to promote the goal of *'better forms of residential development that include a variety of housing types, connected by an expanded network of sidewalks, trails, and open spaces that will encourage greater interaction between residents as members of the community'*.

- *Encourage/require design of new development/redevelopment to have a pedestrian orientation to minimize dependence on individual motorized transportation.*
- *Guide development toward more efficient forms in appropriate places near existing settlement centers/services*
- *Encourage reuse/rehab of existing buildings over construction of additional ones.*
- *Adjust zoning, to allow compact housing with community parking, neo-traditional housing, accessory residences in businesses, and other regulatory mechanisms. Create the zoning framework that will encourage proposals for planned unit developments, clustered and neo traditional housing development*
- *Adopt standards for when to install sidewalks and general design standards for width, street trees, lighting; consider private sector bonus for site plans that support walking and bicycling.*
- *Enhance the Village Center in downtown Lenox as a popular meeting and relaxation place for residents during the day and into the evening, with inviting benches and gathering areas, and a coffee shop or similar gathering place that stays open late.*
- *Improve connections between parks (such as between Kennedy Park, Veterans Memorial Park, and Woods Pond), and between parks and places where people come from (such as Downtown, Memorial High School, and Lenox Dale)*
- *Increase and improve other gathering places that have pedestrian connections, allowing residents of all ages to walk, meet and play safely in populated areas.*
- *Create a zoning framework that will encourage proposals for compact housing, neo traditional housing, community parking, accessory residences in businesses, etc.*
- *Create more alternatives to traditional development in zoning such as allowing back lot development and flexible frontage in exchange for open space easements or dedications*

To address gaps and trends in residential land uses that are significantly changing the character of the community, strategies involving the residential land use composition can be specifically applied so that they contribute overall benefits to the community.

- *Possibly consider apartment complex near downtown for mixed ages, incomes.*
- *Allow and encourage alternatives such as apartments in Lenox Village for mixed ages, incomes.*
- *Modify Estates Preservation Area criteria to allow reuse of Historical properties in R-1 that will include provisions to encourage affordable housing to meet the needs of the community. Allow inclusion of properties of less than 25 acres*

TRANSPORTATION

The purpose of a transportation system is to get people and goods to their destinations efficiently. Transportation in Lenox includes a variety of modes. Even though transportation sometimes make people think of just driving in a car, a significant percent of trips are made by other means, such as by taking the bus, walking, car pooling, etc.

Lenox is a small but important part of the region's road network. Route 7/20 provides the main access between Pittsfield and points south of Lenox. It provides access to and from the Massachusetts Turnpike Exit 2, located in Lee 5 miles to the south. It carries the bulk of visitors who travel to Lenox and central and northern Berkshire destinations from the larger metropolitan areas to the south and east.

Inventory and Capacity

In several instances this section includes information about Lee as well as Lenox. The two towns are coordinating their planning efforts and are similar in geography, miles of roads and registered vehicles. The comparisons may provide further insight into what is unique about Lenox.

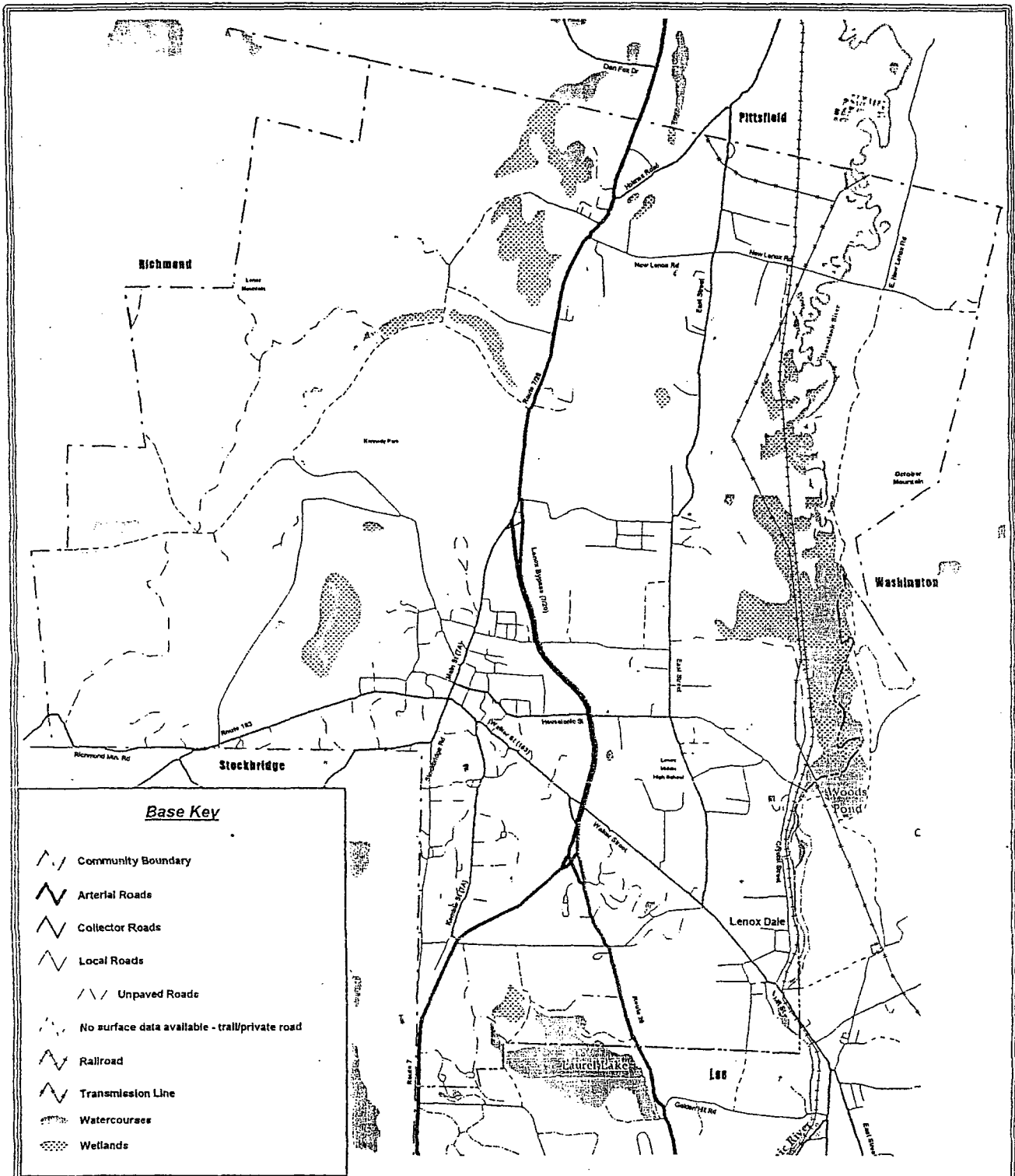
Transportation in motor vehicles includes cars, trucks, vans, motorcycles, etc. There were 4,048 vehicle registrations in Lenox in 1992, almost one per person, which is a relatively high ratio.

There were 65 miles of roads in Lenox in 1997. Roads are divided into functional classes. The highest classification, urban major arterial, carried roughly three-quarters of all traffic. A major source of traffic problems comes from having one road serve several functions. For example, having many driveways on a major arterial road reduces the number of cars that can travel on it each day and increases accidents. In Lenox, Route 7/20 is such an arterial road where development on the northern section reduces the capacity and safety of the road as a highway. Corridor preservation and access management are tools for minimizing these problems. Lenox has started using these tools and continuing to implement them is a recommended strategy.

The number of vehicles using the existing road network is measured with traffic counters. A common measurement is Average Daily Traffic (ADT). The ADT is the average weekday count in Spring, Summer or Fall. A map showing road classification and ADT's is shown on the following page. Two related traffic terms are:


- Annualized Average Daily Traffic (AADT) counts have a seasonality factor applied to balance for the differences among months
- Peak hour is usually one hour between 4-6 PM when the counts are highest.

Anyone familiar with the southern Berkshire area knows that there are significant changes in the amount of traffic between summer and winter. The following figure illustrates data from the closest continuous traffic count station, which is located on Route 20 in East Lee.



LENOX MASTER PLAN: **Transportation Infrastructure**

This map created by:



Berkshire
Regional
Planning
Commission

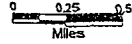
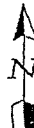
This map is intended for general planning and educational purposes only; it shall not be used for engineering, survey, legal, or regulatory purposes.

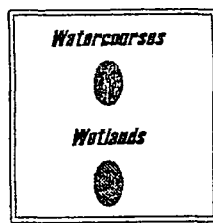
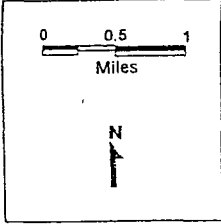
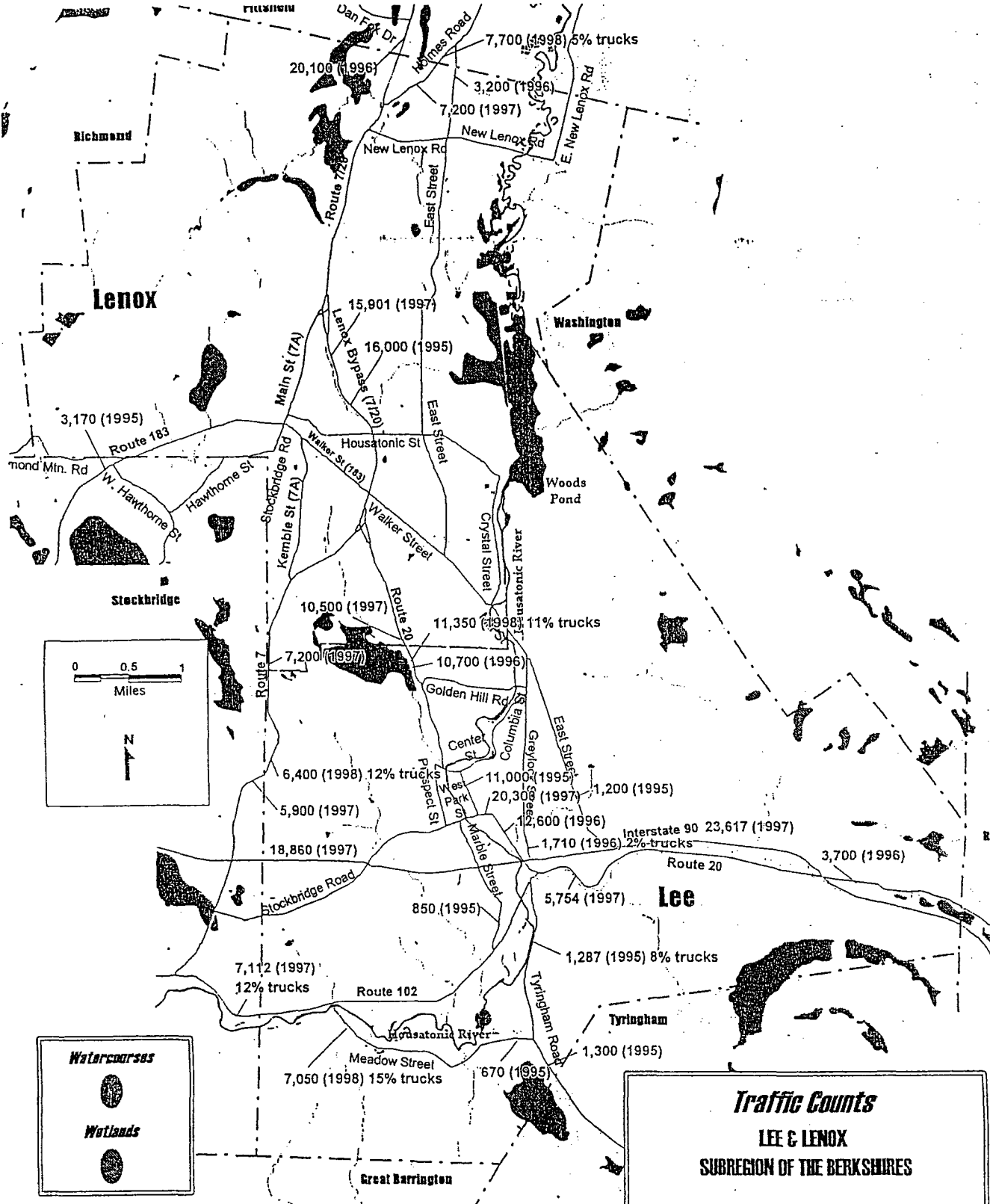
MASS-HIGHWAY ROAD INVENTORY data was created and provided by MassGIS as road inventory data Yearend 1996 (January 6, 1999).

SURFACE WATER (USGS) data was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES data was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



DATA SOURCES

This map was created by the Berkshire Regional Planning Commission (BRPC). It is intended for general regional planning purposes, and shall not be used for survey, engineering, legal, or regulatory purposes.

ROADWAY data was created and provided by MassGIS at Road Inventory Data Update 1997 (January 5, 1998). This map shows roadways that have been selected by BRPC staff.

COMPARITY BOUNDARIES data was created and provided by MassGIS. It was derived from USGS 1:250,000 7.5' quadrangle (March 1981).

SURFACE WATER (RIVERS) data was created and provided by MassGIS. It was derived from USGS 1:250,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

Traffic Counts

LEE & LENOX

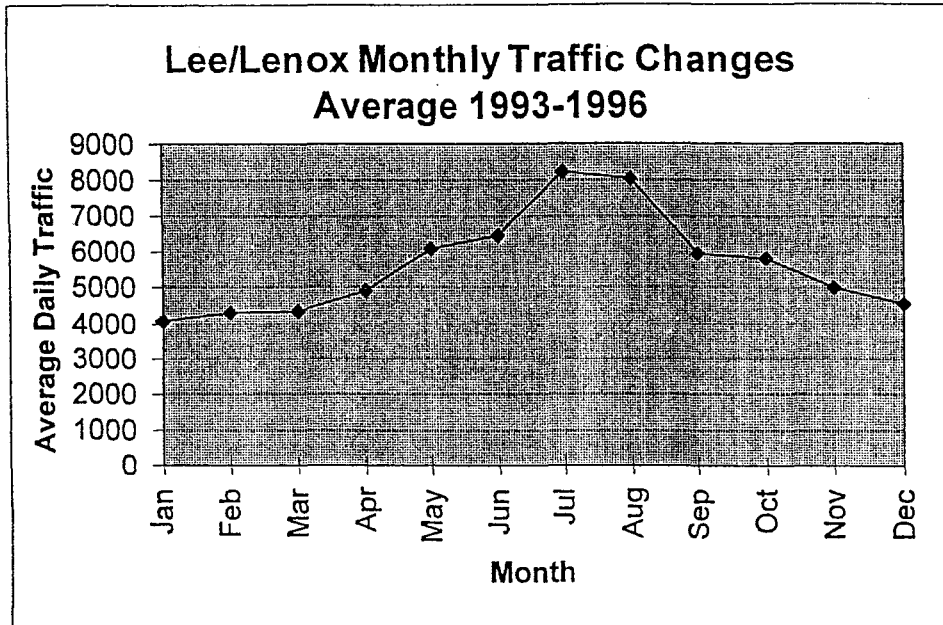
SUBREGION OF THE BERKSHIRES

Traffic Count Data Sources

MHD Publication 1997 Traffic Counts
 Counts with % trucks
 BRPC Traffic Count Program File, 1998

Draft Version: September 16, 1998

Chart TRAN1 Average Daily Traffic



Transit

The Berkshire Regional Transit Authority (BRTA) provides fixed route bus service throughout Berkshire County. Generally it connects towns and cities, rather than being oriented to moving people around within towns although it does that too. The BRTA also provides para-transit service for elderly or handicapped people who would not be able to ride the bus otherwise. This is mostly supplied in the form of reduced price tickets for chaircar services. This supplements transportation services provided by various other organizations, such as the Lenox Council on Aging.

The two BRTA routes that currently serve Lenox are:

- Route 2 - Pittsfield-Lee (Pittsfield, Lenox, Lee with connections in Lee to Stockbridge and Great Barrington)
- Route 21 - Great Barrington (Great Barrington, Housatonic, Stockbridge, Lee, and "Express Service" or connections to Lenox and Pittsfield)

The Route 2 bus leaves Pittsfield to pass through Lenox Dale, and Lenox Village roughly a dozen times on weekdays and passes through again on the way back from Lee. There is slightly less service on Saturdays. The Route 21 bus with connection through to Lenox runs about five times to and from on both weekdays and Saturday.

BRTA provided information on ridership on Routes 2 and 21 as used specifically in Lenox. For the Fiscal Year 1998 (July 1, 1997 - June 30, 1998) ridership is shown in the next figure.

Table TRAN2 BRTA Ridership - FY 1998

Service	Ridership in Lenox only	Total Ridership
Route 2	12,109	53,517
Route 21	460	24,396
Paratransit (Chaircar, Taxi tickets, and ADA services)	3,107	65,223

Walking and Bicycling Routes

The Priority Walking & Bicycling Connections map for the town indicates the location of existing sidewalks. This is the start of an inventory recommended as a short term strategy. This map is also for planning purposes to help the community consider where there should be connections to complete a network for walking or bicycling. Initial thoughts on where it might be useful to add connections are shown as thick, unbroken lines. Note that well-maintained shoulders are an appropriate alternative to sidewalks in low density areas.

Other issues that can be further considered for the future are safety at intersections and desired amenities. Sidewalk amenities (already in place in some parts of Lenox) can include the following:

- Trees
- Plantings in the ground or containers
- Decorative paving, such as bricks
- Street lights in modern or historic styles
- Awnings, murals, interesting window displays
- Flags or other decorations
- Benches
- Public litter cans
- Signs with walking routes or cultural information
- Crosswalks painted, signed, or paved to remind drivers to watch for walkers and bicyclists
- Painted line separating space for bicyclists along road shoulders
- Maintenance of good pavement condition
- Snow removal

Commuting

Going to work and returning is an important type of trip for many individuals and for the economy as a whole. It is one of the most regular types of trips in terms of people doing it the same way every day, and as a result it is also the most studied type of trip. For example, data is gathered about trips to work in the US Census. The 1990 Census provides information about both of the following questions:

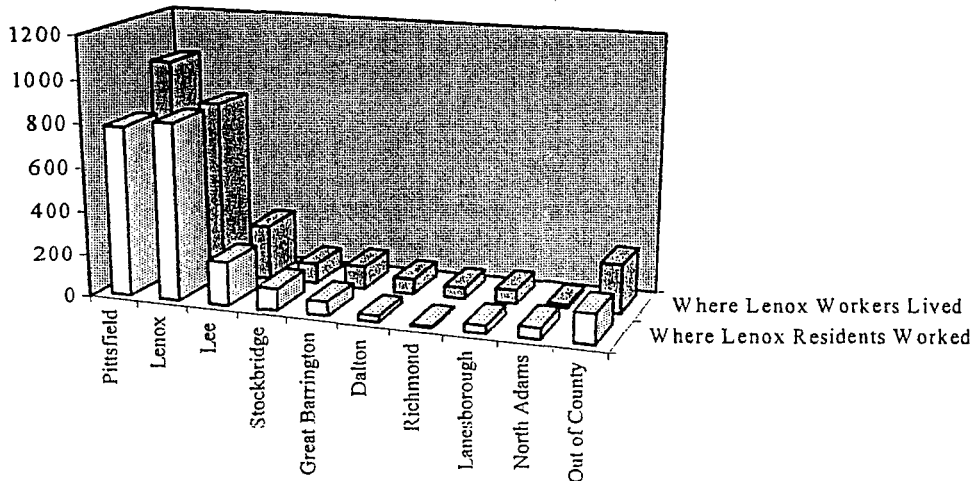
- Where do people who work in Lenox live?
- In what towns or cities do residents of Lenox work?

Data on where people who worked in Lenox lived as of 1990 shows that 1,005 workers were from Pittsfield and 816 workers from Lenox. A much smaller number of commuters came from Lee (253) and then there were small numbers of commuters from many other places. Only places with more than fifty workers coming or going are shown below because they are less likely to have changed much since the census than smaller places.

In 1990, residents of Lenox were almost equally likely to work in town (816 worked in Lenox) or in Pittsfield (781 commuted to there). The number of people commuting to Pittsfield may have declined over time, as the employment base in that city has gotten smaller. From an overall standpoint however, this information reinforces the importance of the regional transportation network to the future sustainability of Lenox.

Chart TRAN3 Journey to Work

The Work Commute To & From Lenox
(where >50 people were coming or going in 1990)



Safety

Regardless of where people are going, there is a shared concern for getting there safely. Safety is the focus of many effective programs throughout Berkshire County and the broader region. However, it is always possible to do more to ensure the safety of drivers, passengers, pedestrians, motorcyclists, and bicyclists. Between 1993 and 1997, 31 people were seriously injured in motor vehicle accidents in Lenox. The highest accident rate was for persons 20 to 24 years of age which is not uncommon in Massachusetts. In the past, the 7/20 route has been an identified problem area. Speeding is a common cause of accidents. Data about accidents is currently available by request from the Berkshire County Regional Community Traffic Safety Program.

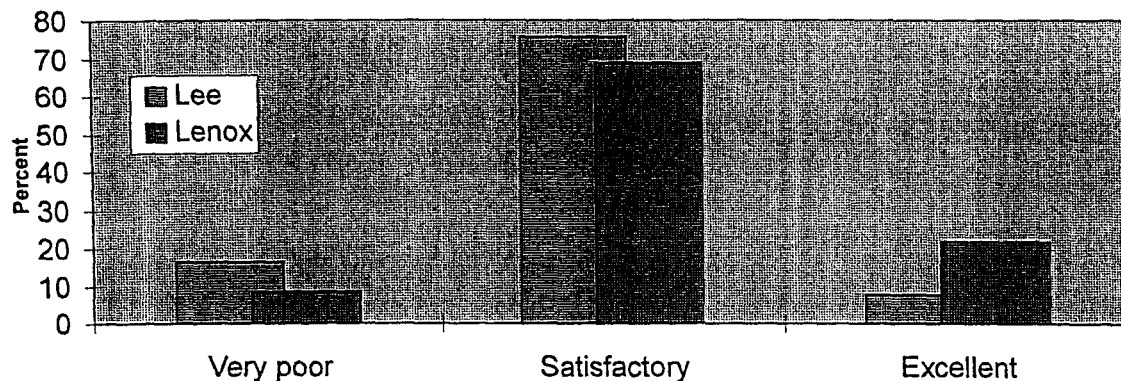
Transportation Goals

The transportation system should meet needs now and be sustainable in the future in terms of supporting communities, preserving the environment, and supporting the economy. This goes

beyond a focus on any one mode to fitting all the transportation pieces together and into the broader planning and development process.

Specific goals draw on the results of the Lenox & Lee community survey. For example, while the majority of respondents felt that town roads were "satisfactory", many rated roads as an important priority, pointing to the need for continuing attention and communication about work being done.

Satisfaction with Town Roads



Using the surveys, the comments from the visioning session held for this plan, published materials, and work with the Lenox Task Force, the following goals were formed:

- *Promote walking, bicycling, and transit*
- *Maintain adequate parking downtown*
- *Maintain a safe flow of traffic throughout town*
- *Promote the retention of scenic and community qualities related to road corridors*

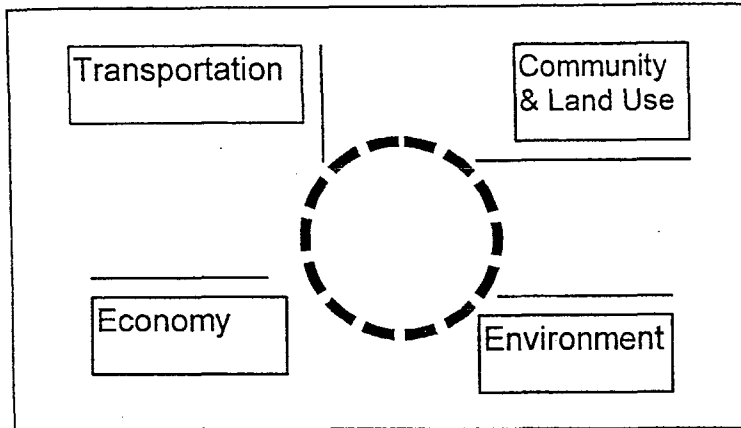
Connections, Scenarios, Issues and Improvements

Achieving the above mentioned goals depends on many factors. Essential among these factors are:

- level and type of development
- how environmental impacts are managed and what impacts are considered acceptable
- state of the economy over the next few years and the next decades

As with all aspects of this plan, it is important to pay attention to key interconnections between transportation, land use, the environment, and the local economy. From the transportation angle, for example, adding a lane makes the land on either side accessible to many more drivers. Increasing access tends to encourage different types of development, impact air and water quality, and alter land values. These changes can be positive or negative, and may change as the years pass.

Figure TRAN4 The Interconnection of Transportation

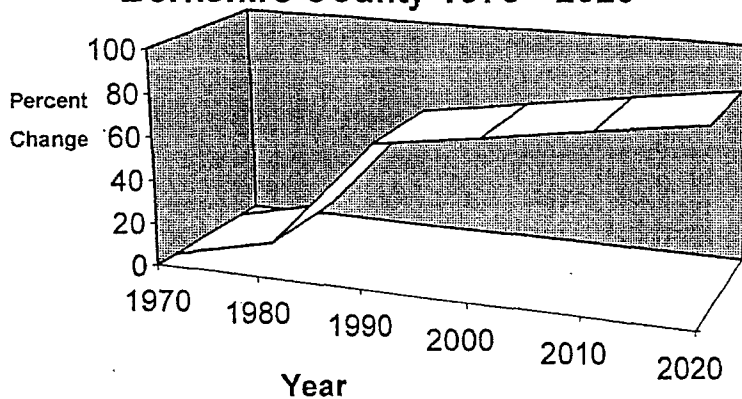


When planning for the future, it is useful to understand what transportation capacity is available and what level of traffic is projected. This information is pertinent when considering proposed changes in land use generally and specifically. For example, if a development is proposed, it is standard practice to consider how that will change transportation.

Even without any changes in roads or development, the number of miles traveled is expected to continue to rise. The following figure shows historical and forecasted growth in vehicle miles traveled. Future years (2000 and on) are forecasts from the BRPC traffic model as reported in the 1997 *Transportation Plan*.

Exhibit TRAN5

**Change in Vehicle Miles Traveled,
Berkshire County 1970 - 2020**



The growth in vehicle miles traveled has a wide variety of implications. For example, it could lead to calls for continued road expansions, it could stimulate changes in land use or how we

travel, or it could result in increasingly longer delays due to traffic congestion. The most likely forecasts with no significant changes are that vehicle miles traveled will increase 17% by 2020 (BRPC *Transportation Plan*). This could have a variety of effects on Lenox, and the surrounding area.

Walking & Bicycling Improvements

While there are many places in Lenox where walking and bicycling are already safe, enjoyable, and convenient, there is also room for improvement. In particular, linking existing resources into a network will make walking and bicycling more reasonable for short trips and reduce vehicle traffic. Following are examples that Lenox may wish to adopt with or without modifications.

Priority Locations for Sidewalks*

based on MassHighway Pedestrian Transportation Plan (1998)

Agencies responsible for roadways should, where reasonable, construct sidewalks along sections where land uses would generate seasonal or year-round pedestrian traffic. Examples are:

- a) Connecting commercial uses and concentrations of employment (50 or more employees) to bus stops no more than .5 miles away.
- b) Connecting commercial establishments located within 200 feet of each other on the same side of the road.
- c) Connecting commercial establishments to residential concentrations (20 or more units) or employment concentrations located within .5 miles or 10 minute walk.
- d) Connecting residential concentrations within .5 miles or a 10 minute walk of school bus stops
- e) Filling walkway gaps less than .5 miles or a 10 minute walk
- f) Connecting schools to residential concentrations within 2 miles, where provision of the sidewalk will make the road an appropriate walking or bicycling route.
- g) Other areas where there is current evidence of frequent pedestrian use (such as a beaten path) or pedestrians observed walking or bicycling.

*The assumption is that sidewalks will increase safety for bicyclists, either for riding on (outside of business districts) or to alert drivers to watch for activity. Striping a bicycle lane or putting up signs should also be pursued where reasonable or necessary for safety.

