

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Action Matrix Priority /Timeframe	Principal Responsibility	Notes
Chapter 5 - The Creative Economy and Historic Preservation				
5.1	Use The Creative Economy as the principal concept in developing and refining the economic strategy for Lenox.	Short Term	Select Board, Chamber of Commerce, and attractions	Select Board to establish as Town policy
5.2	Continue to market Lenox's cultural attractions and quality of life.	Ongoing	Chamber of Commerce	Under authorization of the Select Board
5.3	Collaborate with Lee, Stockbridge, and local attractions in marketing as a regional coalition.	Ongoing/Mid Term	Chamber of Commerce	Pending collaboration with Lee and Stockbridge
5.4	Work with communities and attractions throughout Berkshire County to reinvigorate The Creative Economy in 1Berkshire as a primary regional economic strategy.	Ongoing/Mid Term	Select Board, Chamber of Commerce, and attractions	Through engagement with regional partners
5.5	Through 1Berkshire, research similar and competing destination locations to examine their marketing and development strategies and levels of investment.	Mid Term	1Berkshire	Support from Lenox, Lee, and Stockbridge
5.6	Support Lenox's cultural institutions and attractions as central to the Town's economy, character, and well-being.	Ongoing	Select Board	With cultural institutions and attractions
5.7	Establish a working group of the cultural attractions to meet quarterly and discuss coordinated needs and actions.	Short Term	Chamber of Commerce and Town Staff	Empowered by the Select Board; Part of Cultural District implementation

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
5.8	Establish a local Cultural District in accordance with the program requirements of the Massachusetts Cultural Commission.	Short Term	Chamber of Commerce, Town Staff, and Working Group	Empowered by the Select Board
5.9	Establish a townwide Cultural Heritage District to extend the Massachusetts Cultural Commission concept to attractions throughout Lenox.	Mid Term	Chamber of Commerce, Town Staff, and Working Group	Empowered by the Select Board
5.10	Recognize the central role of historic buildings and character in the Lenox economy.	Ongoing	All	
5.11	Using the master planning process, create a forum through the Chamber for discussion of business interests and community character townwide.	Short Term	Planning Board with Town Staff and Chamber of Commerce	Use to engage Heritage Businesses
5.12	Explore ways in which local incentives can be offered to private business owners who preserve their buildings and properties.	Short Term	Select Board, Town Staff and Chamber of Commerce	Use to engage Heritage Businesses
5.13	Continue to support the Lenox Chamber of Commerce as the lead marketing entity for the Town, its attractions, and its businesses.	Ongoing	Select Board, Chamber of Commerce, attractions, and businesses	
5.14	Coordinate the messaging and marketing of the Chamber with that of the heritage businesses and cultural attractions.	Ongoing	Chamber of Commerce	With attractions and businesses
5.15	Coordinate visitor contact, interaction, and information at businesses and attractions through the Chamber.	Ongoing	Chamber of Commerce	With attractions and businesses

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
5.16	Include heritage businesses in a townwide interpretive program. Encourage businesses to tell their own stories within the Town's interpretive framework.	Mid Term	Town	Project of the Cultural District and its partners: see Chapter 9
5.17	Encourage quality in all things.	Ongoing	Chamber of Commerce	
5.18	Encourage the use of federal and state rehabilitation tax credits in the rehabilitation and adaptive reuse of historic buildings to commercial use.	Ongoing	Town	
5.19	Prepare a townwide wayfinding plan that identifies sites to be included, locations for signage, and a system of graphically appealing sign types.	Mid Term	Town staff with Chamber of Commerce, attractions, and businesses	Endorsed by the Select Board
5.20	Implement the wayfinding plan in phases over time as funding allows beginning with primary signage on major roads and working toward smaller, site specific signage over time.	Long Term	Town staff with Chamber of Commerce, attractions, and businesses	Endorsed by the Select Board
5.21	Coordinate the graphic design and implementation of wayfinding signage with other online and printed materials.	Mid Term	Town staff with Chamber of Commerce, attractions, and businesses	Endorsed by the Select Board
5.22	Recognize the role of historic character and historic resources in Lenox's identity, economy, and quality of life.	Ongoing	Select Board	Select Board to establish as Town policy
5.23	Use sense of place and quality of life as primary marketing themes to attract new year-round residents.	Ongoing	Chamber of Commerce	

