

Town of Lee Master Plan

A Vision for 2040

Adopted by the Lee Planning Board on May 13, 2024



May 13, 2024

Dear Lee Community Member,

In our work over the last 18 months, the Master Plan Committee is gratified to find the Town of Lee in good shape overall. Although much remains to be done, we have learned that Lee is widely recognized as a great place to live, both by our current residents and by people from the greater region. Residents specifically value Lee's:

- Small-town character;
- Downtown area and overall mixture of businesses in the community;
- Open space and recreational resources;
- Public schools; and,
- Community services and facilities.

This work also identifies several primary challenges facing the community:

- The cleanup and transportation of PCBs from the Housatonic River and Woods Pond;
- Limited housing types, cost, and availability;
- The need to boost resources to aid the business community;
- Vacant and underutilized properties;
- An aging population and a declining number of school-aged children; and,
- Limited transportation options aside from automobiles.

Despite these challenges, Lee's future looks bright—provided we work hard in the coming days, weeks, months, and years to ensure future prosperity. Potential future projects proposed in the plan include:

- Constructing a combined public safety facility;
- Improving the town's gateways into the community;
- Partnering with property owners of vacant mills and underutilized properties to map out their future;
- Removing potential zoning barriers to new housing and mill redevelopment;
- Improving the safety of all forms of transportation in town;
- Completing the bike path and investigate extensions;
- Creating a downtown cultural district and public art program; and,
- Enhancing communication between municipal government, residents, businesses, and community organizations.

PREFACE

The Master Plan Committee is delighted at our town's potential and proud to offer this plan to guide the town for years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Bluhm". The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter Bluhm
Chair of the Lee Master Plan Committee

Table of Contents

Acknowledgements	5
Introduction	6
Master Plans	6
History of Planning in Lee	7
Creating the Master Plan	8
Background	8
Plan Development and Public Engagement	8
History of Lee	10
Existing Conditions	13
Community Demographics	13
Economy	16
Land Use and Zoning	23
Housing and Residential Neighborhoods	28
Open Space, Recreation, and Natural Resources	31
Transportation	39
Community Services and Facilities	41
Municipal Utilities	47
Historic and Cultural Resources	48
Action Plan	50
Introduction	50
Planning for the Future	51
Economy	53
Land Use and Zoning	57
Housing and Residential Neighborhoods	61
Open Space, Recreation, and Natural Resources	65
Transportation	69
Community Services and Facilities	72
Municipal Utilities	76
Historic and Cultural Resources	79
Appendices	82

Acknowledgements

Master Plan Committee Members

Peter Bluhm, Chair

David Buttery

Gail Ceresia

Kathy Hall

Mark Navin

Liliana Ortiz-Bermudez

Bobbi Paley

Sean Regnier

Nicolas Resca

Lee Patrick Rooney

Susan Stone

Jack Tucker

Diane Wespiser

Marilyn Wyatt

Past Members

Betsy Strickler

Lee Town Staff

Chris Brittain, Town Administrator

Brooke Healy, Land Use Assistant

Open Space and Recreation Committee Members

Kathy Hall, Co-Chair

Mary Brittain, Co-Chair

Joan Angelo

Gail Ceresia

Linda Cysz

Conrad Decker

Mark Navin

Sean Regnier

Lenny Tisdale

Economic and Business Community Subcommittee Members

David Buttery

Bobbi Paley

Betsy Strickler

Berkshire Regional Planning Commission Staff

Cornelius Hoss, AICP, Community Planning Program Manager

Laura Brennan, Assistant Director & Economic Development Program Manager

Mark Maloy, GIS, Data & IT Manager

Seth Jenkins, Senior Planner

Chris Skelly, Project Specialist

This project was funded by the Town of Lee, the Berkshire Regional Planning Commission, and the Executive Office of Housing and Livable Communities program.

Introduction

The town of Lee is a Massachusetts municipality located in central Berkshire County. It borders on the communities of Becket, Great Barrington, Lenox, Stockbridge, Tyringham, and Washington. This master plan for Lee was adopted by action of the Lee Planning Board on May 13, 2024.

Master Plans

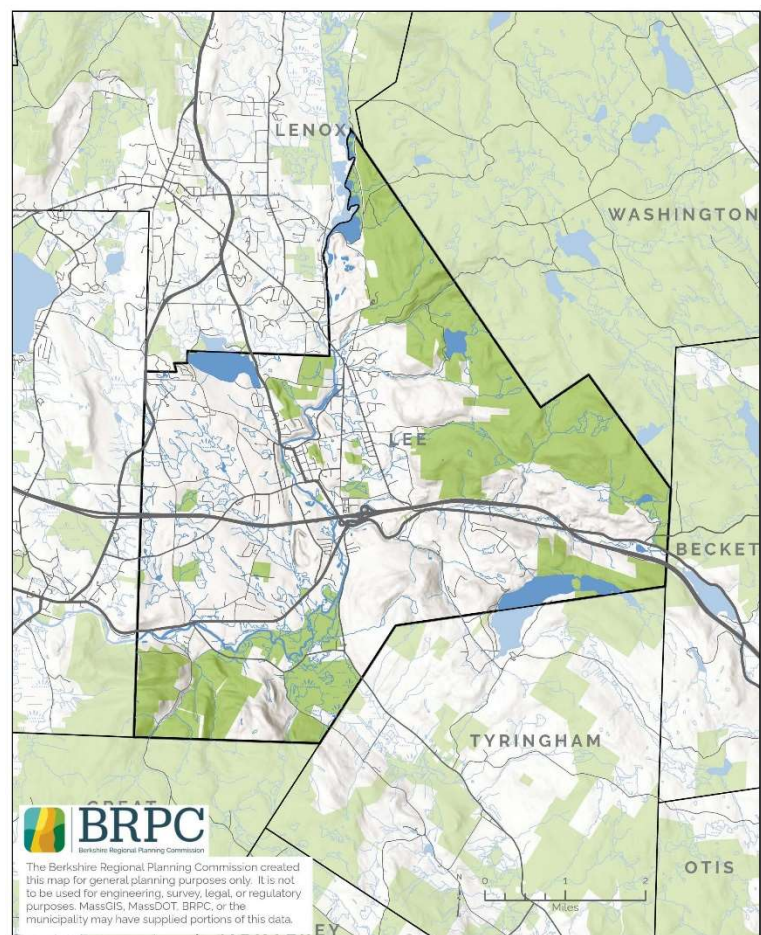
A master plan (also called a comprehensive plan) lays out a community's vision for the future. It also expresses goals and actions aimed at allowing the community to advance its vision of itself. While Massachusetts General Laws (Chapter 41, Section 81D) lay out specific elements to be incorporated into a master plan, each community's plan is unique.

Transportation, jobs, employers, land uses, education, and housing are all dynamic factors affecting each community. A master plan seeks to guide that change to best meet the needs of the residents. Rather than responding piecemeal to challenges, a master plan seeks a coordinated response through strategies that meet the community's overarching goals.

A master plan can:

- Bring the community together in an inclusive process to discuss challenges, solutions, and differing perspectives in an open format;
- Recognize the many strengths and positive attributes of the community;
- Provide a shared vision for how the community should grow, adapt, and respond to change;
- Provide coordinated solutions to complex problems, thereby reducing expense to the municipality, residents, and business owners;
- Facilitate proactive planning;
- Provide accountability so that future decision-making reflects the goals of the plan; and

EXHIBIT 1: Regional Context



- Provide benchmarks for gauging and reporting progress over time.

History of Planning in Lee

This 2024 Master Plan builds upon decades of planning work. The town adopted its first master plan in 1959. Since then, Lee has undergone several other planning efforts, as shown in Table 1.

The 2000 Master Plan was Lee's most recent town-wide planning effort. That master plan thoroughly reviewed all aspects of the community and proposed key actions regarding land use, housing, transportation, community services, open space, and natural resources. Many key goals from that document still resonate today:

- Supporting downtown Lee as a place of local and regional importance by providing shopping, services, and residential accommodations;
- Creating affordable housing options for all;
- Embracing Lee's status as the "Gateway to the Berkshires" and working to enhance and preserve the town's "gateways;"
- Managing investments in public utilities and services;
- Protecting natural resources and conserving open space; and
- Providing high-quality educational and town services.

TABLE 1: History of Planning in Lee

Year	Project
1959	Master Plan
1963	Zoning Adopted
1981	"Think Positivelee" Study
1989	Open Space and Recreation Plan
1996	Open Space and Recreation Plan
2000	Master Plan, Open Space and Recreation Plan
2004	Community Development Plan
2007	Water Protection Plan
2010	Area Traffic Study
2015	Sidewalk Assessment
2016	Open Space and Recreation Plan

Creating the Master Plan

Background

In 2021, the Town of Lee decided to develop a new comprehensive plan. After requesting proposals from qualified consulting firms, the town selected Berkshire Regional Planning Commission in the spring of 2022 to support this effort. Subsequently, the Planning Board created a committee to oversee the process.

Plan Development and Public Engagement

The Master Plan Committee began meeting in September of 2022. Over a period of 18 months the committee held 23 meetings open to the public. During this process the committee and Berkshire Regional Planning Commission met with residents, businesses, and community organizations. The committee held two public forums and conducted a town-wide survey. These efforts guided the Master Plan Committee as it developed an understanding of the current situation, assessed community needs, and created an action plan for the next 10 to 15 years.



Ad for 2023 Master Plan Public Forum



Lee residents share ideas at the 2023 public forum

On February 18, 2023, the committee hosted a public forum at the Lee High School Auditorium. The meeting opened with a presentation on the purpose and process of formulating a master plan and some initial analysis. Thereafter, the attendees formed separate groups to identify the town's strengths, weaknesses, opportunities, and threats. The forum was attended by over 100 people.

In 2023 the Master Plan Committee also developed an online community survey that it administered in both online and paper

formats. Over 400 persons responded. The survey results are summarized in Appendix 1.

During 18 months of work, the Master Plan Committee also undertook two separate but linked efforts. An Open Space and Recreation subcommittee was created in the spring of 2023. This group was tasked with developing an Open Space and Recreation Plan, which is a standalone document that evaluates the town's open space and recreational resources and their best uses. With assistance from Berkshire Regional Planning Commission, this group met eight times while developing this plan and held a separate public forum on October 21, 2023. This planning effort guided the related portions of this plan to ensure consistency.

The Master Plan Committee also formed a separate subcommittee to focus on the needs of Lee's economy and business community. With assistance from Berkshire Regional Planning Commission, this group conducted one-on-one interviews with several Lee business stakeholders and distributed an online survey specifically targeting the business community. The information gathered by the subcommittee is summarized in the existing conditions section below. A summary of the survey results is presented in Appendix 2.

On April 6, 2024, the committee hosted a second public forum to present the draft of this plan. Copies of the draft plan were first made available online and then hard copies were distributed at the meeting. At the forum, the committee informed Lee residents about its work and encouraged them to offer comments on the draft plan. Questions and comments received from this meeting as well as through the posting of the draft plan were reviewed by the Master Plan Committee and incorporated through edits to the document. The Master Plan Committee finalized the plan and referred it to the Lee Planning Board at its meeting on April 29, 2024.

History of Lee

Many years before European settlement, Berkshire County was inhabited by the Algonquin people, who relied on the territory's rich natural resources for fishing, hunting and agriculture. The passage of time, as well as later building and development have erased much of the evidence of this early Native American presence. Yet remnants of it remain in the form of archeological artifacts.

Present day Lee was sparsely settled with farms when, in the mid-18th century, Peter Wilcox built a house where the library now stands. About the same time, Isaac Davis and Reuben Pixley started farms in South Lee. Other settlers arrived soon thereafter from Connecticut and Cape Cod and established farms on East Lee Mountain (then known as Dodgetown) and in the valley around the Housatonic River. The town was incorporated in 1777 and named after General Charles Lee who was then the second-in-command of the Continental Army under George Washington. By 1790, the first US census recorded Lee's population at 1,170 people.



The Housatonic House ca. 1860 (Lee Library Historical Collection)

Agriculture was the primary economic activity for the early European settlers. The river valley was cleared for farmland, and the gently rolling hills in the central portion of the town also supported crops.

In 1806, Samuel Church built the first paper mill in South Lee, relying on the waterpower from the streams of East Lee. Sawmills, grist mills, and machine shops also relied on hydropower, including from the Housatonic River. Manufacturing and domestic demand grew rapidly during and after the War of 1812. Ball & Basset Company wove woolen cloth, Foote and Hinman made cotton cloth, Laflin & Loomis made gunpowder, and the Hurlbut family made carriages and paper.

The Housatonic Railroad came to Lee in 1851 and provided an efficient means to export Lee's manufactured products to the world. Lee grew with its industry, reaching a population of 3,220 by 1850. In 1852, Elizur Smith devised a new and cheaper method of making paper purely from wood pulp. The new method drove a huge leap in paper production in Lee. By 1867, Lee had 25 paper mills and was ranked first in the country's paper-making industry. Smith Paper Company of Lee was briefly the largest paper producer in the world.



Damage from the flood of 1886 (Lee Library Historical Collection)

In 1886, after a flood wiped out many mills in East Lee, several paper mills and sawmills were rebuilt along the Housatonic River and nearer to the railroad. By 1930, however, the paper industry in Lee was in decline as local sources of wood pulp were depleted. Other major floods occurred in 1938 and in 1968.



Lee National Bank in full holiday dress ca. 1930 (Lee Library Historical Association)

The railroad also enabled a quarry industry in Lee to develop, which produced marble from the 1850s through the 1930s. Lee marble, considered to be the hardest and finest in the country, was used in many historic monuments and buildings across the country, including a wing of the US Capitol, the Washington Monument, St. Patrick's Cathedral, Grant's Tomb, and the State House Annex and Public Library in Boston. A new lime industry was established in 1885, furnishing lime for both building and agriculture. By the 1930s, the Lee Lime Corporation was one of the largest producers of lime in New England, a ranking that it continues to hold today.

The Massachusetts Turnpike opened in 1957 to provide quick travel across the state for automobiles, buses, and commercial trucking. Later, the New York Thruway connected the turnpike to New York City, Albany, and other points west. The Lee interchange became the primary access point for all of Berkshire County, and Lee proudly adopted the moniker "Gateway to the Berkshires."

Increased auto traffic spurred commercial development in the town, especially near the turnpike interchange. At the same time, shorter drives to regional employment centers encouraged low density suburban development on Lee's outskirts, which transformed much of the open farmland and forest to housing sites. Lee's population increased by 22% between 1960 and 1970.

Lee's fortunes changed after 1970, when many local and regional manufacturing businesses closed or moved away from the area. Among the largest industries to close was General Electric, whose large plant in Pittsfield employed more than 13,000 people, many of whom lived in Lee. After GE closed during the 1970s and 1980s, its economic role has been only partially replaced by a General Dynamics operation at that site.

Lee also lost five of its six remaining paper mills. In 2008, four major mills began closing in Lee and Lenox Dale, followed by layoffs and closings at a mill in South Lee. Today, the Onyx Paper Company operates the town's one remaining paper mill, located in South Lee with two additional sites along Route 102.

Growth in Lee's service industries has replaced some of these job losses. As hotels, inns, and restaurants along with arts and historical venues have become the mainstay of the southern Berkshire County economy, Lee's economy has become heavily dependent on tourism as well.

Today, Lee has upwards of 13 restaurants and eateries. The Prime Outlet Village, completed in 1997 near the turnpike exchange, continues to attract tourists and contribute to Lee's economy.

The Big Y Supermarket opened in 2011 at the junction of Routes 7 and 102 near the Massachusetts Turnpike exit. It is a particularly convenient location for those coming to the Berkshires to visit, tour, and stay in their second homes. The Big Y also serves as the main grocery store for year-round residents of Lee and surrounding towns. This has been especially true since Price Chopper, an older neighborhood market in the heart of town, closed in 2017, which was felt as a significant loss by many local residents.

In recent years, Berkshire Sterile has established a successful medical manufacturing business on Route 102, while the owner of the brick Baird and Benton Block building on Main Street has installed a fresh façade on the building. Canna Provisions, a cannabis retailer on Housatonic Street, has also made a large investment in the town.

Other aspects of town life have also kept pace with change. Lee has a relatively new elementary school on the hill behind the high school on Greylock Street. St George's Episcopal Church on Franklin Street has been converted to a venue for performing arts (currently unused). The Congregational Church park, in the heart of downtown, provides a convenient meeting place for residents and the site for a farmer's market during the summer. Within the park, the Kilbon-Konkapot Fountain has been expertly restored, and a covered performing pavilion was recently constructed for musical and other performances.

Many residents feel that Lee is a special place. Many of the town's buildings and monuments mark the town's important role during the 19th century's great eras of paper making and marble quarrying. This multi-generational heritage remains a key characteristic of Lee, which is the first community that many visitors experience on their arrival in the Berkshires. Most importantly, Lee residents have a powerful sense of cohesion and actively participate in community activities while providing personal support to neighbors and friends.

Most of the historical changes that Lee has undergone cannot be reversed. Yet this history also provides a long-term perspective on Lee's strengths during periods of growth and its troubles during more recent periods of economic decline. Taken together, this proud history serves as a foundation for the vision and strategies that are needed to secure a healthy and prosperous future for the town and its residents.

Existing Conditions

With a population of 5,788, Lee has the second largest population in the southern half of Berkshire County after Great Barrington (7,169).

Open spaces, including forest, wetlands, water bodies and watercourses, agricultural land, and recreational lands, comprise approximately 87% of the town's area. Most of this land is protected through holdings by the state, the town, the Lee Land Trust, and other organizations. Forested property alone makes up approximately 67% of the overall open space area.

The town has undertaken land conservation measures as far back as the 1960s. The town also has many acres of agricultural land, mostly in a few large holdings. Lee's topography and environmental features limit future development, and its pattern of overall development is unlikely to change significantly in the future.

Lee features an historic mixed-use downtown core, residential neighborhoods largely established around properties that were once industrial mills, and modern suburban-style residential subdivisions. A limited auto-oriented commercial corridor is located primarily on Route 20 near the Massachusetts Turnpike interchange. The town has active industrial and manufacturing sites, mainly on or near Route 102.

The primary roadways traversing the community are US Route 20, a small section of US Route 7, State Route 102, and Interstate 90 (Massachusetts Turnpike). The town offers its own water district, sewer district, police department, fire department, and other community services.

Community Demographics

Through the mid-20th century, the population of Lee increased almost every decade. However, from the 1970s onward, the population of Lee declined each decade through 2020. Overall, Lee's loss of residents reflects the population trend in the entire region. Berkshire County's population also peaked in 1970, at nearly 150,000 persons, and then decreased every decade over the next 50 years. Much of the regional population decline can be attributed to the loss of manufacturing jobs, declining household size¹ and the emigration of working-age persons and families. This regional population loss contrasts with overall gains in the Commonwealth as a whole, which is driven by growth centers in the eastern portion of the state. Lee's population is projected to remain stable through 2040, with a loss of 34 persons from 2020, with an approximately 1% loss between 2040 and 2050. The regional population is projected to decrease at a 2 or 3% rate in the coming decades, while the state population is projected to plateau in the year 2040. The details of population change are shown in Table 2.

¹ In 1970, the US Census calculated 3.41 persons per household in Lee. In 2022, the American Community Survey estimates Lee has 2.21 persons per household.

TABLE 2: Population Since 1800

Year	Lee		Berkshire County		Massachusetts	
	Total	% Change	Total	% Change	Total	% Change
1800	1,267	-	33,633	-	442,845	-
1850	3,220	154%	50,118	49%	994,514	135%
1900	3,596	12%	95,667	91%	2,805,346	182%
1950	4,820	34%	132,966	39%	4,690,514	67%
1960	5,271	9%	142,136	7%	5,148,578	10%
1970	6,426	22%	149,402	5%	5,689,170	10%
1980	6,247	-3%	145,110	-3%	5,737,093	1%
1990	5,849	-6%	139,352	-4%	6,166,425	8%
2000	5,985	2%	134,953	-3%	6,349,097	3%
2010	5,943	-1%	131,219	-3%	6,547,629	3%
2020	5,788	-3%	129,026	-2%	7,029,917	7%
2030	5,783	0%	125,223	-3%	7,195,346	2%
2040	5,754	0%	122,454	-2%	7,263,082	1%
2050	5,683	-1%	120,612	-2%	7,267,961	0%

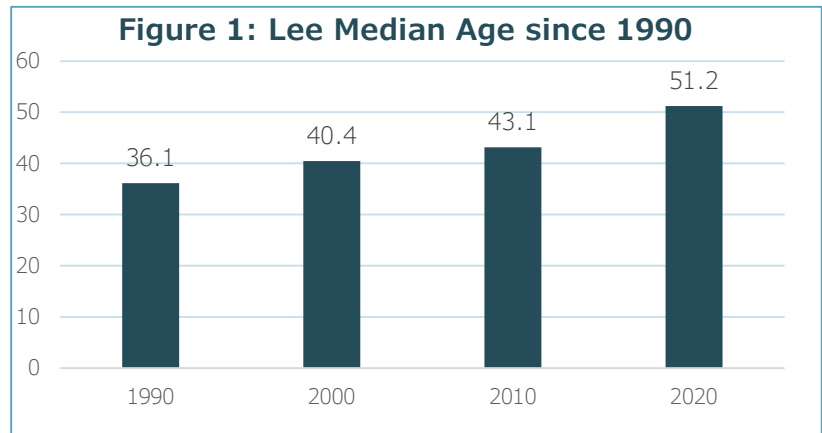
Source: US Census Bureau 1800-2020; University of Massachusetts Donahue Institute UMDI-V2020 Massachusetts Population Projections

Age of Residents

From 2000 to 2020, the population of Lee has remained almost constant, while its age profile has changed dramatically. By 2020, Lee had far fewer school-aged children and people of working age and far more people aged 55 or older than in previous years.

Since 1990, the town's median age has also increased every decade, especially the last, as shown in Figure 1. In 1990, the median age was 36.1. Over the next 30 years, the median age increased to 51.2.

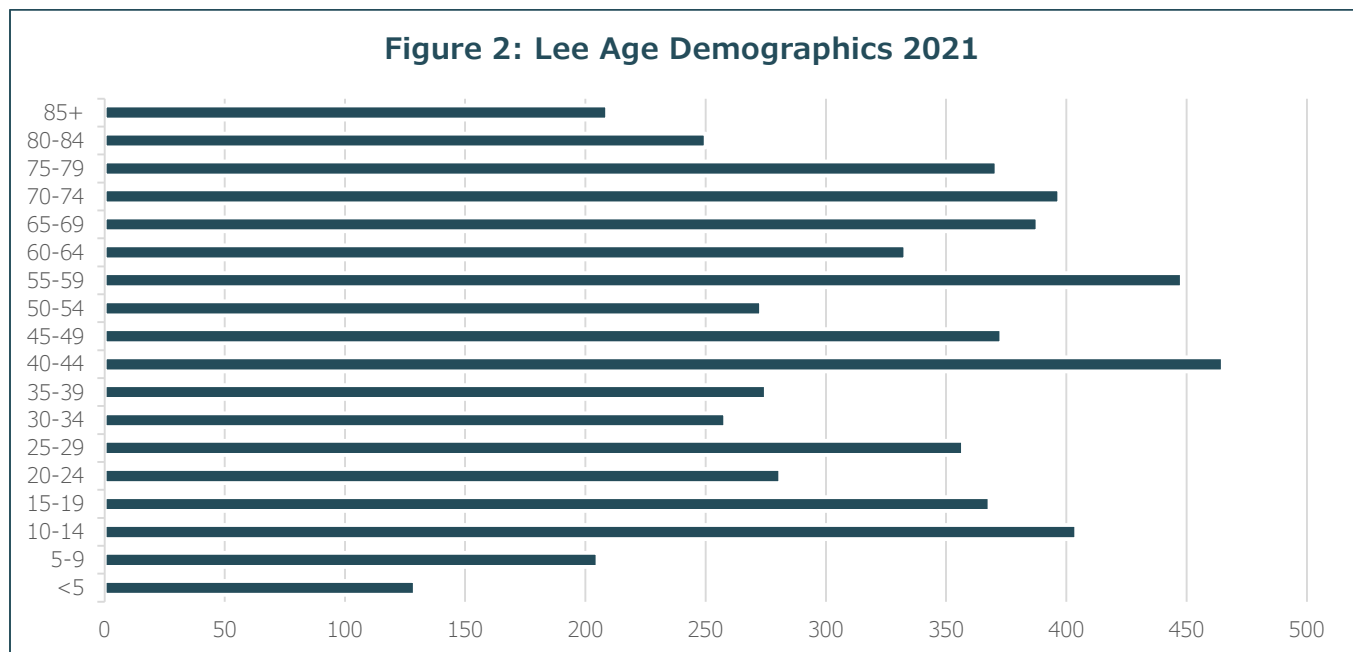
The aging of Lee's population had several causes, including the loss of younger working-age families, the aging of the large "baby-boomer" generation, and the increase in life spans nationally.