Access to Housatonic River in Lenox

Access to the Housatonic River is an issue that relates to many sections of this master plan and the Lenox Open Space Plan. From a transportation viewpoint, a trail along the River could make walking and bicycling more everyday activities. It could provide pleasant connections for short trips if access to the trail is planned with improved connections to the broader transportation network. It is also possible that people who walk or bicycle on it regularly will be more likely to

use those modes for other short trips. Currently the main access to the River is in the Woods Pond area.

Transportation Toolbox

Transportation as a technical field has broadened far beyond building roads. A major shift has been to focus on balancing mobility and accessibility. Mobility is being able to travel quickly, for example on a highway. Accessibility is about everyone being able to get to the specific places or services they desire.

Inexpensive Ways to Improve Accessibility

1. Link adjacent parking lots
2. Link cul-de-sacs, at least with a pedestrian cut through (sometimes called a "live end" as opposed to a dead end)
3. Orient buildings to the front of lots (with parking in back or to the side) so they fit in for walkers, bicyclists, bus riders, and also look attractive.
4. Permit on-street parking
5. Imagine walking proposed projects with a baby carriage.
6. Coordinate development projects with transit, highway, bicycling, and other groups that might be interested
7. Have trees, plantings, and places to sit down in central areas
8. Include clear directional signs and safety warnings where there may be questions
9. Consider centrally located bulletin boards or kiosks with information on the variety of ways to get around
10. Use paint, paving, curbs, barrels, or signs in areas where people cross traffic, including parking lots

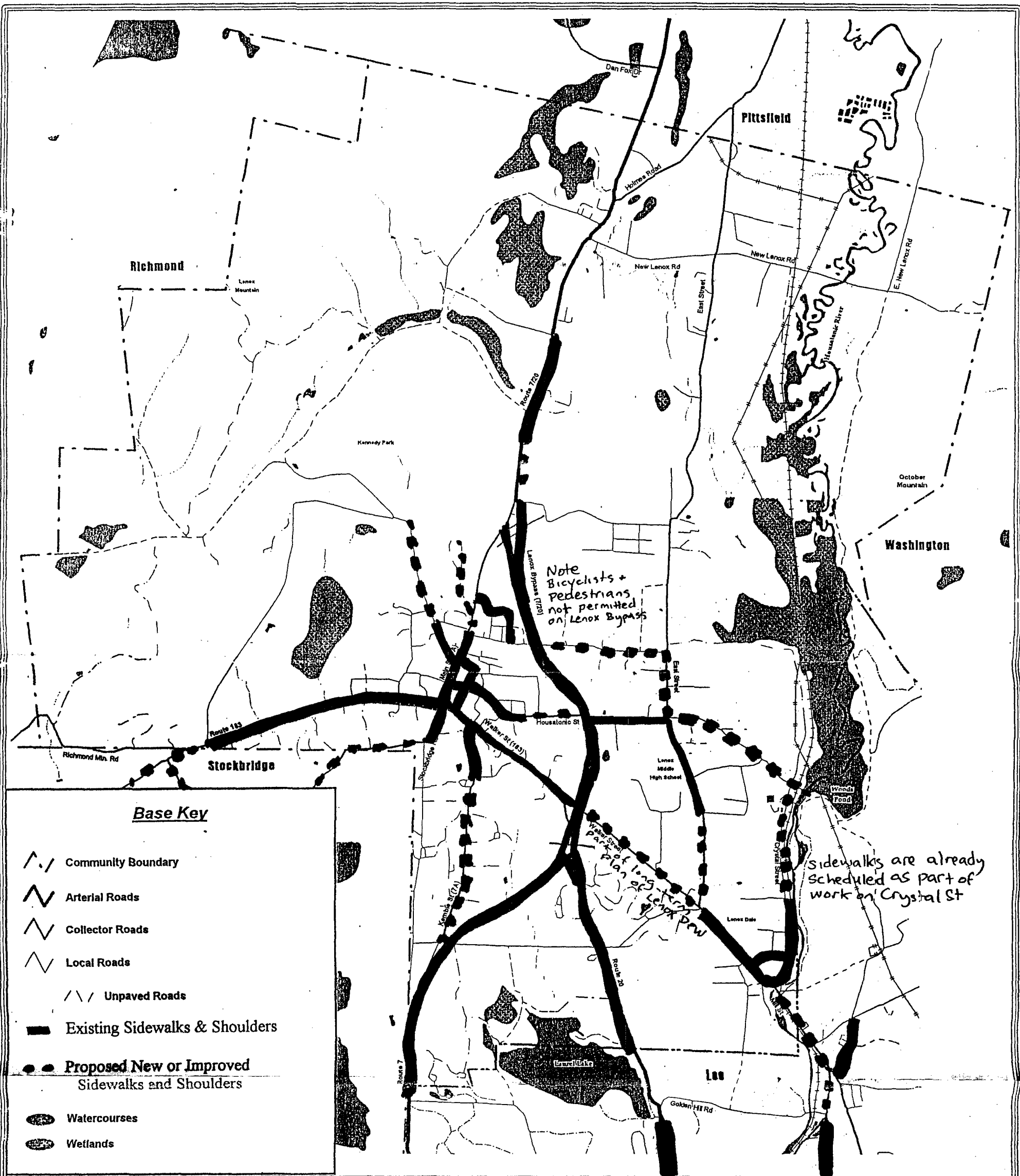
Following are definitions for some of the newer concepts in trying to provide both mobility and accessibility:

Transportation System Management (TSM) - Programs to increase the efficiency of the existing transportation system. This can include traffic light timing, intersection improvements, making it safer to walk or bicycle for short trips

Transportation Demand Management (TDM) - Programs to reduce the demand for transportation, particularly the need for each person to travel many miles in their own car. This can include ride-sharing programs, transit, the pricing or convenience of parking, and changes to land use regulations.

Traffic Calming - Measures to reduce the negative effects of vehicles, and improve conditions for walking or bicycling. These measures can include:

- Orange barrels with signs to remind drivers to watch for pedestrians
- Speed Humps which are longer, safer versions of speed bumps
- Speed Tables are even longer versions of speed bumps at intersections so that vehicles go up, rather than people stepping down
- Changes in Pavement Texture are similar to rumble strips near toll plazas, to remind drivers to watch for pedestrians
- Bulb-outs are extensions of the sidewalk at intersections into the space used for on-street parking elsewhere to reduce the distance pedestrians have to walk in traffic



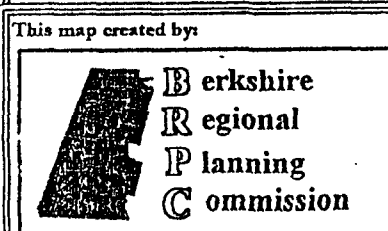
Base Key

- Community Boundary
- Arterial Roads
- Collector Roads
- Local Roads
- Unpaved Roads
- Existing Sidewalks & Shoulders
- Proposed New or Improved Sidewalks and Shoulders
- Watercourses
- Wetlands

Note
Bicyclists +
Pedestrians
not permitted
on Lenox Bypass

Sidewalks are already
scheduled as part of
work on Crystal St

LENOX MASTER PLAN: SIDEWALKS AND SHOULDERS



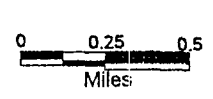
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MASS-HIGHWAY ROAD INVENTORY datalayer was created and provided by MassHighway as road inventory data Yearend 1998 (January 5, 1999).

SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



Regional Transportation Issues and the North-Central Berkshire Access Study

In September of 1997, construction on the 7/20 Improvement Project began in north Lenox. The planning for this project started at least ten years before that. The intent is to improve traffic flow and safety for the short term, as noted in many documents such as "Environmental Study Report, Route 7/20 Improvement Project" (1992). During the public participation stage for this project, the Town of Lenox voted against the street improvements proposed by the Massachusetts Highway Department (MHD). This was due to concern for potential local impacts. It may be several years before an evaluation can be made concerning effects from this project, be they positive or negative.

The need for a long term transportation planning effort had been acknowledged even before being noted in the study for the Route 7/20 project. The concerns generally focus on transportation access within and through the Berkshires north of the Massachusetts Turnpike. There is agreement that there is less transportation capacity in this region than there is in most others, although whether this calls for action and what would be desired are contentious issues. Such a planning effort is clearly regional in nature.

A regional long term planning study is finally underway. The initial discussions for the North-Central Berkshire Access Study started in 1998. The goal is to produce recommendations with strong public participation by the end of 1999. This is the first comprehensive, in-depth study of the problems and possible solutions. It is being conducted by MHD in association with the Berkshire Metropolitan Planning Organization (MPO). The MPO is the group that decides how federal transportation funds will be spent in this region. It consists of MHD, Berkshire Regional Planning Commission, Berkshire Regional Transit Authority, and the Executive Office of Transportation & Construction.

The steps of the North-Central Berkshire Access Study are to define the problems, gather information and ideas, and then evaluate a variety of ways to improve transportation access. It will include alternatives with different modes of transportation, and analysis comparing alternatives to doing nothing. It incorporates meaningful public participation at all important points in the process of making a recommendation.

In previous discussions, as noted in the Transportation Plan (1997), the point of view of the Lenox Planning Board has been that upgrading the existing highway is preferable to any new highways in town. It is important for the town to participate in the North-Central Berkshire Access Study for transportation and non-transportation related reasons.

Inter-town Cooperation

Transportation is an issue that naturally crosses town boundaries since most major transportation facilities are used by more than one town's residents. Cooperating with surrounding towns can reduce costs and increase the services any one municipality can provide. There is potential to share equipment, buy supplies in bulk, and explore other ways to cooperate. This is further explored in the sub-regional plan being prepared in conjunction with the Lenox and Lee planning efforts.

Developing Strategies to Implement Transportation Goals

PROMOTE WALKING, BICYCLING, AND TRANSIT

Aesthetics & safety of existing facilities

- *Complete an inventory of existing sidewalks and their conditions, including safety features such as lighting and safe crossings*
- *Include funding in the Capital Plan for maintaining shoulders and sidewalks on a regular basis starting with the priority walking and bicycling network*

New connections

- *Build consensus on where additional sidewalks or safe shoulders are needed to form a more complete basic network, follow through to secure funding*
- *Adopt standards for when to install sidewalks and general design standards for width, street trees, lighting*
- *Investigate rail-trails - one possibility is the section of the old trolley right of way from Woods Pond to New Lenox Road if the land owners are willing to allow access*

MAINTAIN ADEQUATE PARKING DOWNTOWN

Continue to track parking needs of shoppers (short term) and employees (long term)

- *Follow up whether new signage improves use of municipal lot, especially for long-term parking and/or investigate other ways to increase its use*

Plan for future parking needs

- *Consider parking lot design for safety and aesthetics as part of site plan review*
- *Plan for where or how additional parking needs could be met in the future*

MAINTAIN A SAFE FLOW OF TRAFFIC THROUGHOUT TOWN

Seasonal, weekend traffic

- *If necessary, continue efforts to alleviate Tanglewood traffic by further use of one or more of the following: marking alternative routes out, making it more convenient to walk or bicycle to concerts, trolley or bus service to satellite parking and Downtown*

Regional Needs

- *Participate in North-Central Berkshire Access Study on a regular basis*

Long-term maintenance of roads

- *Seek and secure funding in tandem with the Capital Plan for long-term repair of road base, bridges, and culverts*

Further reduce accidents and manage incidents efficiently

- *Analyze accident reports to determine major accident causes and possible corrections*
- *Maintain and strengthen enforcement of speed limits, investigate further use of traffic calming ideas*

Minimize environmental impacts of road work and maintenance where possible

- *Review and revise road design standards in the Lenox Subdivision Regulations to ensure they are the minimum necessary to meet transportation needs.*

PROMOTE THE RETENTION OF SCENIC AND COMMUNITY QUALITIES RELATED TO ROAD CORRIDORSUse of existing transit & paratransit

- *Review community consensus on routes, frequency, and funding for BRTA and communicate through Lenox representative to BRTA Board of Advisors and/or through the BRTA Administrator*
- *Consider a local transit service such as a trolley-style bus for both resident and tourist use. This might be limited to summer months, might be a cooperative project with nearby towns, and might be oriented to linking cultural attractions.*
- *Review adequacy and coordination of existing services for people with limited access to transportation, such as children, elderly, low-income*
- *Continue efforts to extend access for and service by Berkshire Scenic Railway*

More closely integrate transportation and land use

- *Continue corridor management implementation (see Commercial Corridor Retail Build-Out Analysis, Berkshire County (BRPC, 1995), with focus on northern section of Route 7/20*
- *Develop Access management guidelines implementing Regional Congestion Management Program*
- *Review roads designated by the town as scenic and revise as needed; agree on recommendations for care of them, and communicate this information to those interested in exploring them and to inform landowners*

MUNICIPAL UTILITIES

Introduction and Goals

Quality municipal utilities are important to Lenox. Essential facilities ensure healthful provision of drinking water and environmentally sound collection and processing of wastewater. The facilities must be adequately operated and maintained by the Department of Public Works. Distribution and collection lines must be advantageously located to cost effectively service the majority of the population of Lenox now and in the future in a sustainable manner. The town also has infrastructure that handles stormwater flows.

The following goals express general desired outcomes:

- *Maintain a viable system for cost effective delivery of high quality drinking water*
- *Maintain viable systems for the safe and effective collection and treatment of waste water*
- *Provide for the orderly extension of utility services where appropriate and necessary*
- *Maintain and enhance environmentally sensitive storm water and flood protection systems*

Water

The water system in Lenox is owned and operated by the Town. Portions of the system date back to the late 19th century with newer sections added later. Public water is supplied from two reservoirs (Upper and Lower Root) located on Lenox Mountain. The water in Lenox is of excellent quality and only minimal water treatment is necessary. Water is treated near the reservoirs, pumped to two storage tanks (located at Kennedy Park and near Washington Mountain), and distributed throughout most of town.

The town of Lenox is connected to the water systems in Pittsfield and Lee. The source and supply systems can, if necessary, be used alternately. A small number of users in the Lenox Dale area are serviced by the Lee Water Department. This supply emanates from Lee's reservoirs located on or below October Mountain. The northern part of Lenox, along Route 7 and 20 and east to New Lenox, is partly served by the Pittsfield municipal water system, whose supply emanates from the Sandwash and Farnham Reservoirs in the Town of Washington. A small number of users in north Lenox are permanently serviced by the Pittsfield Water Dept. The installation of the New Lenox Road water booster pump station allows Lenox to utilize Pittsfield water throughout its distribution system.

There is a clear seasonal variation in water usage. The summers characteristically result in monthly demand that is from 50 to 100 percent greater than other months of the year. When this demand occurs in dry summer periods, water supplies in the Reservoirs are drawn down. This normally leads to an internal water shortage. Water is purchased from Pittsfield to meet this seasonal demand. This water is of a different chemical composition.

The water storage tanks are in good general condition and are less than ten years old. The tanks have a storage capacity of 1.4 million gallons. Lenox has an average daily demand of

approximately 300,000 gallons and a peak demand of about 700,000 gallons during hot and dry summer days. In peak periods the primary pumps need to run constantly. This mode of operation allows the Town to maintain sufficient stored water.

The distribution system is composed mainly of 4", 6", 8" pipes located under the streets. The major feeder lines are of a larger diameter, often 16". The system includes original 4" cast iron water mains that date back to the 1870's. Much of the piping, installed during the 1950's to 1970's, is transite concrete. More recent piping is made of ductile iron.

The Lenox system utilizes both gravity flow and pumping, with its accompanying power costs, to supply water to the distribution system. The water pressure is good, averaging about 75-80 lbs (and quite higher in some places). In addition to supplying everyday needs, the pressurized system hydrants consistently provide a good source for fire fighting needs.

The Town DPW has replaced some sections of pipes in the past decade and made additional connections to 'loop' the system. This looping has increased the freshness of drinking water, and has allowed an increase in supply, thereby improving fire protection. Pipe repairs also eliminate leakage of water sometimes caused by breakage in the lines. In 1997, the Town installed a new replacement water main on Crystal Street. This was the biggest replacement project undertaken in some time. Improvements have also recently been made to mains under Golden Hill Road, Old Town Way, Yokun Avenue, Pittsfield-Lenox Road and New Lenox Road.

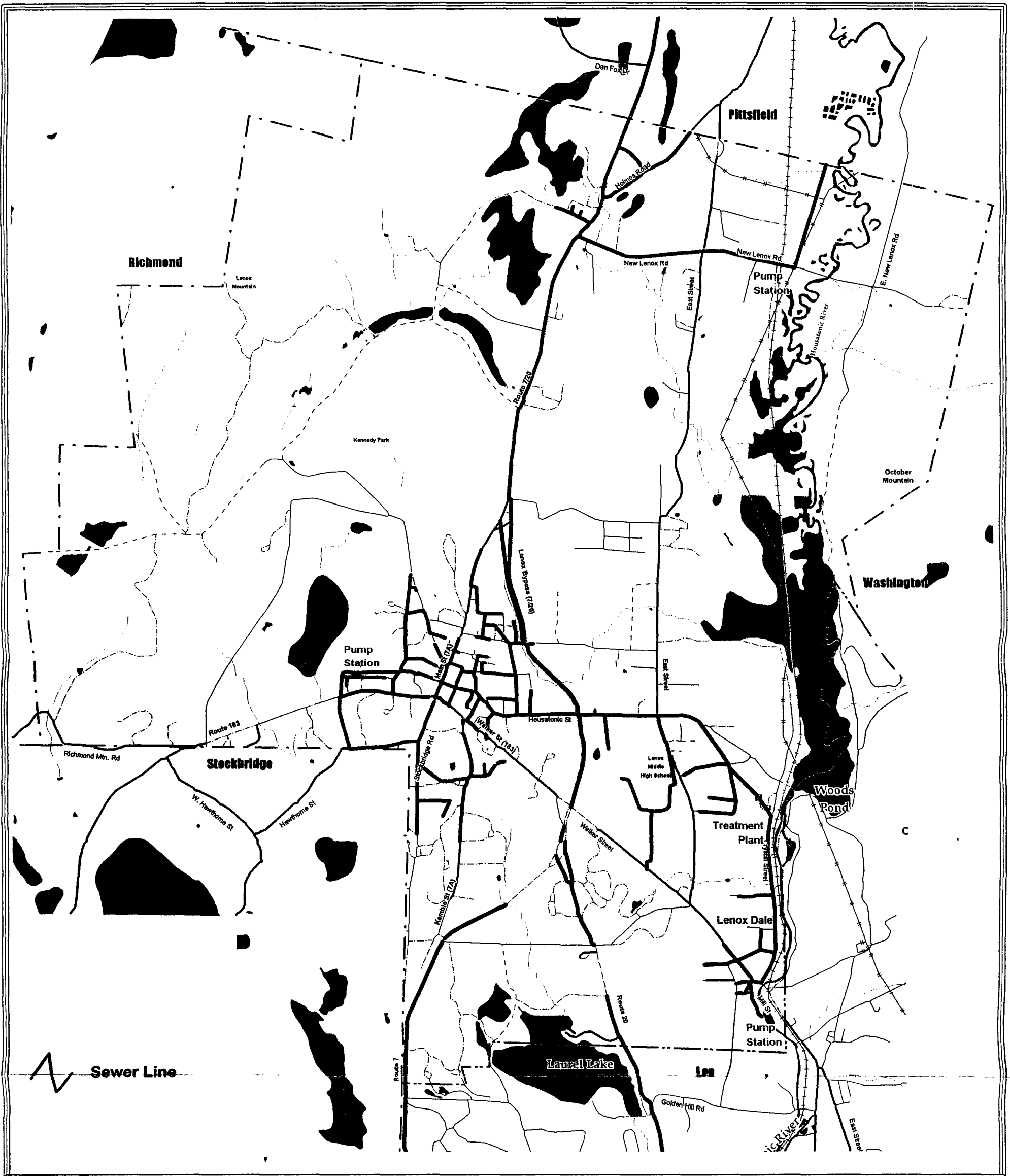
Approximately 90% of housing units are supplied by the public water system, with the rest covered by private companies, or community or individual wells. The provision of water to some of the more rural areas of town is limited. There is a fee of \$220 per bedroom for residences to tie into the water system. Commercial users are charged either per square foot or per seat. These charges go into the Enterprise funds which pay for the actual operating, salary and capital costs.

All water usage is metered. Metering guarantees that the rates charged for water are applied equitably. Water rates are \$3.85 for each 1,000 gallons. The average residential water bill is about \$270 per year. Metering contributes to water conservation by its accounting for actual usage. Meters are currently read twice a year. A long term goal of the water department is to increase the frequency of meter reading to provide a uniform cash flow and to spread out the costs to users.

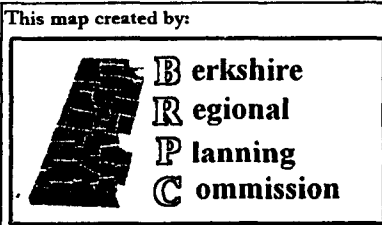
Wastewater

The sanitary sewer system in Lenox is owned and operated by the Town. The sewer system consists of original clay tile collector pipes of various dimensions, newer transite and PVC lines, three pump stations, and a treatment plant located near the Housatonic River.

The collection system dates to the late 1800's, with many newer lines installed following World War II as development extended outward from the core of town. Although some sections of clay tile have been replaced with PVC piping due to problems with root infestation resulting in



LENOX MASTER PLAN: Sewer Lines



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SEWER LINE datalayer was created by BRPC. Lines were digitized using the Mass Highway Road Inventory datalayer as a basemap.

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

ROADWAY datalayer was created and provided by MassHighway as Road Inventory Data Yearend 1997 (January 5, 1998).

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This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.

0 0.25 0.5 Miles

MAP DATE: April 12, 1999 FILENAME: LL_LEN_Sewer_B

Original includes color coding.

leakage and blockage, many of the original lines are still in place. They are not generally in good condition.

The sewer system has grown gradually into a more modern and cohesive collection network. Historically the sewer system was divided into three separate and distinct sewage service areas - New Lenox, Lenox Center and Lenox Dale. Since the early 1980's, sewage from New Lenox has been pumped to the Pittsfield treatment plant. The town's sewage treatment plant utilizes extended aeration, and discharges into the Housatonic River. Sludge resulting from processing is now disposed of off-site.

In 1998, Lenox completed a three million dollar upgrade to the main wastewater treatment plant and conversion of the old Henry Avenue treatment plant to a new pump station. The upgrade consolidated nearly all wastewater treatment to the expanded main plant facilities north of Lenox Dale via a new connecting force main, while eliminating treatment at the old plant site. The new expanded plant, financed by the state's 0% interest revolving loan program and town funds, was completed in the fall of 1998. The upgraded plant has a capacity of 1.8 million gallons, double its previous capacity.

The growth of the wastewater system has reduced the need for individual septic systems which, due to seepage or failure, have historically contributed to water quality problems. By 1990, 74% of residential units were connected to sewer.

The gravity flow collection system runs in a general south easterly direction, under the bypass to the northern Lenox Dale area. The system has an average daily flow of 600,000 gallons. Flows are heavier in the summer due to increased water usage, and periodically throughout the year due to increased localized weather events.

There is a problem of inflow and infiltration when heavy storms occur, at which time the system can experience a five fold increase in flows. This load severely impacts the treatment plant's ability to process waste. The 1997-98 plant upgrade was intended to provide for these events and allow time to correct the I & I problems.

Usage and bills are tied directly to water usage through meters. Sewer rates are: \$3.00 for each 1,000 gallons. The average residential water bill is about \$210 per year. All users are metered. There is a fee of \$220 per bedroom for residences to tie into the sewer system.

A map indicating the general location of wastewater system facilities, lines and a general service area is shown on the following page.

Storm Drainage System

The origin of flows is normally rainfall which will often return to the ground water. Natural storm drainage flows are changed by the built environment. Difficulties with stormwater occur due to heavy volumes, the steep terrain that causes a high rate of runoff, and from existing impervious surfaces and poorly drained soils. Stormwater may often be best handled through adequate on-site drainage methods and areas. Modern building practices aim to mitigate changes to stormwater flows.

Historically however, systematic conveyance of storm or surface drainage water has often been from its origin, to an off-site destination. Other sources include incidences of air conditioning condensation, springs, wash water for streets, or water consumed from the public water supply for use of washing vehicles, watering lawns, etc. Storm drainage can be defined as the entire system of streets, curb and gutter, ditches, ponds, culverts, catch basins, bridges, manholes and inlets. The destined location is normally a retention pond, a creek, river or lake.

Lenox is located in the valley of the Housatonic River which is the destination of this storm water from the land surface of the Town. Upstream tributaries, flowing generally to the east, intercept storm water in various parts of town and carry it to the River. Streets, particularly those with gutters, ditches and storm drainage structures also convey stormwater. Stormwater flows are generally not strong in areas with high permeability of the soils. Storm drainage does not generally cause serious problems of flooding in Lenox as the patchwork system basically provides adequate drainage.

Future Challenges, Needs and Opportunities

The maintenance and improvement of the public utilities requires a constant effort on the part of the local government. Good utilities are essential to residents and businesses, and can be important to economic growth. In many ways, public utilities can be described as adequate. However, in some instances local and external financial resources may be necessary to implement improvement or installation of new infrastructure projects. The following information can be supplemented by the '1999 Lenox Infrastructure Committee Report'.

Water

The water supply is a valuable commodity that needs to continue to be protected. The water supply is limited due to the size of the reservoirs. This is a limiting factor in regard to development and expanded water use. At times of peak usage, the primary source is not sufficient and it is necessary to utilize water from Pittsfield. While this is currently an operational situation, the Pittsfield water has a different chemical composition. If usage, particularly seasonal usage, increases, the dependence upon water from outside the community will increase. This is not a problem of overall supply however, since Pittsfield has a great deal of excess capacity. Leaks are also a likely source of some lost water. Leaks can be isolated by comparing subsystem flows with metering totals.

Lenox's water distribution system, including cast iron mains is aging. Replacement of a main along Housatonic Street is planned in the near future. This work will be performed in conjunction with street repairs to benefit from state funding opportunities, to gain cost efficiencies, and avoid unnecessary construction and disturbance. Fortunately, many of the old pipes are still in good shape, although some lines, such as one near Schermerhorn Park, are beginning to deteriorate. Other lines, in particular those such as in the New Lenox area that are carrying different types of water and are more prone to corrosion, and those made of transite which is brittle and can easily break, may require work.

Replacement of water mains will be a continuing need that must be addressed. Lenox should strive for a future water distribution system that includes new lines that are looped. "Looping" to avoid dead ends equalizes pressure and demand within the system and eliminates possible problems. Overall, the age of the original distribution system dictates that a conscientious program of repair and replacement be maintained if this system is to continue providing uninterrupted service to the community.

One option is for the Town to plan for the gradual replacement of the poorest condition mains. Replacement could be implemented through a large comprehensive approach, on a section basis, or by prioritizing heavily used lines most in need of replacement. Lenox Village and Lenox Dale are logical starting points.

Regular flushing of lines is a necessary on-going task, particularly in areas such as New Lenox.

The water storage facilities are in good general condition. It may be necessary to add storage capacity to help alleviate peak demand in summer dry periods.

Wastewater System

The recent wastewater facility improvements have addressed many needs. In many places original clay tile piping needs to be replaced with PVC piping. Several engineering studies of the wastewater system conducted for the Town in the last two decades identified this as the cause of inflow problems and produced reports that recommended replacement of bad sections and actions to reduce and prevent inflow. For the most part, this work was never begun. The DPW is currently investigating the problem and potential improvements.

Many residences that are currently not connected to the sewer, particularly those with aging septic systems, would like to tie into the sewer system. There is no set Town policy on extending sewer lines now or in the future. The service area shown on the wastewater system map provides an area where new users can tie in without greatly extending lines. New connections within proximity of existing sewer lines would be the most economically feasible alternatives. Gravity feeds are possible in many locations. Extending the lines in an unplanned manner beyond the service area might spur unwanted growth, not in keeping with the desires of the community. The method of paying for these improvements is also an issue that town officials, and possibly the voters, will need to consider.