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
Chapter 6 - Planning and Land Use				
6.1	Assign the Planning Board the responsibility of providing design input on all new land development, subdivision, and new construction projects under Town review serving in an advisory capacity to the Zoning Board, Select Board, and other committees and commissions.	Ongoing	Planning Board	With support from the Historical Commission
6.2	Coordinate closely in land development and subdivision reviews with other Town committees and commissions, especially the Historical Commission and Conservation Commission.	Ongoing	Planning Board	With support from the Historical Commission
6.3	The Planning Board should review all new subdivision submissions and support Town staff in negotiations with owners and developers on design issues that benefit the broader community.	Ongoing	Planning Board	With support from the Historical Commission
6.4	Maintain a close working relationship with the Berkshire Regional Planning Commission with regard to best practices in planning, including with respect to historic resources, for long range planning initiatives. Seek assistance from the BRPC in specific project reviews when necessary.	Ongoing	Planning Board	With support from the Historical Commission

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
6.5	Incorporate this Historic Preservation Plan into the new Master Plan for Lenox as a supporting Historic Preservation Element. Incorporate the vision, goals, guiding principles, and recommendations of the Historic Preservation Plan into the various elements of the Master Plan.	Short Term	Planning Board	With support from the Historical Commission
6.6	State clearly that it is Town policy that historic building and landscape resources should be preserved, appropriately treated, and incorporated into new land development projects as future development occurs.	Ongoing	Planning Board	With support from the Historical Commission
6.7	Specifically address master planning for each of the distinctive landscape areas within Lenox. Identify their character defining features, including historic building and landscape resources. Develop Town policies and planning guidelines that enhance the distinctive character and potential of each landscape.	Short Term	Planning Board	With support from the Historical Commission
6.8	Following completion of the Master Plan, update the Town's Zoning Bylaw and Rules and Regulations Governing the Subdivision of Land to strengthen historic preservation provisions.	Mid Term	Planning Board	With support of the Zoning Board

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
6.9	Following completion of the new Master Plan, revise the Establishment and Purposes section of the Zoning Bylaw to express the goals and purposes of the Master Plan as permitted under Massachusetts law. Include a statement that it is Town policy that historic building and landscape resources should be preserved.	Mid Term	Planning Board	With support from the Historical Commission
6.10	Use the Special Permit process and bylaw provisions related to C-1A/C-3A, Estate Preservation, Open Space, and Gateway Overlay zoning to encourage the preservation and appropriate treatment of historic buildings and their landscape contexts.	Ongoing	Planning Board and Zoning Board	With support from the Historical Commission
6.11	Strengthen language in existing sections of the Zoning Bylaw to support the Town's historic preservation policies and goals.	Mid Term	Planning Board	With support from the Historical Commission
6.12	Review the successful use of the Estate Preservation Area provision of the zoning bylaw and make any necessary adjustments for its continued use in the preservation and adaptive reuse of estate properties.	Mid Term	Planning Board	With support from the Historical Commission

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
6.13	Following completion of the new Master Plan, revise the Town's subdivision regulations to reflect Master Plan policies and goals, including those outlined in this Historic Preservation Plan. Include a statement that it is Town policy that historic building and landscape resources should be preserved and incorporated into new subdivision projects.	Mid Term	Planning Board	With support from the Historical Commission
6.14	Strengthen language in existing sections of the subdivision regulations to support the Town's historic preservation policies and goals.	Mid Term	Planning Board	With support from the Historical Commission
6.15	Build public support for the adoption of bylaws that help support the preservation of historic resources.	Long Term	Select Board, Planning Board, and Historical Commission	
6.16	Work with the Lenox building code officials on appropriate levels of mitigation for historic buildings that enhance public safety while preserving historic character and integrity.	Ongoing	Select Board and Chamber of Commerce	With support from the Historical Commission
<b>Chapter 7 - Land Conservation and Trails</b>				
7.1	Use a cultural landscape approach in assessing Lenox's identity and historic character. For each of the Town's landscape areas (see Chapters 2 and 5), identify the character defining features of the landscape including buildings and work toward their preservation and enhancement.	Ongoing	Town boards, commissions, and committees	With leadership from the Historical Commission and Planning Board
7.2	Use a cultural landscape approach in preparation of the new Master Plan for Lenox.	Short Term	Planning Board	With support from Town Committees