Source: US Census Bureau

Another likely cause is Lee's declining birth rate. In 1990, Lee had 77 births. In 2019, there were only 27. As discussed in detail below, the lower birth rate has contributed to a smaller resident school-aged population.

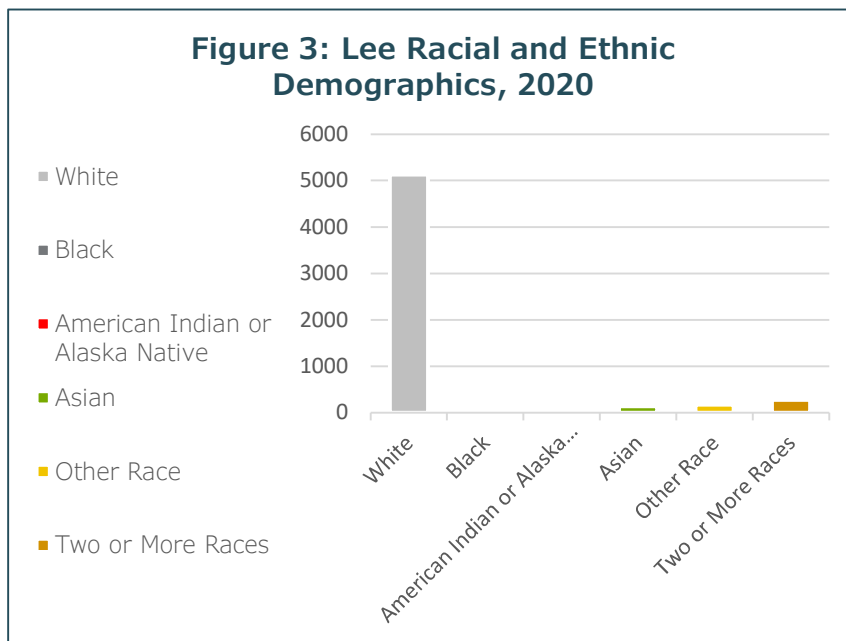
Figure 2 shows Lee's current age profile in more detail. The two largest groups are aged 40 to 44 and 55 to 59. The smallest age group is children less than 5.



Source: US Census Bureau, American Community Survey, 2021 5-Year Estimates, DP05

Race and Ethnicity

Although Lee's ethnic and racial diversity is growing, the 2020 US Census classifies Lee's population as predominantly White and non-Hispanic (see Figure 3). In 2000, approximately 96% of Lee residents were White, a figure that decreased to 89% in 2020. Persons identifying as Black were 0.9% of the population in 2020. Persons identifying as two or more races were 4.8%. Persons identifying as Asian totaled 2.4% in 2020 and comprise the largest single racial category after White. Only 3% of Lee residents did not identify as any of the listed race categories.



Source: US Census Bureau, Decennial 2020 Census DP1

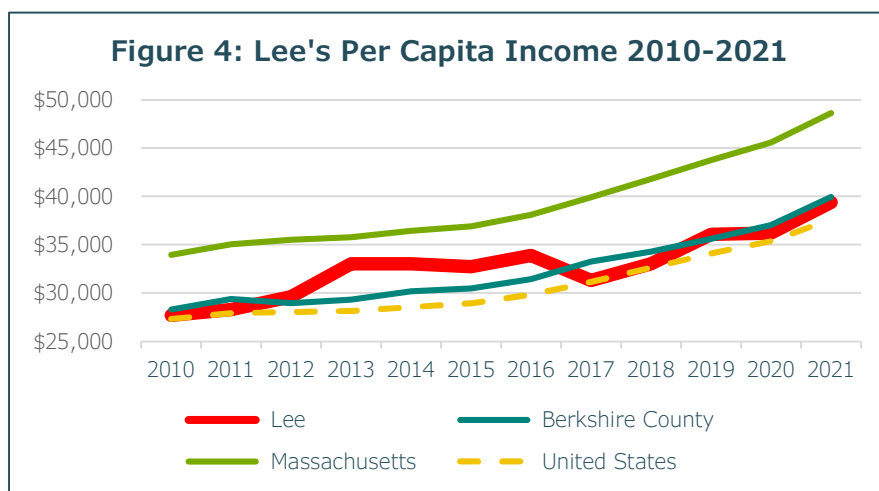
Hispanic residents have increased from 102 persons in 2000 to 304 persons in 2020. These residents can self-identify ethnically as Hispanic, but they can also identify racially as Black, White, or more than one race. Also, comparisons across decades are approximate because ethnic and race self-classification categories have changed over time.

In 2020, approximately 8% of the population aged 5 and older was reported to speak a language other than English at home.

Economy

Per Capita Income

Per capita income (PCI) in Lee has increased from \$27,703 in 2010 to \$39,400 in 2021 (see Figure 4). Lee's 2021 PCI closely reflects the county average of \$39,952. Berkshire County's PCI is higher than that of the Pioneer Valley and lower than that of the Capital District of New York. In 2021, both Lee and Berkshire County lagged significantly behind the



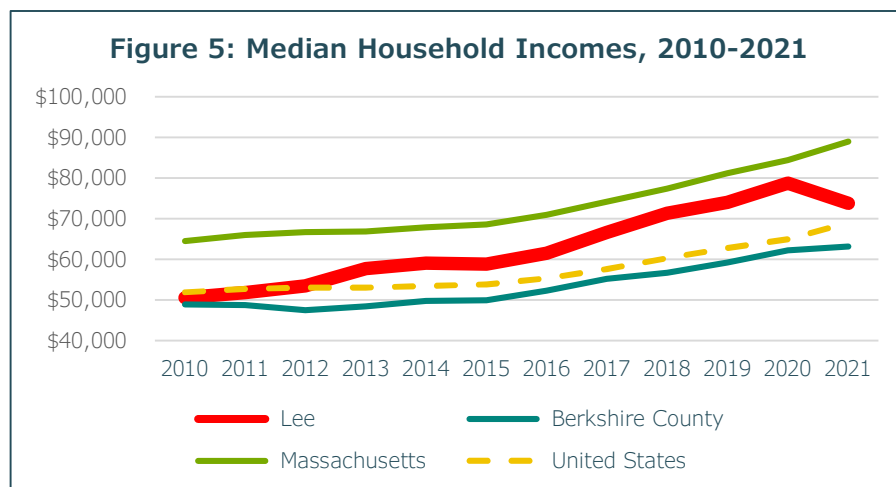
Source: US Census Bureau, American Community Survey, 2010-2021 5-Year Estimates, DP03

Massachusetts average PCI (\$48,617), but they were slightly higher than US average PCI (\$37,638).

Appendix 3 contains more detailed per capita income data with comparisons to similar municipalities since 2000.

Median Household Income

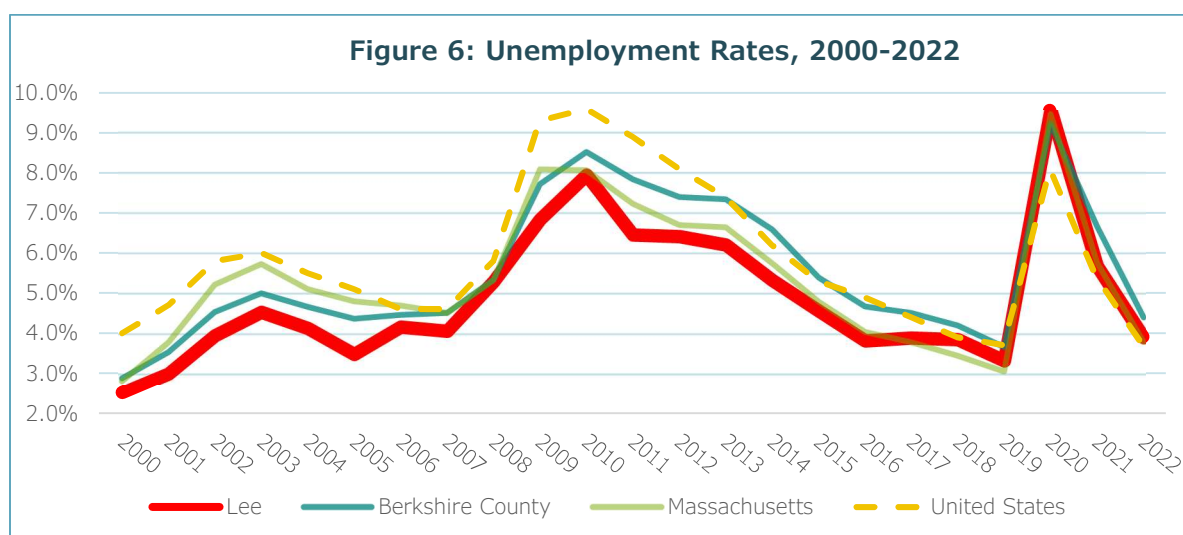
A comparison of median household incomes tells a more positive story for Lee (see Figure 5). Since 2012, the town's median household income remains above both the Berkshire County median and the US median, but below the statewide median.



Source: US Census Bureau, American Community Survey, 2010-2021 5-Year Estimates, DP03

Since 2000, unemployment rates in Lee have typically been lower than those of Berkshire County, the Commonwealth, and the United States, although all those rates have closely followed national economic trends (see Figure 6). In more recent years, unemployment rates in Lee have closely matched those of Berkshire County and the Commonwealth.

Despite the significant increase in Lee unemployment during the COVID-19 pandemic of 2020, Lee's unemployment rate during that period was similar to that of both the county and the state. Appendix 3 contains more detailed unemployment data with comparisons to similar municipalities since 2000.



Source: Massachusetts Department of Economic Research, Labor Force and Unemployment Data

Labor Force

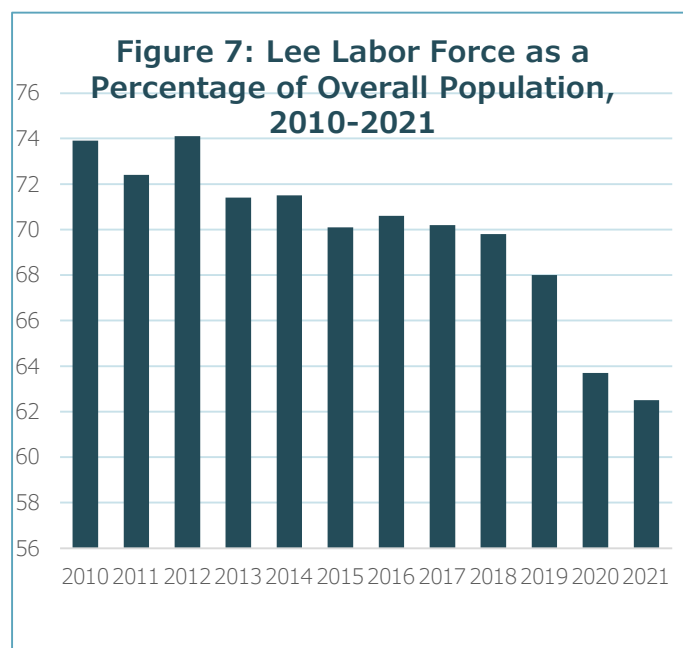
From 2010 to 2021, Lee's labor force² decreased from 73.9% to 62.5% of the total population (Figure 7). The rate of this decline increased during the later years of the period. The major reasons for this decline include changes in the regional economy, the workforce ramifications of the COVID epidemic, and the increasing median age in Lee.

Employment and Wages by Industry

Table 3 provides an overview of the number of establishments in Lee, categorized according to the 2-digit North American Industry Classification System (NAICS). For each category, the table shows the number of businesses in Lee, the total wages paid in 2022, the average weekly wage, and the average monthly number of employees. Each data column tells a slightly different story.

Of the \$164 million in total wages paid by Lee firms during 2022, 42 construction and manufacturing firms paid generated one-third of wages, or \$54 million. Average weekly wages in these two sectors were well above \$1,000 per week. These two sectors employ 650 people in Lee, and they appear quite healthy.

Looking now at the 3,181 jobs in town, the largest single sector was retail trade (789), followed by manufacturing (510) and accommodation and food services (379). The retail trade category includes a large number of jobs in the outlet village.



Source: Massachusetts Department of Economic Research, Labor Force and Unemployment Data

² The labor force is defined as all those within the given population who are currently employed plus the number of people who are unemployed but actively seeking employment.

TABLE 3: Wages by Industry, 2022

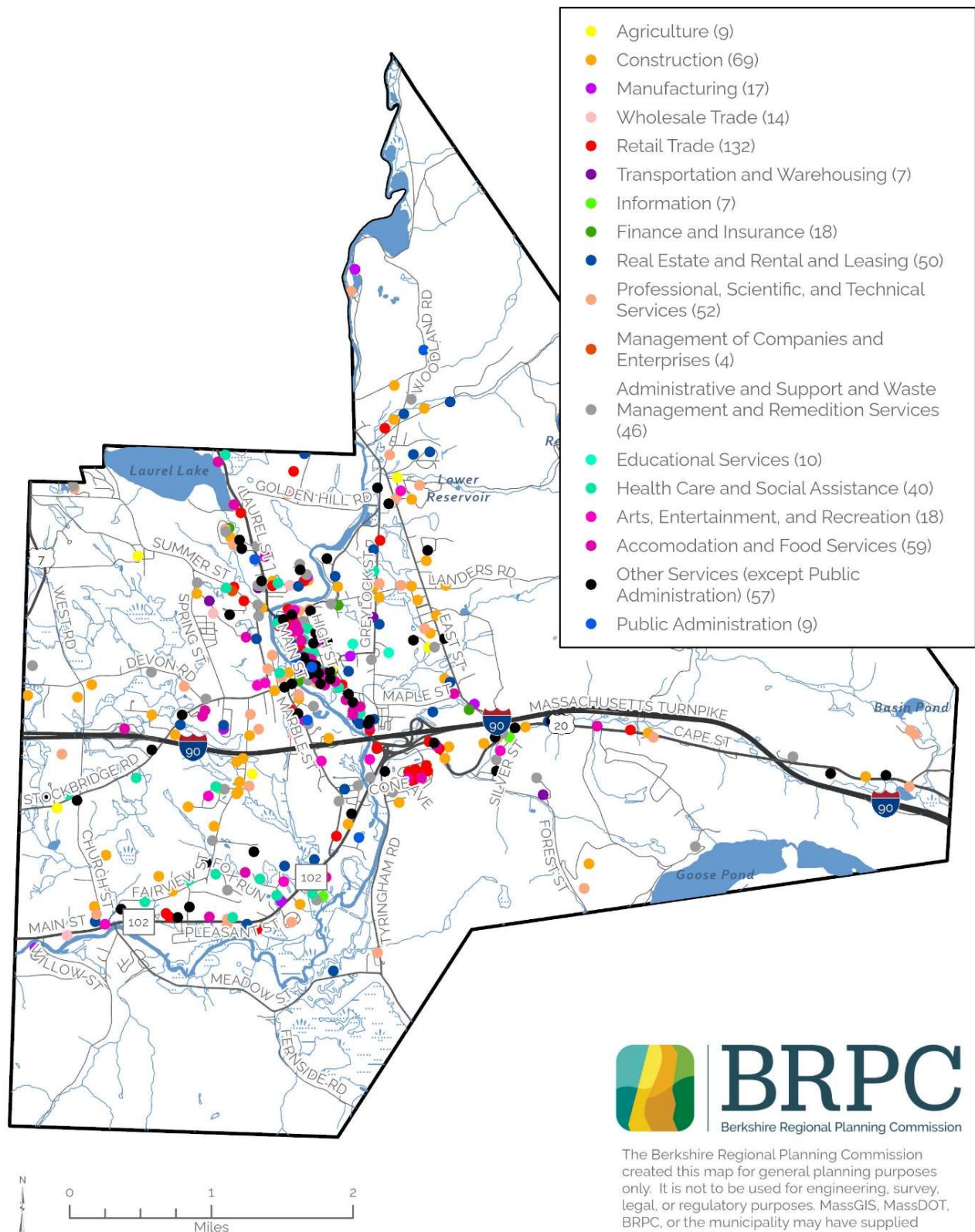
NAICS	Description	Number of Businesses	Total Wages	Average Weekly Wages	Average Monthly Employment
10	Total, All Industries	305	\$163,533,871	\$989	3,181
23	Construction	33	\$15,888,857	\$1,263	242
31-33	Manufacturing	9	\$38,494,832	\$1,452	510
42	Wholesale Trade	7	\$6,423,690	\$1,453	85
44-45	Retail Trade	69	\$28,232,238	\$688	789
48-49	Transportation and Warehousing	4	\$2,745,507	\$982	54
51	Information	5	\$476,568	\$547	17
52	Finance and Insurance	9	\$4,690,514	\$1,696	82
53	Real Estate and Rental and Leasing	5	\$1,068,828	\$822	25
54	Professional, Scientific, and Technical Services	14	\$4,384,103	\$1,008	84
56	Administrative and Support and Waste Management Services	21	\$4,331,137	\$714	117
61	Educational Services	4	\$10,408,374	\$1,170	171
62	Healthcare and Social Assistance	52	\$15,005,906	\$925	312
71	Arts, Entertainment, and Recreation	2	\$202,260	\$432	9
72	Accommodation and Food Services	37	\$11,799,640	\$599	379
81	Other Services	23	\$8,852,640	\$1,027	166
92	Public Administration	9	\$5,676,804	\$1,227	89

Source: MA Dept. of Unemployment Assistance, Employment and Wages (ES-202). Only sixteen of the twenty standard NAICS industry categories are reported for Lee by this source, indicating a negligible number of firms and/or employees in the remaining four categories.

Business Locations

The map below (Exhibit 2) demonstrates the distribution of businesses in Lee. Many of these businesses are operating as sole proprietorships in home-based situations. An inventory of businesses operating in Lee over the past five to 10 years, some of which may be dormant or permanently closed, is presented in Appendix 4.

Exhibit 2: Lee Business Locations by Industry



Regional Business Environment

The region contains several small local chambers of commerce and business associations (as in Adams, Lee, Lenox, downtown Pittsfield, Williamstown). Two sub-regional chambers exist, one in southern Berkshire County and the other in North Adams. Several community development corporations exist, for example, in South Berkshire, Lee, and Pittsfield. The Lee Community Development Corporation has historically focused on commercial and industrial development, highlighted by the build-out of the Quarry Hill Business Park and the Lee Corporate Center. The state-designated regional economic development organization is 1Berkshire. Other entities involved in supporting businesses include the Massachusetts Small Business Development Center Network, E for All Berkshire County, Lever, and the Berkshire Black Economic Council.

These support entities increasingly share information and coordinate programming. This cooperation has long-term benefits for the business community as it allows service providers to better understand what fellow providers offer and make efficient referrals.

Business owners in Berkshire County have access to the services of the MassHire Berkshire Workforce Board and MassHire Career Center. These agencies provide training programs, training grant funds, internship programs, job postings, and help connect job seekers with openings.

The Berkshire Innovation Center in Pittsfield has launched the Berkshire Manufacturing Academy, which helps train incumbent workers and cooperatively explores new technologies and the repurposing of existing technologies. These efforts help Berkshire-based manufacturers to branch out into new product lines and end markets.

The region's rural nature and its large proportion of home-based and micro-businesses create challenges for entrepreneurs and even established business owners. There are persistent gaps in services and a lack of access to capital, especially for startups. The Berkshire Regional Planning Commission has adopted a Comprehensive Economic Development Strategy (CEDS) for 2023–2027. A primary goal of the strategy is to create a stronger business environment and support a diverse range of businesses with increased access to capital, technical assistance, and opportunities for expansion.

Business Survey

The Master Plan Committee surveyed over 300 Lee businesses about conditions for employers in the community. The survey produced 57 responses for a 16% response rate. A broad range of industries responded (although healthcare and social assistance and retail trade were underrepresented). The size of responding businesses ranged from sole proprietorship to upwards of 100 employees, with the largest categories being the three to five employee and 26 to 30 employee ranges. The low response rate to the survey warrants caution, but the results accurately reflect the committee's anecdotal understanding of conditions for employers in the community. A brief overview of survey results is provided in Appendix 2.

Overall Assessment

Lee's economy appears relatively healthy overall. Lee has significant manufacturing and construction industries. The town also relies heavily on retail trade and the tourist industries. This economic profile is reasonably balanced and aligned with the distribution of industries in the region. Nevertheless, further industry diversification would likely strengthen the town's economic future, and the heavy reliance on retail trade may be a weakness as internet sales continue to increase.

The business climate in Lee is good overall, but with some areas for improvement. There is little reason to believe that town zoning bylaws or other regulations are stifling development, although more streamlining of business permitting and zoning would certainly be welcome. Employers do seem to have some regional resources available for hiring and training.

At the same time, Lee businesses are facing many challenges. One is the regional housing shortage and the high price for existing housing. Many employers report difficulty obtaining housing for their new employees. Also, skilled worker availability is limited, in part because of the higher wages generally paid in nearby urban areas and possibly also because of insufficient in-county training programs. Energy costs are also a problem for Lee businesses that rely heavily on electricity. Warmer winters with less snow impact local businesses that rely on direct or indirect traffic from visitors drawn to the Berkshires for traditional winter sports. Other nearby towns spend considerably more promoting their tourism and retail trade sectors. Finally, the downtown area would benefit from increased "curb appeal," especially in the Eagle Mill and former Price Chopper areas.

Land Use and Zoning

Land Use Patterns

Much of Lee is rural, with limited 20th-century suburban sprawl. Development is largely concentrated around the historic downtown core and the residential neighborhoods that grew up around former industrial sites. Most of the land in town is undeveloped forest, agricultural land, wetlands, and water bodies. The most common use of developed land is single-family residential, followed by commercial and industrial uses (see Exhibit 3).

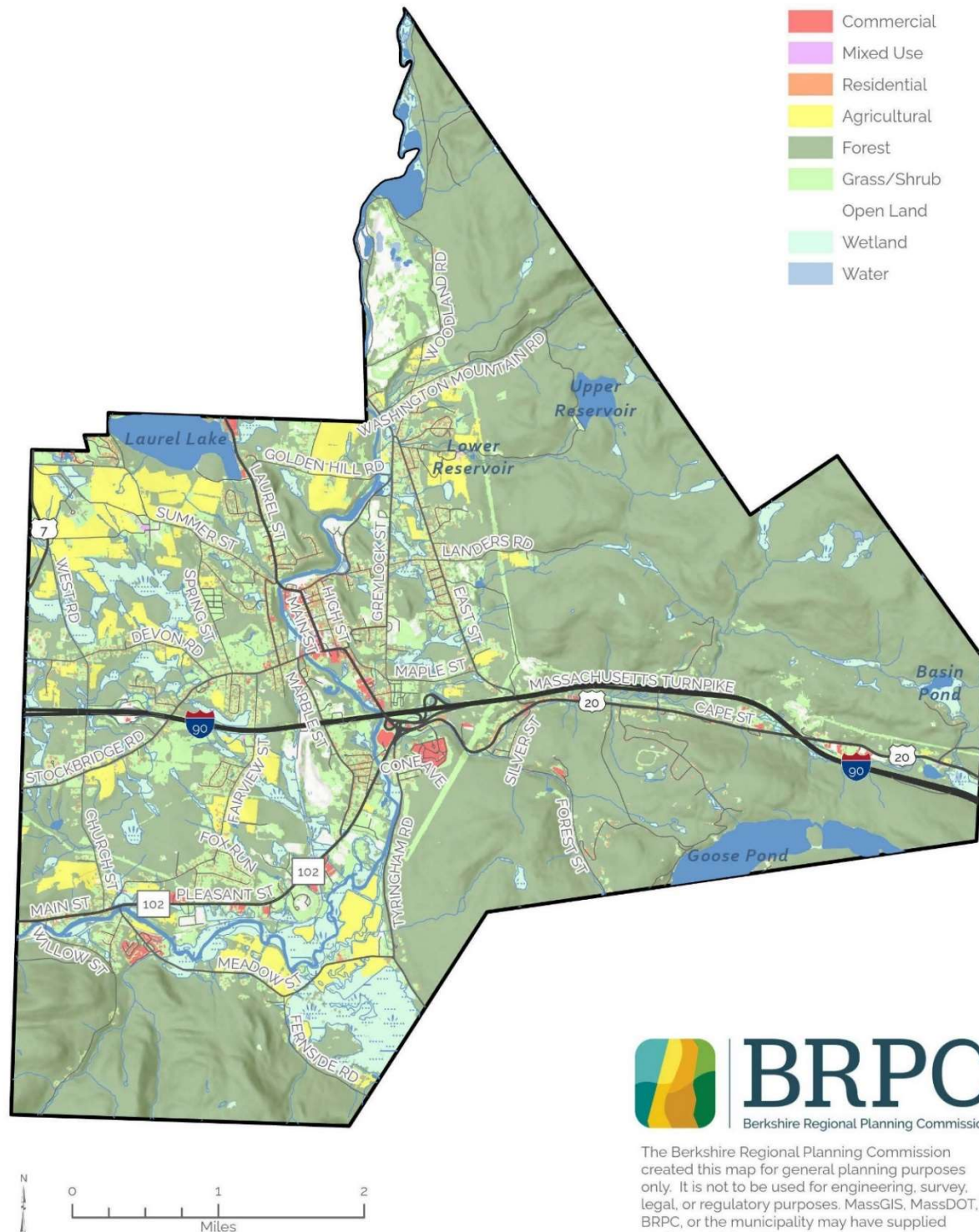
New development has been limited since the adoption of Lee's last master plan in 2000. After that plan was adopted, several paper mills and the former Price Chopper supermarket in the downtown area closed. The largest new project has been the Big Y Plaza, which in 2011 replaced a truck stop south of downtown. Several former commercial properties on the Route 20 corridor have been subject to adaptive reuse or redevelopment.