In the 1998 Capital Plan, the major expense item was 2.5 million dollars for an extension of sewer along East Street, a bonded project slated for FY 2001. This extension, which has been considered in the past, would alleviate projected increasing incidences of failed septic systems. Without the extension, some homeowners in that area will face expensive replacement costs. Extension could open up the area, which apparently includes some large sections of potentially developable land, for additional growth.

There is a nucleus of residences on or near Laurel Lake that are currently on private septic systems. Extension of the sewer to serve this area might be a more environmentally sustainable solution.

Some lower elevation portions of the south side of town (including the Laurel Lake area) may require a lift station to link into the sewer. It may be more feasible to allow private or community septic systems in areas where sewer hookup is especially difficult. Any septic system must be designed to avoid potential contamination of the underground water supply however.

Storm Drainage and Watershed Concerns

Uncontaminated runoff should be directed in such a way as to recharge the groundwater within the lot where it originates and in such a manner as to not alter natural runoff into any wetland, nor to cause erosion, pollution or siltation into or towards any wetland. The Lenox Conservation Commission should continue to fully enforce the Wetlands Bylaw and regulations in this regard.

Poor drainage along roads can be addressed during road reconstruction projects. Connected to the problems and potential solutions with inflows, new storm drains and other means may be required to handle heavy storm flows.

Additionally, the Housatonic Watershed Non-Point Pollution Assessment study is currently being undertaken. This study will potentially identify ways and areas in which storm drainage could be handled in a more environmentally sensitive manner.

Developing Strategies and Plans for Improvement

Ongoing capital improvement planning needs to remain focused on the goal to *'Maintain viable systems for the safe and effective collection and treatment of waste water'*. If necessary this may entail the town:

- *Commission a detailed engineering analysis to formulate specific plans on wastewater system improvements.*

The goal to *'Maintain and enhance environmentally sensitive storm water and flood protection systems'* can be advanced by efforts to:

- *Install storm water drainage facilities as part of road improvements according to best management practices*
- *Maintain a current emergency/disaster management plan*

Lenox has recently become proactive in addressing municipal facility needs. By staying proactive the Town can avoid the degradation of these facilities and resulting reduced service levels. This must be done in an efficient manner, by prioritizing needs within limited budget constraints, and with outside assistance if possible.

Due to its fiscal resource base, Lenox is in a better financial position than most other towns of its size in Massachusetts. However, local government financial resources are restricted due to limitations of the local tax base, the cost of meeting state and federal mandates upon local government, the cost of local governmental operations, and property tax and debt limits.

All infrastructure goals discussed in this Plan, the goals above, and other goals to *'Maintain a viable system for cost effective delivery of high quality drinking water'* and *'Provide for the orderly extension of utility services where appropriate and necessary'* can be met in a manner consistent with community desires by efforts to:

- *Maintain an adequate operational budget and staff*
- *Continue to Plan and budget for all short and mid term capital infrastructure improvements on a fiscally responsible timetable that does not significantly increase total debt, and access external funding sources where possible*
- *Begin to plan and provide for gradual long term replacement of water mains*
- *Consider the imposition of impact fees*
- *Carefully incorporate neighborhood and community consensus on all improvement projects. Promote public understanding and support for necessary utility repairs, improvements and funding through public meetings and information releases. Publicize results to residents so they are aware of what is accomplished.*
- *Formulate Infrastructure Policy Standards that include:*
 - *Development of new infrastructure shall only occur after an analysis of the impacts of this infrastructure with regard to land use, traffic, water quality and community services.*
 - *Public investments, including, but not limited to, construction or expansion of infrastructure and facilities related to water supply and distribution, sewage*

collection and treatment should reinforce the traditional character and desired land use patterns of Lenox.

- *No development or redevelopment which significantly increases usage should occur unless the existing infrastructure has adequate capacity to support the development or redevelopment.*
- *Installation of necessary infrastructure shall be timed to meet the need generated by the development or a contribution of funds toward the necessary improvements shall be provided.*

NATURAL RESOURCES, OPEN SPACE & RECREATION AREAS

The Town of Lenox enjoys wonderful aesthetic and environmental resources, which must be used and conserved wisely. Three important natural elements are: two mountain ridges to the east and west, where altitude reaches about 2,000 feet, and the Housatonic River which runs north-south along the eastern border on a high plateau of approximately 1,000 feet. The Town already has an extensive inventory of permanent protected open space, including several thousand acres under State, Town or non-profit Conservation ownership. However, many treasured spots remain unprotected or in temporary protection (Chapter lands). In addition, many of the factors involved in resource preservation and habitat protection cross municipal borders, necessitating that Lenox work in cooperation with other communities. For example, all of the areas where Lenox borders other towns are in the Housatonic River Watershed.

This section provides a general understanding of the natural features of the town. For greater detail, refer to the Open Space and Recreation Plan. This section is basically a summary of that Plan, which is inseparably linked to this Master Plan.

Goals

Survey respondents generally indicated a high level of support for both conservation and recreation. Goals expressed as a vision are:

- *All water resource areas that relate to public health and safety are preserved and protected*
- *The valuable diversity of plant and wildlife habitat and other ecologically sensitive areas is protected*
- *Agricultural lands are preserved*
- *Lenox's outstanding historical, cultural, and visual resources are preserved*
- *The Housatonic River is easily accessible to canoeists, wildlife observers, and pedestrian traffic*
- *Kennedy Park and Post Farm are well preserved and utilized as multi-use recreation/conservation areas*
- *When development does occur, strong efforts are made to protect the environment from adverse impacts*

Natural Features

Lenox is well endowed, in the aggregate, with public open-space reservations. The mountains provide a wide "green-belt" on both the east and west borders of the town, the ridge of Kennedy Park breaks up and provides a similar feature near the central area, and the Housatonic and water resource lands provide other open spaces.

Water Habitat Protection: Key Priorities

As reflected in the 1998 Community Survey, Lenox residents already place a high priority on the protection of water resources, reflecting a wise appreciation for the importance of clean drinking water supplies and recreational waters, intact wetlands for wildlife diversity, and the economic usefulness of area waterways. Lenox draws its public water supply primarily from town reservoirs located on Lenox Mountain, and also purchases water from the Pittsfield public water supply during its busy summer season. The watershed area for the reservoirs is town-owned, and the land is permanently protected. However, protection for surrounding lands that might be used for water supplies in the future is somewhat spotty, and Lenox should examine additional acquisitions in order to protect these areas should additional water supplies be necessary in the future.

Chemical pollutants from area industries have contaminated the Housatonic River, rendering the fish inedible and making the river undesirable for swimming. New methods of wastewater treatment were instituted starting in the 1960s by local industries that still use the river, including several paper mills in the Lenox Dale area, abating the further deterioration of the river. In the last few years local and regional environmental groups have worked to ensure cleanup of the river and plan for its enhanced recreational and scenic use. These efforts will be expanded even further over the next few years as Housatonic River communities benefit from a settlement by General Electric that is designated for the clean-up of the River, and Lenox officials and residents should endeavor to play a large part in the process.

One of the most significant of the town's ponds and lakes is Laurel Lake, which is shared with the Town of Lee. Facilities at the lake include Lenox Town Beach, and the Lake is a popular site for cottages, whose septic systems can contribute to excessive weed growth (eutrophication) at the Lake. In general, new state regulations affecting septic systems will encourage and even mandate upgrades to existing systems and help prevent further contamination of the water supply. Lenox and Lee should work together to ensure that steps are taken to minimize pollution to the Lake, and provide resources/encouragement to abutting landowners to mitigate pollution.

Wetlands in their natural state have historically been considered undesirable and are indeed unsuitable for many types of development. Although draining and filling of wetlands were common in the past, these practices are both expensive and damaging to the environment, making this sort of development ill-advised in general. The value of wetlands has been formally recognized by the State Wetland Protection Act and Lenox Bylaws that protect wetlands in order to ensure wildlife diversity, outdoor recreation, purification of aquifer recharge areas, flood control (stabilization of runoff), reduction and prevention of erosion, and scenic qualities.

Soils and Slopes: Limits to Development

Lenox's population, economic development, and recreational areas are restricted due to the town's steep slopes, erosion-susceptible soils and extensive floodplain. Steep slopes are the largest single physical element affecting the future development of the community; approximately 25% of the town's 13,862 land acres are on steep slopes. October Mountain on the east and Lenox Mountain on the west occupy many square miles of these upland acres. Most of these steep slopes are under permanent protection, are already developed, or are very difficult

to develop due to their highly erosive soils. A number of hills punctuate the plateau between the mountain ranges. In flatter areas of town, the scarcity of land available for new development will likely lead to future projects being proposed on marginal lands. Lenox will continue to face the challenge of redirecting development from unsuitable lands to more suitable areas or modes.

Farmlands: Historic and Cultural Resources in Jeopardy

Ideal farmlands have been reduced to a scattering of relatively small parcels by development, and are limited due to topographical and soil quality reasons. Agricultural lands, though difficult to farm profitably, are nonetheless a valuable open space and historical resource. Remaining farmlands are most abundant in the northeastern part of town. The largest of the region's few remaining dairy farms, High Lawn Farms (nearly 3,000 acres in Stockbridge and Lee) is located on a hilltop overlooking Laurel Lake. Although the bulk of the farm is located in Lee and Stockbridge, Lenox officials recognize its importance within town and as a sub-regional gem to be preserved, and are willing to work with the current owners and the other towns in order to ensure the farm's preservation. The conversion of remaining farmlands now protected temporarily under Chapter 61A, along with increased housing development, could threaten the rural landscape and scenic views. Many of these lands are actually well-suited for development, and Lenox officials and residents, and groups such as the Berkshire Natural Resources Council, will need to work cooperatively with land owners in order to preserve them for the enjoyment of future generations. Possibilities for doing so include everything from the direct acquisition of land to a more comprehensive and coordinated use of the state agricultural preservation restriction program. Participation in a proposed scenic byway program could help draw attention and even support to the aesthetic and historic appeal of agricultural fields.

Scenic Resources

Pastoral lands, ridges and viewsheds should continue to serve as assets for the town as development is limited and key permanent acquisitions occur. Lenox's water resources, rolling terrain, extensive farmland and pastures, parks and thriving downtown and residential areas are aesthetically pleasing to resident and visitor alike. These assets are important for both aesthetic and economic reasons, and need to be protected from degradation. Care should be taken in planning recreational activities to ensure that allowed uses do not threaten the environmental integrity of the natural habitat or the scenic quality of these lands. Although the town is quite handsome, it faces potential threats from over-development, traffic congestion and pollution due to pressures from tourism, residential housing pressures, industry and other key components of the local and regional economy. In addition, strip commercial and residential development along scenic roadsides and hilltops is a potential degradation that can and should be minimized. The town has already made efforts to improve entrances to the town and protect these scenic resources through initiatives and by-law changes. These must be continued and expanded, or the town will lose the beauty that makes it so attractive currently.

Climate

The climate of Berkshire County is considered humid, with annual temperatures that are characteristic of the North Temperate Zone. Winds are predominantly from the Northwest. Weather patterns change often, and there are many variations between the higher elevations and the valley areas. The growing season varies from 120 to 140 days, with the frost-free period

running from mid or late May until late September. The county lies in plant hardiness zone 4. The Berkshires experience the variety and beauty of four distinct seasons, with corresponding variations in temperature and precipitation.

The normal average daily temperature in January is 21 degrees (F), which is quite cold. Average snowfall totals approximately 70 inches per year. The normal average daily temperature in July is 68 degrees (F), which is quite pleasant. Annual precipitation averages 43 inches.

Source: National Oceanic and Atmospheric Administration.

Recreation Areas

Parks

Kennedy, Lilac, Ore Bed, Tillotson, and Edith Wharton are town parks that appear to be well kept by the community. Bridle paths, trails, picnic tables and benches can be found there to enhance the natural beauty of the places. In terms of existing resources, the town beach, located across the border in Lee along Laurel Lake, provides the primary opportunity for outdoor water-based recreation. Ownership was recently passed to the town. In addition, the sizeable watershed holdings, conservation property, and the October Mountain State Forest are invaluable complements to the local park system.

Playgrounds



Lenox has one major playground, the War Memorial Athletic Field. This facility is well maintained and used. A playground might be a welcome addition in New Lenox, and the town should give thought to developing playground nodes in conjunction with its network of parks and trails as appropriate.

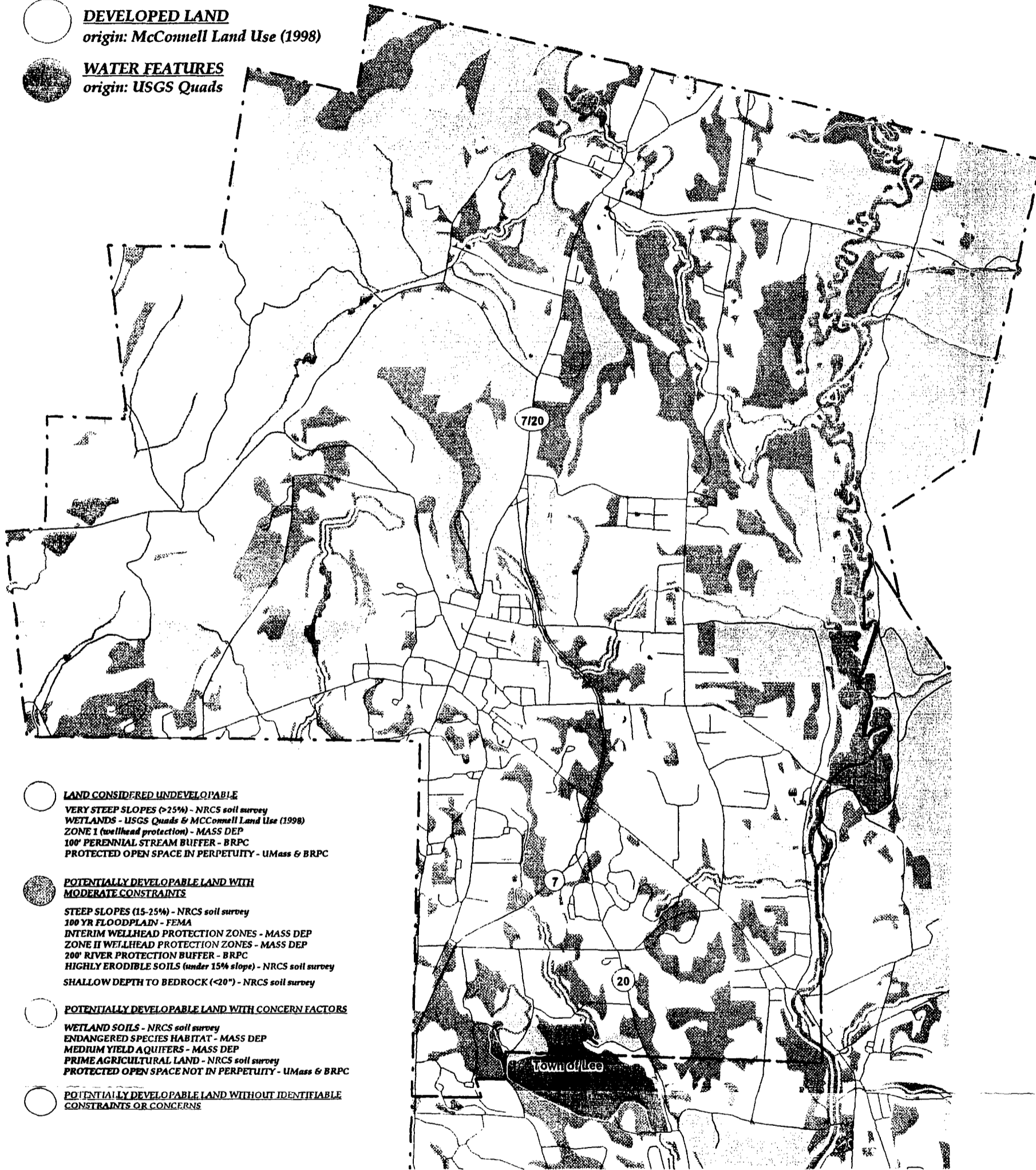
Trails





There are numerous opportunities for hiking, biking and horseback riding in Lenox at Kennedy Park, Post Farm, near the Housatonic River, in the October Mountain State Forest, and at the Pleasant Valley Sanctuary (hiking-only on designated trails).

Development Constraints and Open Space and Recreation Opportunities

According to 1997 land use information 2,967 acres or 21.4% of total land area in Lenox could be classified as developed, including institutional/recreational lands. The following map shows a combination of areas classified as developed, areas of natural physical constraints, legal or regulatory restrictions, and areas of concern related to the natural environment generated with the BRPC Geographic Information System. This evolving technology allows advanced analysis although it does have its limitations.

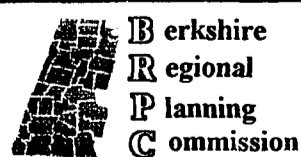
-  **DEVELOPED LAND**
origin: *McCormell Land Use (1998)*
-  **WATER FEATURES**
origin: *USGS Quads*



-  **LAND CONSIDERED UNDEVELOPABLE**
VERY STEEP SLOPES (>25%) - NRCS soil survey
WETLANDS - USGS Quads & McCormell Land Use (1998)
ZONE I (wellhead protection) - MASS DEP
100' PERENNIAL STREAM BUFFER - BRPC
PROTECTED OPEN SPACE IN PERPETUITY - UMass & BRPC
-  **POTENTIALLY DEVELOPABLE LAND WITH MODERATE CONSTRAINTS**
STEEP SLOPES (15-25%) - NRCS soil survey
100 YR FLOODPLAIN - FEMA
INTERIM WELLHEAD PROTECTION ZONES - MASS DEP
ZONE II WELLHEAD PROTECTION ZONES - MASS DEP
200' RIVER PROTECTION BUFFER - BRPC
HIGHLY ERODIBLE SOILS (under 15% slope) - NRCS soil survey
SHALLOW DEPTH TO BEDROCK (<20") - NRCS soil survey
-  **POTENTIALLY DEVELOPABLE LAND WITH CONCERN FACTORS**
WETLAND SOILS - NRCS soil survey
ENDANGERED SPECIES HABITAT - MASS DEP
MEDIUM YIELD AQUIFERS - MASS DEP
PRIME AGRICULTURAL LAND - NRCS soil survey
PROTECTED OPEN SPACE NOT IN PERPETUITY - UMass & BRPC
-  **POTENTIALLY DEVELOPABLE LAND WITHOUT IDENTIFIABLE CONSTRAINTS OR CONCERNS**

LENOX MASTER PLAN: *Environmental Constraints & Concerns on Land Development*

This map created by:

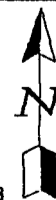


Berkshire
Regional
Planning
Commission

This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

All data provided by MassGIS. See legend for summarized origin.

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



MAP DATE: February 3, 1999 FILENAME:

LL_LEN_Suitability_B

Original includes color coding.

Approximately 40% of land is considered undevelopable, 20% is considered to have significant moderate constraints, while 10% is considered to have concern factors. The remaining land, less than 10%, had no identified constraints or concerns that were derived from the mapping layers shown. This gross information is for general planning purposes only. Further investigation and site specific information would certainly upgrade or add other constraints or concerns in some areas, while eliminating or downgrading the situation in other areas.

After subtracting developed land, protected open space, known wetlands, steep slopes, and other constraints, Lenox has a shrinking amount of potentially buildable land. The western portion of town is comprised mostly of land with sensitive natural features and constraints. The southern and east central portions of town would appear to have some large acreage either with only moderate concerns or identified environmental constraints or none.

Lenox already contains a significant percentage of publicly controlled land, although today the largest portion of this is reserved for watershed or conservation purposes and is not generally useful for recreation. This natural greenbelt will continue to limit the pattern of a monotonous, continuous suburban development and enhance the livability of the town. Still, the far-sighted land procurement of the past offers Lenox a rare chance to generously provide not only for today's residents but also for future generations.

The sensible development and management of acquired property and a full range of free time activities must accompany the acquisition of space. Lenox has already established an imaginative core of community sponsored activities responsive to the needs of different age groups: the presence of picnic tables, benches, and baseball diamonds speak for town-wide interest in existing parks.

Lenox's need in open space is for linkages, either for active recreation or for preservation of open land as park areas or for future public use. Lenox is a town with ample resources, however, it must be cognizant not only of the initial costs of park-land acquisition and recreational facility development, but also of the long-term costs of maintenance, repair and replacement.

It should also be pointed out that development of both active and passive recreation facilities is one of the major instruments for influencing the economic future of the town. From an economic standpoint Lenox relies rather heavily on tourism factors centered on Tanglewood and resorts in town and these in turn thrive on scenic beauty and recreational opportunities. The town could stand to offer more for younger visitors to enjoy for an afternoon or evening. Modern technology and professional office industries also cherish a pleasant environment. A short analysis of the benefits of Open Space is contained in the Open Space & Recreation Plan.

Active recreation-oriented parks are concentrated near downtown and Lenox Dale. Ideally, these facilities should be scattered throughout town so children can walk to them and so they provide intermittent community gathering spots in areas such as New Lenox, which lacks a neighborhood park to conveniently serve residents. School lands and facilities are used as indoor and outdoor recreation facilities, but access to the school buildings is limited. The community lacks adequate

playing fields and, with the exception of Kennedy Park, there are no well-utilized large parks. Demographics are also a factor in determining need.

There is a large and growing number of residents who are retired or near retirement with grown children, a factor that seems to call for limited investment in new neighborhood park facilities and equipment targeted at younger age groups. With the exception of New Lenox, existing parks serving developed residential areas, including the downtown, with expanded facilities for older age groups may serve a greater need.

More outdoor swimming opportunities are seen as needed. Although the beach is designated for resident use, it also receives heavy usage from the many tourists who visit the Berkshires in the summer. Many other privately owned beach areas are also utilized, and there is often a lack of understanding of what areas can be utilized and under what conditions.

Community interaction could be facilitated through increasing sidewalk and trail mileage and connectivity. Well-located pocket parks and additional benches at natural gathering points would also facilitate interaction. These are discussed in the Neighborhood Areas section.

Post Farm may provide an opportunity for fuller utilization. However, an appropriate balance between conservation and recreation must also be achieved. There is a need to encourage greater use of the town's conservation lands for passive recreation where appropriate. This could be pursued by: 1) developing and maintaining hiking trails, improving access, and providing open space linkages between the various town, state and other protected properties, and 2) efforts to emphasize their value through environmental education and other programs both in the schools and elsewhere.

Stewarding Strategies

Overall, the protection and management of Lenox's open spaces should be enhanced to protect wildlife habitat and natural resources, provide recreational activities which respect their natural surroundings, maintain scenic views and preserve Lenox's rural character. The areas recommended for linkage development and further conservation are shown on the Open Space & Recreation Action map. Generally, the guiding factors, besides the overriding one of limiting residential sprawl, for proposed actions have been social, economic, topographic, and functional. Areas which have outstanding scenic or ecological values are recommended for acquisition or increased protection.

The following strategies will help to ensure that the town's water resources, natural habitats, and other sensitive or precious resources are preserved for the use and enjoyment of future generations:

Strategies for Water Resource and Habitat Preservation

It is of the utmost importance that all water resource areas relating to public health and safety are preserved and protected.

- *Work with property owners, and organizations to improve water quality in the Housatonic River and Laurel Lake*

- *When necessary, where feasible, enhance protections to natural habitats and water resources.*
 - *Ideally, the Yokun Brook wildlife corridor running through the Pleasant Valley Sanctuary and surrounding areas would be extended to the Housatonic via protection and acquisition of land.*

Strategies for Preventing Development on Mountains and in Areas Prone to Erosion

- *Adopt, utilize and employ regulatory protections such as the Scenic Mountains Act or hillside zoning protections to discourage or prevent development in areas with unsuitable soils and slopes.*

Strategies for Preserving Farmlands and Pastures

- *Agricultural lands should be preserved through cooperative efforts between state and local preservation organizations and agencies to provide the means to permanently farm appropriate parcels.*
 - *Chapter 61A designation, or Chapter 61 designation for forested parcels, could be used to provide tax relief for owners of farmed or pastured parcels, and delay development for an extended period of time.*
- *Encourage local participation in cooperatives and suppliers and support nearby subregional farm producers and farmers by "buying local."*

Strategies for preserving Scenic Resources:

- *Continue to employ various means such as State Chapter programs, donations or outright purchase, or creative methods like transfer of development rights to preserve open space that has great aesthetic value.*
- *Preserve corridor lands and scenic roads such as East Street and Under Mountain Road through a variety of mechanisms, such as securing easements, the declaration of Scenic Roads, and the Forest Legacy program.*
- *Consider zoning overlays or other changes to combat the visual impacts of sprawl, such as allowing flexible lot frontage, or providing enticements for developers to set aside open space for recreation and/or conservation in their projects.*

Outdoor Recreation & Trails

Make portions of the Housatonic River easily accessible to canoeists, wildlife observers, and pedestrian traffic

- *Ensure that public and private initiatives include improvements to make River areas that are near existing neighborhoods and are not highly environmentally sensitive more accessible for canoeists, wildlife observers, walkers, and bikes.*
- *Improve or create new connection to Woods Pond and the Housatonic River at New Lenox Road based on public consensus and available funding*

A major goal of Lenox's Open Space and Recreation Plan is to expand trails - and linkages between them - where appropriate in order to maximize their enjoyment and usage by residents

and visitors alike. Please refer to this Plan for greater detail about accomplishing the strategies listed below.

- *Design and enhance the trails network to connect with similar trail systems in neighboring municipalities*
 - *Form a committee to guide the development of a trails and recreation network*
 - *Investigate rail-trails - one possibility is the section of the old trolley right of way from Woods Pond to New Lenox Road if the land owners are willing to allow access*
- *Publicize trail network and encourage use of bicycle, hiking paths and sidewalks that connect neighborhoods and parks in town*

Provide a variety of recreational opportunities that serve all ages, physical conditions, and interests of year-round and summer residents

- *Create/secure access to more playing fields, and increase outdoor recreational opportunities, potentially through joint ventures*

Preserve and utilize Kennedy Park and Post Farm as multi-use recreation/conservation areas

- *Carefully maintain a balance based upon cooperation and compromise between conservation, passive, and active recreational activities which are designed to minimize impacts to the environment*

When development does occur, strong efforts should be made to protect the environment from adverse impacts:

- *Continue to vigilantly review proposed development and enforce regulations that direct construction away from environmentally sensitive resource areas*
- *Consider expanding requirements that proposed developments include an Environmental Impact Analysis to cover all larger developments and those on marginally developable lands*

SUSTAINING LENOX THROUGH WISE MANAGEMENT OF LAND

Building upon previous sections of this document, this section represents a basic plan for the usage of land, a fundamental element of the Master Plan. Information herein and throughout this Plan details present uses, outlines the historical and recent patterns of development, and identifies current land use issues and problems which may emerge such as incompatible and inappropriate uses. Land, and the differing uses of it, are important inputs to planning for the future employed by local officials, private organizations, and individuals to determine policies and decisions involving the provision of services such as transportation, education, water, sewer and other infrastructure. A prescriptive land use analysis can help to effectively guide and integrate appropriate new development within the existing community.

The development of Lenox, as of most communities, has been largely influenced by a combination of physical and economic factors. Lenox lies at the center of the Berkshire Hills, between Pittsfield and Lee. The landscape features, described in the Natural Resources and Open Space section, have determined two of the major land uses in Lenox: the extensive woodlands on the east and west, and the wetlands and floodplain along the river.

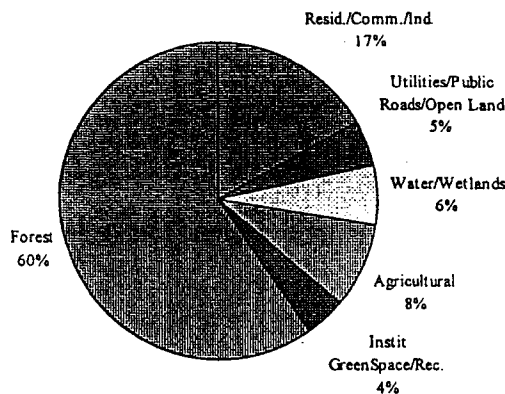
The major artery of travel, Route 7/20, runs north-south through the flatter land between the mountains. Physical elements and other factors described in this Plan such as sociological habits and preferences and larger economic trends have shaped the land use patterns existing in the town.