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
7.3	Undertake a reconnaissance survey of potential Heritage Landscapes in Lenox using methodologies outlined by the Massachusetts Heritage Landscape Inventory Program. Identify Heritage Landscapes that may be threatened for potential preservation action.	Mid Term	Historical Commission	With support from the Planning Board
7.4	Over time, develop a more detailed inventory of identified Heritage Landscapes similar to that existing for historic buildings. Include the consideration of Heritage Landscapes in planning and historic preservation initiatives.	Long Term	Historical Commission	With support from the Planning Board
7.5	Support land conservation efforts that help preserve and connect historic landscapes and landscape resources.	Ongoing	Land conservation entities	With support from the Historical Commission and Planning Board
7.6	Incorporate historical and cultural values into the criteria used to assess and prioritize land for conservation initiatives.	Ongoing	Land conservation organizations	In partnership with preservation interests
7.7	Support specific projects enhancing community open space, providing trail linkages, and supporting historic interpretive sites.	Ongoing	Town of Lenox with non-profit partners	
7.8	Participate in and support development of a townwide trail network in Lenox.	Short and Mid Term	Town of Lenox	
7.9	Use the trail to link the regional trail network to Lenox Village, Lenox Dale, New Lenox, and historic and cultural attractions.	Long Term	Town of Lenox with non-profit partners	



**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
7.10	Use the trail network as an interpretive venue, presenting the historic landscape to residents and visitors.	Long Term	Town of Lenox with non-profit partners	
<b>Chapter 8 - Historic Preservation Program</b>				
8.1	Organize the Lenox Historical Commission to take responsibility for the overall leadership and coordination of the Town's historic preservation program as outlined in this preservation plan.	Ongoing	Historical Commission	
8.2	Prepare a work plan for the year crafted within the capabilities of the volunteer membership of the Historical Commission. Include elements related to each topic of this chapter and each chapter of this preservation plan. Assess the progress in execution of the work plan at monthly meetings and make adjustments as necessary.	Yearly	Historical Commission	
8.3	Organize Historical Commission members to engage and maintain relationships with Town boards, commissions, and committees and their activities.	Ongoing	Historical Commission	
8.4	Prepare an annual report to the Select Board, Planning Board, and Zoning Board of Appeals reviewing the condition of historic resources in Lenox.	Yearly	Historical Commission	

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.5	Continue to inventory and improve documentation on historic resources in Lenox. Maintain physical and digital files with survey information and photographs for each historic property in Lenox. Make available and integrate the Town's historic resource inventory into Town planning documents and Geographic Information System by lot number.	Ongoing	Historical Commission with staff support	
8.6	Retain a qualified professional consultant to assist the Historical Commission with the planning and implementation of historic resource inventory projects.	Long Term	Historical Commission with staff support	Support from the Select Board
8.7	As a long term project, continue to upgrade older survey forms in the Town's historic resource inventory in accordance with the standards established for survey forms for Lenox Village in 2011/12.	Long Term	Historical Commission with staff support	Support from a preservation consultant
8.8	As a short term priority, undertake a reconnaissance survey of historic resources in the eastern and northern portions of Lenox to identify resources that have not previously been inventoried. Create files with photographs for each resource and link the reconnaissance survey to the Town's GIS database. Prepare MHC survey forms for each resource as a longer term project.	Short Term - priority project	Historical Commission	Support from a preservation consultant
8.9	As a short-to-mid-term priority project, undertake a comprehensive inventory of historic resources in Lenox Dale by qualified volunteers with professional assistance or by a consultant.	Short and Mid Term	Historical Commission	Support from a preservation consultantL Consider CPA funding