New housing has been quite limited in recent years. In the 11 years from 2010 through 2020, Lee issued only 52 building permits for new housing units. The redevelopment of the Eagle Mill site, currently underway at the north end of downtown, offers the prospect of much more rental housing. Its developer is planning, over three phases, to construct over 100 new residential units along with some commercial spaces. Phase I began in 2023. Several other opportunities exist for adaptive reuse in town, including the vacant former Price Chopper supermarket and two large industrial buildings, the Columbia Mill and the Greylock Mill, which were once used for papermaking.

In the second half of the 20th century, residential development in Lee consisted largely of single-family subdivisions. However, even two decades ago, the town's 2000 Master Plan recognized that further development of this kind was limited by a lack of suitable land. Nevertheless, opportunities exist for new housing in previously developed and lower-density development sites.

Several agricultural properties remain active in town, including High Lawn Farm and a few smaller but still sizable farm holdings. Development pressure on this agricultural land is considered low in the near term.

Exhibit 3: Land Use Map



The Berkshire Regional Planning Commission created this map for general planning purposes only. It is not to be used for engineering, survey, legal, or regulatory purposes. MassGIS, MassDOT, BRPC, or the municipality may have supplied portions of this data.

Existing Land Use Regulations

Lee is governed by a 1960s-era zoning bylaw that has been regularly amended. The town also has subdivision regulations that were last updated in 2004. The zoning bylaw is a traditional use-based land use regulation specifying 11 base zoning districts and three overlay districts. Five of the base districts are residential, four are commercial, and two are industrial. See Tables 4 and 5 for base zoning district and overlay district descriptions and Exhibit 4 for the zoning map.

TABLE 4: Base Zoning Districts

Zone	Description	Minimum Lot Size (sq ft)	Minimum Frontage (ft)	Comment
R-20	Residential	20,000	100	Minimum lot size almost ½ acre
R-30	Residential	30,000	125	Minimum lot size about ¾ acre
RM	Residential Multiple Dwellings	10,000	75	Multi-family residential
RA	Residential-Agricultural	20,000/40,000 w/ w/o utilities	125	Promotes residential development in outlying areas
CR	Conservation-Residential	3 acres	200	Protects sensitive areas, but steep slopes are not strongly protected
DCBC	Downtown Commercial Business Corridor	8,000	60	Downtown core on Main Street allows for a mixture of uses
PCVC	Planned Commercial Village Center	50 acres	1,000	Large single-parcel development under strict guidelines
RB	Rural Business	1 acre	200	Located in three different areas
CBC	Commercial Business Corridor	8,000	60	Allows for mixed uses and includes strip retail commercial
OPLI	Office Park Light Industrial	2 acres	125	Located on Route 102 and encourages medium-scale uses
I	Industrial	1 acre	125	Largest “by right” industrial areas south of Pittsfield, with the area north of Route 102 having limited depth

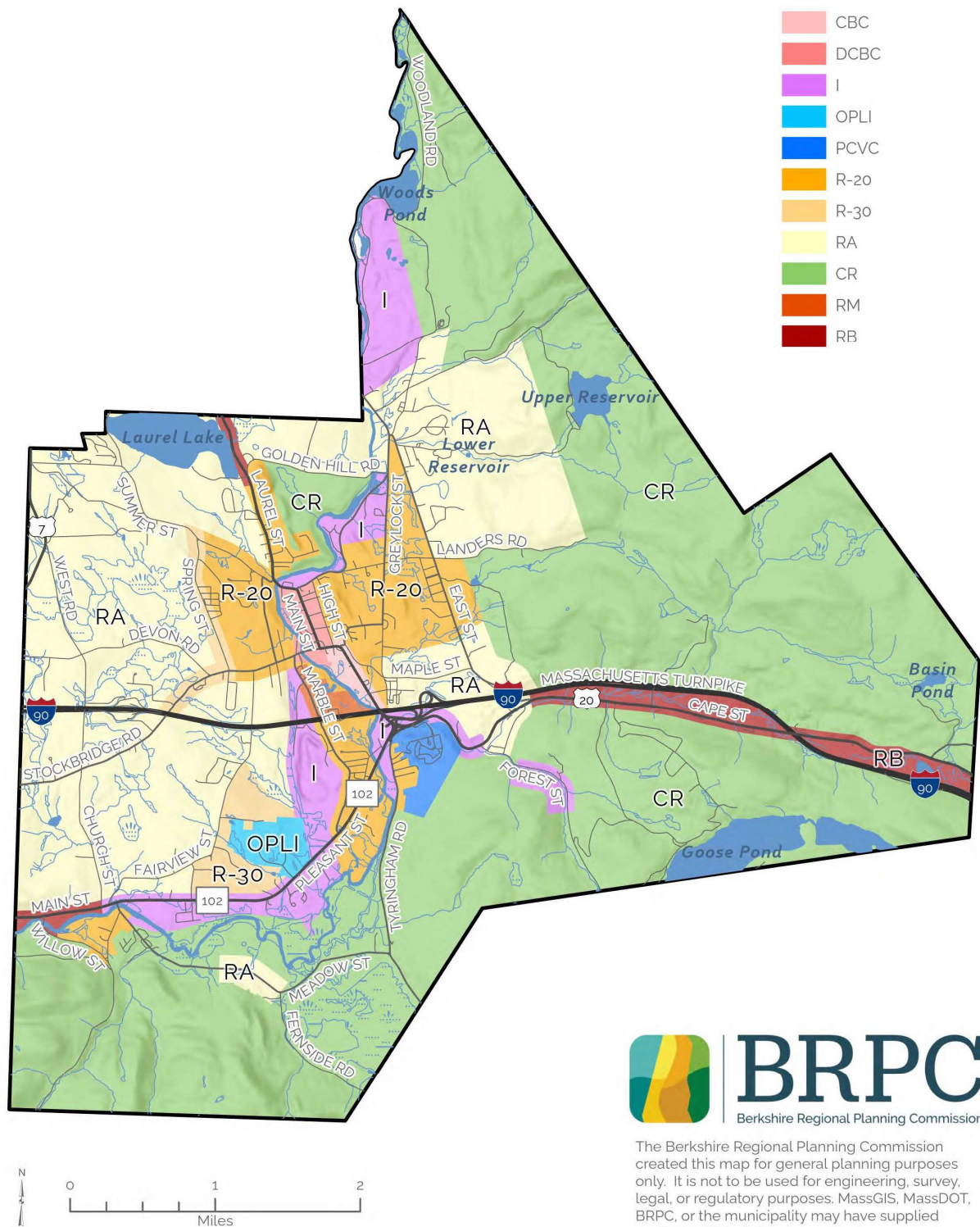
Source: Town of Lee Zoning Bylaw

TABLE 5: Overlay Districts

Zone	Designation	Comment
FP	Floodplain	Applies restrictions to the 100-year floodplain
AR	Adaptive Reuse	Authorizes adaptive re-use of existing buildings anywhere in town
SG	Smart Growth	Aims to remove barriers to redevelopment, especially for housing, at the Eagle Mill

Source: Town of Lee Zoning Bylaw

Exhibit 4: Zoning Map



Housing and Residential Neighborhoods

Housing

Lee had approximately 2,796 residential dwelling units as of 2021. Over 65% of those are single-family detached dwellings, which represents a slight increase from 1990. Approximately 200 buildings in town have two or more units, and approximately 70 properties are considered mixed-use with a residential component. The majority of housing units are owner-occupied (representing 76.3% of the housing stock).

In 2020, the median Lee house was 63 years old, and more than two-thirds of the homes were at least 40 years old. The housing stock in Lee is aging, as is in most Berkshire communities, and carries a high cost of maintenance, lacks energy-efficient features, and is likely to contain lead paint.

From 2010 through 2020, 52 new residential units were constructed in Lee. All were detached, single-family residences. Most were constructed in existing subdivisions or as single-lot subdivisions for which, as a matter of state law, “approval [is] not required.” No new formal residential subdivision developments were proposed during this decade. By comparison, Great Barrington, Lenox, Becket, and Stockbridge each approved more new residential units during the same period.

Median home values have increased significantly in recent years. In January 2020, Zillow.com estimated a median home value of \$247,183. Values continued to rise to \$349,998 in January 2023 (representing a 42% increase over three years). This increase in listing and sale prices is not unique to Lee, and housing prices increased throughout the region during the same period.

Households that pay 30% or more of their household income on housing are considered cost burdened. Table 6 shows that over a quarter of Lee’s homeowners, and almost half of Lee’s renters, were cost burdened in 2021. These Lee figures on cost-burden are roughly typical of the region and the state.

TABLE 6: Housing Occupancy and Rents

	Town of Lee	Berkshire County	Massachusetts
Total Housing Units	2,796*	69,985	3,017,772
Occupied Housing Units	2,212	54,786	2,646,980
Owners Paying 30% or more of Household Income to Housing Cost	28%	29%	30%
Renters Paying 30% or more of Household Income to Housing Cost	45%	49%	48%

Source: US Census Bureau, 2021 American Community Survey

*The 2020 Decennial Census lists the total number of housing units as 3,398 – however, based on review of several decades of Census data, in 2020 this number became inflated by counting Oak & Spruce as “residential”, increasing the town-wide unit total by 602.

Efforts have been underway since late 2020 to study and develop a regional approach to creating new housing opportunities in the Berkshires. The primary causes of the housing shortage are the overall lack of housing production and the focus of building single-family homes during the past 50 years. Other factors include the influx of second homeowners, and the recent availability of telecommuting from home.

Mortgage rates have increased in recent years. Combined with the increase in housing values, housing in Lee has become unaffordable for many aspiring residents. Table 7 shows the average household income needed to finance a typical mortgage for the median-priced house in Lee, considering other costs such as taxes, water, and sewer. Table 7 suggests that two-family homes, which can generate rental income, can be more affordable for a family with a typical household income.

TABLE 7: Income Demand for Housing Purchase in Lee

Lee	Typical Price	Monthly Housing Cost*	Annual Income Needed
Single-Family	\$280,300	\$2,291	\$91,000
Two-Family with Rental Income	\$350,000	\$1,692	\$68,000

Source: Zillow, market data, July 2023

*\$280,300 was Lee’s typical price based on market data in July 2023. An assumed mortgage rate was used of 7.815% for a 30-year fixed mortgage. Property taxes are assumed at 1.2%, with water and sewer charges of \$500 per year per dwelling. Rental income is assumed at \$1,200/mo. for one unit of the two-family home.

Short-term rentals of less than 30 days have increased in recent years both in Lee and nationally. As of January 2023, the Massachusetts Department of Revenue reported 120 short-

term rental units in Lee. In 2023, Lee adopted a regulation to cover these rentals. The state records their numbers for tax purposes, and Lee will require local registration as well.

As shown in Table 8 below, approximately 4% of Lee's housing is available for short-term rental. Nearby communities have incidences ranging from about 2% to 8%. Anecdotally, some communities are attributing shortages of local housing stock to increased prevalence of short-term rentals.

TABLE 8: Short-Term Rentals in Lee and Nearby Communities

Town	Registered Short-term Rentals	Number of Housing Units	% registered STR to housing units
Becket	79	1884	4.2%
Great Barrington	300	3742	8.0%
Lee	120	2765	4.3%
Lenox	127	3022	4.2%
Stockbridge	112	1638	6.8%
Tyringham	11	373	2.9%
Washington	7	296	2.4%
West Stockbridge	47	889	5.3%

Source: Department of Revenue Short-term Rental Inventory of January 2023

Open Space, Recreation, and Natural Resources

Natural Resources—Topography and Soils

Lee is nestled in the Housatonic River Valley with hills to the east, south, and west. The center of town has an elevation of about 900 feet. The surrounding slopes are the largest constraint on future development. Approximately 6,500 acres (37% of the town's total area) has a steep grade of 15% or greater.

To the east of Lee is the Berkshire Hills Plateau, the site of October Mountain, which offers one of Lee's most scenic vistas. The mountain rises to nearly 2,000 feet, which is much higher than the center of town.

Beartown State Forest is in another large upland lying south of town. Beartown is a regional draw for swimming, hiking, and camping. It is cleaved by the picturesque Tyringham Valley and is home to a segment of the Appalachian Trail.

To the north and west, the weathering of metamorphic rock in the Taconic Range has exposed the limestone underlying the Housatonic Valley. The Rattlesnake Hill range to the west of town separates the lowlands of Lee from the northern lowlands of Stockbridge. Small hills, such as those in the Golden Hill Town Forest in the northern part of town, also dot the valley.

Most of the town's active agricultural land is found in the western part of Lee.

Natural Resources—Water

Lee is rich in water resources, including brooks, streams, ponds, vernal pools, wetlands, and aquifers (see Exhibit 5). The town's surface water sources (primarily Schoolhouse Lake and Leahey Reservoirs) provide clean drinking water, while others offer scenic and recreational resources to residents and tourists. Washington Mountain Brook and Coddington Brook, flowing down from October Mountain, are sources of water for the reservoirs that serve Lee and portions of nearby Lenox.



Sandy Beach bath house (Lee Library Historical Collection)

Laurel Lake is the largest body of water in Lee. Sandy Beach, situated on the south shore on land belonging to High Lawn Farm, is available seasonally for recreational use by Lee residents. The north portion of the lake, which is in Lenox, has a separate beach for Lenox residents. The state also runs a public boat ramp adjacent to Route 20. The lake is drawn down annually by three feet, and some invasive aquatic plants are selectively removed by hand. Since 2010, Water Resources Services and the Laurel Lake Preservation Association have conducted annual studies to determine the most beneficial lake management approaches.

“Goose Pond” covers 225 acres straddling the border with Tyringham. It comprises two bodies of water, Upper and Lower Goose Pond, which are cold water lakes with unusually clear water that is transparent down to more than 15 feet. Lower Goose Pond has a public boat ramp. Upper Goose Pond has a steep rocky shoreline and no formal trails. The ponds are managed by The Trustees of Reservation as a wilderness area with one-quarter mile of rocky shoreline rising nearly 300 feet to a ridge. The Appalachian Trail runs adjacent to The Trustees’ property.

Housatonic River

The town’s landscape is dominated by the Housatonic River, flowing south and eventually west through the town. It is both a natural and an economic resource. Two branches of the river meet in Pittsfield and then flow through Lenox before arriving in Lee and continuing south to Connecticut and the Long Island Sound.

Woods Pond is a wide, lake-like section of the Housatonic River that provides residents with opportunities to paddle, fish, hunt waterfowl, and view wildlife. Woods Pond is famous for large carp and for viewing herons, bald eagles, and various duck species.

The Housatonic River is heavily contaminated with polychlorinated biphenyls (PCBs). These chemicals have a long half-life and are harmful to humans and other animal life. The General Electric Company (GE) has been tasked by the Environmental Protection Agency (EPA) to finance and supervise a cleanup of the river, beginning at the Pittsfield line, and extending downriver through Lee. The EPA’s permit prescribes many details of the cleanup project. The work will consist mainly of dredging sediment from the river, transporting high concentration sediment out of state, and placing lower concentration sediment in a local facility in Lee. The Lee location will be the Upland Disposal Facility (or “Dump”) in the northern part of Lee, between the Housatonic River and Woodland Road. The EPA’s permit was recently affirmed by the federal courts, and it appears more likely than not that the Dump will be constructed in Lee, regardless of local opposition.³

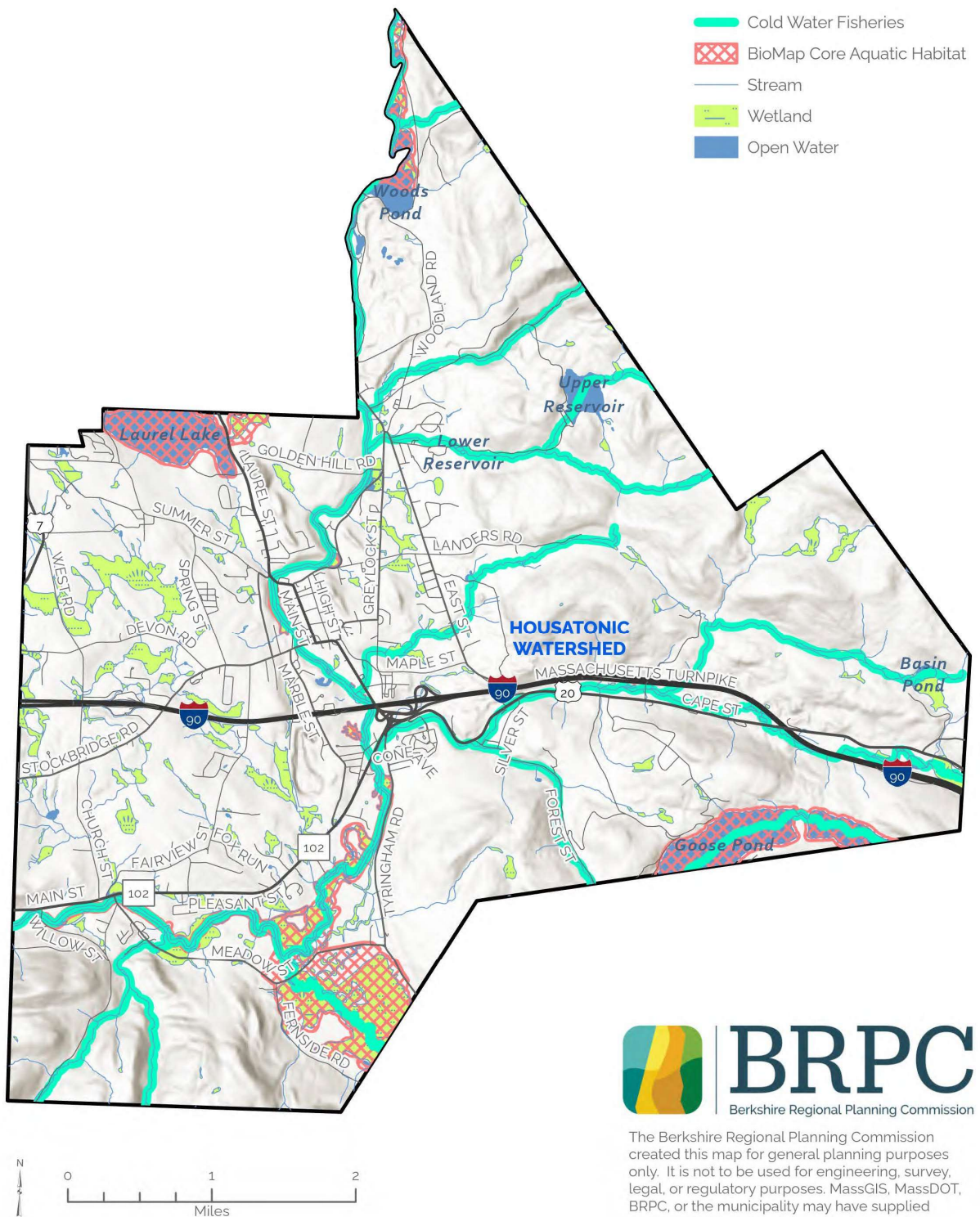


Warning of PCB Contamination at Housatonic River

The presence of PCBs in the Housatonic River and Woods Pond makes them unsuitable for swimming and prohibits anglers from consuming their catch. Both remain primarily a recreational resource for kayaking, canoeing, and catch-and-release fishing. Local and regional environmental groups, including the Lee PCB Advisory Committee, Lee Land Trust, the Housatonic River Initiative, and the Housatonic Valley Association, continue to work to clean up the river and to plan for its increased recreational and scenic use.

³ Lee established the PCB Advisory Committee in March 2024 to provide guidance to the Select Board.

Exhibit 5: Water Resources



The Berkshire Regional Planning Commission created this map for general planning purposes only. It is not to be used for engineering, survey, legal, or regulatory purposes. MassGIS, MassDOT, BRPC, or the municipality may have supplied portions of this data.

Wetlands

Wetland resources are protected by state law. They have value for wildlife, outdoor recreation, water purification in aquifer recharge areas, flood control, erosion reduction, and scenic qualities.

Lee has 1,154 acres of wetlands, equal to 7% of the town area. This figure includes emergent, scrub or shrub, and forested wetland ecosystems, but it does not include the smaller wetlands that exist throughout the town near or in developed areas. Larger wetlands are located mostly in wooded areas at the following locations:

- North and south of Devon Road;
- Along and to the south of Route 102;
- Along the Massachusetts Turnpike;
- Between Greylock Street and East Street;
- Along Washington Mountain Road;
- North of Woods Pond;
- Along the railroad tracks near the Lenox town border;
- South of the limestone quarry;
- West of Finnerty Pond; and
- South of Basin Pond.

Recreational and Open Space Resources

Residents of and visitors to Lee benefit from a wide range of active and passive recreation spaces (see Exhibit 6, Open Space and Recreational Lands). Active recreation generally involves playing fields, basketball courts, playground facilities, and boating. Passive recreation typically involves walking/hiking trails, picnicking spaces, and nature focused study/activity.

Town-Owned Conservation Lands

Town-owned lands under some form of permanent protection include more than 170 acres held under the control of the Conservation Commission. These conservation properties, which include Dunn Park Preserve, Longcope Park, Ferncliff Reservation, Edith Wharton Park, Golden Hill Town Forest, and Abbey Court Park, are mostly forested sites with unimproved trails for hiking, limited parking, and no facilities or picnic areas. Steep slopes are found on most of these sites, rendering them inaccessible for physically disabled persons. Commercial activity and motorized vehicles are prohibited.

Lee also owns two large parcels of land totaling 171 acres off Stockbridge Road, known as the Stockbridge Road Recreation Area or Town Farm. These parcels were originally acquired for a proposed municipal golf course. Current proposals for the property include continued agricultural use, a trail network, passive recreation, control of invasive species, and wildlife habitat.

The town owns over 600 acres of watershed land in the eastern hills. This land was acquired to protect the town's drinking water supply. Recreation is not permitted on watershed lands.

Town-Owned Recreational Lands

Lee owns and maintains several recreational properties. Neighborhood parks are located at the school, Lee Athletic Field, Marble Street, South Lee, Bradley Street, and East Lee. Athletic fields are present at the school, the Lee Athletic Field near downtown, and the soccer field off Route 102. Playgrounds are located at Marble Street, South Lee, Bradley Street, East Lee, and the Lee Athletic Field. Most town parks have some level of handicapped accessibility.

The Department of Public Works has an annual budget to care for town-owned parks and recreation, but these duties are collateral to the department's main charge of providing maintenance. This annual budget does not include funds for capital improvements.

Chapter 61 Lands

Chapter 61 is a Massachusetts tax abatement program for forest landowners. The program aims to protect and enhance the state's timber-producing capacity. Working forests also provide an array of outdoor recreational opportunities. Chapter 61A is a separate Massachusetts tax abatement program for agricultural land, and Chapter 61B is a separate program for open space and recreation.