Existing Land Uses and Trends

Due primarily to its topography, Lenox is fortunate to still have a great deal of land in a natural or passive state with nearly 80% of all land either not developed or used for recreational/open space and agricultural purposes according to BRPC's 1997 survey of land use. Approximately 60% of total acreage is area is forested. A majority of the developed area is comprised of single family residential uses.

Chart LU1

Land Use in Lenox - 1998

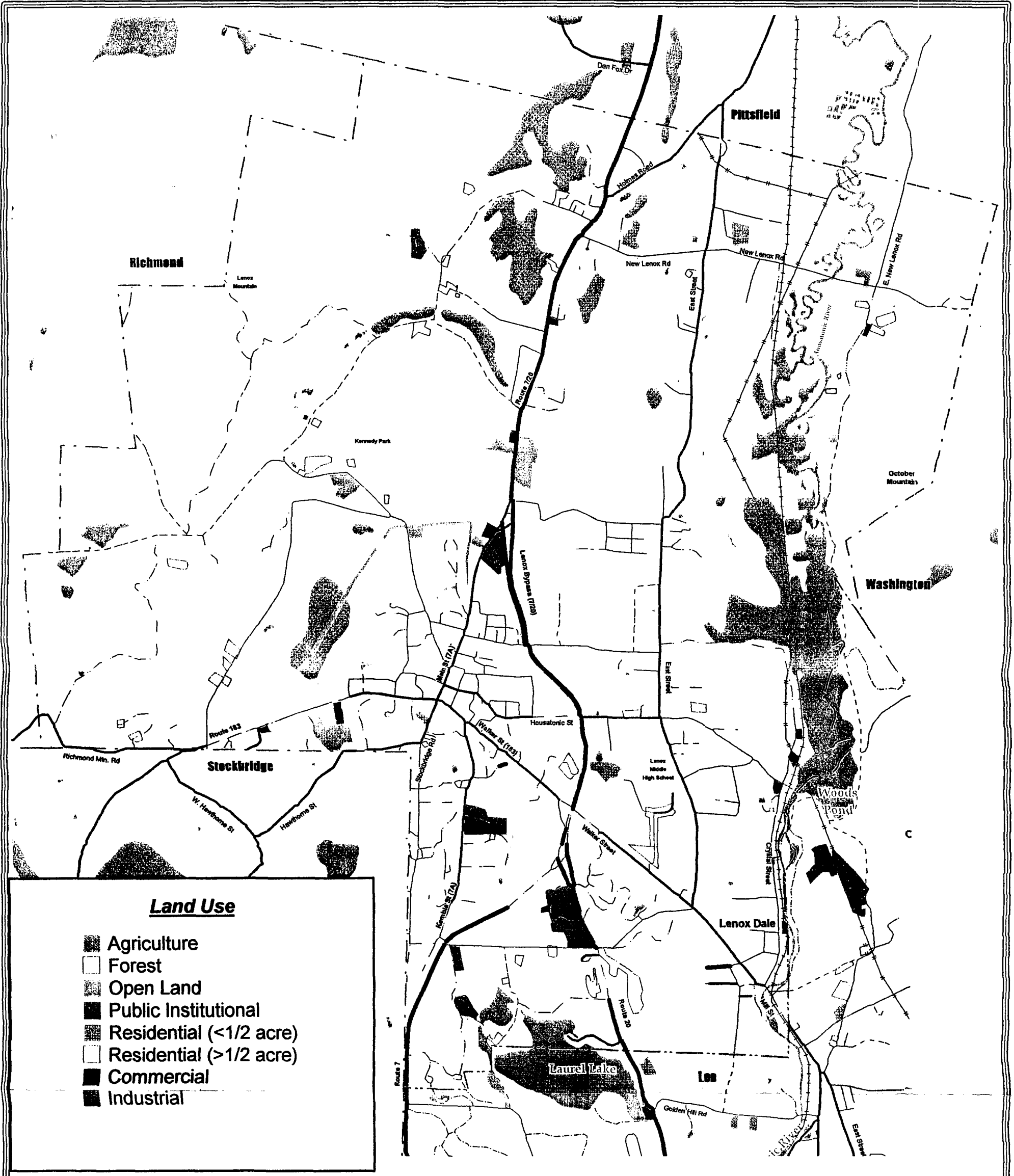


All land is divided into ownership parcels. The following table shows a diversity of uses although the common pattern of lots with single family structures is present.

Table LU2 Use Classification of Property Parcels

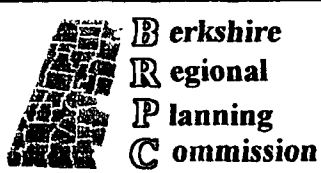
Category	Sub-category	Parcel Total
Multiple Use		48
Residential	Single Family	1509
Residential	Condominium	271
Residential	Two/Three Family	83
Residential	Other	18
Residential	MF 4 or more units	16
Residential	Vacant Developable	111
Residential	Vacant Potentially Developable	28
Residential	Vacant Undevelopable	105
Commercial	Motels	8
Commercial	Inns, Resorts	22
Commercial	Nursing Home	1
Commercial	Warehouses and Distribution	11
Commercial	Retail Trade	35
Commercial	Retail Automotive/Vehicular	9
Commercial	Office	13
Commercial	Public Service	3
Commercial	Cultural/Entertainment	2
Commercial	Recreational	3
Commercial	Vacant	18
Industrial	Manufacturing/Processing	14
Industrial	Mining and Quarrying	1
Industrial	Public Utility	5
Industrial	Vacant	2
Forest Property	Chapter 61	16
Agricultural	Chapter 61A	18
Recreational	Hiking	7
Exempt	Public Service - Fed., State, County	32
Exempt	Public Service Municipal	49
Exempt	Public Service Other	43

Source: Lenox Tax Assessment Rolls



LENOX MASTER PLAN: Land Use Change 1985-1997

This map created by:



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

LAND USE 1:25,000 datalayer was obtained from MassGIS (June 1997). It was photointerpreted by UMass Amherst in 1985. BRPC updated the data in 1997 using the 21 UMass codes. These codes have been further condensed for this map.

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

MASSHIGHWAY ROAD INVENTORY datalayer was created and provided by MassHighway as road inventory data Yearend 1998 (January 5, 1999).

SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



MAP DATE: February 1, 1999 FILENAME: LL_LEN_luchg_B

Original includes color coding.

Land Use Trends

According to published estimates, in 1959, only 340 acres of land in Lenox were developed for residential, business or industrial use. In the 1960's, the pattern of sprawling consumption of land took hold and accelerated. By 1985, over 2,200 acres of land were in residential, commercial or industrial use, and approximately 2,769 acres were developed including mining, transportation, recreation and institutional uses. Most of the land was converted from forest and agriculture to medium or low density single family homes. This greatly diminished the supply of buildable land and impacted the environment greatly. Continued conversion of most of the traditional farmlands and forested areas in Lenox to medium and low density residential development will threaten the rural landscape and scenic views.

Despite a stable population, conversion of undeveloped land for new residences has continued in recent times, although at a much lower rate than in the 1960's and 1970's. Lenox's attractiveness as a cultural, resort and retirement location has contributed to a stream of related development and changes in land use. Lenox is no longer in a pattern of high volume low-density sprawl. This is actually a positive situation, since the high costs of low-density sprawl development can over-stress public infrastructure and local fiscal capacity, affecting natural resources such as aquifers and waterways, increasing traffic congestion and changing community character. Recent patterns of new residential uses, including special housing for seniors, have been more compact, and have also occurred through development along the commercial corridors and the reuse of large institutional properties. Overall, the volume of land involved in this trend is not overwhelming; approximately 200 acres of land were converted to developed lands from 1985 to 1998.

Table LU3 Land Use Change in Lenox

Land Category Definition	1985 Acres	1998 Acres	Change in Acres 1985-1998	% Change 1985-1998
Agriculture	1,243	1,151	-92	-7.4%
Forest	8,635	8,466	-139	-1.6%
Water	224	224	0.0	0.0%
Wetland	603	594	-9	-1.4%
Open Land	383	425	42	10.8%
Institutional Greenspace and Recreation	503	546	43	8.5%
Residential < 1/2 Acre	784	875	91	11.6%
Residential > 1/2 Acre	1,181	1,227	46	3.9%
Commercial	229	245	16	7.0%
Industrial/Trans/Mining	72	72	0	0.0%
Waste Disposal				

Source: UMass MacConnell classification 1985, 1997 BRPC update

Notes: This Land Use classification is based partly on vegetative cover. Open Land includes abandoned agriculture, power lines and areas with no vegetation. Institutional Greenspace includes developed parks (not Kennedy), cemeteries, schools, resorts, vacant developed land, and Participation and Spectator Recreation. Residential < 1/2 Acre would include clustered developments.

Development is still occurring; however, resulting in the permanent loss of farmlands, open space, scenic resources - some of the very qualities that give Lenox its distinctive character. The trends of concern are increasingly related to the location, pattern, and in some cases the type of development - such as conversion of land along scenic roads to single family residential use. There are harmful effects of commercial and residential sprawl on tourism, the main source of revenue for Lenox's economy. These potential trends could, over the long term, make Lenox a less attractive tourist destination.

Sprawl and a consumptive pattern of land development remains a significant problem for the Berkshires. Residents and visitors alike have expressed concern about the loss of community character. Frontage lot development, subdivisions and commercial strip development along major roads have blurred the boundaries between village and town centers and outlying rural areas. In short, contemporary development patterns continue to slowly but steadily threaten the very quality of life which makes Lenox a desirable place to live and to visit.

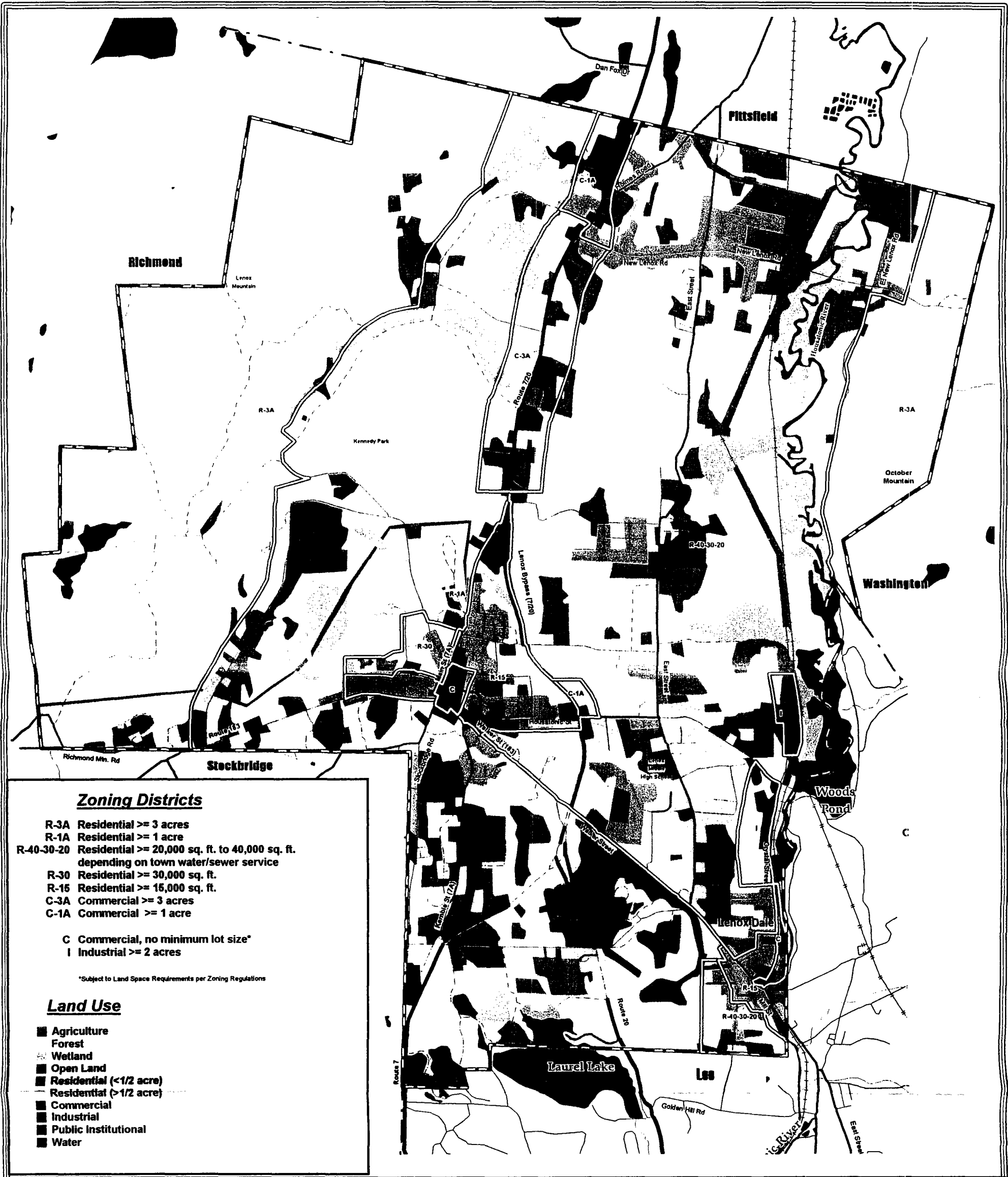
It should be noted that some of the trends can be considered positive. There has been a shift away from low density residential development. Re-investment has physically preserved many of the great estates and helped to keep the tax base of Lenox robust. The community has adopted regulations to reduce the rate of land development and some of the impacts from non-residential sprawl, as well as residential growth. In response to the actual and threatened harm to the environment, conservation organizations also have been acquiring large amounts of land for protection.

Current Land Uses and Zoning

Table LU4 summarizes residential zoning by district. As discussed in the Neighborhoods section, recent patterns of new residential uses, including special housing for seniors, have been more compact, and have also occurred through development along the commercial corridors and reuse of large institutional properties.

The highest density allowed under zoning in Lenox is 10,000 square feet per housing unit. There is a limit of four units per structure under special permitting in the commercial zones and in the R-15 zone. Institutional buildings, such as assisted living complexes, nursing homes, and retirement condominiums, are considered separately in zoning, with higher densities allowed.

In the R-20, R-30, R-40 zone, density is determined by utility coverage. In some towns, this form of zoning has been an incentive leading to vast unplanned utility extensions. Thus far, this has generally not been the case in Lenox. However, roadside development continues to whittle away at the quality of some of Lenox's scenic roads.



Zoning Districts

- R-3A Residential \geq 3 acres
- R-1A Residential \geq 1 acre
- R-40-30-20 Residential \geq 20,000 sq. ft. to 40,000 sq. ft. depending on town water/sewer service
- R-30 Residential \geq 30,000 sq. ft.
- R-15 Residential \geq 15,000 sq. ft.
- C-3A Commercial \geq 3 acres
- C-1A Commercial \geq 1 acre

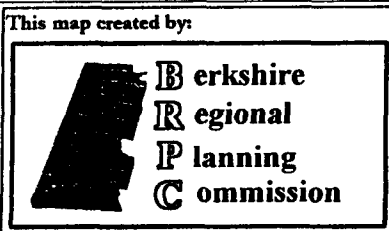
- C Commercial, no minimum lot size*
- I Industrial \geq 2 acres

*Subject to Land Space Requirements per Zoning Regulations

Land Use

- Agriculture
- Forest
- Wetland
- Open Land
- Residential (<1/2 acre)
- Residential (>1/2 acre)
- Commercial
- Industrial
- Public Institutional
- Water

LENOX MASTER PLAN: Land Use and Zoning



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

ZONING datalayer was created by BRPC at 1:25,000 scale through funds provided by USDOT (1998).

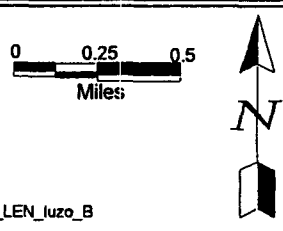
LAND USE 1:25,000 datalayer was obtained from MassGIS (June 1997). It was photointerpreted by UMass Amherst in 1985. BRPC updated the data in 1997 using the 21 UMass codes. These codes have been further condensed for this map.

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SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



MAP DATE: January 28, 1999 FILENAME: LL_LEN_juzo_B

Original includes color coding.

Table LU4

Residential District	Zone Location, Current Land Uses Description	Zone Min. Lot Size	Min. Frontage	Types of Residential Allowed in Zone	
Residential R-15	central Lenox	Med. density res., institutional, rec., commercial	15,000 SF	85	Single Family, Multi Family
	west Lenox Village	Med. density res., commercial, institutional			
Residential R-20-30-40	New Lenox, north of Walker St with sewer & water	Med, high density res., forest, schools, recreation	20,000 SF	100	Single Family
	New Lenox or east of 7/20 w sewer or water	Med. density res., recreation, forest,	30,000 SF	125	
	New Lenox or east of 7/20 no sewer/water	Forest, med. density res., agr., wetlands, recreation, open land	40,000 SF	150	
	south of Lenox Dale proper	Med, high density res., forest, agr.,	20-40,000 SF	100-150	
Residential R-30	west Lenox Village	Estates, med., low density res.	30,000 SF	125	Single Family
Residential R-1A	west of 7/20	Forest, agr., med. density res., wetlands, estates	43,560 SF	200	Single Family Estate Reuse
	south of 183	Estates, resorts, med. density res., agr/pasture			
Residential R-3A	northeast	Forest, med. density res.	3 Acres	300	Single Family
	west	Forest, institutional, agr., med., low density res.			

Land uses in differing zoning districts may be inconsistent simply because the desired use of land has yet to occur.

In 1996, zoning was revised to restrict commercial development uses, particularly in the northern part of Lenox along Route 7/20, to try to contain sprawling commercial strip development and to encourage more of the corridor to be used for offices. The core of Lenox Village is zoned for business. Office-research uses are allowed by-right throughout most parts of town.

Table LU5 Zoned Land Allowing Differing Forms of Economic Development By Right or By Permit

Zoning District	Location	Acres	Heavy Ind.	Light Ind.	Distribution	Research & Development	Information Technology/Offices
C	Lenox Village	29				Right+	Right/Permit+
C	Lenox Dale	21				Right+	Right/Permit+
C-1A	North Lenox	116		Right+/Permit		Permit+	Permit+
C-1A	Housatonic St & 7/20	19		Right+/Permit		Permit+	Permit+
C-3A	7/20 N. of 7A	398				Permit+	Permit+
I	Lenox Dale, S. of Woods Pond	81	Permit	Permit	Permit		Right
I	Lenox Dale, N. of Woods Pond Lenox	39	Permit	Permit	Permit		Right
I	South Lenox Dale	7	Permit	Permit	Permit		Right

Notes: Table contains general information only. Does not include primary residential zones.
 + Special requirements or site plan approval may apply

A Vision of Preserving and Adapting

Lenox is a community that respects its heritage and the natural environment, and also wants to provide social and economic opportunities for its citizens. The overall long term goal is to sustain this balance over time. One major element of sustainability is land and its use. Land use and investment decisions of governmental officials, private organizations, and individuals shape the future.

Overall residents would like to retain and enhance the quality of life, the attractiveness of the town, the natural endowment, and the high quality of services and cultural events. Town leaders are cognizant of the need to sustain a robust local economy in order to maintain the fiscal base to support services and facilities. In addition to goals already discussed, responses to the community-wide survey and at a community visioning session indicate residents would like to:

Preserve sensitive environments and open space

- *Minimize impacts to the environment from development when it does occur*
- *Effectively guide and integrate appropriate new development and changes in land uses within the existing community context*

Preserve communal qualities and enrich opportunities for social diversity and interaction among the populace and with nature

- *Preserve the historical heritage and the steward cultural assets*
- *Maintain a diversity of housing opportunities for people of different household sizes, age groups and incomes*

Maintain economic vitality and fiscal health, but target new development

- *Modify existing commercial trends by increasing the availability of goods and services for residents. Residents do not appear to support additional retail development that will serve visitors.*
- *Add professional employment opportunities*

Potential Land Uses and Zoning

Today, the supply of undeveloped land in Lenox, though large, is heavily limited by legal and physical development constraints. The future is always difficult to predict; however by projecting past and present trends we can estimate potential and likely scenarios. There is a potential for continuation of recent trends of land conversion, and of the effects that development pressures are having on the land. These trends, combined with the amount of potentially developable land, help us to forecast likely future patterns.

Commercial and Non-Residential Uses

Trends would indicate potentially harmful effects of commercial and residential sprawl on tourism, the main source of revenue for Lenox's economy. Though it is hard to document, sprawl may already be impacting the county's tourist industry, since this type of development often impacts rural landscapes and creates more pronounced traffic congestion. This could, over the long term, make Lenox less attractive as a tourist destination.

Lenox and the County are likely to experience the continued loss of the local "mom and pop" stores that not only support neighborhood proprietors and retain dollars in the region, but also provide the local "flavor" that is essential to the Berkshires. This loss may not be as visually apparent as the past trends toward uniform chain stores however.

Shifting retail from one site to another within the same market is somewhat of a detrimental Zero Sum Game. Recent vacancies at the Lenox County Shops are an example of the effects of shifting retail. Given the sophisticated market analysis that goes into corporate retail development of large scale development projects, many new projects are likely to be quite successful.

It is likely that Lenox's population will grow slowly or remain basically the same, a pattern designated as desirable by respondents to the community survey. It is likely that Lenox will continue to experience periods of population gains and losses, especially due to changing local and regional conditions, but also due to state and national conditions. However, the volume of tourism may continue to increase steadily. Tourism has continually become a greater proportion of an otherwise shrinking economic base in the Central Berkshires.

Residents do not appear to support additional development that will serve non-residents. They would like to modify existing commercial patterns somewhat, in order to target more goods and services toward residents rather than visitors. More information on non-residential uses can be found in the Business and Economics section.

There has been a reduction of land available for future economic development. Although this may not be a clear community concern at the present time, there may be a need at some point in the future for sites with adequate access to an existing highway, sewer and water availability, and manageable site conditions. Currently there exists very little readily developable land of reasonable size with easy access, zoned for economic development. This has been an issue with local firms that wish to expand, and may preclude a desirable future employer from locating in Lenox.

There are still some pieces of potentially developable land however, many off the road fronts, that may be more intensely developed or redeveloped in the future. This could theoretically lead to hundreds of thousands of additional non-residential square footage of building space (reference Appendix 3 - EOE A Buildout Report).

Lenox's need in open space is for select areas, either for active recreation or for preservation of open land as park areas or for future public use. Generally, the guiding rationale for acquisition of parcels of land should be to protect environmental and community resources, promote recreational linkages, limit residential sprawl, and promote a healthy economy.

Sophisticated land use management is important to preserving Open Space. The Planning Board, the Conservation Commission, the Selectmen and other boards and commissions, in conjunction with conservation organizations, have made much progress in preserving community assets. One major instrument to achieve conservation is a continuation of long-range planning and pro-active land acquisition and conservation. Still, the community needs to realize that the supply of developable land is finite. It needs to be used and conserved wisely and to serve community needs over the long term.

Residential

The increasingly scarce availability of land for development has been a factor leading to higher land values. These values are also leading developers to build higher value homes on smaller lots. As detailed in the Housing section, there are gaps in availability and affordability of housing that need to be addressed.

Zoning may need to be modified in the future to respond to all these conditions mentioned above. However, the current trends do have several advantages. The rate of development and change in most parts of Lenox is not high, and this is consistent with the expressed desires of residents. Overall, the trend of consumption of land for residential uses is also not high. Factors limiting residential development help to preserve the environment. The addition of senior housing does not increase the cost of providing educational services.

Most land in Lenox is zoned for low to medium density residential use and development. Development has been greatly restricted by steep slopes, and the presence of wetlands. There is a strong belief in town that the supply of buildable land is very limited. According to information from the Assessor's office, over 100 developable residential parcels exist. Parcels in this category totaled about 700 acres in 1997.

The amount of growth that can be accommodated will depend in a large part on natural resource constraints, and preferences of the marketplace. Thus, the potential for continuation of development patterns impacted by shrinking supply remains strong.

However, potentially developable or redevelopable parcels could theoretically lead to thousands of more housing units. This land would include portions of the 1,200 plus acres in the state Chapter programs, under temporary protection, and other partially developed large parcels that could be further subdivided. In terms of potential residential buildout, the estimated total of developable land can be derived using a combination of information on development constraints, combined with zoning, to produce a buildout scenario (reference Appendix 3 - EOEI Buildout Report).

Actual experience appears to indicate that the supply of unconstrained or minimally constrained acreage has been disappearing fast, due to conservation as well as development. Any realistic growth projection needs to incorporate this information. Regardless of the specific model used, the conclusion will be that Lenox will continue to slowly progress toward buildout and the rate of land consumption will continue to decline as large developable parcels become more scarce.

There is a potential for continuation of the level and types of land conversion recently occurring. Reuse of larger parcels has been a positive for the most part. There is certainly more potential for this to occur, enabled but guided by wise regulatory oversight.

One area where significant single family development may occur is the central eastern portion of town. If utilities, namely sewer, are extended along East Street, this will probably encourage further development, particularly through subdivision of back land areas currently without roads. Since this land is zoned for medium density residential use (20,000 square feet with utilities), proposals are likely to be made to develop this land.

General patterns for future land uses are shown on the map on the following page. This information builds on information from throughout the plan. Places where the General Patterns for Future Land Uses map is in conflict with zoning should be carefully reviewed. In some cases, zoning that was appropriate when the original zoning districts were set up may now be obsolete. This Plan is an opportunity for the community to determine what its future land uses should be, and lay the groundwork to modify zoning if necessary, and to continue to tailor regulations to guide development to preferred forms.

Strategies To Sustain Lenox Over the Long Term

To help maintain an overall high quality of life, it will be necessary to jointly accommodate both socio-economic and environmentally beneficial land uses. Fulfillment of Lenox residents' future vision for the town is dependent on sustainability through the provision of quality services, affordable housing, a robust local economy, and preservation of its natural assets. Communities and the conditions affecting them change over time. Over the long term, the community will need to maintain and renew itself. This can best be accomplished through a strategy of sustainable growth management.