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.10	Prepare a Multiple Property Documentation Form for Cottage Era historic resources in Lenox as a priority consultant inventory project.	Mid Term	Consultant Project	Initiated by the Historical Commission; Consider CPA funding
8.11	As a short term priority, complete the approval process for the National Register Historic District nomination for Lenox Village by the Massachusetts Historical Commission and National Park Service.	Ongoing Short Term - priority project	Consultant Project	Monitored by the Historical Commission
8.12	As longer term projects, consider the preparation of National Register Historic District nominations for Lenox Dale and for Cottage Era resources in Lenox.	Long Term	Consultant Project	Consider CPA funding
8.13	Maintain an ongoing awareness of activities that are being undertaken throughout Lenox that might negatively impact the preservation and integrity of historic resources.	Ongoing	Historical Commission	
8.14	Undertake a systematic, long term program of monitoring the condition of historic resources throughout Lenox.	Mid Term to Long Term	Historical Commission	
8.15	Maintain a threatened and Endangered Properties List and monitor properties for which action may be needed to prevent demolition by neglect.	Short term and Ongoing	Historical Commission with staff support	
8.16	Develop a working relationship with the Lenox Building Commissioner and Town Manager in developing actions to respond to and prevent demolition by neglect.	Ongoing	Historical Commission with staff support	

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.17	Work with the Building Commissioner on a draft Affirmative Maintenance Bylaw and stake steps toward its adoption through consultation with other boards, committees and commissions and education of the general public on its purpose and need.	Short Term	Historical Commission with Building Commissioner	
8.18	Work to gain approval of a Demolition Delay Bylaw by working with Town boards, commissions, and committees to demonstrate its need and benefits and by consulting the general public on its use as a tool to encourage preservation of community character.	Mid Term	Historical Commission	With support from the Select Board
8.19	Provide information, guidance, and advice to the Select Board and other Town boards, commissions, and committees on issues related to historic preservation and community character.	Ongoing	Historical Commission	
8.20	As a short-term priority, participate actively in the preparation of the new Master Plan for Lenox being undertaken. Collaborate with the Select Board and Planning Board on follow-up actions in implementation of the Master Plan.	Short Term - priority project	Historical Commission	
8.21	Undertake a review of every land development and subdivision project and provide information, guidance, and recommendations to the Zoning Board of Appeals and Planning Board in their review and approval process.	Ongoing	Historical Commission	With support from the Select Board

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.22	Employ the assistance of an on-call professional historic preservation consultant to provide advice and recommendations to the Historical Commission and other Town boards, commissions, and committees when appropriate in the review of projects involving historic resources.	Ongoing	Historical Commission	With support from the Select Board
8.23	Work with the Lenox Historical Society and Lenox Chamber of Commerce in coordinating and publicizing public programming on Lenox history and historic places by the Town's historical and cultural attractions.	Ongoing	Historical Commission	
8.24	Maintain a digital library of information and technical assistance for property owners on the maintenance and appropriate treatment of historic buildings and landscapes.	Ongoing/Mid Term	Historical Commission with staff support	
8.25	Obtain models of historic district design guidelines from other communities to provide photographic illustration of acceptable and unacceptable examples of design principles to supplement the guidance provided in the Lenox Historic District Guidelines.	Mid Term	Historic District Commission and Historical Commission with staff support	
8.26	Retain a professional historic preservation consultant to assist the Historic District Commission in the review of projects involving changes to historically significant buildings within the Lenox Village local historic district.	Ongoing	Historic District Commission	With support from the Historical Commission and the Town

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.27	Provide periodic workshops on historic preservation principles and treatments to members of the Historic District Commission and property owners.	Periodic	Historic District Commission	With support from the Historical Commission and the Town
8.28	Establish a Signage Review Subcommittee of the Historic District Commission with the Historical Commission to work with business owners and to review and approve sign permit applications within the historic district.	Short Term	Historic District Commission	
8.29	Over the long term, consider expanding the existing Lenox Historic District to include the entire village, especially the areas along Main Street that might be subject to future development. Consider establishing local historic districts in Lenox Dale and for the Cottage Era resources in the south portion of the Town.	Long Term	Town and local property owners	
8.30	Continue to use Community Preservation Act funding to support historic preservation in Lenox. Consider broadening the range of potential projects eligible for CPA funding.	Ongoing	Community Preservation Committee	In consultation with the Historical Commission
8.31	Become designated as a Certified Local Government by the Massachusetts Historical Commission and participate in its statewide Certified Local Government program.	Short Term	Historic District Commission	With support from the Select Board