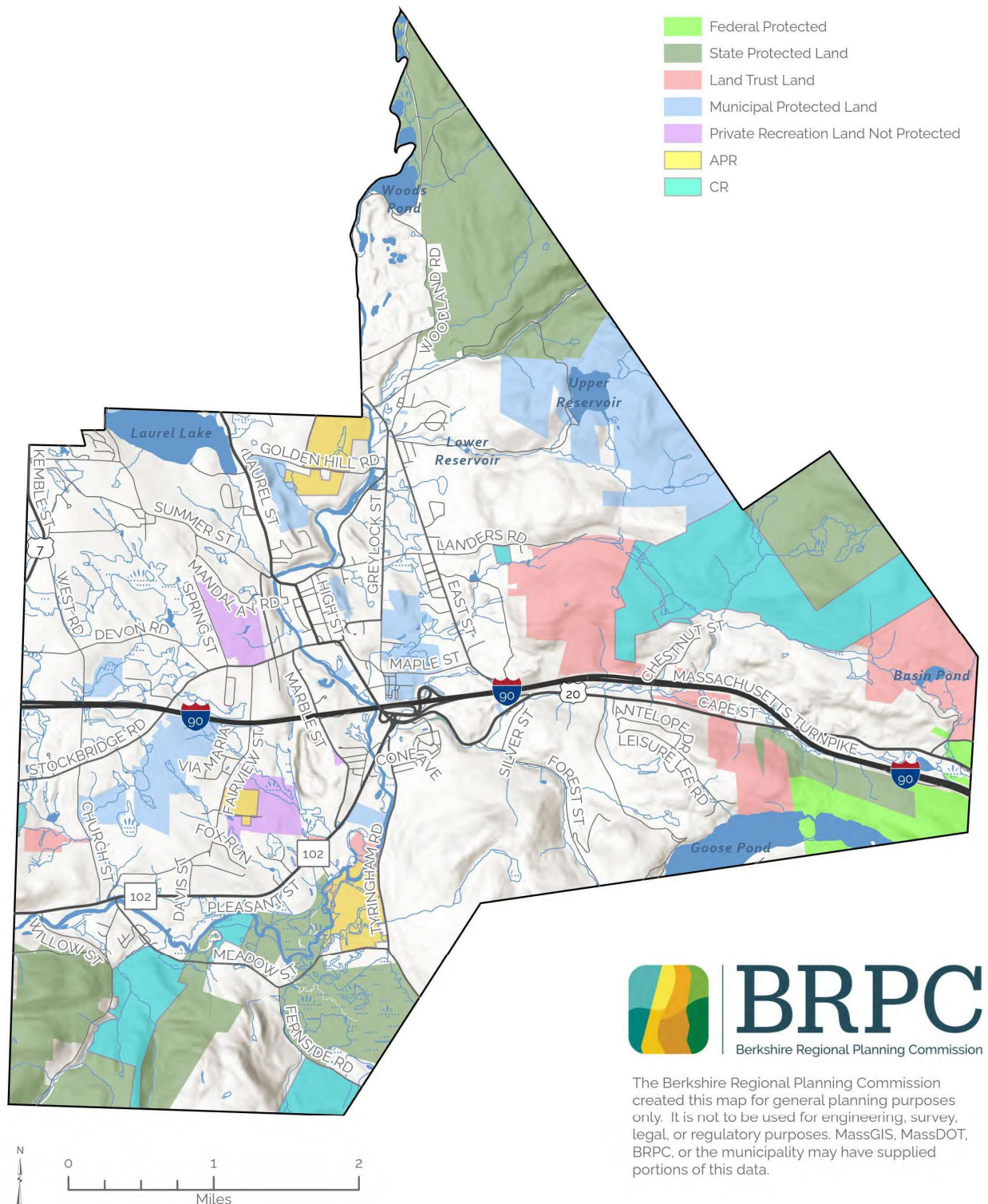
The three Chapter 61 tax programs help ensure that privately owned forest, agricultural and recreational lands remain open and scenic, thereby helping communities maintain their historic rural roots. When any Chapter 61 property is offered for a sale involving a change of use, the town has a right of first refusal to purchase the property at fair market value.

Approximately 3,685 acres or 2% of land in Lee is currently classified as Chapter 61 land. Several property owners in Lee have placed all or a portion of their lands into one of several state programs for reduced property taxes, temporarily limiting the potential for development. This includes four farms that have more than 100 acres. Since 2016, more than 550 additional acres have enrolled in Chapter 61 tax programs.



Active agricultural property in Lee

Exhibit 6: Open Space and Recreational Lands



High Lawn Farm is one of the region's few remaining dairy farms and is enrolled in the Chapter 61A program. High Lawn Farm is the largest agricultural operation in town and offers the only creamery in the area. It is located on a hilltop overlooking Laurel Lake and stretches westward into Stockbridge. Only a few smaller agricultural uses remain in town. Greenock Golf Course is also enrolled in the Chapter 61B program.

Protected Non-Profit Lands and Private Deed Restricted Lands

Lee has several tracts of privately owned and permanently protected open space lands. Some are owned outright by land trusts with a mission to protect lands for conservation or recreation. Other tracts are owned by private landowners who have sold the development rights to the Massachusetts Department of Agricultural Resources, ensuring that the land will remain undeveloped and in agricultural use in perpetuity.

Three land trusts in Lee either own or hold conservation restrictions on a total of 1,977 acres (1.1%) of land. The Lee Land Trust owns 130 acres; the Trustees of Reservations owns 112 acres; and the Berkshire Natural Resources Council owns 698 acres and holds Conservation Restrictions on an additional 1,054 acres of land, including the Davis property (711 acres) and the Silverleaf property (207 acres). The Trustees property features Donato's Trail, which is a 2.2 mile loop created in coordination with the Lee Land Trust at Goose Pond Reservation. Berkshire Natural Resources Council allows public access to most of the land that it owns for passive recreation, including fishing and hunting. Members of the public must obtain advance permission from landowners before entering other conserved lands.

Three Lee farmers have placed agricultural preservation restrictions on their land, totaling 267 acres. The Agricultural Preservation Restriction Program makes it economically feasible for a property to remain permanently in agriculture as the state purchases the development rights, reducing the perceived value of the property based on future land development, such as residential subdivisions. Maintaining the working farms in Lee helps preserve the town's rural character and provides local farm products to residents, although public recreational access may not be offered. The Lee Agricultural Commission was recently re-activated with a primary objective to advocate for the further use of the Agricultural Preservation Restriction Program.

Non-protected Privately Owned Recreation and Open Spaces

Some privately owned recreational lands in Lee are not protected from development. Notable properties include the Greenock Country Club, which offers golf to the public, and the Lee Sportsmen's Club. Access to these lands is by fee or to members only. Smaller private parcels open to the public free of charge include St. Mary's School grounds (outside of school hours), St. Mary's Cemetery, Fairmont Cemetery, Lee Bank Little League Field, Marble Street Playground, Sandy Beach at Laurel Lake, and Lee Congregational Church town park.

State and Federal Parklands

Lee residents benefit from almost 3,000 acres of land owned and protected by the state and federal governments. Over 2,047 acres of state land in South Lee and East Lee are permanently protected as part of the October Mountain and Beartown State Forests. These properties offer a variety of recreational activities, some of which are handicapped accessible.

Bicycle/Pedestrian Path

The Lee Bike Path Committee has identified a preferred bicycle and pedestrian path through the town. The path would travel from Pleasant Street (Route 102) at the Stockbridge town line to the Big Y. A middle section would continue as an off-road path from the Big Y northward to West Park Street. The northern section would eventually connect to Lenox Dale. The total route is approximately 6.7 miles.

The off-road sections of the path generally parallel the Housatonic River, thereby offering additional public access to the river itself. This route would advance a long-desired river “greenway” vision, promoted by the Lee Conservation Commission and the Lee Land Trust, to link Lee’s downtown center to its various parks.

The final section is expected to connect West Park Street to Lenox Dale. The plans call for crossing West Park Street and continuing along the river through downtown, then crossing Route 20 and running cross-country along the west side of the river to connect with Golden Hill Road. Thereafter, the route would travel on roads, including Bradley Street and Mill Street, and then finally end at the Lenox town line. The Bilke Path Committee continues to investigate new routing options for this section.

Funding has been secured for the design of the middle section of the bike path between the Big Y and West Park Street. State construction funds are expected to be available in future years.



Hop Brook Wildlife Management Area, one of Lee’s several properties conserved and managed by state agencies

Transportation

The automobile is the dominant mode of transportation in Lee. In 2020, approximately 90% of working residents commuted by car and 87% traveled alone (Table 9).

The primary option for local public transit is the Berkshire Regional Transit Authority (BRTA) bus system. Lee is primarily served by the following BRTA routes:

- Route 2, connecting the Pittsfield Intermodal Center with the Lee Premium Outlets;
- Route 21, connecting the Pittsfield Intermodal Center with the Fairgrounds Plaza in Great Barrington, with dedicated stops at the Lee Premium Outlets and the Big Y Market; and
- Route 21x, traversing Route 7 and providing additional South County connections.

**TABLE 9:
Transportation Mode to Work**

Travel Mode	%
Vehicle, drove alone	86.8%
Vehicle, carpooled	3.1%
Public transportation	1.0%
Walked	3.6%
Worked from home	5.3%

Source: US Census Bureau, 2021 American Community Survey

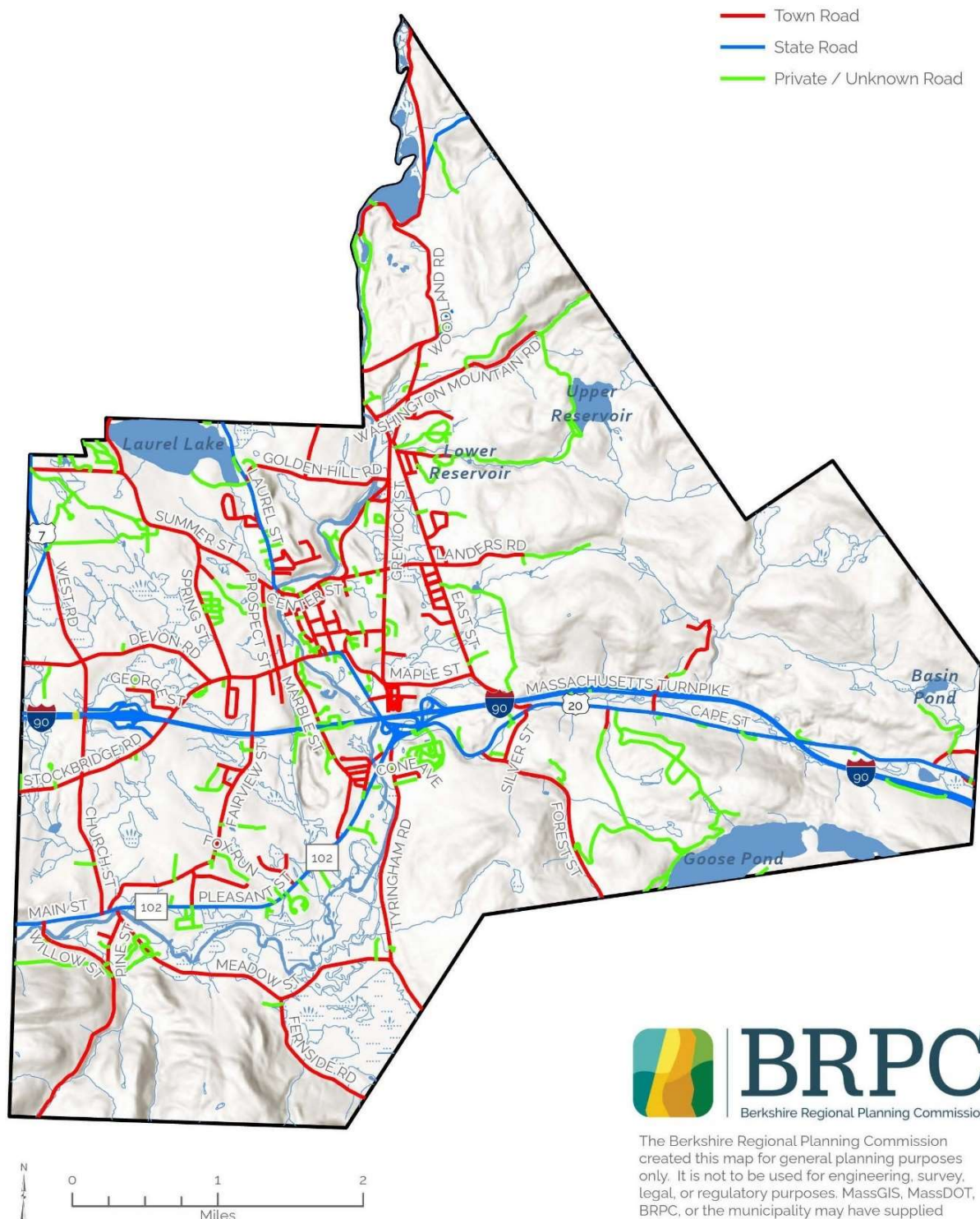
As with much of the county, the utility of public transportation is limited by the available destinations, the travel time required, and the absence of night service. BRTA designs its routes to connect to regional employers, and thereby remains a vital, albeit limited, service to many residents.

Lee has approximately 81 miles of roadway (Exhibit 7). This includes six miles of the Massachusetts Turnpike (Interstate 90), as well as lengths of US Route 20, US Route 7, and State Route 102. The town maintains approximately 60 miles of local roads. Lee annually updates a capital improvement plan for its roads, which is based on a survey of conditions of all roadways.

Most of the downtown area has sidewalks, but much of the town does not. Overall, the sidewalks are in good condition and passable. A 2015 survey identified several needed improvements. To date, the town has not introduced any bicycle lanes as part of its line painting, road construction, or road maintenance.

In February 2023, the town approved a “complete streets” policy that was accepted by the Massachusetts Department of Transportation. A complete street provides safe and accessible means for all modes of travel, including vehicles, pedestrians, bicycles, and transit systems. Once Lee has developed and obtained state approval for a project prioritization plan, it will be eligible for funding to construct complete streets projects.

Exhibit 7: Road Jurisdiction



Community Services and Facilities

Lee Police Department

The Lee Police Department employs 13 officers, nine of whom are full-time. Staffing also includes a full-time mental health counselor. Like many regional police departments, Lee has had difficulty maintaining a fully staffed police force. Lee cooperates with neighboring communities for mutual aid when additional public safety assistance is needed.

The police department occupies offices in the Town Hall basement and first floor, and that space has had capacity deficiencies for the last several decades. The town has been developing plans for a new facility, which received preliminary approval at town meeting in December 2023.

Lee Fire and EMS Department

The Lee Fire Department and Emergency Medical Services consists of 10 full-time employees and 47 call (or volunteer) firefighters. Emergency medical services are provided by paramedics. The department also responds to hazardous material spills, water and ice rescues, and emergencies on the Massachusetts Turnpike between mile 6.0 and mile 24.5. The department occupies three buildings.

The Central Fire Station is in downtown Lee adjacent to the Fire Headquarters building, and it houses four fire trucks. An additional station is in the village of South Lee. The department maintains three engines, one mini pumper, one tanker engine, two ambulances, and two forestry trucks.

The Central Fire Station is antiquated and lacks sufficient capacity for current operations. Due to height, width, and length constraints, fire apparatus needs to be custom built to fit into the building. A new building received preliminary approval in December 2023 and will include new facilities for the fire and EMS services.

Senior Services

The Senior Center is part of the Crossway Village senior housing complex. The space for the center is leased from Berkshire Housing Development Corporation. The center provides meals, programs, activities, and outreach using both paid staff and volunteers. Some residents perceive incorrectly that the center is available only to seniors at Crossway Village.



Lee Central Fire Station

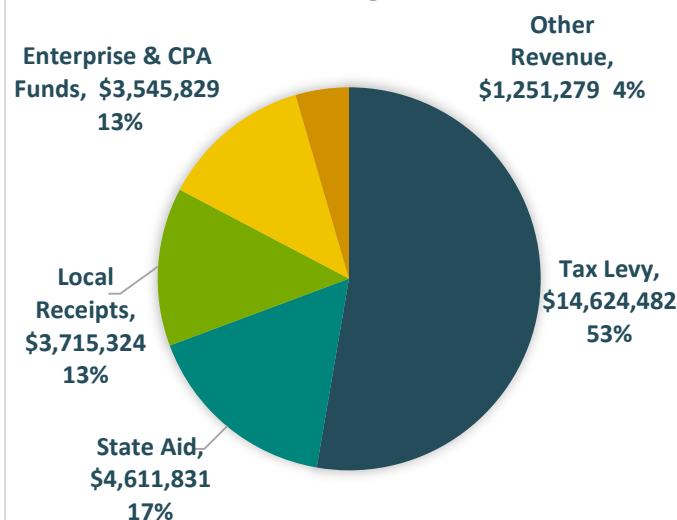
Municipal Finances

Lee's 2023 operating budget is approximately \$27.7 million, including enterprise⁴ and Community Preservation Act (CPA) funds (Figure 8). Just over half of the budget (\$14,624,482) is derived from local taxes, while another 13% is derived from other locally generated sources. About 17% of Lee's municipal budget is funded by state aid.

Lee has approximately \$1,236,220,000 in taxable property values. Figure 9 shows the allocation of tax levies by property class. Approximately 70% of the tax levy is derived from residential property.

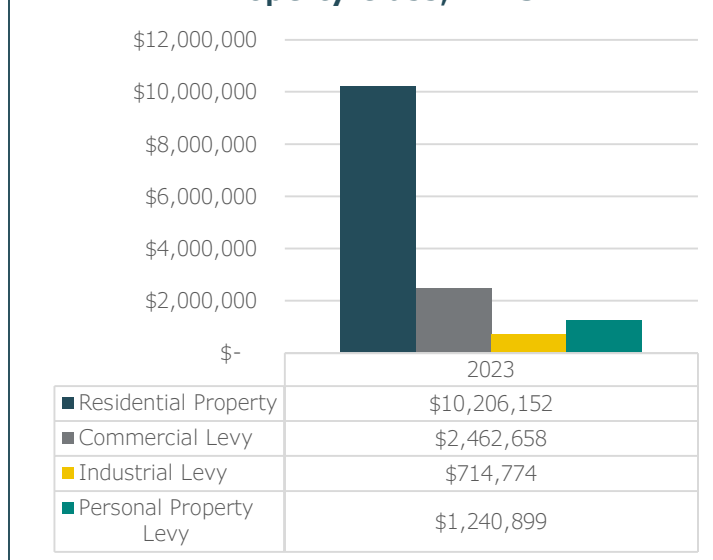
Lee funds 53% of its budget from local property tax bills. Table 10 shows Lee's budget sources compared to peer towns. Because of Lee's high state aid, its local tax share of budget is lower than almost all peer towns.

Figure 8: Revenue by Source, FY23



Source: Division of Local Service (DLS), Community Comparison Report

Figure 9: Lee Tax Levies by Property Class, FY23



Source: Division of Local Service (DLS), Community Comparison Report

⁴ In Massachusetts, an "enterprise" fund is a municipal fund that "establishes a separate accounting and financial reporting mechanism for a municipal service for which a fee is charged in exchange for goods or services (MGL chapter 44, Section 53F½), Water and sewer are two of the more common types of enterprise funds.

**TABLE 10: Comparison of Municipal Budgets,
by Total Budget Size, FY23**

Municipality	Total Budget	Tax Levy as % of Budget	State Aid as % of Budget	Local Receipts as % of Budget	Other + CPA + Ent as % of Total
Great Barrington	\$38,898,256	67.3%	3.5%	5.2%	24.0%
Lenox	\$32,433,154	52.7%	11.0%	12.9%	23.55
Lee	\$27,748,745	52.7%	16.6%	13.4%	17.3%
Dalton	\$20,629,225	69.8%	8.6%	12.1%	9.4%
Adams	\$18,030,454	71.4%	16.6%	8.0%	4.0%

Source: Division of Local Services (DLS), Community Comparison Report

Like most towns, Lee's property taxes are imposed at a uniform rate on all property classes. The current rate on residential property is lower than all peer towns but Lenox, shown in Table 11.

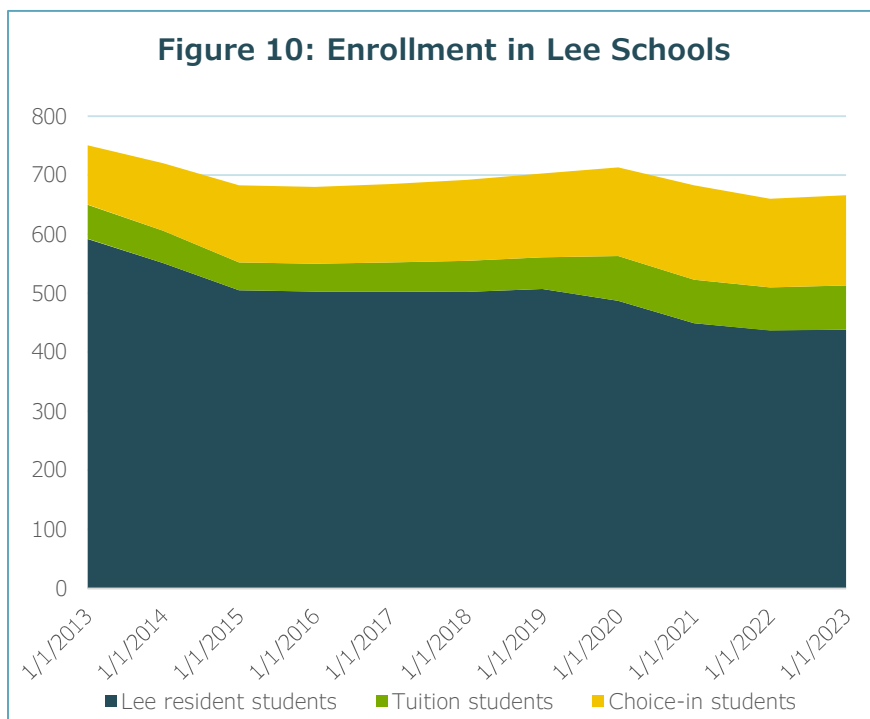
**TABLE 11: Comparison of Municipal Tax Rates,
Arranged by Residential Rate, FY23, \$/thousand**

Municipality	Residential Tax Rate	Commercial Tax Rate	Industrial Tax Rate	Personal Property Tax Rate
Adams	18.55	25.65	25.65	25.65
Dalton	18.37	18.37	18.37	18.37
Great Barrington	14.07	14.07	14.07	14.07
Lee	11.83	11.83	11.83	11.83
Lenox	9.16	13.03	13.03	13.03

Source: Division of Local Services (DLS), Community Comparison Report

Education—Lee Public Schools

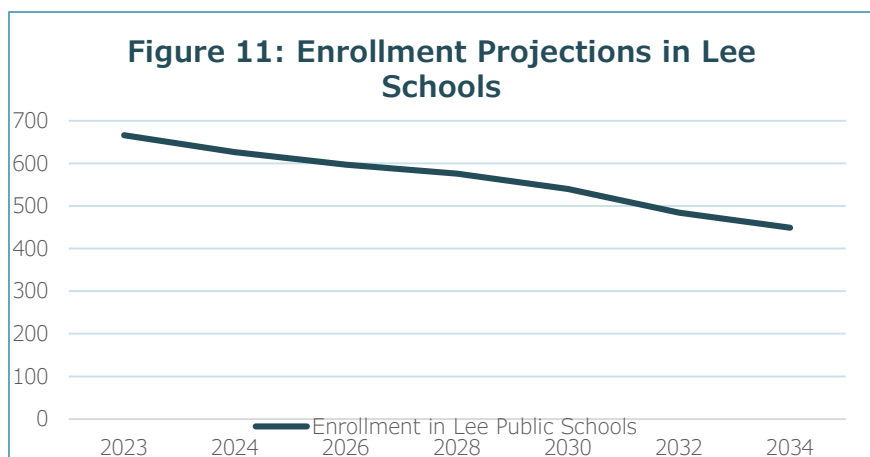
The Lee Public Schools are officially a union district comprising Lee and Tyringham. The district has a tuition agreement with the Farmington River Regional School District for students from Otis and Sandisfield to attend Lee Middle and High School. The district has relatively modern educational facilities consisting of two buildings. The Lee Middle and High School located on Greylock Street was constructed in 1962 and has significant later renovations, including an addition built in 2002. The middle and high school building features a large auditorium that is used for town meetings. The Lee Elementary School (PK-6) was constructed in 2002 and sits on the hill behind the Lee Middle and High School.