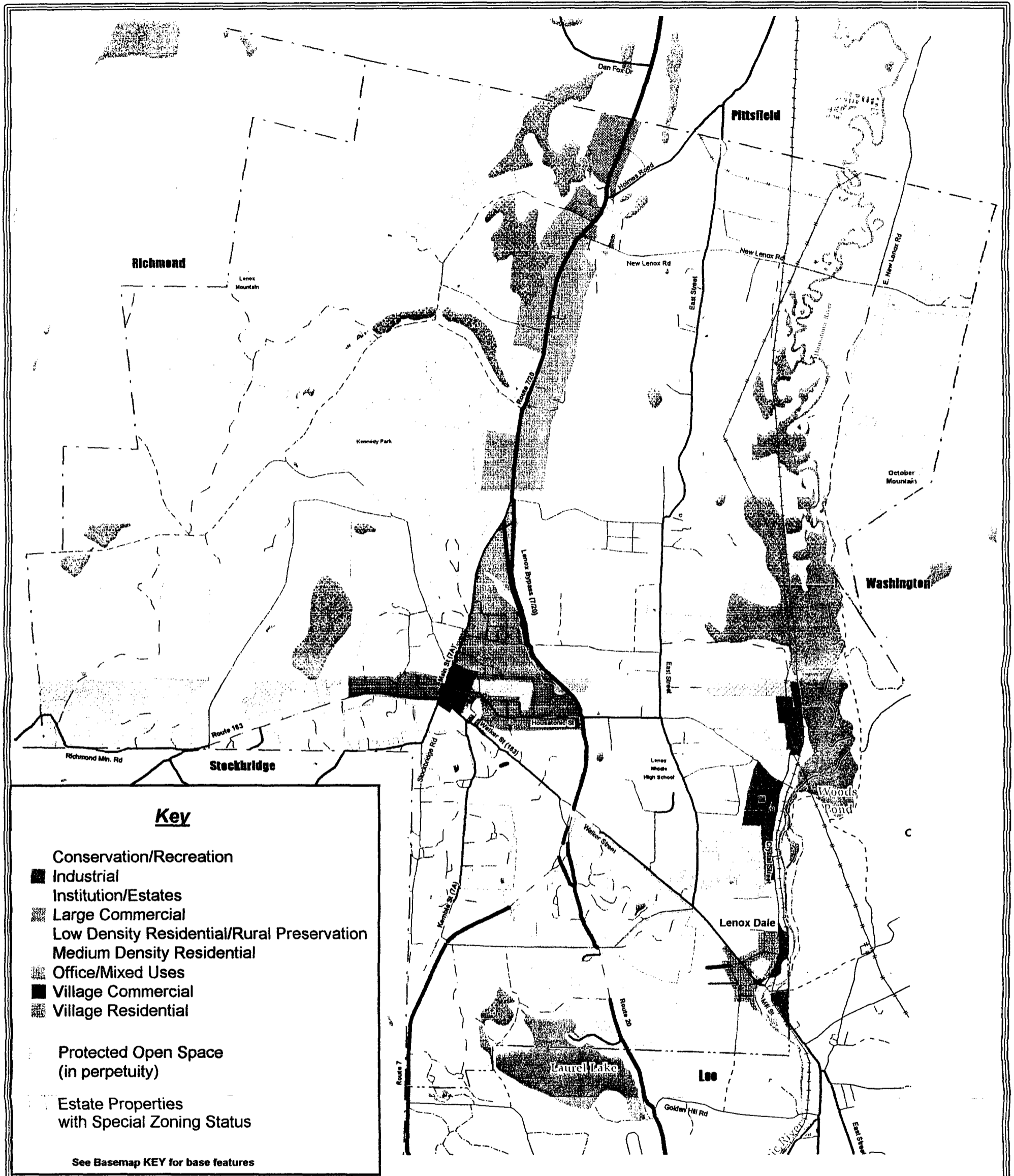
Residents of Lenox have an important role to play in guiding the future of their town and region. The challenge is to ensure that the community preserves much of what is dear, and adjusts and develops in order to meet the needs of the present without compromising future generations. Sustainable development contributes to a community that respects nature and provides social and economic opportunities for its citizens and its children. Sustainability is truly a challenge involving people, institutions, places and nature to be addressed at every level: globally, regionally and locally.

A more sustainable community includes a variety of businesses, industries, and institutions that are environmentally sound; financially viable; provide training, education, and other forms of assistance to adjust to future needs. A more sustainable community recognizes and supports people's sense of well-being, which includes a sense of belonging, a sense of worth, a sense of safety, and a sense of connection with nature. It enables people to feel empowered and take responsibility based on a shared vision (from Cambridge, Massachusetts, Sustainable Community Characteristics).

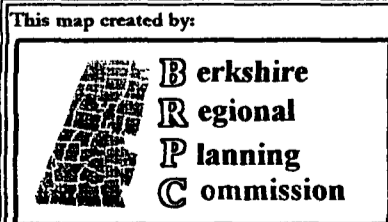
Resource use and development, indeed all economic activity (unless undertaken with reference to capacities) simply will not be maintained over the long term. The concept of sustainable development is essentially promoted through the wise management of growth and unites two currents. Environmental protection needs to be promoted with reference to human needs, and in recognition of the role of economic development in meeting them (from Sadler, Convergence for Today).

Sustainable growth management involves the following guiding principles (source: BRPC Regional Plan Draft):

- spatial efficiency in land use development and management
- preservation of sensitive environments and open space
- social equity and character of life
- economic development and fiscal responsibility



LENOX MASTER PLAN: General Patterns for Future Land Use



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

FUTURE LAND USE, ESTATES, PROTECTED OPEN SPACE, and KENNEDY PARK datalayers were created by BRPC (1998).

MASS-HIGHWAY ROAD INVENTORY datalayer was created and provided by Mass-Highway as road inventory data Yearend 1998 (January 5, 1999).

SURFACE WATER (USGS) datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES datalayer was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

MAP DATE: March 2, 1999

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lee and Lenox.



Original includes color coding.

These guidelines need to be translated into public policy that is supportive of cooperative efforts among towns and organizational entities. This requires community leadership and inclusive, ongoing dialogue with the public to get input and expand public understanding.

The recommended strategy is to encourage sustainable growth and development to help maintain an overall high quality of life. This will require jointly accommodating both socio-economic and environmentally beneficial uses. Land, and its different uses, are important inputs to planning for the future employed by local officials, private organizations, and individuals to determine policies and decisions involving the provision of services such as transportation, education, water, sewer and other infrastructure. A prescriptive strategy can help to effectively guide and integrate appropriate new development within the existing context of development in Lenox. This can be accomplished through:

- *regulatory protections aimed at preservation of outstanding natural assets*
- *keeping the historic Lenox town center and existing neighborhoods vibrant*
- *revitalizing industrial and commercial areas as necessary*
- *carefully guiding the location and form of new commercial and business clusters*
- *providing ways for new residential development to meet community needs and desires*

A growth management strategy involves further protection of fragile and important natural resource areas, designation of areas where development should be restricted, areas where reuse or redevelopment might occur, appropriate densities, and the reservation of tracts of land for specific residential and non-residential uses. For the long term, land areas with identified moderate constraints and land of concern should be considered for permanent conservation restrictions. It is also very important that considerable land be reserved for future development needs beyond the next 20 year period. Other growth management methods would include zoning, other regulations, design guidelines and a careful control of infrastructure.

Consistent with other strategies, make strong efforts to expand the open space network, improve connections between people and places, support affordable housing and the economy, all within the context of preserving community character and precious natural resources. When economic conditions are good, the community should be prepared (through its regulatory system) to deny permits for projects simply because they do not promote the economic diversification, affordable housing, or environmental preservation that is crucial to preserving the character of the community. The strategies can best be achieved through a continuation of long-range planning and pro-active land acquisition and conservation. This track would promote spatial efficiency in land use development and management involving actions to promote full appropriate utilization of the village centers, existing developed areas and infrastructure. In addition to strategies mentioned previously, the community should consider:

- *Support the formation of sub-regional cooperative efforts and organizations involved in growth management, including educational endeavors*
- *Select and monitor indicators of sustainability*
- *Continue on-going planning by monitoring progress of plan recommended actions, new development conditions and trends, and by updating action plans*
- *Strengthen the importance of meeting community needs as a criteria for granting Special Permits and waivers for subdivision requirements*

- *Modify zoning to limit residential development in areas where it would not be in keeping with the character of the community or negatively impact the environment*
- *Consider zoning density changes, particularly in and near villages with transit or pedestrian areas*
- *Expand design guidelines for certain zones such as the 7/20 commercial strip area and tie to Site Plan Review*

SUMMARY AND IMPLEMENTATION

The general purpose of this Plan is to help Lenox manage growth and development in order to comprehensively minimize negative fiscal, environmental, social and other impacts, while guiding allowed development and re-development to meet the needs of the community, and when possible the region. This Plan has explored some of the linkages between different aspects of the community and how certain actions can have predictable direct and indirect affects on the community. The Summary of Goals & Future Strategies directly following this section was produced as a stand alone document and distributed at public forums. It restates and highlights portions of this Plan.

It is important to promote overall understanding of these factors, and to refine and implement a planning framework within the limits of the town's authority and its means. Participation in implementing strategies contained in this Plan is a powerful way for stakeholders to contribute to the future quality of life in Lenox.

Lenox's extensive forested areas, mountainous topography, pastoral lands and wetlands lend the town a distinctly vibrant aesthetic and natural beauty that is treasured highly by residents. Residents of Lenox take great pride in their town's environmental resources and beauty, its small town social fabric, its world class culture and its economic resourcefulness, while remaining concerned that these important strengths are preserved and continue to provide for its citizens. Lenox also has excellent schools, solid utilities, and on the whole, good town roads. Lenox's base of cultural tourism has helped continually enhance the tax base that provides for quality community services. This base is a major reason why visitors, new residents, institutions and businesses have been attracted to Lenox.

There are many organizations and persons already working hard to maintain these existing qualities. The town government has an active budgeting and capital planning process. The established Capital Planning Program is included as Appendix 2.

Others in the public and private sector also seek change to achieve individual or community needs or desires. Many do this on a day-to-day basis while others pursue this through project initiatives. As they will continue to do so, the community will need to evaluate individual actions and overall trends to help guide the community incrementally and comprehensively. While the market drives continued building of this base, Lenox may be better off using its advantageous position to promote diversification of the mix of development and redevelopment as it grants special permits.

Growth management is a state and regional challenge. In some states a stronger framework exists to support public investment and regulation within a growth management approach. In Massachusetts, there is much to be done to build upon actions such as Executive Order 385 - which directs state agencies to communicate with each other and to strive for consistency involving differing spheres. There is also much to be done to build a regional growth management framework. Lenox can aid state and regional efforts, and cooperate with the City of Pittsfield and other surrounding towns that also have Planning frameworks.

The strategy objectives listed in this Plan provide the base ideas for implementing the goals in this Plan. The breadth of this list is much greater than the existing pool of resources to accomplish it. The Lenox Planning Board is the organization that is required by Massachusetts Law to update the Master Plan.

Implementation measures will require cooperative efforts among many parties, with opportunities for input from all the residents, landowners and businesses in the community. To achieve the goals of this Plan, actions and other important community decisions need to be applied in a balanced and flexible manner.

Appendix 4 lists general and specific tools, techniques and actions that can be implemented to promote growth management over the medium or long time. This list, with modifications, can be pursued on a prioritized basis as resources and commitments can be secured.

The following table highlights activities to promote growth management that will begin in the short term. These activities have leadership commitments indicated.

TABLE IMP1

IMPLEMENTATION STRATEGY ACTION	SUGGESTED LEADERSHIP COMMITMENTS	TIME	POTENTIAL RESOURCES, FUNDING, PARTICIPATION
Update a detailed 5 yr Capital Plan to continue to plan for large infrastructure and facility expenses	Infrastructure, Building, Financial Committee	Annually	Town Manager, DPW Director, Selectmen, others
Seek external funding for community supported improvements. Identify and actively apply/lobby for state or federal grants	Town Manager, Selectmen	On-going	Depending on specific need programs of MassHighway, DHCD, EOE, DEM, DEP and other State and Federal agencies.
Work at implementing the Open Space/Recreation 5 year Action Plan including the adoption of a Scenic Mountain Area for Lenox Mountain and developing regulations for protection of it.	Conservation Commission Planning Board Selectmen	On-going	Legal and environmental experts from Lenox and surrounding communities of Richmond and Stockbridge
Investigate reducing the density allowed by zoning in the general area along and near East Street	Planning Board	1999	BRPC
Revise Subdivision Regulations w general conditions and guidelines for developers to incorporate better design and community benefits tied to flexible requirements. Also set expiration time for unbuilt subdivisions.	Planning Board	2000	
Adopt regulations to implement the Scenic Mountain Act	Conservation Commission	Directly following adoption of area	
File an update to this Plan every three years at a minimum. Update data tables with information from the 2000 Census, conduct a general evaluation, modify strategies as necessary	Planning Board	2002	
Work at implementing other strategies in the Master Plan by maintaining awareness of key strategies and seeking leadership commitments	Planning Board, Others	On-going	
Provide input, guide and support the development and implementation of a Regional Plan for the Berkshires	Planning Board BRPC Delegate & Alternate	1999 and Beyond	
Participate in regional and state growth management initiatives thru official decrees, lobbying for land banking, ANR reform, etc.	Planning Board Selectmen	On-going	

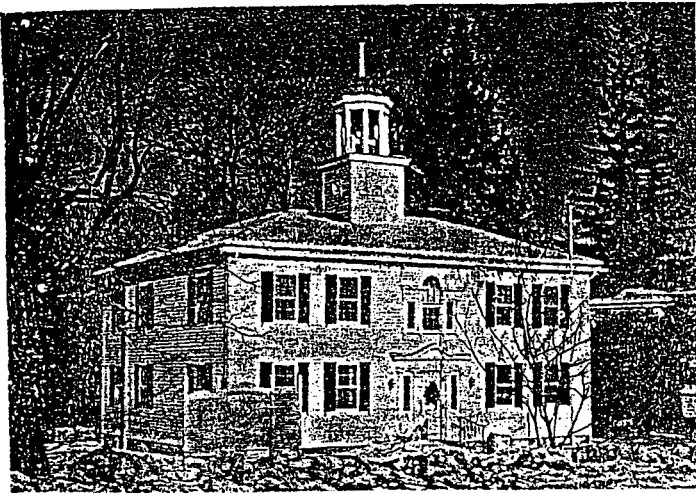
*A Summary of
Goals & Future Strategies
From the Town of Lenox
Comprehensive Master Plan
And Open Space/Recreation Plan*



The Lenox Planning Task Force and the Lenox Planning Board, in conjunction with the Berkshire Regional Planning Commission, have worked together on the town's updated 1999 Master and Open Space/Recreation Plans, prepared with financial assistance from the Massachusetts Executive Office of Environmental Affairs.

Introduction

Lenox is a community with Much to be Proud of. Residents of Lenox take great pride in their town's environmental resources, economic resourcefulness, and small town social fabric, while remaining concerned that these important strengths are preserved and continue to provide for future generations of children and grandchildren. The extensive forested areas, mountainous topography, pastoral lands and wetlands lend the town a distinctly vibrant aesthetic and natural beauty that is treasured highly by residents. Historic Lenox Village is truly a showcase of interesting architecture, public buildings such as the Town Hall and the Library, social points such as prominent churches and the Lenox Community Center.



Historical, cultural and tourist attractions continue to provide a source of income for many residents of Lenox and surrounding towns. Former 'Great Estate' resorts and guest accommodations also contribute to the financial well being of the town, providing substantial public funds to maintain a high level of quality public services. Restaurants, inns and shops are particularly attractive to the many visitors who frequent town to enjoy cultural opportunities, such as the world-renowned Tanglewood music center.

Although the town has experienced a declining birthrate and increase in retirees, there is still a strong presence of families and long-time residents. One of the joys of frequenting Lenox Village is the pedestrian accessibility that serves residents as well as visitors. The Village of Lenox Dale retains its genuine residential character, continues today to be a place where families can afford to live, and provides links to key industrial and river recreation points. These factors help make Lenox a neighborly place in which to live, where residents feel safe and

welcomed. A variety of organizations and associations have traditionally contributed to making the town work and Lenox's very strong cultural connections appear to be self-sustaining.

Lenox has a high standard of quality and community characteristics that attract newcomers, visitors and businesses. The influence of tourism and Lenox's status as a quality community are both unlikely to change. This will help to sustain the community. The main issue is simply whether the community will make special efforts to redirect, and compensate for, some of the market forces that are changing the community. The demand for developable land and for affordable housing will continue to be a challenge. Difficult choices regarding development, redevelopment and reuse will continue to surface.

The purpose of the Open Space & Recreation Plan is to protect, preserve and enhance its open space holdings and recreational facilities. The Master Plan can be valuable for shaping the type of development in Lenox's future. In the future, as changes in the community are proposed, the following questions should be asked: What is the relationship of this change to existing conditions? Would the change be in conformance with established goals, policies and plans? Active residents, town leaders and organizations should continue to foster adaptation that will be in keeping with the general vision to:

Guide the development, enhancement and conservation of the town to create a more diverse yet tightly woven community that proudly sustains its rich cultural base and excellent amenities as it meets the economic and social needs of present and future residents.

To accomplish the vision the community must balance social, economic, and environmental needs to preserve overall quality of life and community character. This will be promoted by: **Implementing the Master and Open Space/Recreation Plans.**

For brevity this summary focuses on key segments of the Master and Open Space/Recreation Plans that were prepared by BRPC with a great deal of public input including the direct involvement of a broad based Lenox Planning Task Force. The Plans will be presented to the community for further input, and reviewed and approved by the Lenox Planning Board. Consult the actual documents for more detailed information.

Topics Covered in Lenox's Open Space/ Recreation and Master Plans

Open Space and Recreation	Master Plan
<p>Introduction</p> <ul style="list-style-type: none"> • What is Open Space? • Statement of Purpose • Planning Process and Public Participation <p>Community Setting</p> <ul style="list-style-type: none"> • Regional Context • History of the Community • Population Characteristics • Growth and Development Patterns <p>Environmental Inventory and Analysis</p> <ul style="list-style-type: none"> • Geology, Soils and Topography • Landscape Character • Water Resources • Vegetation • Fisheries and Wildlife • Scenic Resources & Unique Environments • Environmental Problems <p>Inventory of Open Space & Recreation Lands</p> <ul style="list-style-type: none"> • Protected and Unprotected Parcels • Chapter Lands • Public Lands • Private Lands • Non-Profit Lands • Inventory of Recreation Facilities <p>Community Goals</p> <ul style="list-style-type: none"> • Description of Process • Open Space & Recreation Goals <p>Analysis of Needs</p> <ul style="list-style-type: none"> • Summary of Resource Protection Needs • Summary of Community Needs • Management Needs <p>Goals and Objectives</p> <p>Five-Year Action Plan</p>	<p>Introduction</p> <p>History and Cultural Resources</p> <p>Population</p> <ul style="list-style-type: none"> • Population Trends • Demographic Characteristics • Population Projections <p>Community Services, Facilities & Support</p> <ul style="list-style-type: none"> • Education and Learning • Town Hall and Public Safety • Other Municipal Facilities and Services • Government and Fiscal Conditions <p>Economics and Business</p> <ul style="list-style-type: none"> • The Regional and Local Economy • Employment and Income <p>Housing</p> <ul style="list-style-type: none"> • General Characteristics and Conditions • Issues of Supply and Affordability <p>Neighborhood Areas & Development Patterns</p> <ul style="list-style-type: none"> • Sprawl and Nurturing Alternatives <p>Transportation</p> <ul style="list-style-type: none"> • Inventory and Capacity • Transportation Goals • Connections, Scenarios & Issues <p>Municipal Utilities</p> <ul style="list-style-type: none"> • Water and Wastewater • Storm Drainage System <p>Natural Resources, Open Space & Recreation Areas</p> <ul style="list-style-type: none"> • Natural Features and Recreation Areas • Development Constraints and Open Space and Recreation Opportunities <p>Wise Land Management</p> <ul style="list-style-type: none"> • Existing Land Uses and Trends • Current Land Uses and Zoning • A Vision of Preserving and Adapting • Potential Land Uses and Zoning

Goals to Dynamically Preserve Community Character

The community seeks a balance between social diversity, economic prosperity, and environmental and aesthetic protection. Overall, residents would like to retain and enhance the quality of life, the attractiveness of the town, the natural endowment, and the high quality of services and cultural events. Town leaders are cognizant of the need to sustain a robust local economy in order to maintain the fiscal base to support services and facilities. However, residents do not appear to support additional retail development that will serve only visitors. Responses to the community-wide survey (sent to all household addresses), at a community visioning session, and input throughout the process indicate residents would like to:

- *Keep community size stable and rate of growth low. Generally preserve community composition but become a bit more diverse and inclusive of younger people and families.*
- *Preserve Lenox's outstanding historical, cultural, and visual resources. Promote the retention of scenic and community qualities related to road corridors.*
- *Continue to provide high quality public and educational services.*
- *Provide a variety of recreational opportunities that serve all ages, physical conditions, and interests of year-round and summer residents. Ensure Kennedy Park and Post Farm are well preserved and utilized as multi-use recreation/conservation areas. Make the Housatonic River easily accessible to canoeists, wildlife observers, and pedestrian traffic.*
- *Maintain the local business and employment base. Improve employment options for young professionals, preferably by adding advanced service jobs.*
- *Support the continuation of significant non-residential sources of public revenues. Maintain economic vitality and fiscal health, but direct new development and investment to meet resident and community needs. Promote cultural tourism as a vital part of the economy.*
- *Maintain a safe flow of traffic throughout town. Maintain adequate parking downtown.*
- *Maintain the housing stock to safe and suitable standards. Have an appropriate increased level of affordable housing for singles, young families and moderate income retirees available within town boundaries, preferably in or near the pedestrian services and amenities of the Villages.*
- *Preserve communal qualities and enrich opportunities for social diversity and interaction among the population and with nature. Promote walking, bicycling, and transit. Promote better forms of residential development that include a variety of housing types, connected by an expanded network of sidewalks, trails, and open spaces that will encourage greater interaction between residents as members of the community.*
- *Maintain a viable system for cost effective delivery of high quality drinking water. Maintain viable systems for the safe and effective collection and treatment of waste water. Maintain and enhance environmentally sensitive storm water and flood protection systems. Provide for the orderly extension of utility services where appropriate and necessary.*
- *Environmental goals will be met as all water resource areas that relate to public health and safety are preserved and protected. The valuable diversity of plant and wildlife habitat and other ecologically sensitive areas is protected. Agricultural lands are preserved. When development does occur, strong efforts are made to protect the environment from adverse impacts.*

A Great Start in Resource Protection Laying the Foundation for Future Efforts

The Town of Lenox enjoys wonderful aesthetic and environmental resources, which must be used and conserved wisely. The Town already has an extensive inventory of permanent protected open space, including several

thousand acres under State, Federal, Town or non-profit Conservation ownership. However, many treasured spots remain unprotected or in temporary protection (Chapter lands). Overall, the protection and management of Lenox's open spaces should be enhanced to protect wildlife habitat, protect natural resources, provide recreational activities which respect their natural surroundings, maintain scenic views and preserve Lenox's rural character. Many of the factors involved cross municipal borders, necessitating that Lenox work in cooperation with other communities.

Water Resources

Lenox draws its public water supply primarily from town reservoirs located on Lenox Mountain, and also purchases water from the Pittsfield public water supply during its busy summer season. The watershed area for the reservoirs is town owned and the land is permanently protected. The town also owns land and water rights on October Mountain, should additional water supplies be necessary in the future.



Chemical pollutants from area industries contaminated the Housatonic River, rendering the fish inedible and making the river undesirable for swimming. In the last few years local and regional environmental groups, including the Housatonic River Restoration (HRR), have worked to ensure cleanup of the river and plan for its enhanced recreational and scenic use. These efforts will be expanded even further over the next few years as Housatonic River communities benefit from a settlement by

General Electric that is designated for the clean-up of the River, and Lenox officials and residents should endeavor to play a large part in the process.

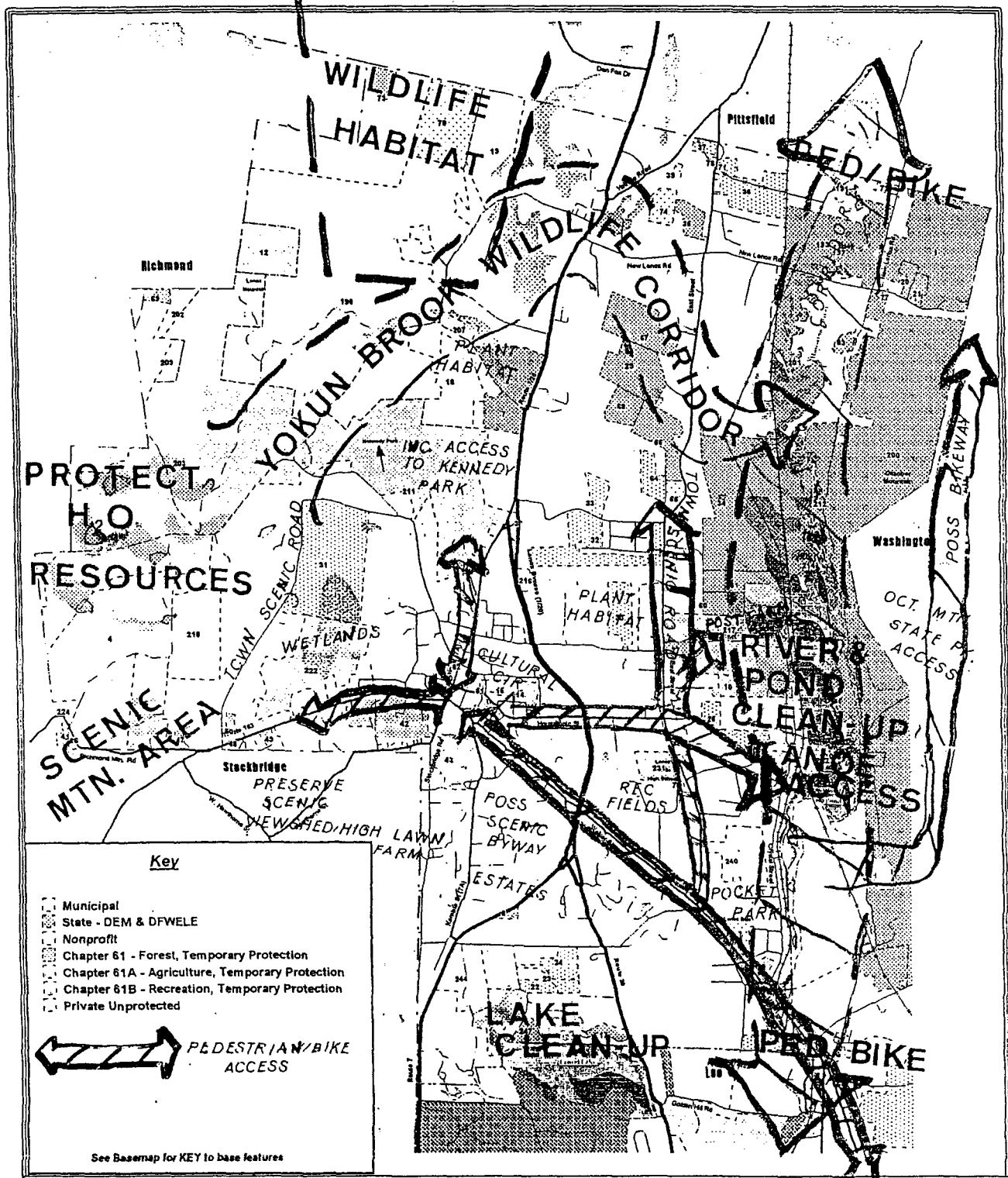
One of the most significant of the town's ponds and lakes is Laurel Lake, which is shared with the Town of Lee. Facilities at the lake include Lenox Town Beach. Laurel Lake is a popular site for cottages, whose septic systems can contribute nutrients to the Lake. Nitrates and phosphorus are possible causes of excessive weed growth (eutrophication) at the Lake. In general, new state regulations affecting septic systems will encourage and even mandate upgrades to existing systems and help prevent further contamination of the water supply. Lenox and Lee should work together to ensure that steps are taken to minimize pollution to the Lake, and provide resources/encouragement to abutting landowners to mitigate pollution.

Wetlands in their natural state have historically been considered undesirable and are indeed unsuitable for many types of development. Although draining and filling of wetlands were common in the past, these practices are both expensive and damaging to the environment, making this sort of development ill-advised in general. The value of wetlands has been formally recognized by the State Wetland Protection Act and Lenox Bylaws that protect wetlands in order to ensure wildlife diversity, outdoor recreation, purification of aquifer recharge areas, flood control (stabilization of runoff), reduction and prevention of erosion, and scenic qualities. Strategies for Water Resource Preservation include:

- *Town officials, residents and organizations should also cooperate to clean up water bodies such as the Housatonic River, Woods Pond and Laurel.*
- *Ideally, the Yokun Brook wildlife corridor running through the Pleasant Valley Sanctuary and surrounding areas should be extended to the Housatonic via protection and acquisition of land.*

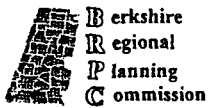
Soils and Slopes: Limits to Development

Lenox's development is restricted due to the town's steep slopes, erosion-susceptible soils and extensive floodplain. Steep slopes,



LENOX: OPEN SPACE & RECREATION ACTION MAP

This map created by



This map is intended for general planning and educational purposes only. It should not be used for engineering, survey, legal, or regulatory purposes.

MASSACHUSETTS ROAD INVENTORY data was created and provided by MassGIS from road inventory data to mid 1988 (January 5, 1991).

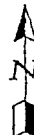
SURFACE WATER (ANDES) data was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (July 1997).

COMMUNITY BOUNDARIES data was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangle (March 1991).