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.32	Create a local preservation advocacy organization to provide Lenox with a non-profit partner that can address historic preservation issues through private sector initiatives.	Short Term	Historic District Commission	With support from the Select Board
8.33	The Town of Lenox should be a model for the stewardship of its historic buildings and landscapes. Incorporate historic preservation principles, processes, and conservation treatments into capital planning projects, site management, and site maintenance.	Ongoing	Select Board, Town Manager, and staff	
8.34	Collect information on best practices in preservation treatments and maintenance practices for the types of resources and issues being addressed. Make the information available to planning and maintenance staff and encourage its use.	Mid Term	Select Board, Town Manager, and staff	
8.35	Retain a historic preservation consultant on an as-needed basis for advice on preservation and conservation treatments. The consultant could be the same used by the Historic District Commission and Historical Commission to assist in their project reviews. Retain professionals to prepare construction documents for projects being undertaken.	Ongoing	Select Board, Town Manager, and staff	
8.36	Provide preservation and conservation training to Town construction and maintenance staff through workshops, videos, and on-site consultations.	Periodic	Select Board, Town Manager, and staff	

**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
8.37	As part of the ongoing monitoring of historic resources townwide, monitor the condition and treatment of Town-owned historic buildings and landscapes.	Ongoing	Historic District Commission	
8.38	Engage with the Department of Public Works and Town commissions and committees involved in the management of Town-owned historic buildings and landscapes for information, consultation, and advice on the stewardship and treatment of resources.	Ongoing	Historic District Commission	
<b>Chapter 9 - Interpretation and Outreach</b>				
9.1	Continue to undertake research on Lenox history, places, and people.	Ongoing	Lenox Historical Society and local historians	
9.2	Make research results and stories available online, through publications, and through interpretation in Lenox.	Ongoing	Lenox Historical Society and local historians	With Town support; Consider CPA funding
9.3	Publish the Wood and Kennedy books such that copies can be sold in bookstores, at attractions, and online.	Mid Term	Lenox Historical Society and local historians	With Town support; Consider CPA funding
9.4	Support and further develop the online publication lenoxhistory.org as a primary source for information about Lenox history, places, and people. Coordinate and link the website to those of the Town, the Chamber, and local attractions.	Mid Term to Long Term	Lenox Historical Society and local historians	With Town support; Consider CPA funding
9.5	Plan and implement a townwide interpretive program building on and coordinating with the existing interpretation presented by the Town's historic sites, cultural attractions, and heritage businesses.	Mid Term to Long Term	Lenox Cultural District under Chamber of Commerce	With Historical Commission and Working Group



**Historic Preservation Plan for Lenox**  
**Action Matrix/Plan - Summary by Chapter**  
**September 2018**

Number	Recommendation	Priority /Timeframe	Principal Responsibility	Notes
9.6	Prepare a simple interpretive plan for the townwide interpretive program that establishes consistent guidelines for interpretive content, graphics, standards of quality, a process for implementation, and long term maintenance.	Mid Term	Lenox Cultural District under Chamber of Commerce	With Historical Commission and Working Group
9.7	Present the townwide interpretive presentation online and through a limited family of published materials.	Mid Term	Lenox Cultural District under Chamber of Commerce	With Historical Commission and Working Group
9.8	Coordinate the Lenox interpretive presentation with regional partners including Lee and Stockbridge, Housatonic Heritage, 1Berkshire, Berkshire Regional Planning Commission, and Berkshire Natural Resources Council.	Mid Term to Long Term	Lenox Cultural District and partners	
9.9	Support the programming of Lenox's historic sites and cultural attractions as part of a townwide interpretive presentation.	Ongoing	Lenox Cultural District and partners	
9.10	Collaborate with teachers and curriculum designers in the Lenox school system to find ways that place-based educational programming can be used to enrich and support teaching.	Ongoing	Lenox Cultural District and partners	