Source: Lee Public Schools, Department of Elementary and Secondary Education

On January 1, 2023, a total of 666 students were enrolled in the district, of which 438 were Lee residents. Like many other schools in the county, the district has had a declining enrollment in recent years. The overall student body enrolled in Lee schools decreased by 11% between 2013 and 2023 (Figure 10). In early 2024, the Berkshire Regional Planning Commission released enrollment projections for each school district in Berkshire County. Enrollment is projected to decline to 449 students by 2034, a decrease of approximately 32.6% from 2023 (Figure 11). The total enrollment loss from 2013 to 2034 is, therefore, projected at 40.2%.

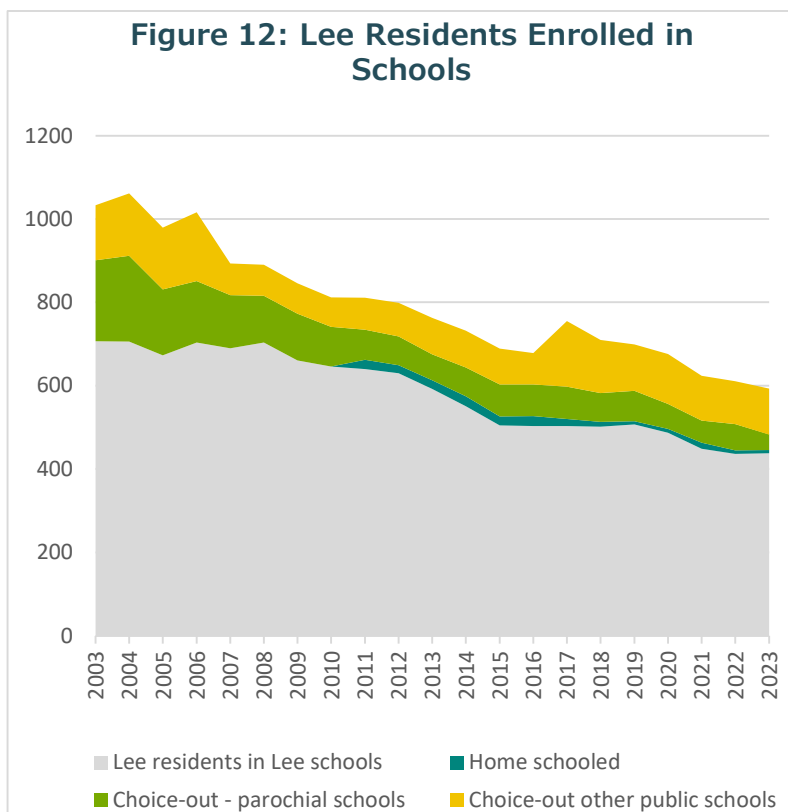
Lee schools also recorded a decline in resident school-aged children from 2003 to 2023 (Figure 12), which accounts for most of the overall loss in enrollment. Over this 20-year span, the number of resident students in Lee schools declined by 37%. The last 10 years alone have seen a 26% reduction. The decline has leveled off during the most recent two years, but the proportion of Lee residents enrolled in Lee schools will continue to decline as the overall population of school-aged children in Lee declines.



Source: Berkshire County School Enrollment Projections v2024, Berkshire Regional Planning Commission, February 2024

The loss in the resident student population has many causes, including the closing of the Lee paper mills, the limited availability of jobs for young parents, and a housing market that is increasingly beyond the reach of young families. As of January 2023, approximately 155 Lee students chose to go to other public or private schools or to school at home. While significant, those numbers have generally stayed consistent over time.

Non-resident students in Lee schools are largely “choice-in” students that reside in other districts, elect to attend Lee schools, and generate tuition to the Lee schools. The number of these “choice-in” students enrolled in Lee schools has increased, but not enough to offset the larger decline in resident population. In 2023, 153 students were “choice-in”, while 110 students were “choice-out” to other public-school districts, resulting in a net enrollment gain from the choice program of 43 students.



Source: Lee Public Schools, Department of Elementary and Secondary Education

Each “choice-in” student generates tuition for the Lee schools, but the amount, limited by state regulations, is currently only \$5,000 per student per year, or less than one-quarter of Lee’s average cost per student. While these payments produce extra non-tax revenue, the question remains whether the revenue from these 153 “choice-in” students covers the marginal cost to the district.

Future district enrollment cannot be known with certainty. Recent trends counsel for establishing a plan to address declining enrollment. Lee Public Schools represent 47% of the town’s total general fund budget. In the 2022 school year, Lee had only 9.2 students per teacher, while Lenox had 9.8 and the state average was 12.0. Despite recent staff cuts, enrollment declines will continue to result in a low student per teacher ratio. As the number of enrolled students who are Lee residents continues to decline, the town’s cost to educate resident students increases per capita. Such an approach increases the burden on Lee taxpayers and makes school budgets a potential source of controversy. Likewise, recruiting more “choice-in” students might allow the school to preserve some programs and maintain staff levels, but it would also increase the per-student tax effort required to educate Lee resident students.⁵

⁵ To determine whether “choice-in” students benefit the district, one must estimate their marginal cost to the district. An optimistic case would assume that “choice-in” students seldom impose extra costs and that all or most of the tuition revenue benefits the town. But in 2023, 153 students, or almost one-quarter of the total number, were

Despite Lee's declining past and projected enrollment, there are reasons for optimism. Notably, if more affordable and mid-market housing becomes available in Lee, enrollment levels might stabilize or even increase, but risk factors also exist. Changes external to Lee, such as expanding vocational training in neighboring high schools, could increase the number of students leaving Lee to study elsewhere.

The town should pursue other strategies in relationship to creating long-term sustainability of public education in Lee. This plan suggests several such strategies, including looking for merger partners, finding niche programs (such as expanded vocational offerings) that can attract choice-in students, and declaring in advance the enrollment point which, if reached, would require serious consideration of other options.

Other Educational Institutions in Lee

St. Mary's School is a Catholic school located on Orchard Street. The school meets the curriculum standards of Lee Public Schools and is accredited with the New England Association of Schools and Colleges. St. Mary's is one of three remaining parochial schools in Berkshire County, and the lone school located in the southern portion of the region. The school offers pre-school childcare services, as well as pre-kindergarten through 8th grade. In addition, St. Mary's provides before-school and after-school care for school-aged children. In the 2023 school year, its total enrollment was 107 students.

The Lee Youth Association is a non-profit organization, which includes the Busy Bee Learning Center that provides daily education services for children aged six weeks through pre-kindergarten. The Busy Bee Learning Center is licensed and meets the curriculum requirements of the Massachusetts Department of Early Education and Care. The Lee Youth Association also provides after-school services.

The College Internship Program (CIP) is a specialized transition program that assists young adults on the autism spectrum, ADHD, and other learning differences. CIP is a national program that was founded in the Berkshires. The CIP Berkshire office is located on Main Street in downtown Lee.

"choice-in", so the optimistic case seems implausible. A pessimistic case, at the other extreme, would use average cost. In the 2022 school year, Lee schools' operating cost was approximately \$20,537.50 per pupil, more than four times the tuition revenue for each "choice-in" student. If those 153 students did indeed impose the average cost, the subsidy to each tuition student would be approximately \$15,000.

The best economic subsidy case undoubtedly lies between these two extremes and must also account for other kinds of revenue, such as for special education students and state aid. In addition, if choice-in students are educated at a financial loss, then Lee is receiving a financial benefit from its 110 "choice-out" students who use the choice program to attend elsewhere and for whom Lee pays the tuition. On balance, the choice program seems to operate at a net cost to Lee taxpayers. Thus, any effort to address declining enrollment by attracting more choice-in students seems likely to increase the per-student tax effort needed to educate resident students.

Municipal Utilities

Water Supply

Lee's water supply is from two reservoirs located near October Mountain, October Mountain Lake, and Schoolhouse Lake in Washington. Lee has three storage tanks that provide an overall capacity of 2.5 million gallons. Typical daily demand is approximately 800,000 to 900,000 gallons. Over 90% of residences in Lee are supplied by the town water system. Lee's reservoirs and water treatment plant are built with excess capacity that could handle double the current demand.

Lee's water distribution system is aging, with some components well over a century old. Typically, the town tries to replace water lines in coordination with road reconstruction, thereby reducing cost and community disruption. However, the great age of the system leads unavoidably to emergencies. An overall assessment of its water lines would give town officials a greater understanding of the physical location of lines and their age and would likely reduce the frequency of emergency repairs.

Wastewater Collection and Treatment

Lee's wastewater system was constructed in 1931 to serve the central area of the town. Today, over 85% of Lee housing units are connected to the wastewater system. Lee's single wastewater treatment facility is located off Route 102 and was constructed in 2008. Following treatment and aeration, the plant discharges wastewater into the Housatonic River. An ongoing concern is rainwater infiltrating into sewers, usually during storms. Stormwater in Lee is released directly into the Housatonic River and is not treated at the wastewater treatment plant. Overall, the sewer line system of pipes functions well with few issues.

Septic systems in Lee are generally well maintained due to aggressive enforcement of Title 5 by the Tri-Town Board of Health. The Tri-Town Board of Health is a regional collaboration between the towns of Lee, Lenox, and Stockbridge that provides public health services to the three communities. The few contamination problems that do exist are usually due to system overloads that follow the conversion of seasonal lakeside cottages to year-round use.

Historic and Cultural Resources

Lee's past as an industrial and agricultural community left a wide range of historic traces that are still present in the community. Some of these areas and buildings are listed on the National Register of Historic Places, but there are many other buildings, sites, landscapes, burial grounds, and neighborhoods throughout the town.

National Register of Historic Places

The National Register of Historic Places is a program of the National Park Service and state historical commissions to create an official list of historic properties worthy of preservation. Buildings, districts, structures, sites, and objects can be listed in the National Register. Lee has several districts and individual properties listed on the National Register of Historic Places:

- Hyde House (1976);
- Lower Main Street Historic District (1976);
- Golden Hill Bridge (1994);
- South Lee Historic District (1999);
- Hyde School (2004); and
- Lee Railroad Station (2010).



Lower Main Street Historic District

Designation in the National Register is primarily honorary and does not by itself create any protective restrictions. Nevertheless, it does provide eligibility for state, federal and other funding. The Massachusetts Cultural Resource Information System lists over 300 inventoried sites and properties within the town.

Preservation Restrictions

Preservation restrictions are used to protect historic properties and open spaces. The following Lee buildings have been protected with preservation restrictions held by the state that provide control over future use and modifications to the structure:

- Merrell Tavern (1986);
- First Congregational Church (1989);
- Lee Library (1998);
- Lee Town Park (1999); and
- Memorial Town Hall (2002).

Community Preservation Act

The Massachusetts Community Preservation Act (CPA) authorizes matching funds to communities that opt into the program. Lee joined the CPA program in 2022, which entailed an additional surcharge on local property taxes. Lee now has a stable funding source for local

projects focusing on historic preservation, parks, open space, and housing. Lee's CPA funds will be disbursed for the first time in 2024.

Cultural Resources

Lee hosts several events that draw local and regional visitors, including:

- Founders Day Weekend, an annual event in September featuring music, food, and a parade;
- Memorial Day Parade;
- Sunday Concerts in the Park;
- Lee Farmers Market in summer;
- Jazz Weekend in July and craft fairs at the Congregational Church;
- Lee Community Garden;
- Seasonal sports and camp events sponsored by the Lee Youth Association;
- Second Saturday events for Lee's youth, sponsored by the Lee Youth Commission.



Lee Farmers Market

The Lee Library, Lee Senior Center, Lee Public Schools, Lee Youth Commission, Lee Youth Association, Lee Cultural Council, Lee Land Trust, Kiwanis, and Lee Congregational Church provide a range of other events serving local residents of all ages.

Lee also benefits from large-scale cultural attractions in surrounding communities including the summer Tanglewood season in Lenox, several continuing classical music programs. Jacob's Pillow in Becket is a summer venue for dance. The area also hosts three theater companies, located in Stockbridge, Lenox, and Pittsfield.

Action Plan

Introduction

The Master Plan Committee launched its work in 2022 to identify a set of core goals that could guide an action plan that will usefully guide the town from 2024 to 2040. Early on, the committee agreed to focus on the following concerns:

- Ensuring that Lee provides a welcoming environment for residents and businesses;
- Maintaining Lee’s open space and recreation network and ensuring that it is accessible to all residents;
- Preserving Lee’s small-town character; and
- Creating a diverse housing stock in Lee with options for all ages, income levels, and family size

In the course of extensive discussions, interviews, surveys, and mapping, the Master Plan Committee refined these initial concerns into a broader, deeper set of goals and objectives to address key aspects of Lee’s future development and ensure a healthy and prosperous community. The goals that the Master Plan Committee proposes to guide Lee’s development are as follows:

Economy

Goal 1—Ensure a supportive environment for the business community.

Goal 2—Create a vibrant, appealing experience for residents and visitors.

Land Use and Zoning

Goal 1—Ensure that land use decisions balance quality of life and social and economic needs and improve the quality of the environment.

Housing and Residential Neighborhoods

Goal 1—Promote diversity in housing choices in Lee to ensure that housing stock serves all residents, including singles, young families, and low- and moderate-income households.

Open Space, Recreation, and Natural Resources

Goal 1—Support the protection of sensitive natural resources and agricultural resources.

Goal 2—Provide active and passive outdoor recreation for all residents of all ages and abilities.

Transportation

Goal 1—Ensure public rights-of-way are designed to serve all residents.

Goal 2—Provide adequate parking for all downtown users.

Community Services and Facilities

Goal 1—Provide high-quality public services to residents and businesses.

Goal 2—Provide a quality educational experience for Lee's youth.

Public Utilities

Goal 1—Maintain water, wastewater, and stormwater systems through timely maintenance and planned capital improvements.

Goal 2—Improve the town's digital connectivity.

Cultural and Historic Resources

Goal 1—Promote and protect the historic characteristics of the town.

Goal 2—Enhance appreciation of Lee's historic and cultural resources.

Planning for the Future

This action plan includes specific objectives and actions and implementable activities to accomplish the preceding goals. The Master Plan Committee was intentional in selecting the final actions presented below. Rather than generating an all-encompassing list of potential tasks that would overwhelm the capacity of town staff and volunteers, the committee carefully chose actions that are reasonably attainable in the coming weeks, months, and years.

Each action presented below identifies responsible parties, the potential timing of implementation, and estimated cost to the town. While the timing suggestions seek to balance resources and capacity, some actions likely will be implemented faster or slower as priorities change over time or unanticipated opportunities or problems arise.

Implementation of the action plan will depend entirely on the willingness of various town officials and bodies to adopt specific proposed actions. In a few cases, the recommended actions assume the availability of additional personnel or resources, such as a town planner.⁶ Assistance in funding the additional costs suggested in this plan can likely be derived from grant funding, as well as from the receipt of over \$25,000,000 as part of the "Rest of River" PCB cleanup settlement with General Electric and the Environmental Protection Agency.

The following is a legend for terminology found in the action plan that follows this section:

Timeframe:

- Continuous—actions that will require continuous support
- 0-2 years—short-term actions that may already be in progress
- 0-5 years—medium-term actions that are priorities but may take time to implement

⁶ Lee has not previously employed a town planner, but the fiscal year 2025 town budget will likely include a line item authorizing this position.

ACTION PLAN

- 3-10 years—long-term actions

Cost to Town:

- n/c—the action is not anticipated to require a direct financial cost to the town
- \$—the action is anticipated to cost less than \$25,000
- \$\$—the action is anticipated to cost \$25,001 to \$100,000
- \$\$\$—the action is anticipated to cost \$100,001 to \$250,000
- \$\$\$\$—the action is anticipated to cost greater than \$250,000

ACTION PLAN

E.	Economy				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
E.1	GOAL	ENSURE A SUPPORTIVE ENVIRONMENT FOR THE BUSINESS COMMUNITY			
<i>E.1.1</i>	<i>Objective</i>	Invigorate and expand the Lee Chamber of Commerce and Lee Community Development Corporation			
E.1.1.1	Action	Secure additional resources to expand and strengthen staff capacity	Lee Chamber of Commerce, Lee Community Dev. Corp.	0-2 years	\$\$
E.1.1.2	Action	Hold frequent networking and educational events for local business owners		0-2 years	n/c - \$
E.1.1.3	Action	Improve and increase marketing (via website, social media, e-news, paid media options)	Lee Chamber of Commerce	0-2 years	n/c - \$\$
<i>E.1.2</i>	<i>Objective</i>	<i>Pursue redevelopment and revitalization of priority sites, especially underutilized mills and riverfront</i>			
E.1.2.1	Action	Investigate and implement a range of economic development tools, including but not limited to the PACE Program, new market tax credits, historic rehabilitation tax credits, tax increment financing, and district improvement financing	Town Planner, Select Board	0-5 years	n/c
E.1.2.2	Action	Engage with state and federal agencies (e.g., MassDevelopment, MassEcon, federal Economic Development Administration, USDA) to support redevelopment and revitalization of vacant and underutilized sites	Town Planner, Select Board	0-2 years	n/c
<i>E.1.3</i>	<i>Objective</i>	<i>Prioritize improvements in crosscutting issues critical to overall economic success</i>			

ACTION PLAN

E. Economy					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
E.1.3.1	Action	Participate in advocacy to reduce energy costs and increase access to affordable, high-speed broadband	Select Board, Town Administrator, Town Planner	Continuous	n/c
E.1.3.2	Action	Participate in regional efforts on workforce development, including expansion of internship, apprenticeship, and credentialing programs and recruitment and retention strategies	Select Board, Town Administrator, Town Planner	0-2 years	n/c
E.1.3.3	Action	Advocate for East-West passenger rail improvements to provide regular service to Boston, Albany, and New York City.	Select Board, BRPC	Continuous	n/c
<i>E.1.4</i>	<i>Objective</i>	<i>Leverage regional resources and business support ecosystem</i>			
E.1.4.1	Action	Engage with 1Berkshire, including the Blueprint 2.0 process and various member benefits (e.g., networking events, participation in regional marketing)	Town Planner, Lee Chamber of Commerce, Lee Community Dev. Corp.	0-2 years	n/c - \$
E.1.4.2	Action	Participate actively in Berkshire Regional Planning Commission's Comprehensive Economic Development Strategy	Town Planner, Lee Community Dev. Corp.	0-2 years	n/c
E.1.4.3	Action	Facilitate connections between business community and technical assistance providers (MassHire, MSBDC, regional LEE COMMUNITY DEV. CORP.s, 1Berkshire, etc.)	Lee Chamber of Commerce, Lee Community Dev. Corp.	0-5 years	n/c
<i>E.1.5</i>	<i>Objective</i>	<i>Improve communication with current and prospective business owners</i>			

ACTION PLAN

E. Economy					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
E.1.5.1	Action	Explore establishment of economic development task force and additional economic development staff	Select Board, Town Planner	0-2 years	n/c - \$\$
E.1.5.2	Action	Improve and expand communication tools (e.g., website, e-newsletter)	Town Planner, staff	0-2 years	n/c - \$
E.1.5.3	Action	Facilitate the relocation of businesses to Lee	Town Planner, Lee Chamber of Commerce, Lee Community Dev. Corp.	0-5 years	n/c
E.2	GOAL	CREATE A VIBRANT, APPEALING EXPERIENCE FOR RESIDENTS AND VISITORS			
E.2.1	Objective	<i>Explore district management strategies such as business improvement or cultural district</i>			
E.2.1.1	Action	Explore and as feasible implement programs related to creation of special districts	Select Board, Town Planner, Lee Chamber of Commerce, Cultural Council, Lee Community Dev. Corp.	0-5 years	n/c - \$
E.2.2	Objective	<i>Expand public art in appropriate locations</i>			
E.2.2.1	Action	Identify locations for public art installations (walls, open space, sidewalks, crosswalk) and develop process for funding, soliciting, and selecting public art projects	Select Board, Town Planner, Cultural Council, Lee Library	0-5 years	n/c-\$\$

ACTION PLAN

E.	Economy				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
<i>E.2.3</i>	<i>Objective</i>	<i>Improve commercial property façades and activate vacant and underutilized storefronts and other spaces</i>			
E.2.3.1	Action	Assess façade conditions and prioritize needs, with focus on downtown commercial district	Town Planner, Lee Chamber of Commerce, Lee Community Dev. Corp.	0-5 years	n/c - \$
E.2.3.2	Action	Inventory vacant storefronts and connect with owners	Town Planner, Lee Chamber of Commerce, Lee Community Dev. Corp.	0-2 years	n/c
E.2.3.3	Action	Explore creation of program(s) focused on façade improvements and storefront activation	Town Planner, Lee Chamber of Commerce, Lee Community Dev. Corp.	3-10 years	n/c - \$\$
E.2.3.4	Action	Work with businesses to expand and/or align their operating hours to provide regular hours that coincide with one another	Lee Chamber of Commerce, Town Planner	0-5 years	n/c
<i>E.2.4</i>	<i>Objective</i>	<i>Make wayfinding and amenity improvements in the public realm</i>			
E.2.4.1	Action	Assess conditions and prioritize needs of social public amenities in the downtown commercial district, such as benches, trash receptacles, and signage	Town Planner	0-2 years	n/c - \$

ACTION PLAN

L.	Land Use and Zoning				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
L.1	GOAL	ENSURE THAT LAND-USE DECISIONS BALANCE QUALITY OF LIFE AND SOCIAL AND ECONOMIC NEEDS AND IMPROVE THE QUALITY OF THE ENVIRONMENT			
L.1.1	Objective	<i>Shift land-use regulatory policy from traditional zoning approaches to the types of projects and uses that the town wants to encourage</i>			
L.1.1.1	Action	Develop a permitting guidance document to help businesses, property owners, and developers navigate local regulatory processes	Planning Board, Town Planner	0-2 years	n/c - \$
L.1.1.2	Action	Consider revisions to zoning bylaws to streamline permitting and remove potential barriers to approvals	Planning Board, Town Planner	0-2 years	n/c - \$\$
L.1.1.3	Action	Evaluate the use of form-based codes and other non-traditional land-use regulations that focus more on design and form, especially in relationship to downtown	Planning Board, Town Planner	3-10 years	n/c - \$\$
L.1.1.4	Action	Develop a stormwater management ordinance that requires appropriate stormwater mitigation in overall land disturbance or the creation of impervious surfaces	Planning Board, Town Planner, voters	0-5 years	n/c - \$
L.1.1.5	Action	Encourage development that connects to and complements existing neighborhoods, infrastructure, and recreational opportunities	Planning Board, Town Planner, voters	Continuous	n/c - \$

ACTION PLAN

L.	Land Use and Zoning				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
L.1.2	Objective	<i>Promote the preservation of existing residential neighborhoods and encourage development that complements and connects to existing neighborhoods and infrastructure</i>			
L.1.2.1.	Action	Develop zoning bylaws that encourage residential growth based on existing infrastructure and community services	Planning Board, Town Planner	0-5 years	n/c - \$
L.1.2.2	Action	Review the zoning bylaws for potential barriers to creating new housing or ensuring diversity in housing types	Planning Board, Town Planner	0-2 years	n/c - \$
L.1.2.3	Action	Consider ways to appropriately integrate new housing into existing neighborhoods	Planning Board, Town Planner	0-2 years	n/c
L.1.3	Objective	<i>Ensure that non-residential areas in town maintain flexibility to allow for growth of existing businesses while considering adaptive re-use potential</i>			
L.1.3.1	Action	Consider enhancing connections from the Town of Lee to Lenox Dale to link the northern portion of the town to an existing center of activity	Planning Board, Town Planner	3-10 years	n/c - \$
L.1.3.2	Action	Create zoning regulations that provide flexibility in new uses and bring life to vacant and underutilized commercial and industrial properties	Planning Board, Town Planner	0-5 years	n/c - \$
L.1.3.3	Action	Create zoning that is unique for each Rural Business zoning district zone, such as scenic byway (Jacobs Ladder), historic mixed uses (South Lee), and inn or institutional (Rt. 20 by Laurel Lake)	Planning Board, Town Planner	3-10 years	n/c - \$
L.1.3.4	Action	Revise, expand, and enforce design standards in the Commercial Business Corridor zoning district	Planning Board, Town Planner	3-10 years	n/c - \$