OPEN SPACE data was created and provided by MassGIS (March 1991). It was edited and updated by BAPC.

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Town of Lenox and Lenox.

0 0.25 0.5
Miles



MAP DATE: February 1, 1999

* Colored parcels of land are protected to varying degrees through a number of different means (refer to key). Gray parcels are those of importance to the town and region that are not in fact protected. Numbers on the parcels correspond to charts in the Open Space and Recreation Plan that detail ownership, usage and protected status.

comprising approximately 25% of the town's 13,862 acres, are the largest single physical element affecting future development. October Mountain and Lenox Mountain occupy many square miles of these upland acres. Most of these steep slopes are under permanent protection, are already developed, or are very difficult to develop due to their highly erosive soils. In flatter areas of town, the scarcity of land available for new development will likely lead to future projects being proposed on marginal lots. Lenox will continue to face the challenge of redirecting development from unsuitable lands to more suitable areas or modes. Strategies for preventing development in areas prone to erosion include:

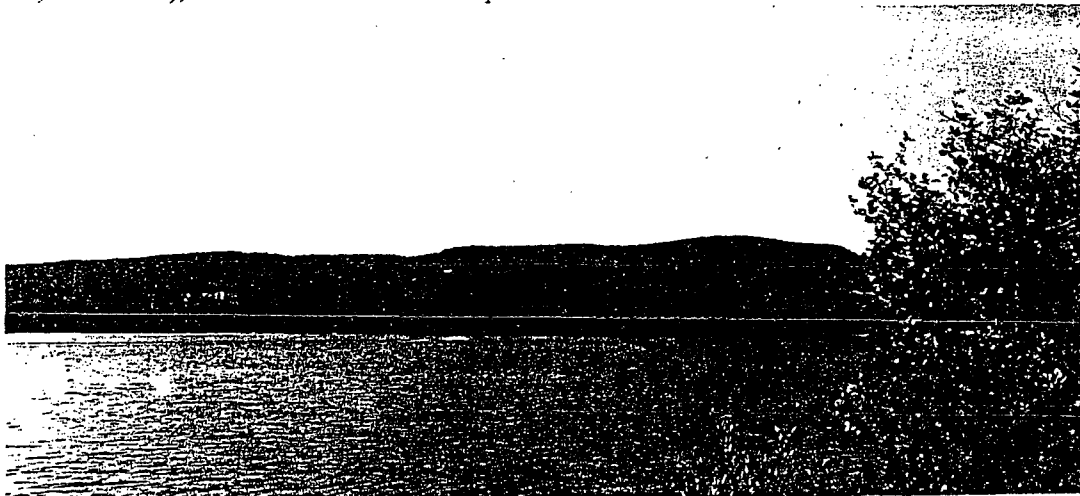
- *The town Planning Board, Conservation Commission should direct more intensive growth and development away from natural resource and habitat areas through regulatory methods such as hillside zoning or by adopting regulations for the Scenic Mountains Act.*
- *The town should consider extending requirements Environmental Impact Analysis, particularly in larger developments and on marginally developable lands.*

Farmlands: Historic and Cultural Resources in Jeopardy

Agricultural lands, though difficult to farm profitably, are nonetheless a valuable open space and historical resource. Remaining farmlands are most abundant in the northeastern part of town. The largest of the region's few remaining dairy farms, High Lawn Farms (nearly 3,000 acres), is located on a hilltop

overlooking Laurel Lake. Although the farm is located in Lee and Stockbridge, Lenox officials recognize its importance as a sub-regional gem to be preserved, and are willing to work with the current owners and the other towns in order to ensure the farm's preservation. A large amount of remaining farmlands are under Chapter 61A (temporary protection). The conversion of these lands for increased housing development could threaten the rural landscape and scenic views that still exist throughout town. Many of these lands are actually well-suited for development, and Lenox officials and residents, and groups such as the Berkshire Natural Resources Council, will need to work cooperatively with land owners in order to preserve them for the enjoyment of future generations. Possibilities for doing so include everything from the direct acquisition of land through donations or outright purchase to use of the state agricultural preservation restriction program. Strategies for preserving farmlands and pastures include:

- *Continue to provide tax relief for owners of farmed or pastured parcels and delay development for an extended period of time through Chapter 61A designation, or Chapter 61 designation for forested parts of farms.*
- *The designation of town scenic roads and/or participation in a proposed scenic byway program could help draw attention and even support to the aesthetic and historic appeal of agricultural fields.*
- *Encouraging local participation in cooperatives and suppliers and support nearby sub-regional farm producers and farmers by "buying local."*



Scenic Resources and Open Space

Pastoral lands, ridges and viewsheds should continue to serve as assets for the town as development is limited and key permanent acquisitions occur. Lenox's water resources, rolling terrain, extensive farmland and pastures, parks and thriving downtown and residential areas are aesthetically pleasing to resident and visitor alike. They are important to maintain the quality of life desired by residents, as well as to attract tourist revenues, and thus need to be protected from degradation. Care should be taken in planning recreational activities to ensure that allowed uses do not threaten the environmental integrity of the natural habitat or the scenic quality of these lands.

Although the town is quite handsome, it faces potential threats from over-development, traffic congestion and pollution due to pressures from tourism, residential housing pressures, industry and other key components of the local and regional economy. Strip commercial and residential development along scenic roadsides and hilltops is a potential degradation that can and should be minimized.

Sophisticated land use management is important to preserving Open Space. The Planning Board, the Conservation Commission, the Selectmen and other boards and commissions have made much progress in preserving community assets. The town has already made numerous efforts to improve entrances to the town and protect these scenic resources through initiatives and by-law changes. These must be continued and expanded, or the town will lose the beauty that makes it so attractive currently.

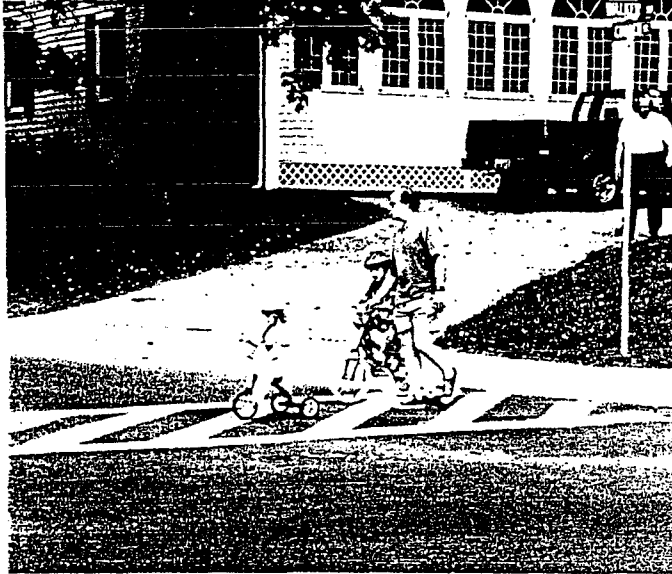
Lenox's need in open space is for select areas, either for active recreation or for preservation of open land. Generally, the guiding factors for acquisition of parcels of land should be to protect environmental and community resources, promote recreational linkages, limit residential sprawl, and promote a healthy economy. A high level of public & private participation and cooperation is key to sustaining conservation and cultural endeavors. Strategies for preserving scenic resources include:

- *Corridor lands and scenic roads such as East Street and Under Mountain Road should be protected through a variety of mechanisms, such as securing easements, the declaration of Scenic Roads and/or Mountains designations, and the Forest Legacy program.*
- *Consider zoning changes to allow back lot development through flexible lot frontages and provide enticements for developers to set aside open space for scenic preservation, recreation and/or conservation in their projects through easements or dedications.*
- *Redevelopment of existing sites should be deemed a priority in order to benefit from already extant infrastructure in town and to minimize the visual and environmental impacts of continuing sprawl.*

Connections: A Multi-Faceted Approach to Transportation, Circulation and Community Interaction

The basic purpose of a transportation system is to get people where they want to go and to deliver goods in a timely, inexpensive manner. In addition, the system should meet current needs *and* be sustainable in the future in terms of supporting communities, preserving the environment, and supporting the economy. This requires going beyond on any one transportation mode to a broader focus that fits all of the interlocking pieces together into the overall planning and development process.

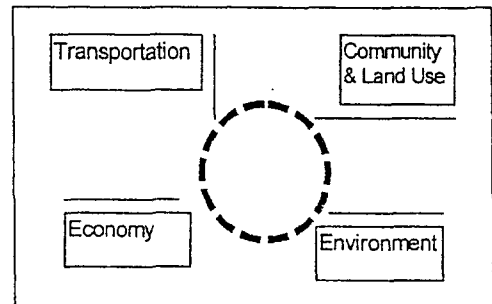
In the Community Survey and Visioning process, Lenox residents indicated their desire for access to the Housatonic River, and to parks. Residents voiced a desire for better roads, improved and additional sidewalks and trails that would facilitate greater interaction between residents. Scattered neighborhood "pocket" parks also would likely provide a return on their investment in the form of recreational and social benefits. Enhanced walkways linked to town centers would encourage residents to use these as gathering places.



A sidewalk/trail network was envisioned that would connect the Village Center and Lenox Dale with each other and in turn with the Housatonic River, Woods Pond, and various other natural and cultural attractions within town. Limited water-based recreation and hiking trails exist at Woods Pond and have been recently expanded, although public accessibility remains somewhat limited. This natural greenway area could be linked to Lenox Dale, Post Farm and the state forests, and thus be better utilized by bicyclists, hikers, canoeists, and nature lovers. The River-based trail would connect Lenox to Pittsfield, Lee and beyond.

Traffic congestion, particularly in the summer tourist season, has long been an issue for Lenox residents, and is likely to remain so in the future, although numerous road improvements and initiatives that might encourage tourists to forego their autos while in town could alleviate matters somewhat. Vehicle miles traveled in Berkshire County in 1990 increased by over 60% from 1970, even as the population decreased. Traffic counts at the nearest continuous count station on Route 20 in Lee double their January levels during the peak summer travel months of July and August. Given this situation, safety concerns must also play heavily into transportation planning in town, so that the various modes of transport - from foot power to cars - can co-exist without undue conflict.

Connections can also be promoted through design with a pedestrian orientation to minimize dependence on individual motorized transportation. By linking development and redevelopment to existing centers, the traditional neighborhood pattern is enhanced. Most of the activities of daily living are within walking distance, everyone, but especially the elderly and the young, gain independence of movement. Pedestrian streets and squares invite neighbors to come to know each other and to watch over their collective well being. The expenses of road construction are limited. Parking is designed to avoid massive expanses of driveways and parking lots. Public transit becomes a viable alternative to the automobile. This form begins to address the relationship shown below.



Strategies for improving Lenox's pedestrian and transportation network include:

- *Lenox officials and the Department of Public Works should coordinate, using citizen input, efforts to improve and increase existing sidewalks and road shoulders for bikes in a network that is safe and efficient. The sidewalk improvements map in the Transportation section of the Master Plan provides a sense of where to begin on this task with destinations that include the Village Center, schools, town parks and other gathering places for residents of all ages to walk, meet and play.*
- *Enhance the Village Center in downtown Lenox as a popular meeting and relaxation place for residents during the day and into the evening, with inviting benches and gathering areas, and a coffee shop or*

similar gathering place that stays open late.

- The Conservation Commission, Planning Board and others should work together with HRR and other organizations to guide the development of a trails and recreation network. Specifically, the Housatonic River corridor should be made more accessible for canoeists, wildlife observers, walkers, and bikers where appropriate. Kennedy Park and Post Farm should be an integral part of this network, with connections to Lenox Dale, the Village Center, and New Lenox. Biking trails should also link state-owned lands on October and Lenox Mountains with links to the pedestrian-only trails system at Pleasant Valley Sanctuary. The Open Space and Recreation Plan Action Map provides a sense of how to connect these

areas. The trails network should also be designed to connect with similar trail systems in neighboring municipalities.

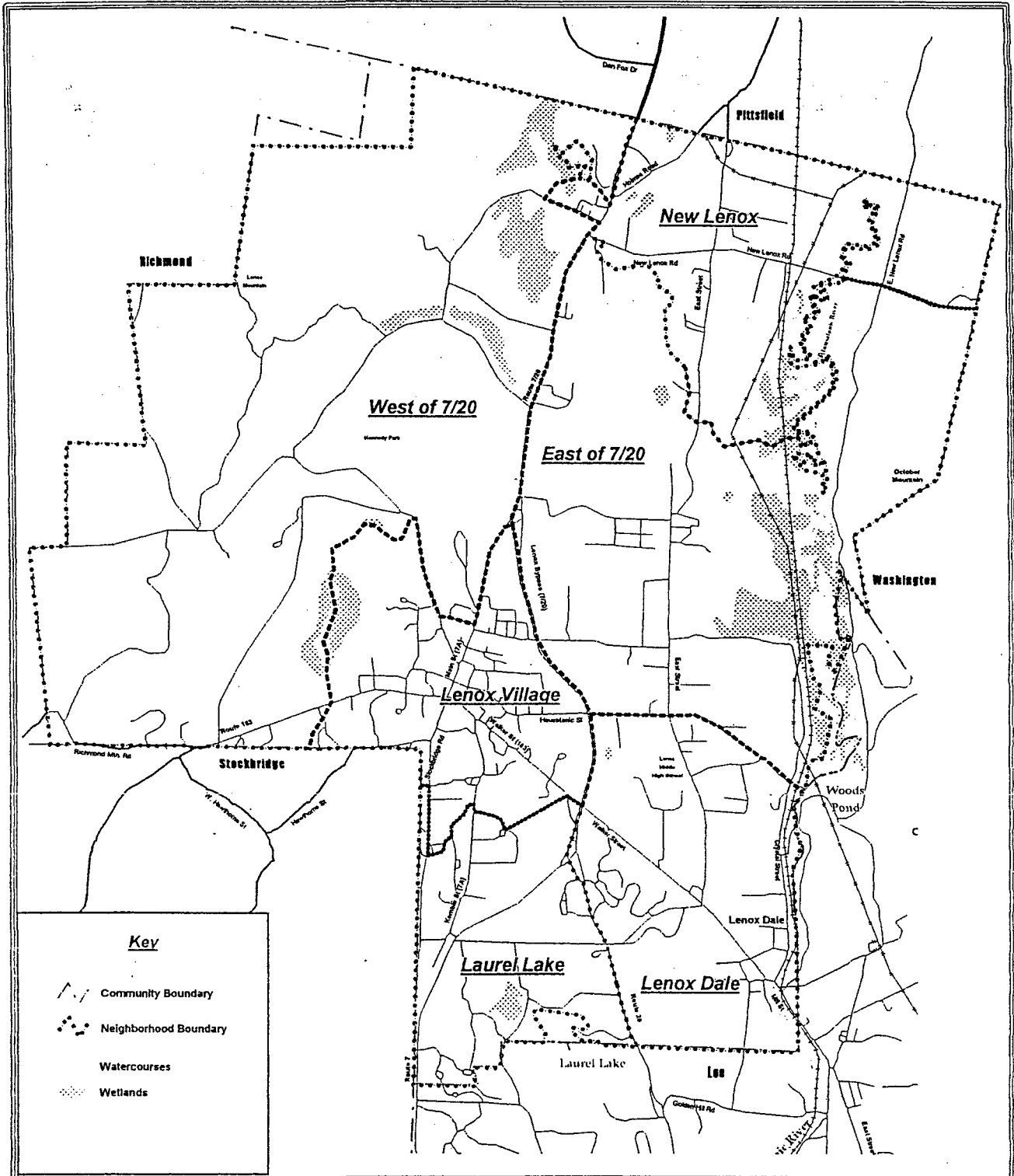
Providing Housing for the Community

There is a variety of residential housing types and living arrangements in Lenox that provide for quality living experiences. Although Lenox's year round population has declined in recent decades to its present level of 5,594, the number of residential units in town continues to grow in response to factors such as a demand for seasonal and second homes and the town's burgeoning popularity as a retirement mecca. Population projections for the year 2020 generally range from 5,300 to 6,300.



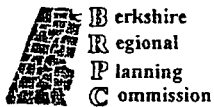
The two town-controlled senior (and special needs) residences have a combined total of over 100 units for elders of limited income. Although there is sometimes a waiting period of upwards of six months to get into these facilities, the Curtis Hotel and Turnure Terrace generally serve the needs of Lenox's elder population. In recent years, several retirement and condominium developments have greatly increased the total number of units. These are generally in a relatively higher-priced category and serve the seasonal and retirement market. Numerous retirement and assisted living

complexes have sprung up in the last decade or so. New residential retirement quarters have been built at Devonshire Estates, and a 48 unit addition is planned at Kimball Farms. A proposed assisted living project at the former Cameron School will help fill a gap in the provision of *affordable* assisted living units. Assisted living residences are designed to promote residents' independence and dignity, and fill a critical gap in attending to elders who require personal care but who do not have any intensive medical needs.



LENOX MASTER PLAN: *Neighborhoods*

This map created by:



This map is intended for general planning and educational purposes only. It shall not be used for engineering, survey, legal, or regulatory purposes.

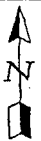
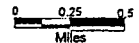
NEIGHBORHOOD BOUNDARIES data was created by BAPC (January 1999).

MAJOR HIGHWAY ROAD INVENTORY data was created and provided by MassDOT as road inventory data Year and 1996 (January 5, 1999).

SURFACE WATER (USGS) data was created and provided by MassGIS. It was derived from USGS 1:25,000 and 1:100,000 Hydrography Digital Line Graph (DLG) quadrangle files (April 1987).

COMMUNITY BOUNDARIES data was created and provided by MassGIS. It was derived from USGS 1:25,000 7.5' quadrangles (March 1991).

This project was funded partially through a grant from the Massachusetts Executive Office of Environmental Affairs and through funds from the Towns of Lenox and Lenox.



MAP DATE:

February 1, 1999

FILENAME:

LI_LEN_Neighborhood_B

Issues of Housing Supply and Affordability

Lenox will remain a community with high housing values and high average housing costs with limited accessibility. It is important to explore small ways in which some of the housing needs of the community may be met. In Lenox, as in most parts of the United States, there is an affordability problem, particularly for those living on limited incomes. Housing affordability is tied to several factors including income, and supply and demand. In recent years there has been a scarcity of available homes for sale or rent and the sales and rental prices have remained high. In the first six months of 1998, the median sales price for a home in Lenox was \$160,000 versus \$100,000 for the County.

Lenox's desirability as a mecca for second homeowners and retirees benefits the town fiscal situation tremendously. However, this situation also drives up the cost of housing for young families, singles and retirees of moderate means, who often must move out of town in order to purchase or even rent a home within their means. Demand for housing in the summer reduces the supply of rental units available year round. This has helped create a situation where many households with one or more persons working in Lenox, earning up to 80% or more of the area income, cannot afford safe and suitable rental housing in town. These same families and individuals are also unable to purchase such housing in Lenox. Even Lenox families and employees at or above the median income level, who may need to upgrade their housing, often cannot find suitable, available, existing homes to purchase or sites to build on. Therefore, the housing affordability issue also involves availability.

It is unlikely for large scale affordable housing to occur in Lenox. Many communities are skeptical of encouraging affordable housing and few small communities actually actively seek it. In Lenox's case however, an analysis of the desires of the community and the issues involved indicate this option should be taken seriously. Because this course would require public assistance to counteract the market, it can be controlled to avoid negative consequences. Provision of local affordable housing could help

local employers retain their workers. Affordable housing can occur seamlessly through apartments for mixed ages and incomes.

Downtown retirement housing is present in the upper stories of the former Curtis Hotel. It may be feasible to build mixed type/market housing within pedestrian distances of both Lenox Village and Lenox Dale. New buildings consistent with existing architectural styles, with shops or offices on the first floor, and apartments above could be constructed. Reasonably priced, potentially buildable land, is more likely to be found near Lenox Dale, where opportunities may be greater for market based semi affordable housing.

Options for singles and younger families might be achieved by allowing accessory apartments in some of the larger homes near the downtown and/or by constructing small apartment buildings. Developers could be encouraged to include a small number of smaller-scale, affordable housing units and/or communal open spaces in their plans in order to provide opportunities for greater community diversity. Clustering of homes is allowed under zoning, but does not carry an incentive. If this form is truly preferable, development proposals that incorporate it should be considered preferentially or be otherwise rewarded.

Programs to counter/compensate for market pressures may be necessary. To sufficiently provide for the varied housing needs of Lenox residents, and address gaps and trends in residential land uses that are significantly changing the character of the community, strategies should be specifically applied so that they contribute overall benefits to the community.

- *Adjust zoning to allow compact housing with community parking, neo-traditional housing, accessory residences in businesses, and other regulatory mechanisms. Create the zoning framework that will encourage proposals for clustered and neo-traditional housing development.*
- *Modify Estates Preservation Area criteria to allow reuse of historical properties in R-1 that will include provisions to encourage*

affordable housing to meet the needs of the community. Allow inclusion of properties of less than 25 acres.

- *Encourage reuse/rehab. of existing buildings over construction of additional ones. Allow reuse to include multi-family residential use under special permitting.*
- *Participate in programs that allow owners of aging housing to gain access to state and federal funds for housing repairs and rehabilitation. This could play a significant role in revitalizing Lenox Dale.*
- *Establish a town policy to actively promote an increased level of affordable housing for all ages and needs and form a working group to consider ways:*
 - *The Town and its Housing Authority could work closely to address housing gaps with other organizations such as the Berkshire Housing Development Corp;*
 - *To encourage developers to include a mix of housing types within developments in order to ensure that at least some new housing is affordable to young working families;*
 - *To encourage and allow local employer sponsored affordable housing.*
- *Implement the existing special permit condition requiring the provision of up to 25 percent (25%) of additional project housing units for persons of low or moderate income.*

Sub-Regional Cooperation

Many of the factors involved in resource preservation and habitat protection cross municipal borders, necessitating that Lenox work in cooperation with other communities particularly Lee, Stockbridge and Pittsfield. All of the areas where Lenox borders other towns are in the Housatonic River Watershed.

Transportation is an issue that naturally crosses town boundaries since most major transportation facilities are used by more than one town's residents.

Lenox can achieve its own objectives and contribute to a healthy regional economy through cooperation with surrounding

municipalities in regional economic development efforts.

Over the short to mid term, there may be opportunities to increase sharing of school system resources that would still allow varying degrees of independence, while reducing costs. Study groups should continue to investigate and explore various alternatives in the future.

An indoor recreation center facility could be a shared facility for multiple uses that would serve diverse segments of the community. One important opportunity is the possibility of sharing recreation facilities (particularly new ones) with other towns. The planned school auditorium will also be available for cultural activities, including theater. Lee is also interested in an indoor pool and there may be opportunities for joint efforts. These options would allow needs to be met at a lower cost.

When trying to reduce cost, or when it is necessary to improve existing services or develop new ones, the town needs to continue reaching outwards to surrounding communities. Tri-Town Health is a good example of resource sharing that is currently working. There is no rationale for duplicating services in each and every municipality. The principle of cooperative sharing can be applied to virtually all services and to most facilities unless there are strict distance requirements. There is potential to share equipment, buy supplies in bulk, and explore other ways to cooperate.

Sustaining Lenox through Wise Management of Land

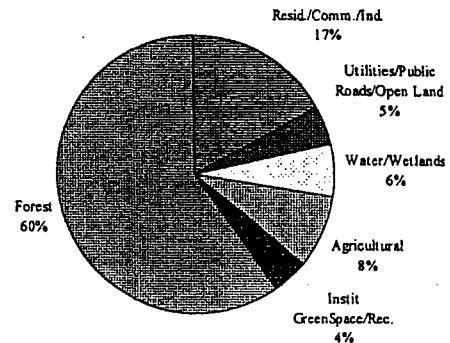
Lenox is a community that respects its heritage and the natural environment, and also wants to provide social and economic opportunities for its citizens. The overall long-term goal is to sustain this balance over time. One major element of sustainability is land and its use. Land use and investment decisions of governmental officials, private organizations, and individuals shape the future.

The development of Lenox, as with most communities, has been and continues to be

influenced by a combination of physical, economic, and sociological factors. According to published estimates, in 1959, only 340 acres of land in Lenox were developed for residential, business or industrial use. In the 1960's, the pattern of sprawling consumption of land took hold and accelerated. By 1985, over 2,200 acres of land were in residential, commercial or industrial use, and approximately 2,769 acres were developed including mining, transportation, recreation and institutional uses. Most of the land was converted from forest and agriculture to medium or low density single family homes. This greatly diminished the supply of buildable land and impacted the environment greatly. Continued conversion of most of the traditional farmlands and forested areas in Lenox to medium and low density residential development would threaten the rural landscape and scenic views.

Due primarily to its topography, Lenox is fortunate to still have a great deal of land in a natural or passive state, with over 75% of all land either not developed or used for recreational/open space and agricultural purposes according to BRPC's 1998 survey of land use. Approximately 60% of total acreage is forested. A majority of the developed area is comprised of single family residential uses.

Land Use in Lenox - 1998



Despite a stable population, conversion of undeveloped land for new residences has continued in recent times, although at a much lower rate than in the 1960's and 1970's. Lenox's attractiveness as a cultural, resort and retirement location has contributed to a predominant trend of related development and changes in land use. Recent patterns of new residential uses, including special housing for seniors, have been more compact, and have also occurred through development along the commercial corridors and the reuse of large institutional properties. Overall, the volume of land involved in this trend is not overwhelming: approximately 200 acres of land were converted to development from 1985 to 1998.

LAND USES IN LENOX - UMass MacConnell classification 1985, 1998 BRPC update

Land Category	1985 Acres	1998 Acres	Change in Acres 1985-1998	% Change 1985-1998
Agriculture	1,243	1,151	-92	
Forest	8,635	8,466	-139	-1.6%
Water	224	224	0	0.0%
Wetland	603	594	-9	-1.4%
Open Land	383	425	42	10.8%
Institut. Greenspace and Recreation	503	546	43	8.5%
Residential < 1/2 Acre	784	875	91	11.6%
Residential > 1/2 Acre	1,181	1,227	46	3.9%
Commercial	229	245	16	7.0%
Industrial/Trans/Mining/Waste	72	72	0	0.0%

Issues To Consider

The trend of consumption of land for residential uses is not high. Lenox should never return to a pattern of high volume low-density sprawl. This

is a positive situation, since the high costs of low-density sprawl development can over-stress public infrastructure and local fiscal capacity, affecting natural resources such as aquifers and

waterways, increasing traffic congestion and changing community character. Development is still occurring however, resulting in the permanent loss of farmlands, open space, and scenic resources - some of the very qualities that give Lenox its distinctive character. Overall the trends of concern are more related to the location, pattern, and impacts such as the potential harmful affects of commercial and residential sprawl on tourism, the main source of revenue for Lenox's economy; trends that could over the long term, make Lenox a less attractive destination.

The community has adopted regulations to reduce the rate of land development and some of the impacts from non-residential sprawl, as well as residential growth. In response to the actual and threatened harm to the environment, conservation organizations also have been acquiring large amounts of land for protection. The combined effect of both sprawl and preservation is that there has been a reduction of land available for future economic development. Although this may not be a clear community concern at the present time, there may be a need at some point in the future for sites with adequate access off an existing highway, sewer and water availability, and manageable site conditions. Currently there exists very little readily developable land of reasonable size. This has been an issue with local firms that wished to expand and may preclude a desirable future employer from locating in Lenox.

Trends, combined with the amount of potential developable land, help us to forecast likely future patterns. According to information from the Assessor's office, over 100 developable residential parcels exist. Parcels in this category totaled about 700 acres in 1996-97. Recent actual experience appears to indicate that the supply of unconstrained or minimally constrained acreage has been disappearing fast. The amount of growth that can be accommodated will depend in a large part on natural resource constraints, and preferences of the marketplace. Today, the finite supply of undeveloped land in Lenox, though large, is heavily limited by legal and physical development constraints including existing development, protected open space, known

wetlands, steep slopes, and other constraints. Thus, the potential for continuation of development patterns impacted by shrinking supply remains strong. Over the long term, it is likely that Lenox will continue to slowly progress toward buildout and the rate of land consumption will continue to decline as large developable parcels become more scarce.