ACTION PLAN

L.	Land Use and Zoning				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
L.1.3.5	Action	Evaluate Adaptive Reuse Overlay District and other provisions of zoning bylaw meant to provide flexibility for practical use	Planning Board, Town Planner	3-10 years	n/c
L.1.3.6	Action	Partner with owners of mill properties in Lee to identify funding for feasibility and market studies and for other efforts to encourage adaptive re-use of vacant spaces	Select Board, Town Planner, Planning Board	0-5 years	n/c
L.1.4	Objective	<i>Manage growth in undeveloped areas of Lee to avoid unnecessary suburban sprawl, conserve open space, and protect sensitive environmental resources</i>			
L.1.4.1	Action	Consider and pursue protections for critical resource buffer areas	Conservation Commission	3-10 years	n/c - \$
L.1.4.2	Action	Consider zoning boundary changes and dimensional standards to discourage sprawl while encouraging utilization of land in and near utilities and infrastructure, particularly within walkable access to services	Planning Board, Town Planner	3-10 years	n/c - \$
L.1.4.3	Action	Evaluate adequacy of existing zoning provisions meant to incentivize set-asides for open space, cluster new development, and minimize land clearance	Planning Board, Town Planner	3-10 years	n/c - \$
L.1.4.4	Action	Examine existing subdivision regulations and incorporate modern best practices into evaluations of land development	Planning Board, Town Planner	0-5 years	n/c - \$
L.1.4.5	Action	Utilize funds from the Community Preservation Act and other sources to preserve agricultural and forested open space	Community Preservation Committee	Continuous	n/c

ACTION PLAN

L.	Land Use and Zoning				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
L.1.5	Objective	<i>Improve land-use pattern and design of town gateways to make town's appearance more welcoming to residents and visitors</i>			
L.1.5.1	Action	Develop overlay districts that require more attention to aesthetic improvements and create more appealing entryways into the community	Planning Board, Town Planner	3-10 years	n/c - \$\$
L.1.5.2	Action	Coordinate reviews and actions of local boards and commissions to ensure that bylaw changes, policies, and new development promote a land-use pattern and design compatible with the town's downtown and neighborhoods	Planning Board, Historical Commission	0-2 years	n/c
L.1.5.3	Action	Engage MassDOT on the use of state-owned properties for staging and storage, with aim of improving town aesthetics, especially near town gateways	Select Board, Town Administrator, Town Planner	0-2 years	n/c
L.1.5.4	Action	Investigate code enforcement tools that can help address blight in the community and strengthen the town's capacity to respond to complaints regarding zoning and other bylaw violations	Planning Board, Town Planner, Building Inspector	3-10 years	n/c
L.1.5.5	Action	Explore opportunities to remove existing billboards in Lee, specifically those in a deteriorated state	Planning Board, Town Planner	3-10 years	n/c
L.1.5.6	Action	Continue exploring methods for eliminating excessive on-site commercial signage	Planning Board, Town Planner	3-10 years	n/c - \$

ACTION PLAN

H.	Housing and Residential Neighborhoods				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
H.1	GOAL	PROMOTE DIVERSITY IN HOUSING CHOICES IN LEE TO ENSURE THAT HOUSING STOCK SERVES ALL RESIDENTS, INCLUDING SINGLES, YOUNG FAMILIES, AND LOW- AND MODERATE-INCOME HOUSEHOLDS			
H.1.1	<i>Objective</i>	<i>Organize town government to better support housing development</i>			
H.1.1.1	Action	Create and appoint members to an affordable housing trust	Select Board	0-5 years	n/c
H.1.1.2	Action	Educate and inform residents of existing housing needs in town and in the region	Select Board, BRPC, Berkshire Housing	0-2 years	n/c
H.1.2	<i>Objective</i>	<i>Monitor and address changing housing needs over the long term</i>			
H.1.2.1	Action	Evaluate housing gaps and determine preferred residential forms (affordable, senior, condos, mixed-use, clustered)	Affordable Housing Trust, Planning Board	0-5 years	n/c - \$
H.1.2.2	Action	Facilitate discussions between local employers and local housing owners and developers to develop partnerships to create or set aside workforce housing	Affordable Housing Trust/Board, Planning Board	Continuous	n/c
H.1.3	<i>Objective</i>	<i>Review and update land use regulations to facilitate housing goals</i>			
H.1.3.1	Action	Allow accessory dwelling unit construction, both attached and detached, where in keeping with the character of the area	Planning Board	0-2 years	n/c

ACTION PLAN

H.	Housing and Residential Neighborhoods				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
H.1.3.2	Action	Allow short-term rentals in residential housing, where in keeping with the character of the area	Planning Board	0-2 years	n/c
H.1.3.3	Action	Consider allowing three-family residential units by-right, separating this use from what would now be considered "multifamily"	Planning Board, Town Planner	0-2 years	n/c
H.1.3.4	Action	Revise zoning regulations to reduce disincentives for multifamily and townhouse development, specifically in relation to dimensional requirements and allowable districts, in keeping with the neighborhood character	Planning Board, Town Planner	0-5 years	n/c - \$
H.1.3.5	Action	Review and amend zoning regulations as necessary to permit and encourage innovation in housing types and development trends	Planning Board, Town Planner, Zoning Board	0-5 years	n/c - \$
H.1.3.6	Action	Amend zoning regulations to require issuance of a special permit only after finding that the project is 1) consistent with the Master Plan, including the housing section; and 2) has a pedestrian orientation to minimize automobile dependence	Planning Board, Town Planner	0-2 years	n/c
H.1.3.7	Action	Meet with prospective developers to encourage adaptive re-use as housing of underutilized and vacant properties, such as the Columbia and Greylock mills	Planning Board, Housing Trust	0-5 years	n/c
<i>H.1.4</i>	<i>Objective</i>	<i>Increase housing availability for low-income households</i>			
H.1.4.1	Action	Allocate a portion of Community Preservation Act funds for housing	Community Preservation Committee	Continuous	n/c

H.	Housing and Residential Neighborhoods				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
H.1.4.2	Action	Consider using Community Preservation Act funds to create a first-time homebuyer program, housing rehabilitation program, or other programs to create opportunities for homeownership or keep existing homeowners in their homes	Community Preservation Committee	0-5 years	\$\$
H.1.4.3	Action	Meet the state standard of 10% deed-restricted affordable housing units, primarily by incentivizing the addition of units in or near pedestrian services and amenities in the downtown and other densely developed areas	Planning Board, Zoning Board	3-10 years	n/c
H.1.4.4	Action	Encourage repurposing vacant or underutilized downtown buildings for affordable senior housing and apartments with accessory community center and office space	Planning Board	0-5 years	n/c
H.1.4.5	Action	Support the Lee Housing Authority to increase capacity to expand its services through the creation of new housing units	Lee Housing Authority, Town Planner, Community Preservation Committee, Affordable Housing Trust	0-5 years	n/c-\$\$\$\$
<i>H.1.5</i>	<i>Objective</i>	<i>Increase availability of market-rate rentals</i>			
H.1.5.1	Action	Partner with developers on necessary infrastructure upgrades to facilitate development	Select Board, Planning Board	Continuous	\$\$ - \$\$\$\$
H.1.5.2	Action	Approve at least 10 building permits for new market-rate rentals/apartments per year	Planning Board	Continuous	n/c

ACTION PLAN

H.	Housing and Residential Neighborhoods				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
H.1.5.3	Action	Investigate the use of alternative, moderately priced housing types, including but not limited to "tiny homes" or manufactured housing and housing using alternative building materials	Planning Board	0-2 years	n/c

ACTION PLAN

O.	Open Space, Recreation, and Natural Resources				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
O.1	GOAL	SUPPORT THE PROTECTION OF SENSITIVE NATURAL RESOURCES AND AGRICULTURAL RESOURCES			
O.1.1	Objective	<i>Monitor the status of Housatonic River (Rest of River) Cleanup</i>			
O.1.1.1	Action	Hire consultants to assist the town in evaluating plans for the removal, transportation, and storage of PCBs	Select Board, PCB Advisory Committee, Board of Health	Continuous	\$-\$\$\$
O.1.2	Objective	<i>Protect water resources, habitats, and environmentally sensitive areas</i>			
O.1.2.1	Action	Evaluate whether the town's waterbodies, watercourses, and water supply areas are adequately protected by existing regulations	Conservation Commission	0-5 years	n/c - \$
O.1.2.2	Action	Partner with governmental entities and conservation-focused organizations to preserve forests, agricultural lands, and lands containing sensitive natural features, including flora and fauna	Town Administrator, Town Planner, Community Preservation Committee, Lee Land Trust, Lee Agricultural Commission	Continuous	\$ - \$\$\$\$

O.	Open Space, Recreation, and Natural Resources				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
O.1.2.3	Action	Develop an inventory and management plan for the removal of invasive species and encourage the use of native and pollinator friendly plantings in public and private projects, such as ongoing efforts of the Lee Community Gardens Pollinator Pathway program	Town Planner, Planning Board, Conservation Commission, Dept of Public Works, Lee Community Gardens, Greener Gateway Committee, Lee Land Trust	0 – 5 years	n/c - \$
O.1.2.4	Action	Maintain wildlife habitats and corridors through appropriate management of public spaces and land use permitting related to the use of private property	Town Planner, Planning Board, Dept of Public Works, Conservation Commission	Continuous	n/c - \$\$\$
O.2	GOAL	PROVIDE ACTIVE AND PASSIVE OUTDOOR RECREATION FOR ALL RESIDENTS OF ALL AGES AND ABILITIES			
O.2.1	Objective	Enhance town parks and open space			
O.2.1.1	Action	Consider the creation of a Parks and Recreation Department and evaluate the role of existing town bodies such as the Lee Youth Commission and the Sandy Beach Committee as part of this effort	Select Board, Town Administrator, Dept of Public Works, Lee Youth Commission, Sandy Beach Committee	0-5 years	n/c - \$

O. Open Space, Recreation, and Natural Resources					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
O.2.1.2	Action	Provide paid staff support to track the use of town parks and open space, coordinate volunteer efforts, and coordinate needs with the Lee Department of Public Works and Lee Youth Commission	Select Board, Town Administrator	0-2 years	\$-\$\$
O.2.1.3	Action	Develop promotional materials that highlight the town's active and passive recreational opportunities and rules for the use of spaces	Town Planner, Lee Youth Commission	0-5 years	\$
O.2.1.4	Action	Recruit individual and organizational volunteers to share responsibility for the maintenance and cleanup of parks, trails, and publicly accessible forest land	Select Board, Town Administrator, Greener Gateway Committee, Lee Land Trust	0-2 years	n/c
O.2.1.5	Action	Provide adequate access and amenities for recreational spaces, including easily accessible access points, parking, seating, picnic tables, and signage	Select Board, Town Administrator, Dept of Public Works,	0-5 years	\$
O.2.1.6	Action	Develop a plan for environmental education for residents of all ages to promote stewardship and volunteerism	Town Planner, Lee Youth Commission, Lee Greener Gateway Committee, Lee Land Trust	0-5 years	n/c - \$
O.2.2	Objective	<i>Establish bike paths and trails that provide connections in the Town of Lee and with neighboring communities</i>			

ACTION PLAN

O. Open Space, Recreation, and Natural Resources					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
O.2.2.1	Action	Complete the proposed bike path/river walk south of Park Street and advocate for an earlier release of funding to allow for project construction	Town Administrator, Town Planner	0-5 years	\$\$ - \$\$\$
O.2.2.2	Action	Pursue opportunities to provide bike path and bike lane connectivity within the Town of Lee and with neighboring communities	Dept of Public Works, Town Planner	Continuous	n/c - \$\$\$\$

ACTION PLAN

T. Transportation					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
T.1	GOAL	ENSURE PUBLIC RIGHTS-OF-WAY ARE DESIGNED TO SERVE ALL RESIDENTS			
T.1.1	Objective	<i>Prioritize safe roadway design for pedestrians, bicyclists, and motorized vehicles</i>			
T.1.1.1	Action	Develop and adopt a complete streets prioritization plan that allows the town to qualify for funding to improve roadways and sidewalks	Select Board, Dept of Public Works, Town Planner	0-2 years	n/c - \$
T.1.1.2	Action	Evaluate roadways in densely settled areas of the community and identify appropriate traffic calming techniques where needed (e.g., temporary and permanent modifications to roadways and the use of warning signage such as electronic speed feedback monitoring)	Dept of Public Works, Town Planner	0-5 years	n/c - \$\$
T.1.1.3	Action	Regularly evaluate sidewalk conditions to ensure adequate maintenance	Dept of Public Works, Town Planner	0-5 years	\$\$-\$
T.1.1.4	Action	Identify portions of the town that need sidewalks and plan improvements through the capital improvement plan	Dept of Public Works, Town Planner	3-10 years	n/c - \$
T.1.1.6	Action	Identify locations in town with high frequency of bus pickups and drop-offs that would benefit from bus shelters	Town Planner, Berkshire Reg Trans Authority	3-10 years	n/c
T.1.1.7	Action	Encourage the use of shared curb cuts between neighboring properties to minimize the use of impervious surfaces, the removal of vegetative cover, and reduce the potential for traffic conflicts	Planning Board, Dept of Public Works, Town Planner	3-10 years	n/c

ACTION PLAN

T. Transportation					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
T.1.1.8	Action	Evaluate the use of scenic roadway designations in town to minimize the impacts of land clearance and preserve or improve aesthetics	Planning Board, Town Planner	0-5 years	n/c
T.1.1.9	Action	Study the feasibility of micro-transit options that allow for greater connectivity in town and to surrounding communities	Town Planner	0-5 years	\$
T.1.2	Objective	<i>Reduce the impact of commercial truck traffic in town, especially in downtown area</i>			
T.1.2.1	Action	Identify a feasible alternate truck route for non-local deliveries that avoids Main Street and move forward with implementation	Dept of Public Works, Select Board	0-5 years	\$-\$\$
T.1.2.2	Action	Take measures to improve pedestrian safety and reduce speeds on Main Street, such as narrower traffic lanes, shortened or raised pedestrian crossings, or enhanced overhead lighting	Dept. of Public Works, Town Planner	0-5 years	\$-\$\$
T.1.2.3	Action	Continue to monitor plans for transporting PCBs during the cleanup of the Housatonic River and advocate for options that minimize the impact on Lee's roads and neighborhoods and provide for adequate maintenance and remediation of roadways	Select Board, Town Administrator	Continuous	\$-\$\$\$
T.1.2.4	Action	Install advisory signage in town gateways that request tractor trailer operators to avoid the use of "engine braking"	Select Board, residents	0-2 years	n/c
T.2	GOAL	PROVIDE ADEQUATE PARKING FOR ALL DOWNTOWN USERS			

ACTION PLAN

T.	Transportation				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
T.2.1	Objective	<i>Ensure that parking needs are assessed as overall downtown demand vs. a use-by-use or building-by-building approach</i>			
T.2.1.1	Action	Encourage development to employ shared parking arrangements before requiring dedicated on-site parking spaces	Planning Board, Town Planner	Continuous	n/c
T.2.1.2	Action	Assess the adequacy of existing parking requirements against modern best practices for downtowns and mixed-use areas	Planning Board, Town Planner	0-5 years	n/c

ACTION PLAN

C. Community Services and Facilities					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
C.1	GOAL	PROVIDE HIGH-QUALITY PUBLIC SERVICES TO RESIDENTS AND BUSINESSES			
C.1.1	Objective	<i>Sustain and enhance community services and facilities</i>			
C.1.1.1	Action	Create, fund, and fill the position of town planner	Select Board, voters	0-2 years	\$\$
C.1.1.2	Action	Continue efforts to relocate the Police Department, Fire Department, and Emergency Services to a modern facility	Select Board, voters	0-2 years	\$\$-\$\$\$\$
C.1.1.3	Action	Ensure that action C.1.1.2 moves forward while also considering a regionalized or shared approach	Select Board, voters	0-5 years	n/c
C.1.1.4	Action	Ensure community services are adequately included in the capital improvement plan	Select Board	Continuous	n/c
C.1.1.5	Action	Maintain a current emergency/disaster preparedness plan and appropriate resources to ensure regular review and updates	Select Board	3-10 years	\$
C.1.1.6	Action	Complete an Americans with Disabilities Act self-evaluation and transition plan for town properties and facilities	Town Administrator, Select Board	0-2 years	n/c
C.1.1.7	Action	Form a task force to assess the need for a community center, identify possible sites, develop programming, and implement a community center plan	Select Board, Town Administrator, Lee Youth Commission, Town Planner	0-2 years	n/c - \$

C. Community Services and Facilities					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
C.1.1.8	Action	Inventory community meeting spaces, clarify how to gain access to them, and facilitate regular use	Select Board, Town Administrator, Dept of Public Works, Town Planner, Historical Commission, Lee Historical Society	0-5 years	n/c
C.1.1.9	Action	Ensure municipal services fit the needs of existing and future residents	Town Administrator, Council on Aging, Lee Youth Commission	Continuous	n/c
C.1.2	Objective	Enhance community-wide communication			
C.1.2.1	Action	Provide updates to the community about events and news through a newsletter and social media	Town Administrator, Select Board, Lee Youth Commission	0-2 years	n/c
C.1.2.2	Action	Implement an emergency notification system for residents using voice and text messaging	Town Administrator, Select Board	0-5 years	\$ - \$\$
C.1.2.3	Action	Develop a marketing plan to make the town an attractive destination for visitors and new potential residents	Town Administrator, Select Board, Chamber of Commerce, Town Planner	0-5 years	\$\$

C. Community Services and Facilities					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
C.2	GOAL	PROVIDE A QUALITY EDUCATIONAL EXPERIENCE FOR LEE'S YOUTH			
C.2.1	Objective	<i>Ensure the long-term sustainability of educational opportunities in Lee</i>			
C.2.1.1	Action	Identify the critical minimum of school-aged populations need to effectively operate a 9-12 high school	School Committee	0-5 years	\$ - \$\$
C.2.1.2	Action	Identify options to ensure quality of education while enhancing the long-term viability of the school district	School Committee	0-2 years	\$ - \$\$
C.2.1.3	Action	Study the feasibility of implementing specialized programs to increase interest in the district from families within and outside the town	School Committee	0-2 years	\$ - \$\$
C.2.1.4.	Action	Engage in discussions with surrounding districts to understand the viability of sharing resources and services, including a shared high-school facility	School Committee	Continuous	n/c - \$\$
C.2.1.5	Action	Identify potential alternatives to merging or consolidating districts that address and prepare the community in the face of declining enrollments	School Committee	0-5 years	n/c - \$\$
C.2.1.6	Action	Ensure appropriate capital planning to minimize the impact of large school-related capital projects	School Committee	Continuous	n/c - \$
C.2.1.7	Action	Advocate to the state for more cost recovery of school-choice students	Select Board, School Committee, residents	0-2 years	n/c

ACTION PLAN

C. Community Services and Facilities					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
C.2.1.8	Action	Pursue opportunities to partner with St. Mary's School in extracurricular activities and other mutually beneficial services	School Committee	Continuous	n/c
C.2.1.9	Action	Foster cooperation between educational facilities in Lee	School Committee, Lee Youth Association, residents, CIP	Continuous	n/c
C.2.1.10	Action	Promote the availability of accredited early education programs in Lee	School Committee, Lee Youth Association	Continuous	n/c

ACTION PLAN

M.	Municipal Utilities				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
M.1	GOAL	MAINTAIN WATER, WASTEWATER, AND STORMWATER SYSTEMS THROUGH TIMELY MAINTENANCE AND PLANNED CAPITAL IMPROVEMENTS			
M.1.1	Objective	<i>Maintain viable systems for the safe and effective collection, distribution, and treatment of water and wastewater</i>			
M.1.1.1	Action	Develop a long-range plan for water system improvements, including assessing the existing condition of water mains and lines	Board of Public Works	0-2 years	\$\$-\$\$\$
M.1.1.2	Action	Prioritize water and wastewater infrastructure improvements outward from the center of town	Dept of Public Works	Continuous	\$\$\$ - \$\$\$\$
M.1.1.3	Action	Continue to enlarge water lines in downtown and other areas, including areas of potential growth (e.g., former mill sites), so that capacity for new and infill development and is assured	Dept of Public Works	0-5 years	\$\$\$ - \$\$\$\$
M.1.1.4	Action	Ensure that the Board of Public Works is engaged in long-term infrastructure planning	Select Board, voters	0-2 years	n/c
M.1.1.5	Action	Survey the number of properties without access to town water that utilize private wells	Dept of Public Works, Town Planner	0-5 years	\$
M.1.1.6	Action	Develop a plan for properties that rely on private wells to understand logistics of future connection to the town water supply	Dept of Public Works, Town Planner	0-5 years	\$\$
M.1.2	Objective	<i>Maintain and improve environmentally sensitive stormwater and flood protection systems</i>			

ACTION PLAN

M. Municipal Utilities					
Task		Activity	Responsible Entity	Timeframe	Cost to Town
M.1.2.1	Action	Ensure new public and private stormwater management facilities are designed according to best management standards to ensure resiliency to climate change	Dept of Public Works, Planning Board, Town Planner, Conservation Commission	Continuous	\$ - \$\$\$\$
M.1.2.2	Action	Investigate current policies addressing development and disturbance in floodplains and evaluate whether the town should pursue more rigorous methods of restricting floodplain development	Town Planner, Planning Board, Conservation Commission	3-10 years	n/c - \$
M.1.2.3	Action	Pursue opportunities to enhance stormwater management throughout town to improve the quality of water runoff	Dept of Public Works, Town Planner, Planning Board, Conservation Commission	0-5 years	\$-\$\$\$\$
M.2	GOAL	IMPROVE THE TOWN'S DIGITAL CONNECTIVITY			
M.2.1	Objective	<i>Ensure residents have adequate digital access for personal and emergency use</i>			
M.2.1.1	Action	Review and consider updating bylaws regarding wireless telecommunications to encourage growth where service currently is lacking or is at limited capacity	Planning Board	3-10 years	\$

ACTION PLAN

M.	Municipal Utilities				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
M.2.1.2	Action	Develop design requirements to ensure new wireless telecommunications fits the community's character	Planning Board	3-10 years	\$
M.2.1.3	Action	Evaluate and support access to high-speed internet throughout the community	Select Board, Town Planner	0-5 years	\$

ACTION PLAN

HC.	Historic and Cultural Resources				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
HC.1	GOAL	PROMOTE AND PROTECT THE HISTORIC CHARACTERISTICS OF THE TOWN			
HC.1.1	Objective	<i>Preserve and enhance the character of Lee's historic districts and architectural heritage</i>			
HC.1.1.1	Action	Maintain a listing of financial resources potentially available for historic preservation projects	Town Planner, Historical Commission	Continuous	n/c
HC.1.1.2	Action	Support requests to the Massachusetts Historic Commission and town's Community Preservation Committee for funding to preserve historic resources	Town Planner, Historical Commission	Continuous	n/c
HC.1.1.3	Action	Develop a demolition delay bylaw to discourage the demolition of historic structures	Planning Board, Historical Commission	0-2 years	n/c
HC.1.1.4	Action	Develop an historic preservation plan for the community's historic neighborhoods and sites	Historical Commission, Community Preservation Committee	3-10 years	\$
HC.1.1.5	Action	Continue to update historic surveys and document buildings that have never been evaluated for historic significance	Historical Commission	Continuous	\$
HC.2	GOAL	ENHANCE APPRECIATION OF LEE'S HISTORIC AND CULTURAL RESOURCES			

ACTION PLAN

HC.	Historic and Cultural Resources				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
HC.2.1	Objective	<i>Continue to promote awareness of local history and cultural resources</i>			
HC.2.1.1	Action	Preserve awareness of local history through education, re-enactment events, and public and private historic preservation and restoration endeavors	Historical Commission, Historical Society, Cultural Council	Continuous	\$
HC.2.1.2	Action	Sponsor more events that celebrate the town's traditions, culture, and diversity in cooperation with other organizations as appropriate	Chamber of Commerce, Cultural Council, Lee Library	0-5 years	\$ - \$\$
HC.2.2	Objective	<i>Increase the presence of cultural resources and activities in Lee</i>			
HC.2.2.1	Action	Investigate the potential of creating a town-owned or town-supported cultural venue, potentially as part of a community center	Select Board, Chamber of Commerce, Cultural Council, residents	0-5 years	\$ - \$\$
HC.2.2.2	Action	Establish a combined school/town commission on the arts to help coordinate cultural and educational opportunities and offerings	Select Board, Cultural Council	3-10 years	n/c
HC.2.3	Objective	<i>Broaden the appeal, awareness, and links among cultural and historical resources</i>			