Other potentially developable or redevelopable parcels also exist, namely portions of the 1,200 plus acres in the state Chapter programs, under temporary protection, and other partially developed large parcels that could be further subdivided. There is a potential for continuation of the level and types of land conversion recently occurring. Reuse of larger parcels has been a positive for the most part. There is certainly more potential for this to occur, enabled but guided by wise regulatory oversight. One area where significant single family development may occur is the central eastern portion of town. If utilities, namely sewer, are extended along East Street, this will probably encourage further development, particularly through subdivision of back land areas currently without roads. This land is zoned for medium density residential use (20,000 square feet with utilities). Proposals will then be made to develop this land.

Growth Management Strategies

The recommended strategy is to encourage sustainable growth and development to help maintain an overall high quality of life. This will require jointly accommodating both socio-economic and environmentally beneficial uses. Land, and its different uses, are important inputs to planning for the future employed by local officials, private organizations, and individuals to determine policies and decisions involving the provision of services such as transportation, education, water, sewer and other infrastructure. A prescriptive strategy can help to effectively guide and integrate appropriate new development within the existing context of development in Lenox.

A growth management strategy involves further protection of fragile and important natural resource areas, designation of areas where development should be restricted, areas where

reuse or redevelopment might occur, appropriate densities, and the reservation of tracts of land for specific residential and non-residential uses. For the long term, land areas with identified moderate constraints and land of concern should be considered for permanent conservation restrictions. It is also very important that considerable land be reserved for future development needs beyond the next 20 year period. Other growth management methods would include zoning, other regulations, design guidelines and a careful control of infrastructure.

Strategies for maintaining economic vitality and fiscal health, and targeting new development include:

- *Revitalize the Lenox Dale industrial/commercial areas and other non-residential areas as necessary and feasible.*
- *Carefully guide the location and form of new commercial and business development. Consider expanding Site Plan Review.*
- *Continue to promote and support a strong local and regional base of tourism.*
- *Support the efforts of quasi public local business development organizations.*
- *Target development assistance programs, tie public support to adherence to community goals and policies.*
- *Create incentives and preferential loans for businesses that will serve local resident needs.*
- *Establish a formal Infrastructure Policy that strongly discourages unnecessary and inefficient costs including long term costs, and is consistent with other strategies.*
- *Require Financial Impact Analysis for large projects and consider the imposition of impact fees.*
- *Strengthen the importance of meeting community needs as a criteria for granting Special Permits and as a criteria for granting waivers for subdivision requirements.*

The above strategies need to be achieved within a framework for sustainability and spatial efficiency in land use management. These strategies involve actions to promote full

appropriate utilization of the villages centers, existing developed areas and infrastructure, including:

- *Preserve the historical qualities of Lenox Village and the estate areas by continuing to allow and expand options for reuse.*
- *Generally enhance Lenox Dale by directing appropriate investment opportunities there.*
- *Allow flexible alternatives for residential development with incentives if necessary such as cluster zoning, planned unit developments, neo-traditional neighborhood development.*
- *Consider zoning changes to increase density in and near villages with transit or pedestrian services.*
- *Consider zoning changes to reduce 'suburban' density and discourage sprawl to undeveloped areas where it would not be in keeping with community character.*
- *Promote sustainable growth management through a continuation of long-range planning and pro-active land acquisition and conservation. Select and monitor basic indicators of sustainability, such as the volume of land conversion, the level of local employment, average household consumption of water, etc.*
- *Support the formation of sub-regional cooperative efforts and organizations involved in growth management, including educational endeavors.*
- *Continue on-going planning by monitoring progress of plan recommended actions, new development conditions and trends, and by updating action and implementation plans.*

Acknowledgments

In addition to thoughtful input from members of the public, the Lenox Citizen Task Force put in many hours of work identifying and exploring the issues and needs of their town, and identifying ways to address these actively. The assistance of all Task Force members is deeply appreciated.

Task Force Participants

Rob Akroyd, Task Force Chair
Warren Archey
Sally Bell
John Felton
Debbie Ferro-Burke

Lee Hammel
Joseph Kellogg
Ed Lane
Rene Laubach
Lois Lenehan

Roland Miller
Linda Procopio
Kim Reopell-Flynn
Steve Sample

Lenox Planning Board

Rob Akroyd, Chairman Lois Lenehan Linda Procopio Kim Reopell-Flynn Steve Sample

Town of Lenox Staff

The staff of Town Hall and various town departments, including the Department of Public Works—particularly Superintendent Jeff Vincent—and Parks and Recreation, provided essential technical and administrative assistance.

Berkshire Regional Planning Commission Staff and Other Consultants

The Berkshire Regional Planning Commission served as the Lead Planning Consultant for the project and produced this document.

Thomas Skoglund, Senior Land Use Planner, served as Consultant Project Manager.

Christia Mulvey, Associate Planner, provided technical support for the Task Force in writing the plans and conducting the community survey.

Nat Karns, Executive Director, assisted project management, provided technical assistance.

Zoe Neaderland, Senior Planner, provided technical assistance on linking areas of town.

John Schmid, GIS Planner, provided technical assistance in creating and producing the maps included in this plan.

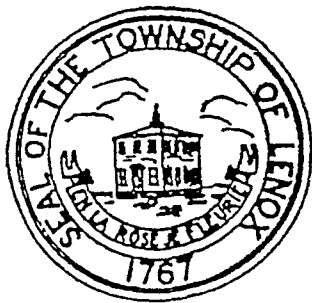
Sheila Finn, former Natural Resources Planner, provided technical and design support for the project until she left the Commission in June 1998.

Dr. John Mullin from the Department of Landscape Architecture and Regional Planning at UMass-Amherst ran a community visioning workshop for the town in May 1998.

Others Stakeholders Consulted During the Course of This Project

Conservation Commission, Historic District Commission, Economic Development Committee, Lenox Housing Authority, Manager of High Lawn Farm, Berkshire Natural Resources Council, and others, including various local citizens and experts.

Plan Appendices



TOWN OF LENOX

INCORPORATED 1767

Dear Citizen,

January 8, 1998

As you may be aware, the Towns of Lee and Lenox were recently awarded a grant through the Massachusetts Executive Office of Environmental Affairs for the development of a shared Master Plan and Open Space Plan. The enclosed survey is part of a cooperative planning project which in addition to the plans will develop a subregional policy to promote cooperation with Lee and other surrounding towns. The Lenox Planning Board and a volunteer planning task force are leading this project, assisted by the staff of the Berkshire Regional Planning Commission.

Please take a few minutes to complete the survey about your hometown. The information you provide will be used to identify:

- community goals and needs
- community strengths, weaknesses, and priorities
- resources to meet community goals

Your responses are completely anonymous and confidential, and are very important and necessary. Please answer the questions as candidly as possible. The survey results will be made available for discussion at a public meeting in the spring.

Please complete the survey and either mail the survey in the enclosed postage-paid envelope or drop it off at the Town Hall by Thursday, January 22nd. If you need assistance completing the survey, please contact either Robert Akroyd at 637-4153 or Joseph Kellogg, Town Manager, at 637-5500.

We greatly appreciate your effort to help Lenox plan for its future and to ensure that Lenox is a town in which we are all proud to live.

Sincerely,

Robert T. Akroyd, Chairman
Planning Board

Janet Hetherwick Pumphrey, Chairman
Board of Selectmen

Living In Lenox

Which of the following would you use to describe

- Lenox? Check all that apply. Rank/ # responses
- 8/204 Diverse 10/111 Divided 4/410 Vacation-oriented
 - 9/148 Fun 2/545 Attractive 7/241 Convenient
 - 5/368 Stable 12/39 In decline 11/101 Improving
 - 1/564 Historic 3/507 Cultural 6/316 Family-oriented
 - Other- 23

How long have you lived in Lenox? n=760

- 9.5% Less than 2 years 18.7% 1-20 years
- 13.8% 2-5 years 16.4% 21-30 years
- 15.1% 6-10 years 26.1% 30+ years

How would you rate the quality of life in Lenox?

- 40.9% Excellent 9.6% Average 0 Very poor
- 49.9% Good 0.5% Poor

Using the map on the back of the cover letter, in which section of town do you live? n=751

- 39.1% Lenox Village 8.9% West of 7/20
- 14.5% New Lenox 4.3% Laurel Lake
- 22.2% East of 7/20 10.9% Lenox Dale

If you own a home in Lenox, how large is your property? n=571, discounting "Don't Own" responses

- 18.0% Under 1/2 acre 6-10 acres 3.0%
- 63.9% 1/2 - 2 acres Over 10 acres 4.4%
- 10.5% 3-5 acres I don't own property.

Please check if your residence has either town water, sewer, or both? n=685

- 2.0% town sewer 31.4% town water 66.6% both

Do you think you might move from Lenox in the next 5 years? n=766

- 12.1% Yes 63.1% No 24.5% Unsure

If yes, why?: jobs, taxes & housing costs, retirement.

You & Your Family

Please indicate the number of household members in the following age brackets (include yourself): Total persons: 1760 in 669 households

- 4.9% Under 5 years 7.4% 25-34 12.4% 55-64
- 16.7% 5-17 16.9% 35-44 10.3% 65-74
- 6.7% 18-24 17.2% 45-54 8.0% Over 75

Do you have or plan to have children attending what kind of schools? number of responses

- 193 Lenox Public Schools private schools 31
- 17 religious schools home school 4
- 401 I don't have children. other: 50

Are you: n=759

- A full-time Lenox homeowner? 74.7%
- A seasonal resident (e.g. second home owner/renter)? 3.3%
- A full-time renter? 17.3%
- Other (specify): 4.7% Condos, retirement, etc.

Do you or another member of your household have a physical disability that limits your/their mobility and requires special access features (e.g. wheelchair ramp, handicapped parking space)?

n=682

- 7.6% Yes (# of household members:) 92.4% No

52 persons in 46 households

Please indicate your total (gross) household income for 1996: n=690

- 2.6% Under \$9,999 23.6% \$50,000-74,999
- 15.2% \$10,000-24,999 13.3% \$75,000-99,999
- 28.1% \$25,000-49,999 16.8% Over \$100,000

Recreational Activities

Are existing outdoor programs adequate for:

	yes	no	don't know
n=645 young children	34.6%	14.7%	50.7%
n=635 teens	18.9%	24.9%	56.2%
n=644 adults	34.0%	23.0%	42.7%
n=638 elderly	19.6%	14.9%	65.5%
n=605 disabled	5.3%	12.1%	82.6%

Are existing indoor programs adequate for:

	yes	no	don't know
n=647 young children	32.6%	13.0%	54.4%
n=631 teens	15.7%	24.9%	59.4%
n=639 adults	26.1%	22.2%	51.6%
n=650 elderly	27.1%	9.1%	63.8%
n=602 disabled	6.6%	7.1%	86.2%

Comments on the above: _____

Please check off the activities any member of your household has participated in within the last year, and indicate the frequency with which you did so.

Rank/Number responses

daily weekly monthly yearly

- 1/606 Walking/Running
- 4/342 Hiking
- 6/296 Bicycling
- 5/308 Swimming
- 8/220 X-C Skiing
- 9/204 Downhill Skiing
- 22/32 Snowmobiling
- 21/73 Snowshoeing
- 10/171 Fishing n=734
- 18/79 Hunting/Shooting sports n=720
- 12/158 Boating n=728
- 13/117 Camping n=669
- 19/77 Horseback riding n=653
- 7/265 Picnicking n=702
- 11/161 Football/ baseball/ basketball/soccer n=583
- 16/87 Rollerblading n=704
- 14/114 Clubs e.g.: social/garden etc. n=682
- 15/103 Dancing n=631
- 17/85 Aerobics n=573
- 20/75 Ice Skating n=528
- 24/23 Skateboarding n=696
- 2/502 Movies/concerts n=623
- 3/372 Art/Historical activities n=582
- Other: _____ n=474
- n=567
- n=580

Check the five recreational activities/ facilities you would like most to see developed/ expanded:

- 8/140 Tennis courts Rank/Number of responses
- 16/38 Volleyball
- 13/61 Basketball courts
- 14/53 Baseball/Softball fields
- 15/41 Soccer fields
- 9/144 Playgrounds
- 1/346 Bicycle trails
- 12 /95 Golf course
- 7/162 Picnic/BBQ area
- 10 /117 Skating
- 5/215 Hiking and skiing trails
- 6/177 Outdoor swimming area
- 2/319 Public indoor pool
- 11/102 Concert facilities
- 4/250 Movie Theater
- 3/278 Access to or along the Housatonic River
- Other: (specify) 168- teen activities, cafe, exercise facilities

Where do most of your recreation/exercise activities take place? number of responses

- 167 At home 113 In neighborhood
- 32 Lenox Community Ctr. 141 Out-of-town
- 24 Church 105 Elsewhere in town
- 31 School 35 Other

Services

Please indicate your level of satisfaction with the following conditions in town.

	Very Poor	Satisfactory	Excellent
Condition of town streets	8.3%	68.8%	21.7%
Appearance of community	1.9%	51.9%	45.7%
Appearance of downtown	2.2%	47.8%	49.5%
Quality of parks	6.0%	64.6%	29.0%
Accessibility of parks	7.2%	64.2%	28.3%
Water quality and service	6.8%	47.7%	45.2%
Sewer quality and service	12.5%	50.4%	37.0%
Police department service	1.8%	38.5%	59.1%
Fire department service	1.0%	35.8%	62.8%
Ambulance service	1.9%	36.8%	60.9%
School facilities	1.7%	41.4%	56.0%
School programs	2.1%	50.2%	46.8%
Library	2.4%	33.3%	63.9%
Municipal governance	6.4%	70.9%	22.3%
Town-wide activities	16.5%	66.8%	15.8%
Adult education	41.4%	51.9%	6.3%
Recreation facilities	19.9%	70.0%	8.5%
Conservation efforts	9.7%	71.6%	17.9%

Would you favor a small increase in property taxes to expand or improve the general level of town services listed above? n=689

44.8% Yes 55.2% No

Please rank the following town facilities/services improvements in order of importance to you (1=needing the most improvement). Rank/#1

- 7/45 Town school facilities
- 2/114 Town roads
- 3/125 Town utilities (water, sewer)
- 6/18 Other town services
- 5/20 Town government facilities (e.g. Town Hall)
- 1/119 Park and rec. facilities
- 4/49 Town-wide activities (e.g. festivals, parades)
- 58 Other (specify): _____

Would you favor a reduction of a town service
 n=662 you currently use, to lower your property taxes?
 14.8% Yes 85.2% No

Would you be willing to have the town share the
 following town services/equipment with
 neighboring communities?

Yes No Maybe Percentages given.

n=737 42.3/22.5/35.2 Department of Public Works functions
 =655 76.4/6.4/16.9 conservation projects
 =658 79.5/6.7/13.8 landfill/compost/recycle center
 n=629 27.2/52.8/20.3 municipal administration
 =636 59.3/16.7/24.1 professional planning services
 =639 62/16.1/21.9 inspection services
 n=630 58.6/15.6/25.9 economic/community development
 services
 =632 66.6/12.8/20.6 cultural/social programs
 n=626 41.5/42.5/16 schools
 n=130 other

Shopping

Which of the following Retail service establish-
 ments, if any, would you like to see more of?

7/74 Restaurants Rank/# responses
 11/31 Hotel/ Resort areas
 5/100 Groceries/ supermarkets
 9/67 Clothing/gift stores
 8/95 Department stores
 8/70 Gas stations
 1/292 Movie theaters
 10/53 Galleries
 4/120 Cafes
 3/166 Nightlife establishments
 Other 57 responses
 2/245 None

Please check where your household spends the
 greatest amount of money for each of the
 following items:

	In Lenox	Other town in County	Outside County
n=731 Groceries	61.6%	37.3%	1.1%
n=694 Clothing	8.8%	70.7%	20.5%
n=685 Household items	19.6%	72.0%	8.5%

When you shop outside town for goods or # response
 services which are also available in Lenox, what
 are your main reasons for doing so? (Check two):

412 Better prices 467 Better variety/ selection
 87 Store hours 44 Quality of merchandise
 48 Convenient from work
 Other (specify): _____

Development of Lenox

Over the next 10 years, do you think that the n=697
 town's population, (*currently about 5,600*) should:
 5.6% Increase greatly (add over 500 persons).
 40.3% Increase modestly (add 200-500 persons).
 51.6% Stay roughly the same.
 2.4% Decrease significantly (by more than 200).

In the last ten years, the town of Lenox gained
 approximately 275 housing units, with half that
 number being seasonal condominiums. Is this
 volume and mix of residential growth acceptable
 to you? n=698

42.6% The volume and type is okay.
 40.3% The volume is okay, but would rather see a
 different mix of residential growth.
 17.2% I'd like to see residential growth decrease.

Please check the types of housing, if any, most
 needed in Lenox: Rank/# responses

4/133 suitable housing options for seniors
 7/59 suitable housing options for the handicapped
 2/218 year-round apartments for families such as 2
 bedrooms for \$600/month
 1/237 already-existing homes which can be
 purchased for under \$125,000
 3/198 new homes which can be built for under
 \$150,000
 6/79 new homes which can be built for over
 \$150,000
 5/119 none
 other: 31

Which of the following business and employment
 R/# enterprises, if any, would you like to see more of?

3/229 Industry/high-tech manufacturing
 1/449 Office/professional service businesses
 2/332 Art/music/culture related businesses
 4/171 Home businesses
 5/145 Agriculture related business
 Other 34
 6/69 None

How much do people in your household work?
(Please indicate the number of people who work
on each schedule.) Total # of people

- 447 one full time job (35 hrs/week or more)
- 44 more than one full time job (per person)
- 150 one part time or seasonal job (less than 35
hrs/week or 6 months/year)
- 28 more than one part time or seasonal job
- 123 self-employed or own business full time
- 37 self-employed or own business part time
- 78 homemaker
- 238 retired
- 192 student
- 14 unemployed
- 28 do not work for pay
- 10 other: volunteer, disabled, etc.

resp. Would better access to any of the following
services make it easier for members of your
household to work as much as they need or want?

- 67 childcare 21 eldercare
- 86 public transportation
- other better internet access, etc.

Complete the following sentences by choosing all
statements that express your views:

- responses
- To promote job development, Lenox should:
 - 365 Actively seek and welcome a wide range of new
employers
 - 140 Attract only highly skilled employers
 - 282 Build upon the existing job base

For the future, I would generally support:

- 270 adding year round residential housing
- 151 adding commercial services/shopping
- 328 very little new development
- 78 no new development

When it comes to new development, Lenox
officials/boards should strive to:

- 447 minimize impacts to the environment
- 347 minimize impacts to existing neighborhoods
- 375 encourage reinvestment in existing areas
- 332 ensure that providing additional town services is
cost effective
- 440 balance all community needs and potential
impacts

Land & Resources

Would you favor a small increase in property
taxes to promote conservation/recreation? n=696
53.3% Yes 46.7% No

- Should Lenox seek outside funding for purpose of
conserving open space/ promoting recreation? n=67
- 39.2% Yes, though the town should lean towards
conservation/preservation.
 - 7.6% Yes, though the town should lean towards
recreation.
 - 46.1% Yes, and the town should emphasize both
equally.
 - 5.3% No, because (specify): _____
 - 1.6% Perhaps, if _____

Please rank the top five of the following
conservation issues in order of their importance
to you (1=most important): Rank/Ranked #1

- 2/102 Making the Housatonic River more
accessible for recreation activities such as
walking, boating, fishing, picnicking
- 4/65 Preserving historic/cultural properties
- 7/37 Preserving working farms
- 5/48 Preserving other open spaces
- 3/44 Protecting wildlife habitat for wildlife
diversity
- 1/271 Protecting drink water supplies
- 6/58 Preserving the aesthetic of the natural and
built landscape
- 8/16 Preserving views of ridge lines
- _____ Other (specify): 6

Other Comments (Feel free to attach additional
sheets as you find necessary.): _____

Thank you for your time!

Please return this survey in the enclosed postage-
paid envelope to:
Lee & Lenox Master Plan and Open Space Projects
c/o Lee CDC
480 Pleasant Street, Lee Corporate Center
Lee, MA 01238

Appendix 2 - Lenox Capital Plan FY2000-2004

04/12/99

FIVE-YEAR CAPITAL PLAN FY2000-2004

SUMMARY	A C T U A L		P R O P O S E D FY00	P R O J E C T E D			T O T A L FY04	T O T A L FY00-04
	FY98	FY99		FY01	FY02	FY03		
Uses of Funds:								
PUBLIC WORKS	494,585	632,000	387,515	464,900	1,355,495	927,550	1,636,800	4,772,260
TOWN BUILDINGS (NON-SCHOOL)	121,275	9,000	34,000	0	0	45,000	105,000	184,000
SCHOOL DEPARTMENT	70,500	42,000	72,400	88,000	108,000	76,000	68,000	412,400
PUBLIC SAFETY	58,134	34,600	78,800	160,500	35,000	35,000	35,000	344,300
PARKS, RECREATION, OPEN SPACE	4,600	14,040	5,000	52,500	0	0	0	57,500
OTHER DEPARTMENTS	0	0	199,000	0	0	0	0	199,000
WATER	231,975	148,000	273,000	448,500	256,500	671,500	540,000	2,189,500
SEWER	26,000	31,000	194,100	553,000	510,000	817,000	3,550,000	5,624,100
TOTAL APPROPRIATION	1,007,069	910,640	1,243,815	1,767,400	2,264,995	2,572,050	5,934,800	13,783,060
Sources of Funds:								
GENERAL FUND/FREE CASH	580,509	588,440	892,715	1,357,400	1,964,995	2,272,050	5,634,800	12,121,960
STABILIZATION FUND	0	0	0	0	0	0	0	0
AMBULANCE FUND	8,000	0	7,000	110,000	0	0	0	117,000
CHAPTER 90 ROAD GRANTS	236,585	236,000	N/A	N/A	N/A	N/A	N/A	N/A
OTHER GRANTS	0	0	0	0	0	0	0	0
PRIVATE FUNDING	0	0	0	0	0	0	0	0
CEMETERY TRUSTS	0	7,200	0	0	0	0	0	0
WATER REVENUES	181,975	48,000	150,000	150,000	150,000	150,000	150,000	750,000
SEWER REVENUES	0	31,000	194,100	150,000	150,000	150,000	150,000	794,100
TOTAL SOURCES	1,007,069	910,640	1,243,815	1,767,400	2,264,995	2,572,050	5,934,800	13,783,060
RECOMMENDED BONDED PROJECTS								
Crystal Street Reconstruction			2,100,000					
CHAPTER 90 PROJECTS	N/A	N/A	236,000	236,000	236,000	236,000	236,000	1,180,000

FINAL FY00-04 PLAN AS VOTED ON APRIL 12, 1999

REPORT ON
POTENTIAL BUILD-OUT
OF LENOX, MASSACHUSETTS

DRAFT (5/19/99)

Prepared For the Town of Lenox and
the Massachusetts Executive Office of Environmental Affairs (EOEA)

By the Berkshire Regional Planning Commission

Funded by a MassGIS Regional Services Grant awarded by EOEA

Introduction

In April of 1999, Lenox was selected as one of forty sample communities for a build-out analysis by the Massachusetts Executive Office of Environmental Affairs (EOEA). EOEA funded the effort and supplied the instructions and methodology. The local effort was mainly coordinated by the Berkshire Regional Planning Commission (BRPC). BRPC worked with members of the Lenox Planning Board, the Conservation Commission, and the Building Inspector on this mini project.

The project is meant to benefit EOEA, our organization, and your town. It will give the state (on an overall basis), and decision makers in Lenox, a way to think about growth. This project is connected to the BRPC GIS Service Center (also funded by EOEA) and the mapping information can be utilized by Lenox in the future. From estimates of potential future development, impacts from that development can be projected, or modeled. This practice can lead to a proactive approach to planning, protection and mitigation. Changes to land use controls and management practices can also be implemented to influence the rate, type or location of potential growth.

A build-out analysis quantifies the potential amount of future development based upon environmental constraints, existing land use, and land use controls. The analysis is a useful planning tool to estimate potential future development in a municipality from a supply standpoint.

In areas that are not already completely built out, a full build-out analysis will usually show a high amount of potential growth. Buildout analyses also do not usually try to predict when development will occur as they do not try to predict or model demand. The buildout results should be used with caution as we are employing a limited number of variable factors in a limited way. There are many factors which constrain actual high levels of build-out in particular locations.

Setting and Local Conditions

Lenox, home to Tanglewood and many former 'great estates', is a small and special Berkshire community with property values that are relatively high for western Massachusetts. Most land in Lenox is zoned for low to medium density residential use and development. Development has been greatly restricted by steepness, and the presence of wetlands. There is a strong belief in town that the supply of easily developable land is very limited.

According to BRPC 1997 land use information 2,967 acres or 21.4% of total land area in Lenox could be classified as developed, including institutional/recreational lands. Overall, the trend of consumption of land for development between 1985 and 1997 was not high in volume (approximately 200 acres of land were converted to developed lands).

A limited number of small subdivisions have been completed since the 1985 McConnell Land Use survey. These have roughly followed the zoning requirements although some acreage is utilized to its fullest density potential due to configurations and access factors. These subdivisions Form A ANR subdivisions have been occurring at a low rate. Reuse/restoration of "Great Estates" that had begun to fall into disrepair is a significant local condition. These areas have experienced historic preservation linked to permanent Open Space dedications. Significant

open space additions have been made in several areas of town. Much of the new development is retirement/senior housing.

A recent Master Plan process documented that the community does not desire residential development of a large scale or rate. While population growth is currently relatively slow, affordable and mid-level housing opportunities are limited. The community has also experienced an increased property tax base, and steady local employment and income streams due to non-residential development and redevelopment.

Recent patterns of new residential uses, including special housing for seniors, have been more compact, in part taking advantage of clustering provisions. The community did significantly restructure uses allowed in its commercial zones in 1996, generally restricting more intensive uses. Overall, however, there is a potential for continuation of the level and types of land conversion occurring recently. More development on marginal or constrained lands is also expected.

Scope and Standard Methodology of this Build-out

The main focus of this build-out is undeveloped land. Besides land classified as residential, commercial or industrial, the following UMass Resource Mapping Project (MacConnell) land categories were initially considered developed:

Transportation, Waste Disposal, Spectator and Water Based Recreation

The remaining land in Lenox includes many large estate homes, resort properties and golf facilities. Note that many such land areas have developed land with adjacent open areas. All such land was initially considered developable. Some developed areas of estate homes, resorts or institutions that were easy to identify, such as developed areas of Eastover and the National Music Foundation were then marked as developed. Developed municipal lands, such as cemeteries, schools, parks, public facilities, were also marked as developed.

Certain environmental characteristics inherent in the land can preclude development either partially or completely. Land with Absolute Constraints to Development is land which is extremely unlikely to be developed. There is either some environmental constraint that limits its development potential, there is a law or regulation that limits its use, it is owned for protected open space purposes, or it is already developed. For this project the following criteria were used to determine this category:

- Wetlands
 - USGS
 - UMass Land Use (MacConnell)
 - National Wetlands Inventory (larger areas)
- Water bodies and floodways
- Slopes greater than 25%
- 100 ft from perennial streams
- Zone I of public supply wells
- 100 year floodplain areas
- Permanently protected open space and municipal lands developed or restricted

Note: Local officials state that new development of land in the 100 year floodplain is virtually never allowed.

Additional wetlands were also identified by members of the Conservation Commission.

Constraints to development include federal, state, or local laws limiting the use of land, and permanent conservation or preservation restrictions. For the purposes of this project, permanently protected open space, including non-profit lands with conservation restrictions and municipal lands such as watershed lands were also removed from the remaining mass of potentially developable land.

The buildout information is more valuable (for projection of differing uses and densities) when private lands that are restricted or committed to particular development in the near future are also removed. We further identified and removed two large privately held resort areas with conservation restrictions: Cranwell and Canyon Ranch. Land already approved for development includes units that are approved for those two resort areas that will exhaust the development potential of those areas. There are several small subdivisions that are currently already approved and beginning the process of development. They were also removed as developed.

Map 1 shows land with absolute constraints and zoning. Constraints are identified by color or patterns. It should be noted that the accuracy of the slope data is limited. Also, all constraints noted in this report are independent of actual site level considerations and property boundaries.