ACTION PLAN

HC.	Historic and Cultural Resources				
Task		Activity	Responsible Entity	Timeframe	Cost to Town
HC.2.3.1	Action	Publicize cultural events in Lee and the community through traditional, social, and other media	Chamber of Commerce, Town Administrator, Historical Commission, Cultural Council, Community TV for Southern Berkshires	0-2 years	\$
HC.2.3.2	Action	Evaluate the potential for a downtown cultural district	Cultural Council, residents	0-5 years	n/c - \$

Appendices

The following appendices to the Master Plan are included in a separate, digital document that can be accessed through the Town of Lee municipal website: <https://www.lee.ma.us/>

They include:

Appendix 1: 2023 Townwide Community Survey Results

Appendix 2: 2023 Business Survey Summary

Appendix 3: Expanded Economic Community Comparisons

Appendix 4: Inventory of Lee Businesses

Town of Lee Master Plan Appendices

Adopted by the Lee Planning Board on May 13, 2024

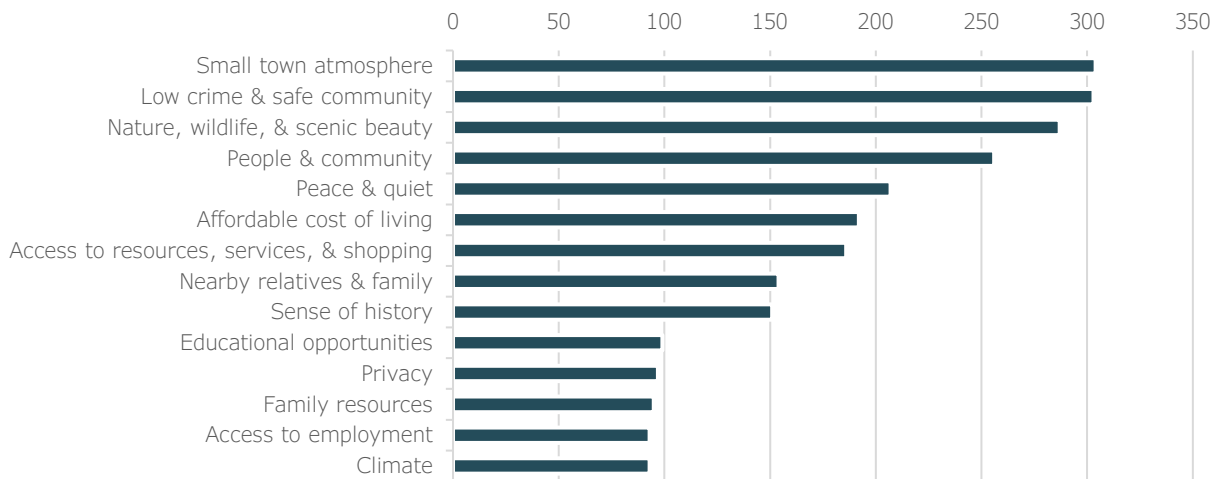


Table of Contents

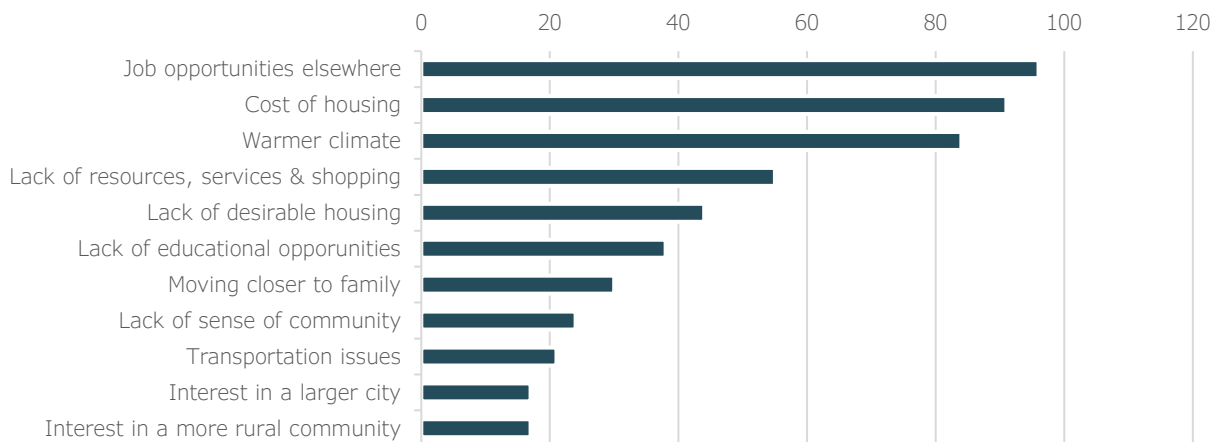
Appendix 1 – 2023 Townwide Community Survey Results.....	79
Appendix 2 – 2023 Business Survey Summary.....	90
Appendix 3 – Expanded Community Comparisons.....	93
Appendix 4 – Inventory of Lee Businesses.....	98

Appendix 1 – 2023 Townwide Community Survey Results

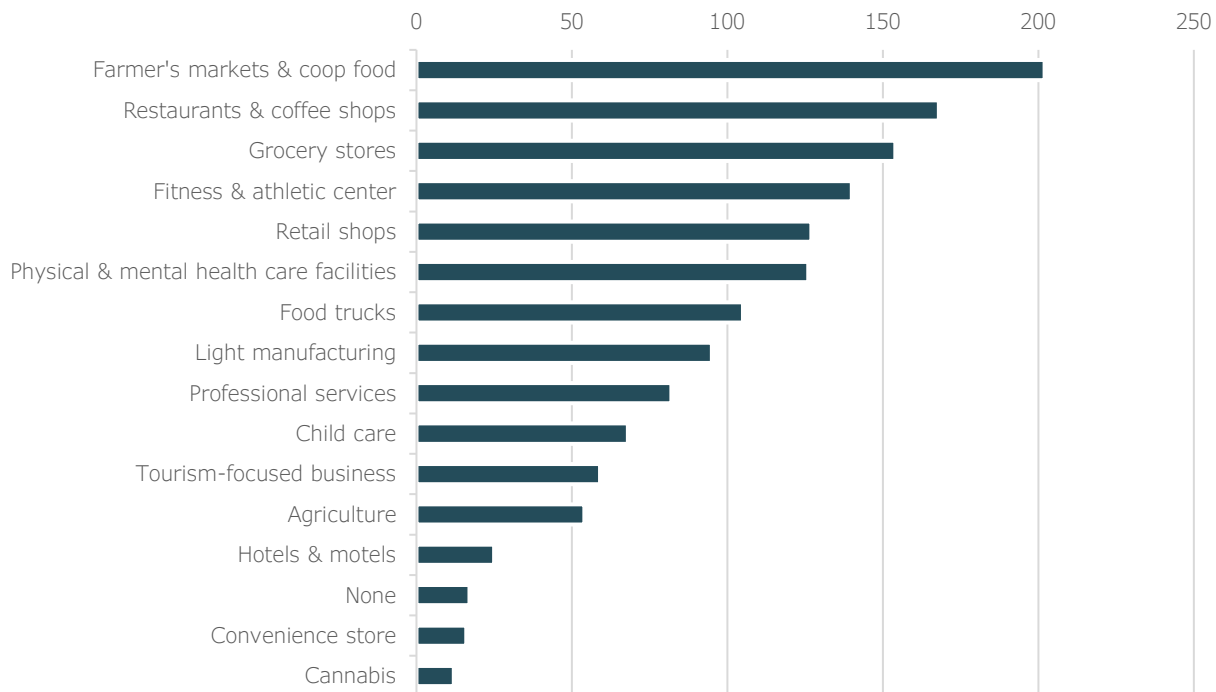
1. What aspects of life in Lee are most important to you?



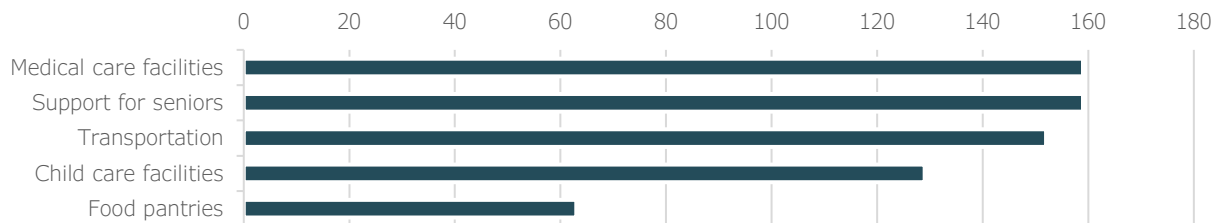
2. If you have considered leaving Lee, what were your reasons?



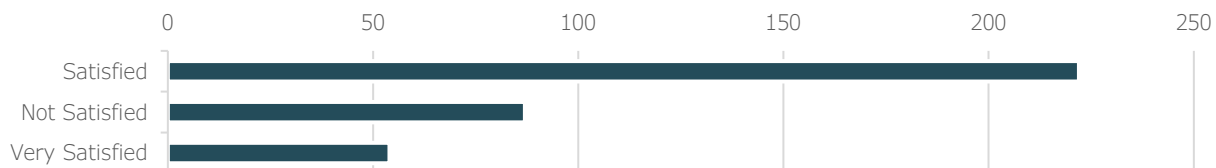
3. What kinds of businesses would you like to see expanded or added in Lee?



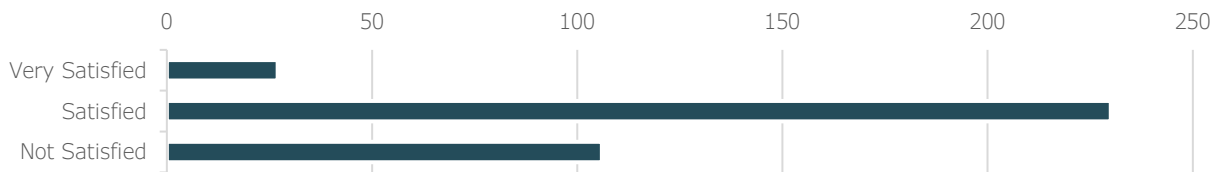
4. What family services would you like to see added or expanded in Lee?



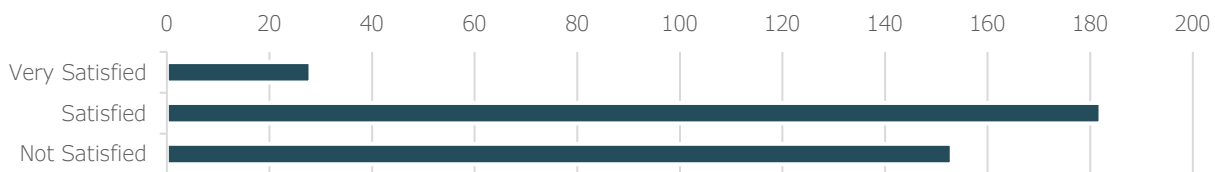
5. How satisfied are you with the existing outdoor recreation and open space in Lee?



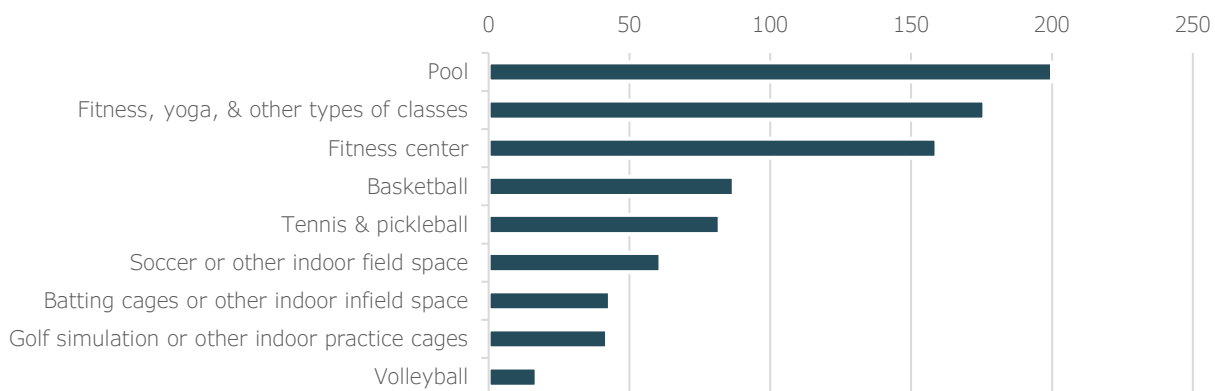
6. Are you satisfied with the places for children and youth to play and recreate?



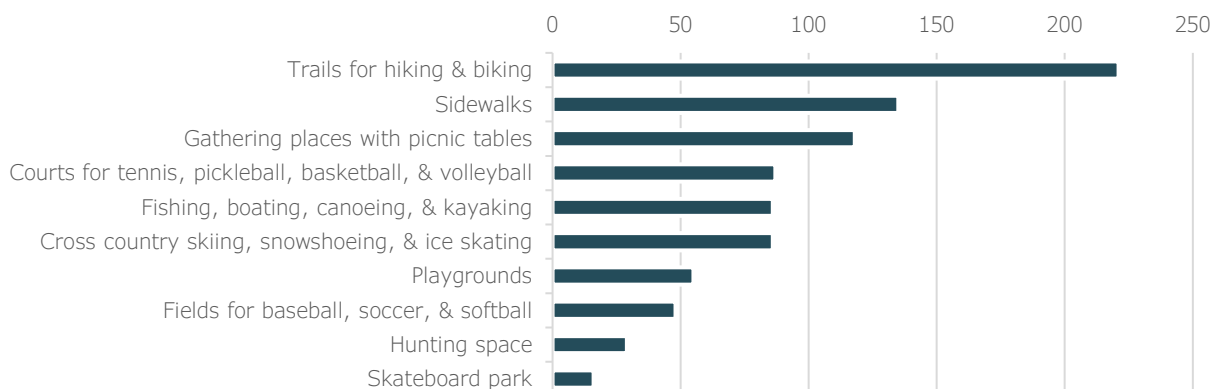
7. Are you satisfied with the place available in town for outdoor recreational use by adults?