For this project, land with Partial Constraints to Development is land which may be subject to some type of condition that limits its development potential. For this project the following criteria were used to determine Partial Constraints:

- 100 ft. buffer around wetlands
- A buffer between 100-200 ft. adjacent to perennial streams
- Areas with many small wetlands and buffers
- Slopes between 15 - 25%

Map 2 shows a combination of areas classified as developed, areas of absolute natural physical, legal or regulatory restrictions to development, and areas of partial constraint related to the natural environment that have been generated with the new and improved BRPC Geographic Information System partially funded by EOE. Partially constrained land is shown by a patterned overlay. All potentially developable land is color coded by zoning district. The total amount of land for each category and district is shown in Spreadsheet Table 2S (attached and printed on the map).

Please note that this gross geographic information is for general planning purposes only. Further investigation and site specific information would likely upgrade or add other constraints in some areas, while eliminating or downgrading the situation in other areas.

Determining Potential Buildable Land

A gross constraint percentage factor was estimated for all partial constraints taking local conditions into account. BRPC tried to compensate for the likelihood that items such as small wetlands in large areas could affect the actual development of those areas.

<u>Partial Constraint</u>	<u>% of Constraint</u>
• 100 ft. buffer around wetlands	50%
• A buffer between 100-200 ft. adjacent to perennial streams	50%
• Areas with many small wetlands and buffers	50%
• Slopes between 15 - 25%	50%

Using the overlay features of a Geographic Information System (GIS), total area acreage and square footages were calculated for the different build-out classifications. Spreadsheet Table 2S provides a modified estimate of developable acreage by zoning district after reductions were made for partial constraints.

Attachment A is a description of zoning districts. In a gross sense, the zones can be classified as primarily residential or non-residential in nature. For this study the districts were considered mutually exclusive in terms of potential residential versus non-residential use. Future demand will play a role in determining a mix of uses in some zones.

Other Local Zoning and Regulatory Factors

Attachment B is a list of zoning intensity requirements which are limitations for buildout. Lot density is a key factor. Zoning density varies in the R-20-30-40 zone according to the presence of utilities. The maximum density is assumed. Wetlands are counted in determining if minimum lot size is met.

Maximum building coverage is a factor for the non-residential zone. Zoning also places a two story limit on buildings. The story limitation essentially overrides height restrictions. Parking can be a relevant factor in determining non-residential density. This is particularly relevant in C-1A zone and on smaller lots. There is a parking setback requirement and other extensive spatial requirements for parking. These are often waived by variance. Special permits are required for nearly all intensive uses in the C-3A area.

Development in the floodplain is possible by Special Permit but very rarely granted and therefore not considered a factor. Other potential limitations that have come into play in Lenox include the observance of Vernal Pools. This was partially considered in determining areas of small wetlands.

In Lenox, Subdivision Regulations are flexibly written (include the general waiver provision which is sometimes employed). The length provision against dead end roads is sometimes waived, for instance.

Assumptions and Buildout Calculation

For each zoning district, residential lots are calculated according to zoning densities with several qualifying factors. The total acreage is reduced to account for roads per a standard method discussed in Attachment C and footnoted on Spreadsheet 2S. The residential R-15 and R.1-A areas have a potential to develop at higher than one unit per lot based on zoning and development trends. The R-15 allows small multi family units. Retirement housing is allowed at a much

higher density under special permitting and has been occurring in R-1A. For the R-15 and R1A areas we have used a combined average density of single family and retirement housing density.

In non-residential districts, total building area is determined by zoning intensity with some basic qualifying factors. An effective Floor Area Ratio (FAR) for each district can be calculated using the maximum building coverage area multiplied by allowed floors. In the C-1A the resulting .60 FAR could not be supported by parking. For instance, if the standard 420 square feet per parking space were multiplied by the standard local parking space requirement per square foot (1 space per 300 SF), the resulting effective FAR would be slightly less than .42. This might be a reasonable standard to account for physical parking and driveway intangibles including landscaping but would not account for the restrictive parking setback requirements. It is difficult to imagine exceeding .4 FAR in any zone in Lenox. In the industrial zone it is assumed that the trend of 1 story structures would continue. This assumption does not greatly reduce the total building area in that zone.

The premise behind calculation multipliers for school children and future additional water demand are listed in Attachment D. Assumptions for total addition school children are lower in Lenox than for the state or nation reflecting a lower existing ratio of students to households. Calculation for water is made using a standard methodology. This method is consistent with actual metered usage for residences per data from the Lenox DPW.

There is still the potential for development along existing roads and also the real possibility that new homes would be accessed by private roads. For calculation we assumed 70% of new units would be served by new subdivision roads. A general ratio of 60% of frontage requirements in each district was multiplied by the number of potential lots to project a volume of potential new subdivision roads.

Map 3 shows a composite of present and future development status for all land. Spreadsheet Table 3S provides a summary of growth in residential units and in commercial/industrial/office square footage that could potentially occur if full build-out were to occur.

Some potential impacts related to potential growth are also listed on the spreadsheets. It should be noted that other potential negative impacts would include increased traffic and overloading of infrastructure capacity, etc.

Summary and Commentary

After subtracting developed land, protected open space, areas of known wetlands, steep slopes, and other constraints, Lenox has a large yet shrinking amount of unconstrained potentially buildable land. The western portion of town is comprised mostly of land with sensitive natural features and constraints. The southern and east central portions of town would appear to have some large acreage either with only partial environmental constraints or no identified environmental constraints.

Guided reuse and development of large properties in the R-1 will likely continue. Although categorized as residential development, development in this area will likely be mixed. The community has generally not indicated a strong desire to restrict this. Clustering has proven attractive, partly due to density incentives granted. This is partly a trade off that can be further pursued.

The large route 7/20 Commercial zone has a large amount of potentially developable land. Zoning has been adjusted for this area to reduce high traffic generating retail/service uses. This area needs to be monitored carefully. If build-out were to occur, among other things, traffic would be a definite problem. However, it would be difficult to image that the special permit requirements could continue to be met leading to a point of buildout without very significant regional transportation improvements (contrary to the history and nature of the Berkshires). Also, if this zone was further restricted at this point, it might have negative economic consequences.

One area where significant single family residential development may occur is the central eastern portion of town. If utilities, namely sewer, are extended along East Street as planned, this will probably encourage additional development, particularly through subdivision of back land areas currently without roads. Since this land is zoned for medium density residential use (20,000 square feet with utilities), proposals are likely to be made to develop this land. The Planning Board has indicated a desire to pursue down zoning of this area in the R-20-30-40 zone. The utility density incentive also could be dropped. The buildout model could be used to project different scenarios. Clustering could also be promoted as well as other growth management techniques although some such as "flexible frontage" would not effect density.

It is not known how much development will actually occur before the undeveloped, potentially developable, land supply is effectively exhausted. It would be difficult to imagine that a complete buildout at the highest level will occur. However, it would not require anywhere near that level to severely and negatively affect the community. While Lenox has many mechanisms to reduce the negative affects of development, more could be done. More open space could be acquired. Areas along Yokun Brook and the Housatonic River have been identified as logical targets. Other hillside protections could be pursued in zoning. Soil and sedimentation protections and a local wetland bylaw would grant more authority to the Conservation Commission to aggressively protect natural resources and restrict development. These actions and enactment of the Scenic Mountains Act are mentioned in recent Town Plans.

Other general regulatory actions could include being tougher on subdivision 'dead end' roads and by requiring larger unconstrained building spaces through upland zoning provisions and by not counting wetlands toward meeting lot minimums.

All these actions must be considered in light of the overall needs and desires of the community. Regulations often have had the affect of increasing the housing affordability problem and in Lenox this is linked to an increasingly 'gray' community composition that is somewhat a concern. There is a cultural preference toward single family development on large lots that has led people to pursue it wherever than can afford it. Comprehensive, cooperative state growth management initiatives and regional alternatives are needed.

Sources:

MassGIS, EOEA: Data, Instructions

Metropolitan Area (Boston) Planning Commission (MAPC): Buildout Methodology

Berkshire Regional Planning Commission: Farmington River Watershed Non-Point Pollution Assessment Report, Lenox Comprehensive Master Plan

**Lenox, MA Potential
Buildout Impacts**

	Land Area (Sq. Ft.)	Yield for Partial Constraints (Sq. Ft.)	Yield Acres	Lots	Dwell. Units/ Lot	Dwell. Units	Floor Area Ratio	Comm./Ind. Total Area (Sq. Ft.)	Water Use (GPD)	Additional Students	New Res. Subdivision Roads (miles)
RESIDENTIAL											
District R-15 Developable Area:											
Total Including Partially Constrained Areas	2,985,207		62	140	1.30	183			31,771	55	0.95
Unconstrained Areas	2,398,890		55	125		163			28,311	49	0.84
All Partial Constraint Area:	586,317	293,159	7	15		20			3,460	6	0.10
Wetland Buffer Area:	524,142	262,071	6	14		18			3,093	5	0.09
Rivers Protection 100'-200' Area:	62,175	31,088	1	2		2			367	1	0.01
District R-1A Developable Area:											
Total Including Partially Constrained Areas	65,560,238		1,373	1,099	1.67	1,433			249,361	430	13.11
Unconstrained Areas	54,089,819		1,242	893		1,296			225,455	389	11.85
All Partial Constraint Area:	11,470,419	5,735,210	132	105		137			23,905	41	1.26
Wetland Buffer Area:	2,167,679	1,083,839	25	20		26			4,518	8	0.24
Rivers Protection 100'-200' Area:	1,177,059	588,530	14	11		14			2,453	4	0.13
Small Wetland Area:	2,923,243	1,461,621	34	27		35			6,092	11	0.32
Steep Slopes (>15%)	5,527,034	2,763,517	63	51		66			11,519	20	0.61
District R-30 Developable Area:											
Total Including Partially Constrained Areas	858,394		18	21	1.00	30			3,702	9	0.21
Unconstrained Areas	671,429		15	18		26			3,250	8	0.18
All Partial Constraint Area:	186,964	93,482	2	3		4			452	1	0.03
Steep Slopes (>15%)	186,964	93,482	2	3		4			452	1	0.03
District R-3A Developable Area:											
Total Including Partially Constrained Areas	14,990,907		269	76	1.00	76			6,636	23	1.21
Unconstrained Areas	8,464,070		194	55		55			4,790	17	0.88
All Partial Constraint Area:	6,526,837	3,263,419	75	21		21			1,847	6	0.34
Wetland Buffer Area:	72,772	36,386	1	0		0			21	0	0.00
Rivers Protection 100'-200' Area:	114,253	57,127	1	0		0			32	0	0.01
Steep Slopes (>15%)	6,412,584	3,206,292	74	21		21			1,814	6	0.33
District R-20-30-40 Developable Area:											
Total Including Partially Constrained Areas	79,741,116		1,572	2,704	1.00	2,704			470,580	811	26.89
Unconstrained Areas	57,194,590		1,313	2,259		2,259			393,098	678	22.46
All Partial Constraint Area:	22,546,527	11,273,263	259	445		445			77,481	134	4.43
Wetland Buffer Area:	1,504,606	752,303	17	30		30			5,171	9	0.30
Rivers Protection 100'-200' Area:	1,580,210	790,105	18	31		31			5,430	9	0.31
Small Wetland Area:	14,191,160	7,095,580	163	280		280			48,768	84	2.79
Steep Slopes (>15%)	7,873,680	3,936,840	90	156		156			27,058	47	1.55
TOTAL RESIDENTIAL	164,135,862	20,658,532	3,294	4,040		4,426			762,049	1,328	42.37
NON-RESIDENTIAL											
District C-3A Developable Area:											
Total Including Partially Constrained Areas	5,813,866		120				0.40	1,885,920	141,444		
Unconstrained Areas	4,663,468		107					1,678,848	125,914		
All Partial Constraint Area:	1,150,398	575,199	13					207,072	15,530		
Small Wetland Area:	561,776	280,888	6					101,120	7,584		
Steep Slopes (>15%)	588,622	294,311	7					105,952	7,946		
District C-1A Developable Area:											
Total Including Partially Constrained Areas	1,903,037		42				0.40	658,692	49,402		
Unconstrained Areas	1,756,363		40					632,291	47,422		
All Partial Constraint Area:	146,673	73,337	2					26,401	1,980		
Rivers Protection 100'-200' Area:	146,673	73,337	2					26,401	1,980		
District C Developable Area:											
Total Including Partially Constrained Areas	158,416		3				0.40	45,194	3,390		
Unconstrained Areas	67,552		2					27,021	2,027		
All Partial Constraint Area:	90,864	45,432	1					18,173	1,363		
Rivers Protection 100'-200' Area:	90,864	45,432	1					18,173	1,363		
District I Developable Area:											
Total Including Partially Constrained Areas	1,073,775		23				0.35	320,557	24,042		
Unconstrained Areas	961,507		22					302,875	22,716		
All Partial Constraint Area:	112,268	56,134	1					17,682	1,326		
Steep Slopes (>15%)	112,268	56,134	1					17,682	1,326		
TOTAL NON-RESIDENTIAL	8,949,093	750,101	188					2,910,363	218,277		
GRAND TOTALS	173,084,955	21,408,634	3,482	4,040		4,426		2,910,363	980,327	1,328	42.37

Notes: (see narrative and attachments for further explanation)

Residential dwelling units/lot ratio calculated as 30% higher than SF density in R-15 using 11,500 SF/unit, and 67% higher in R-1A using 24,000 SF/unit.
 To account for roads, odd shaped lots, etc., residential lot calculation is 85% of density for R-3A, 80% for R-1A, 81% for R-30, 79% for R-20-30-40, and 78% for R-15.
 To account for roads, commercial/industrial areas (shown in Total Square Footage column) are calculated at 90% (with the exception of District C - no reduction).
 Potential res. water use calculation 75 GPD/per person multiplied by projected household size; commercial/industrial calculation 75 GPD/per 1000 SF building area.
 Potential res. water use calculation reduced by 50% for R-3 Area (much land unlikely to be serviced by public water).
 Potential additional students calculated at .3 per residential unit.
 New res. subdivision road calculation uses zoning frontage reqmt. multiplied by # of lots multiplied at a reduced ratio (42%) for double loading, use of existing roads, and private roads.

SECTION 3: ZONING DISTRICT BOUNDARY DESCRIPTIONS

3.1 The TOWN OF LENOX is hereby divided into Zoning Districts designated as follows:
(See also 3.6 below)

- | | |
|--|------------|
| RESIDENTIAL: | R-3A |
| | R-1A |
| | R-40-30-20 |
| | R-30 |
| | R-15 |
| COMMERCIAL: | C |
| | C-1A |
| | C-3A |
| INDUSTRIAL: | I |
| WIRELESS TELECOMMUNICATIONS
OVERLAY DISTRICT: | WTOD |

8.4 LAND SPACE REQUIREMENTS TABLE

	RESIDENTIAL						COMMERCIAL			INDUS
	R-3A	R-1A	R-40	R-30	R-20	R-15	C-3A	C-1A	C	TRIAL 1
1. Minimum lot size	3 acres	1 acre	40,000 SF	30,000 SF	20,000 SF	15,000 SF	3 acres	1 acre	(4)	2 acres
2. Minimum lot frontage	200'	150'	150'	125'	100'	85'	300'	200'	(4)	200'
3. Minimum lot width at building setback line	200'	150'	150'	125'	100'	85'	300'	200'	(4)	200'
4. Minimum setbacks:										
A. Building or structure (1)										
-Street Line	50'	35'	35'	35'	35'	35'	75 ⁽⁵⁾	50'	(4)	50'
-Lot line	30'	25'	25'	20'	20'	20'	30'	30'	(4)	25'
-District Boundary Line (2)	30'	25'	25'	20'	20'	20'	50'	50'	(4)	50'
B. Sign Setback							35'	30'	(4)	30'
C. Parking Area Setback							30'	30'	(4)	30'
5. Maximum Building or structure height (3)										
-Stories	2	2	2	2	2	2	2	2	2	2
-Feet	35'	35'	35'	35'	35'	35'	35'	35'	35'	35'
6. Maximum building coverage	10%	20%	20%	20%	20%	20%	20%	30%		35%

Footnotes:

(1) On lots abutting streets on more than one side, the front setback requirements shall apply to each of the abutting streets. However, a dwelling need not be set back more than the average of the setbacks of the dwellings on the abutting lots on either side. If a vacant lot exists on one side it shall be considered as a dwelling setback the depth of the required front setback. No fence shall be constructed so as to obstruct intersection view within front setbacks at street intersections.

(2) Where district boundary lines separate residential districts from commercial districts and industrial districts, setback areas shall be planted with screening to protect the residential districts.

(3) These height restrictions shall not apply to chimneys, water towers, skylights and other necessary features appurtenant to buildings which are usually carried above roofs and are not used for human occupancy. The Board of Appeals may allow greater height when permitting special uses such as Planned Unit Office, etc. (A.T.M. 5/7/76)

(4) In view of small and irregular lot sizes, applications for new building will be accepted for consideration based on areas no less than current lot sizes. Fireproof walls on one side to the lot line are permissible if there is at least 15' setback on the other side of the building.

(5) The street line building or structure setback in C-3A may be reduced to a minimum of thirty-five (35) feet by a Special Permit from the Zoning Board of Appeals pursuant to Section 6 of this Bylaw if the Board determines that the proposed plan will significantly enhance the aesthetics of the property. (See Section 9.22 - Reduction of Street Line Setback in C-3A.) (S.T.M. 12/16/96)

Residential Analysis

To calculate the residential buildout, it is necessary to calculate a multiplier for each zoning district that relates the raw land acreage to the potential number of houselots that could be established from that raw acreage. For example, in a community with requirements for 50-foot-wide road right-of-way for new subdivision roads, in a 1-acre zoning district which has a minimum frontage requirement of 200 feet (Note: use lot width, if that is greater than the frontage requirement), then the calculation is:

$$\frac{\text{Area required for roadway}}{\text{road plus lot requirement}} = \text{percent of land used for roads in subdivision}$$

For example:

$$\frac{25 (1/2 \text{ of right-of-way}) \times 200 (\text{lot width required})}{43,560 (\text{zoning lot requirement}) + (25 \times 200)} =$$

$$\frac{5000}{48,560} = 10.3\%$$

However, when the most recent 10 years of subdivisions are compared for lot yield from gross acreage, it becomes obvious that the average subdivision within a particular zoning district does not meet the theoretical maximum number of lots that could be generated from the raw land that was the basis of the subdivision. This is the result of wetlands, steep slopes poor soils (on the areas served by septic systems) and odd lot configurations that will not allow a developer to maximize the number of lots. In areas where the subdivisions were on sewer and where wetlands and steep slopes did not appear to be a constraint, PC has found that an additional 10% must be removed from the raw land

D

Multipliers for use in calculating impacts of increased number of households and commercial/industrial square footage estimated from Buildout Analysis

I. Calculation of the total additional number of school children at buildout:

To calculate a broad estimate of the potential additional number of students at buildout:

1. Calculate the additional number of future households using buildout analysis,
2. obtain the most recent data available (through the RPA or community) for students/household.
3. multiply the current student/household ratio by the increase in future number of households at buildout.

II. Calculation of future additional water demand at buildout:

The following step should be taken to calculate the total potential for additional water demand at buildout:

- 1) Use buildout analysis to determine the total number of additional households at buildout.
- 2) Determine the year 2010 projection for number of people per household. (This is used as an approximation of future household size at buildout, and can be obtained from the RPA or MISER).
- 3) Multiply 1 by 2 above to provide a broad estimate of the number of additional town residents at buildout.
- 4) Multiply 3 above by 75 gallons per person per day to determine an estimate of additional residential water demand. (75 gallons per person per day used in DEP estimates and is also supported by Growth Impact Handbook produced by DHCD.)
- 5) Calculate total of additional square footage of commercial and industrial space that can be constructed through buildout, and multiply this figure by 75 gallons per 1000 square feet of floor space. (75 gallons/1000 square feet of floor space is based on range of figures for usage rates in Growth Impact Handbook produced by DHCD, as well as planning documents that estimate flows for mixed-use developments.)
- 6) Add 4 and 5 above to calculate an estimate of total additional water demand for all uses at buildout.

7. IMPLEMENTATION TOOLBOX

This section lists some of the many "tools" available for guiding growth and promoting sound land use decisions for each of the mentioned settlement types advanced in the "typology". Some of the guiding principles can be realized by continuing to pursue current policies and directions; others may only be attained with new policies, investments, education or other strategies. By moving forward on the collective vision, the Berkshire region can confidently face the future with the knowledge and ability necessary to achieve a better Berkshires.

Each community should review these recommended tools, implement strategies and adhere to the approaches advanced in this *Plan*. Before selecting an implementation tool or strategy from the "toolbox", make sure you have a good sense of what the problems are, what resources you have available, and what your motives and long range goals are. You may find some surprises even with the best background data and most carefully clarified goals. Don't create a monster by trying to apply a technique that is inappropriate or unnecessarily complicated for your needs.

The Berkshire Regional Planning Commission will continue to develop strategies and approaches that are appropriate for the communities within the Berkshire region. The following "toolbox" is by no means complete.

7.1 REGIONAL CENTER

Spatial Efficiency in Land Use Development and Management

- Site Plan and Design Approval
- Major Development Review Bylaw
- Commercial Corridor Site Plan Review
- Signage Control
- Promotion of Infill Development
- Parking Standards
- Performance Standards
- Implement Transportation Systems Management (TSM) Strategies

Preservation of Sensitive Environments and Open Space

- Implement Scenic Mountains Act bylaw
- Open Space and Recreation Plan
- Hazardous Waste Collection/Recycling
- Earth Removal Bylaw
- Erosion Control Bylaw
- Wetlands Protection Bylaw
- Implementation of BMP's for Stormwater Control

Social Equality and Quality of Life

- Streetscape Improvements

- Accessory Apartment Provisions
- Design Guidelines
- Creation of Historic Districts
- Preservation/reuse of historic buildings
- Affordable Housing Plan
- Inclusionary Zoning for Affordable Housing

Economic Development and Fiscal Responsibility

- Streetscape Improvements
- Economic Development Plan
- Regional economic development strategy
- Coordinated regional marketing campaign
- Centralized source for development resources
- Easily accessible listing of available land and building sites
- Workforce development and training programs
- Infrastructure improvements
- Capital planning program
- Strategic networks and alliances

7.2 COMMUNITY CENTER

Spatial Efficiency in Land Use Development and Management

- Implement Scenic Mountains Act bylaw
- Site Plan and Design Approval
- Protection of Farmland through USDA and MA APR programs
- Commercial Corridor Site Plan Review
- Signage Control
- Infill Development
- Parking Standards
- Performance Standards
- Implement Transportation Systems Management (TSM) Strategies

Preservation of Sensitive Environments and Open Space

- Implement Scenic Mountains Act bylaw
- Open Space and Recreation Plan
- Greenways Creation
- Hazardous Waste Collection/Recycling
- Open Space and Cluster Zoning
- Earth Removal Bylaw
- Erosion Control Bylaw
- Water Supply Protection Zoning
- Wetlands Protection Bylaw
- Implementation of BMP's for Stormwater Control

Social Equality and Quality of Life

Social Equality and Quality of Life

- Streetscape Improvements
- Design Guidelines
- Creation of Historic Districts
- Preservation/reuse of historic buildings
- Accessory Apartment Provisions
- Inclusionary Zoning for Affordable Housing
- Affordable Housing Plan
- Inclusionary Zoning for Affordable Housing

Economic Development and Fiscal Responsibility

- Economic development strategy
- Coordination with regional marketing campaign
- Centralized source for development resources
- Easily accessible listing of available land and building sites
- Workforce development and training programs
- Infrastructure improvements
- Capital planning program
- Strategic networks and alliances
- Defined, accessible commercial and industrial zones
- Business and education partnerships; School-to-Work initiatives
- Streetscape Improvements

7.3 TOWN CENTER

Spatial Efficiency in Land Use Development and Management

- Community Growth Plan
- Protection of Farmland through USDA and MA APR programs
- Commercial Corridor Site Plan Review
- Infill Development
- Planned Unit Development
- Performance Standards
- Implement Transportation Systems Management (TSM) Strategies
- Open Space Community Bylaw

Preservation of Sensitive Environments and Open Space

- Implement Scenic Mountains Act bylaw
- Open Space and Recreation Plan
- Greenways Creation
- Hazardous Waste Collection/Recycling
- Open Space and Cluster Zoning
- Water Supply Protection Zoning
- Reconsideration of Large-lot Zoning
- Earth Removal Bylaw

- Erosion Control Bylaw
- Wetlands Protection Bylaw
- Implementation of BMP's for Stormwater Control

Social Equality and Quality of Life

- Streetscape Improvements
- Design Guidelines
- Creation of Historic Districts
- Preservation/reuse of historic buildings
- Accessory Apartment Provisions
- Inclusionary Zoning for Affordable Housing
- Multi-Family Residential Zoning
- Affordable Housing Plan

Economic Development and Fiscal Responsibility

- Economic development strategy
- Easy access to development resources and available sites
- Well-defined, accessible commercial/industrial zones
- Business and education partnerships; School-to-Work initiatives
- Stable, predictable tax resources
- Strategic networks and alliances
- Community goal setting
- Capital planning program
- Streetscape Improvements

7.4 VILLAGE AND RURAL CENTER

Spatial Efficiency in Land Use Development and Management

- Community Growth Plan
- Protection of Farmland through USDA and MA APR programs
- Planned Unit Development
- Performance Standards
- Implement Transportation Systems Management (TSM) Strategies
- Open Space Community Bylaw

Preservation of Sensitive Environments and Open Space

- Implement Scenic Mountains Act bylaw
- Open Space and Recreation Plan
- Greenways Creation
- Community Septic management Programs
- Hazardous Waste Collection/Recycling
- Open Space Community Bylaw
- Water Supply Protection Zoning
- Reconsideration of Large-lot Zoning

- Earth Removal Bylaw
- Erosion Control Bylaw
- Wetlands Protection Bylaw
- Implementation of BMP's for Stormwater Control

Social Equality and Quality of Life

- Streetscape Improvements
- Scenic Road Bylaw
- Design Guidelines
- Creation of Historic Districts
- Preservation/reuse of historic buildings
- Accessory Apartment Bylaw
- Inclusionary Zoning for Affordable Housing
- Multi-Family Residential Zoning

Economic Development and Fiscal Responsibility

- Community goal setting
- Transportation access to labor markets
- Defines, accessible and appropriately-serviced commercial/industrial zones
- Provision for home businesses and entrepreneurial activity
- Cottage industry bylaw
- Capital planning program
- Multi-community strategic alliances for provision of public services
- Streetscape Improvements
- Cottage Industry Bylaw

7.5 SETTLEMENTS

Spatial Efficiency in Land Use Development and Management

- Community Growth Plan
- Protection of Farmland through USDA and MA APR programs
- Planned Unit Development
- Performance Standards
- Implement Transportation Systems Management (TSM) Strategies
- Open Space Community Bylaw

Preservation of Sensitive Environments and Open Space

- Implement Scenic Mountains Act bylaw
- Greenways Creation
- Community Septic management Programs
- Hazardous Waste Collection/Recycling
- Water Supply Protection Zoning
- Reconsideration of Large-lot Zoning
- Open Space and Recreation Plan

- Earth Removal Bylaw
- Erosion Control Bylaw
- Open Space Community Bylaw
- Wetlands Protection Bylaw
- Implementation of BMP's for Stormwater Control

Social Equality and Quality of Life

- Design Guidelines
- Creation of Historic Districts
- Preservation/reuse of historic buildings
- Accessory Apartment Bylaw
- Scenic Road Bylaw
- Inclusionary Zoning for Affordable Housing
- Multi-Family Residential Zoning

Economic Development and Fiscal Responsibility

- Community goal setting
- Transportation access to labor markets
- Defines, accessible and appropriately-serviced commercial/industrial zones
- Provision for home businesses and entrepreneurial activity
- Cottage industry bylaw
- Capital planning program
- Multi-community strategic alliances for provision of public services
- Streetscape Improvements
- Cottage Industry Bylaw