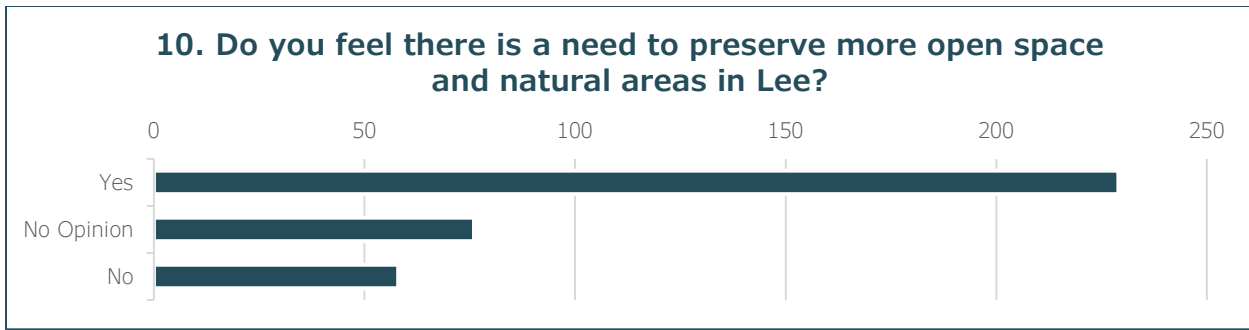


8. If there were a new indoor recreation facility in Lee, what would you like to see included?

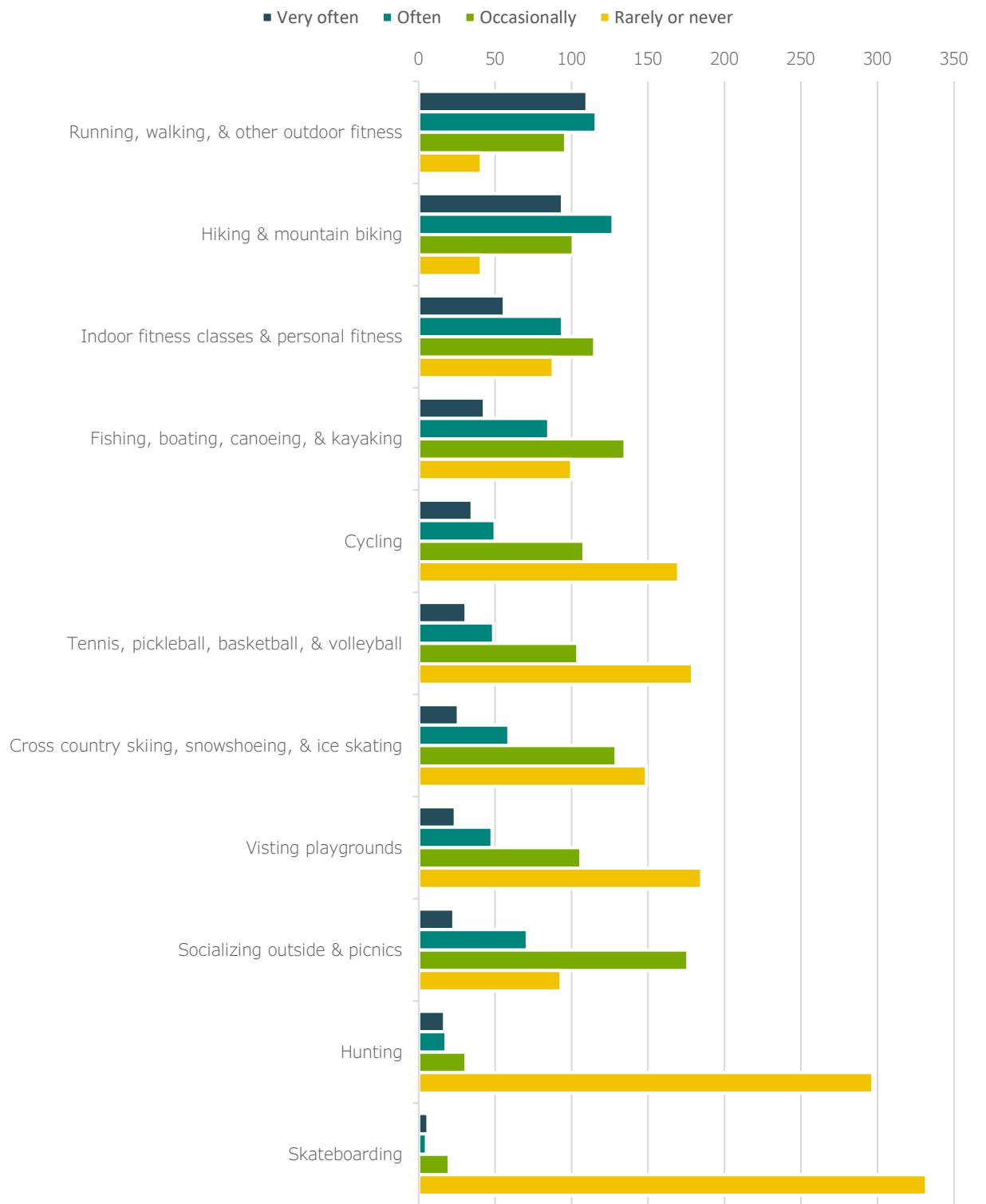


9. What additional outdoor recreation would you like to see or participate in?

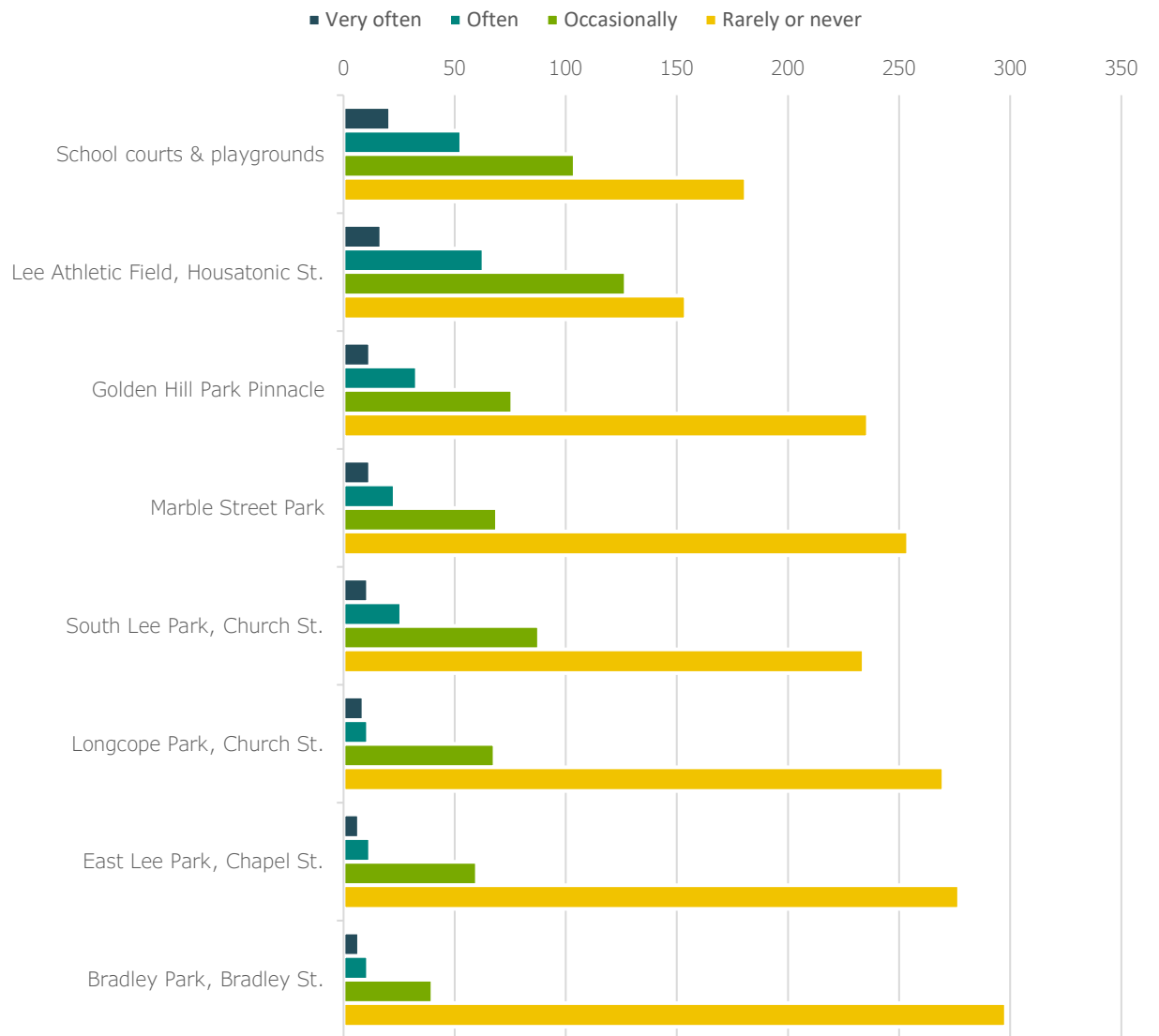




11. How often do you participate in these recreational activities?

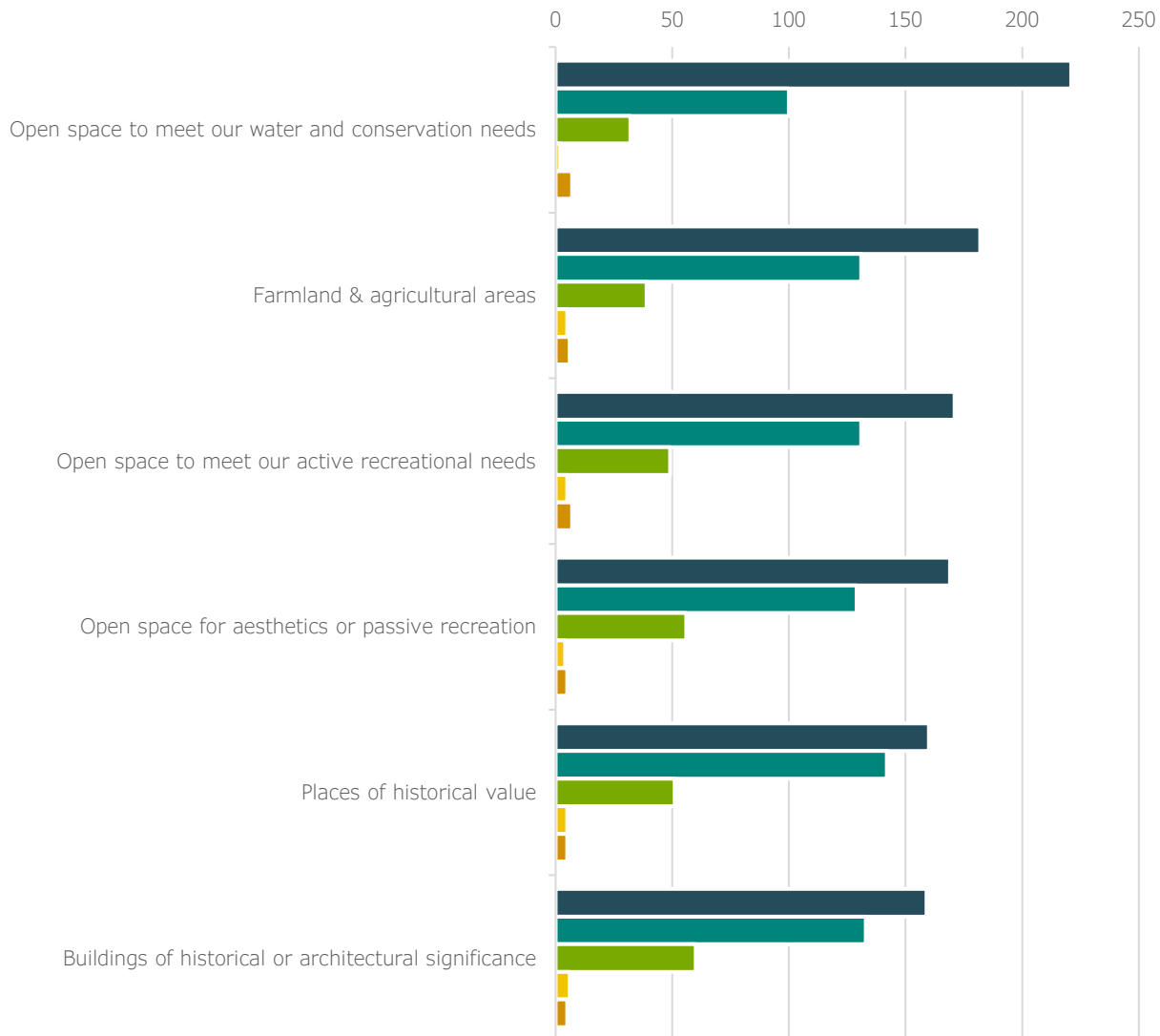


12. How often do you visit the following recreational areas in Lee?

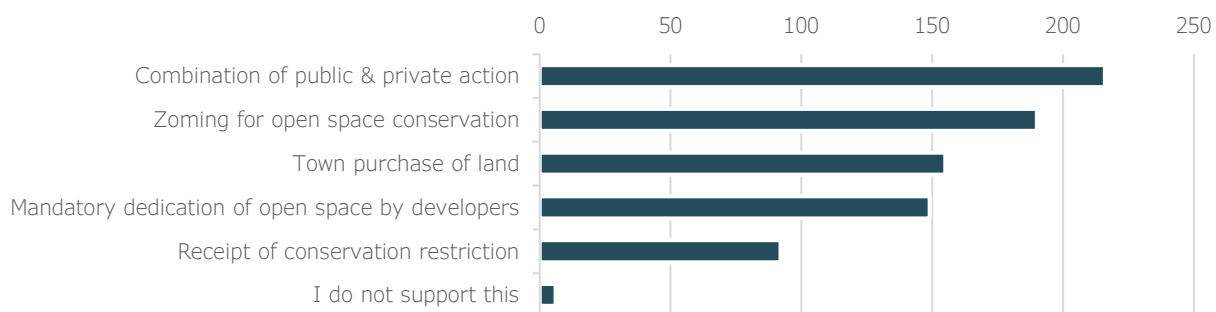


13. How important is it to preserve the following?

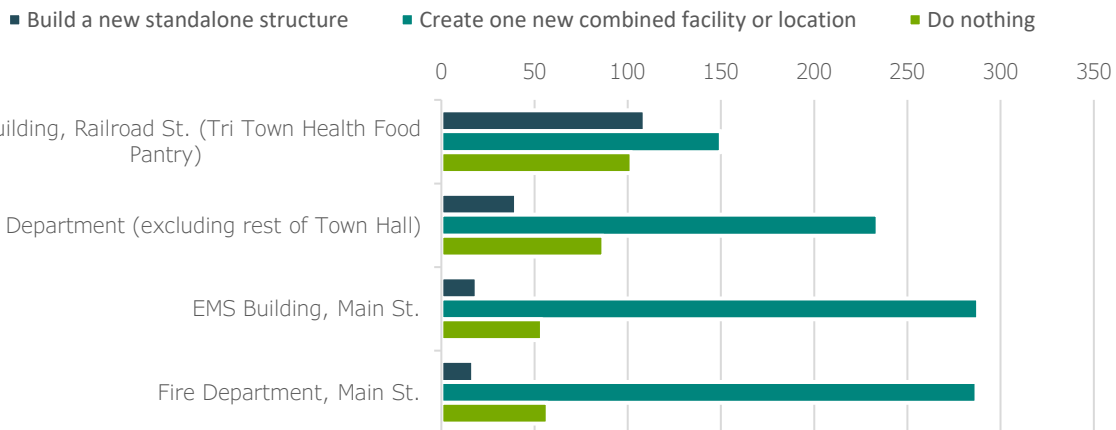
■ Very Important ■ Important ■ Somewhat Important ■ Not Important ■ No Opinion



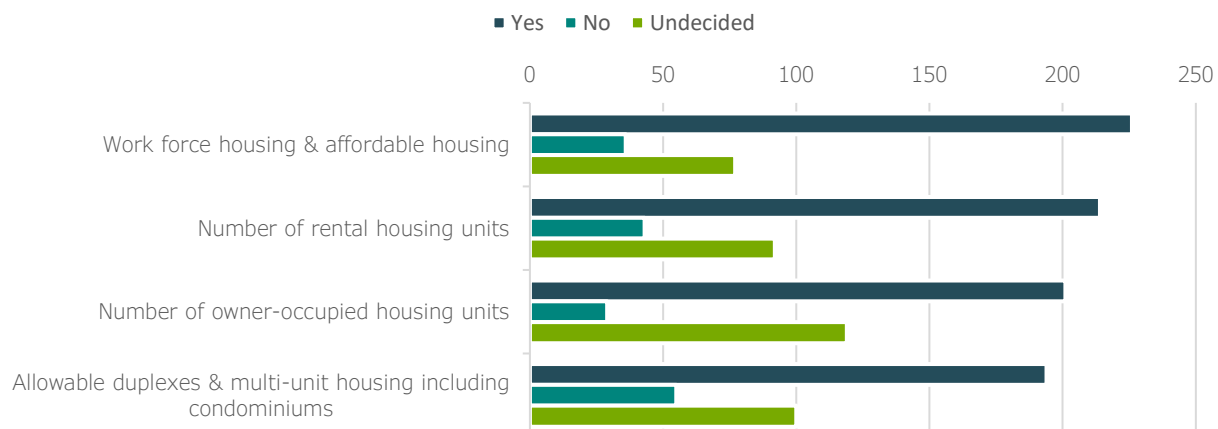
14. What town actions do you favor to preserve open space?



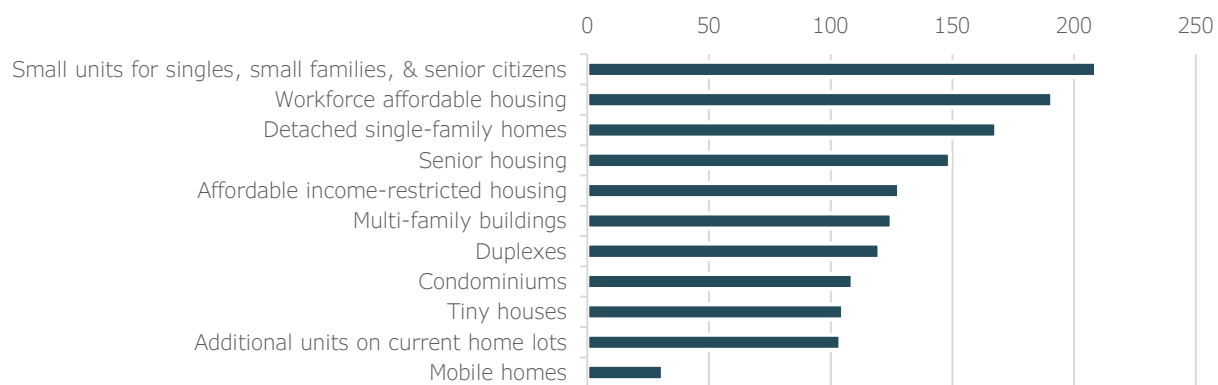
15. The following buildings are in disrepair or not adequate for current community needs. What would you recommend?



16. In order to meet the housing needs, Lee should partner with other organizations and change zoning bylaws to expand:

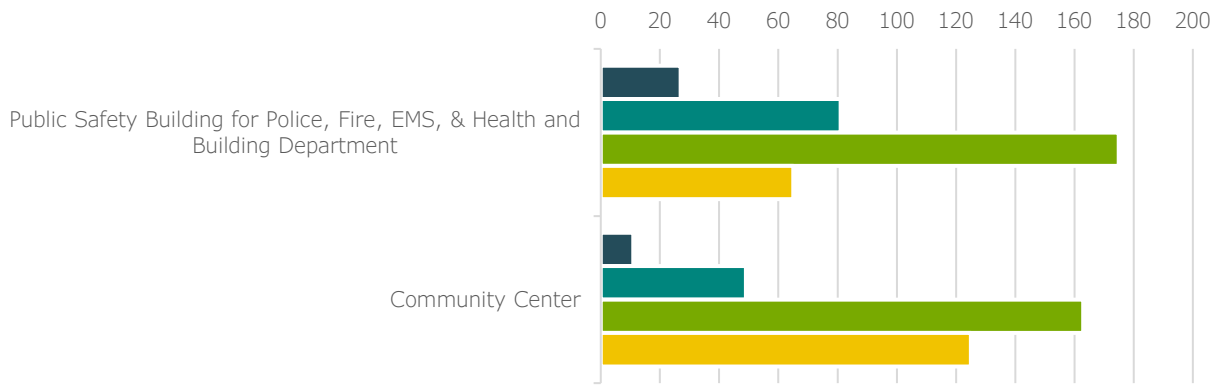


17. What types of housing should be encouraged in Lee?

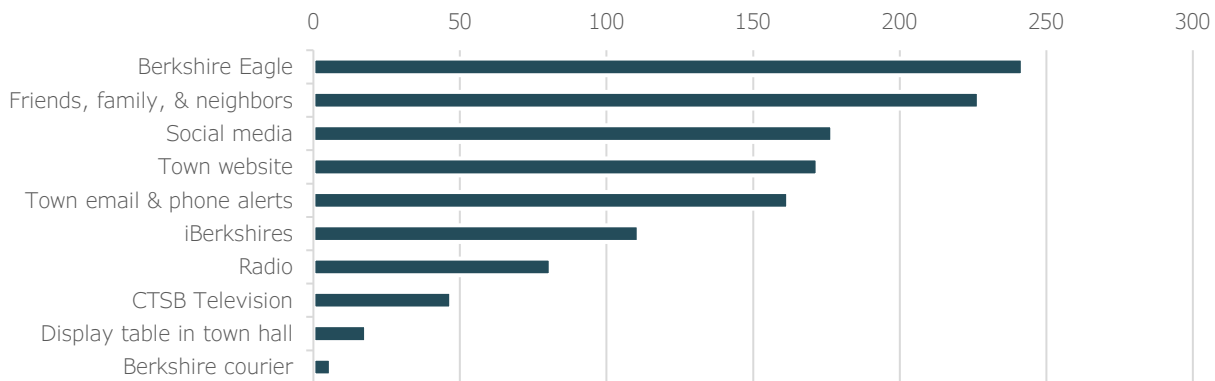


18. Would you support an increase in your property or other local taxes for the following projects:

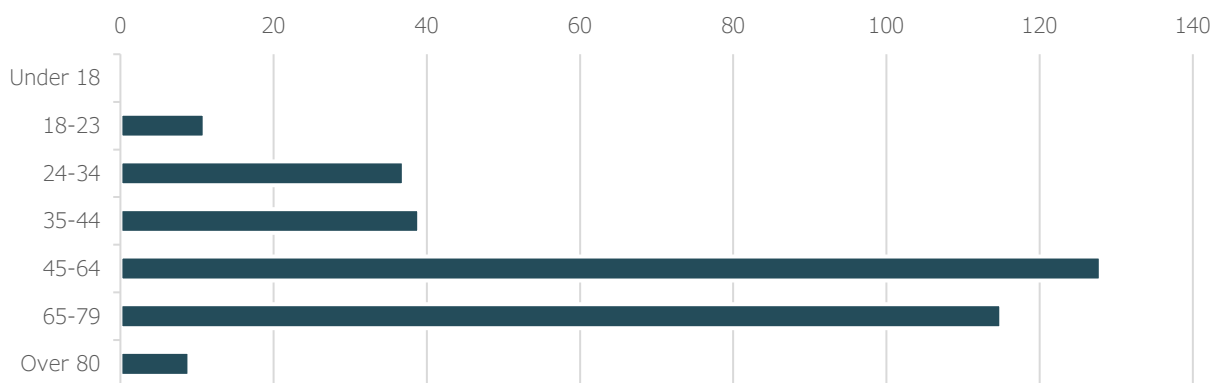
■ Up to 10% ■ Up to 5% ■ Up to 3% ■ I would not support a tax increase for these projects

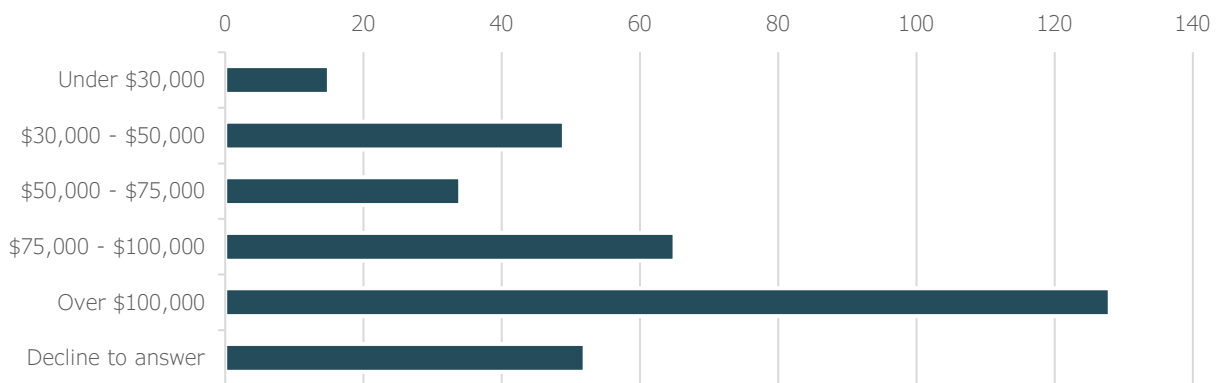
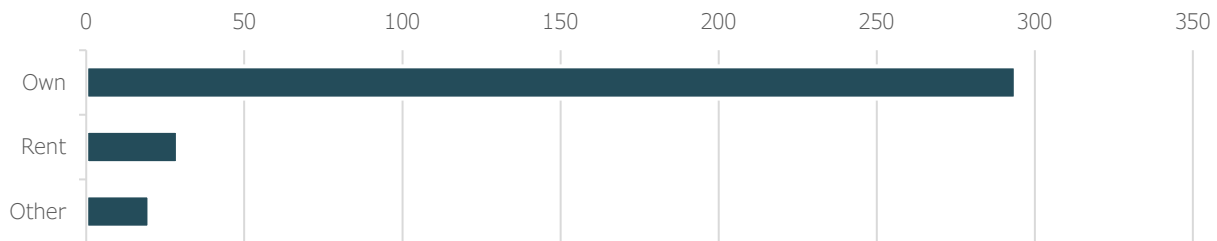
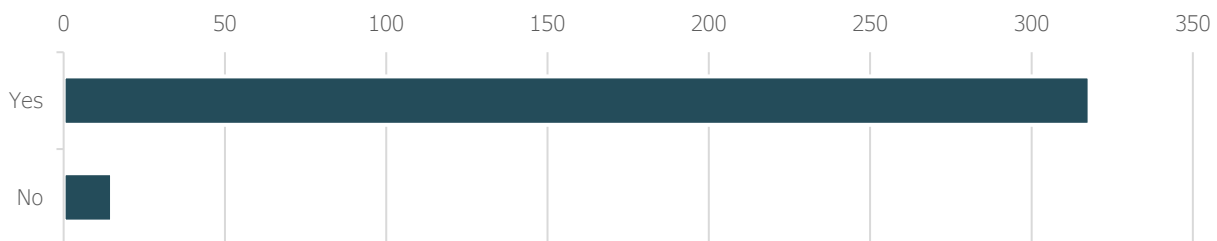
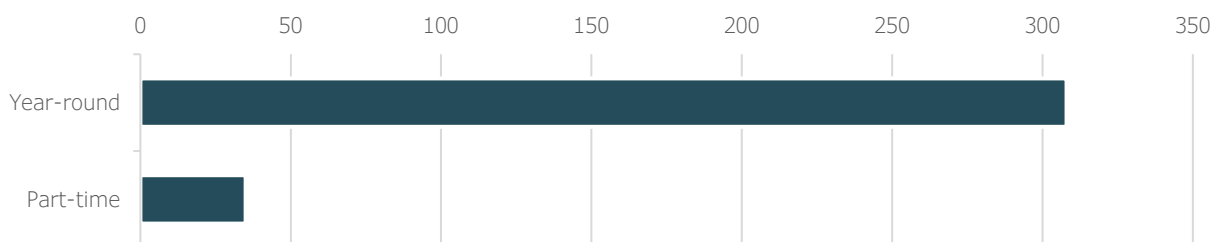


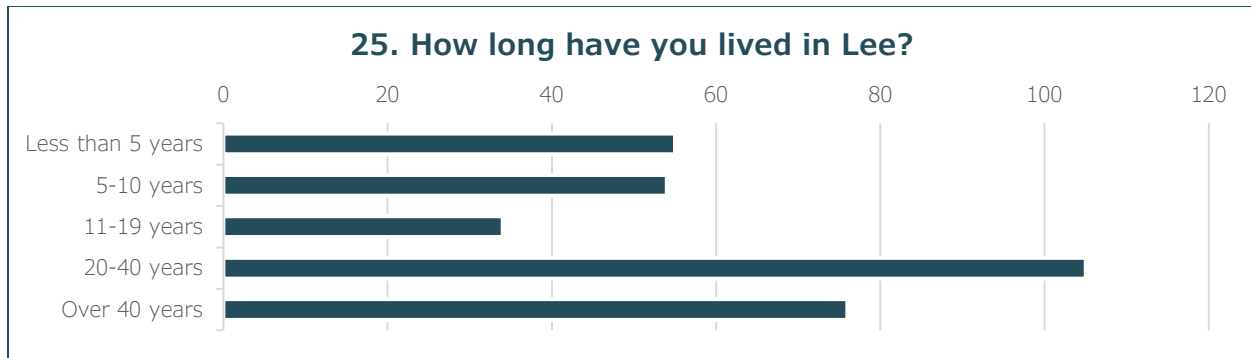
19. Which sources do you utilize for town information?



20. What is your age?



21. What is your annual household income?**22. Do you own or rent your house?****23. Are you a resident of Lee?****24. Are you a year-round or part-time resident?**



Appendix 2 – 2023 Business Survey Summary

The following summarizes the result of the Master Plan Committee’s business survey.

Employee Recruitment and Retention

Q: If this business or organization has tried to hire workers without success, what reasons do applicants give for not accepting an offer?

A: The top three selections by respondents were: 1) Found other employment; 2) Difficulty finding appropriate/affordable housing; and 3) Pay rate/wages insufficient.

Selected comments from respondents regarding recruitment or retention:

- Many applicants do not show for the interview, or do but then do not follow up on an offer.
- An enormous positive actor in our market and in Lee is the immigrant community who want to work and have a lot to offer. At times, language is a barrier.
- It’s not hard to hire, but it is hard to find people with the patience to learn and a good work ethic.
- The pool of trained skilled laborers is severely deficient for the scope of my business. And it makes the skilled laborers who are available demand wages that exceed what can be billed for their trade.
- The majority of our team live in Pittsfield. Some rely on public transportation. They are able to come to work but there is no way for them to get home after a dinner shift.
- In trying to recruit a diverse workforce, we have had difficulty because minority candidates have concerns about being stopped by police in Stockbridge, Lenox, and Lee stopping them coming to and from work for afternoon and night shifts.

Revenue and Expense Trends

Responses related to revenue were fairly evenly divided. Nearly 35% of respondents reported increased revenue in the prior calendar year, 30% reported a decrease, and just over 28% reported no significant change. (6.5% were unsure or preferred not to answer.) On the other hand, almost 60% of respondents indicated they had experienced a large increase in costs during the same period. Another 30% experienced a moderate rise in costs, and only about 10% had not experienced a significant change in costs. None reported decreases.

Business Stability, Growth, and Expansion

Q: In the past 1 to 3 years, has this business or organization done any of the following?

A: The top three selections by respondents were:

1. Improved existing goods or services (quality);
2. Adopted or expanded use of digital technologies (modernization); and
3. Introduced new goods or services (diversification).

Q: In the next 1 to 3 years, will this business or organization do any of the following?

A: The top three selections by respondents were:

1. Improve existing goods or services (quality);
2. Adopt or expand use of digital technologies (modernization); and
3. Hire new/additional employees (staffing).

Pandemic Impacts and Future Resiliency

Q: Overall, how has this business or organization been impacted by the COVID-19 pandemic?

A: Just over half of respondents stated that the pandemic had largely or moderately negative effects on their business. Nearly 27% indicated a largely or moderately positive effect on their business as a result of pandemic conditions, and the remaining 22% indicated little to no effect either way.

The top five greatest challenges that respondents faced during the pandemic were:

1. Supply chain issues/slow operations (reported by 50% of respondents);
2. Employees (hiring, retention, getting back to work) (41%);
3. In-person, physical components of business (36%);
4. Cleaning, sanitizing/maintaining distance (34%); and
5. Lack of revenue/cash flow (34%).

Q: Does this business or organization have a continuity plan that can be activated quickly in case of a future natural (e.g., flood, winter storm) or man-made (e.g., terrorism, cyberattack, economic shock) disaster?

A: 45% of respondents replied No and about 20% were unsure. Only 35% indicated that they do have a continuity plan. Of those respondents that do have continuity plans, only 27% had shared it with staff and employees.

Business Conditions in Lee

A set of three open-ended questions were posed regarding the business environment in the community. The responses generally mirrored anecdotal information gathered by the Master Plan Committee's Economic and Business Community Subcommittee during interviews and conversations with business owners in late 2023. Aggregated comments for each question are shown below.

Q: What are the biggest barriers to starting or expanding a business in Lee?

A: Key themes included:

- Available space/storefronts/land for expansion;
- Cost of commercial property/commercial rentals;
- Availability of affordable housing for employees;
- Labor force issues/lack of reliable or qualified employees;
- Conditions of the downtown business district/lack of “curb appeal”; and
- Zoning/permits/licenses.

Q: What changes would make the most positive impact on those starting or expanding their business in Lee?

A: Key themes included:

- Increased marketing of the town
- Support regarding employee recruitment;
- Technical assistance/support for small businesses;
- Streamlined business permitting and zoning processes;
- Increased availability of market rate/workforce housing for employees;
- Redevelopment of underutilized spaces; and
- Improvements in the affordability/availability of utilities including internet.

Q: Which specific areas of our community (including but not limited to downtown) are in need of the most revitalization/redevelopment?

A: Most frequent answers included the former mill sites, former Price Chopper location, and downtown/commercial district/Main Street area.

Respondents were also asked to rate the impact of several factors on conducting business in Lee, whether the factors had a positive or negative impact, and to what degree. The factors were:

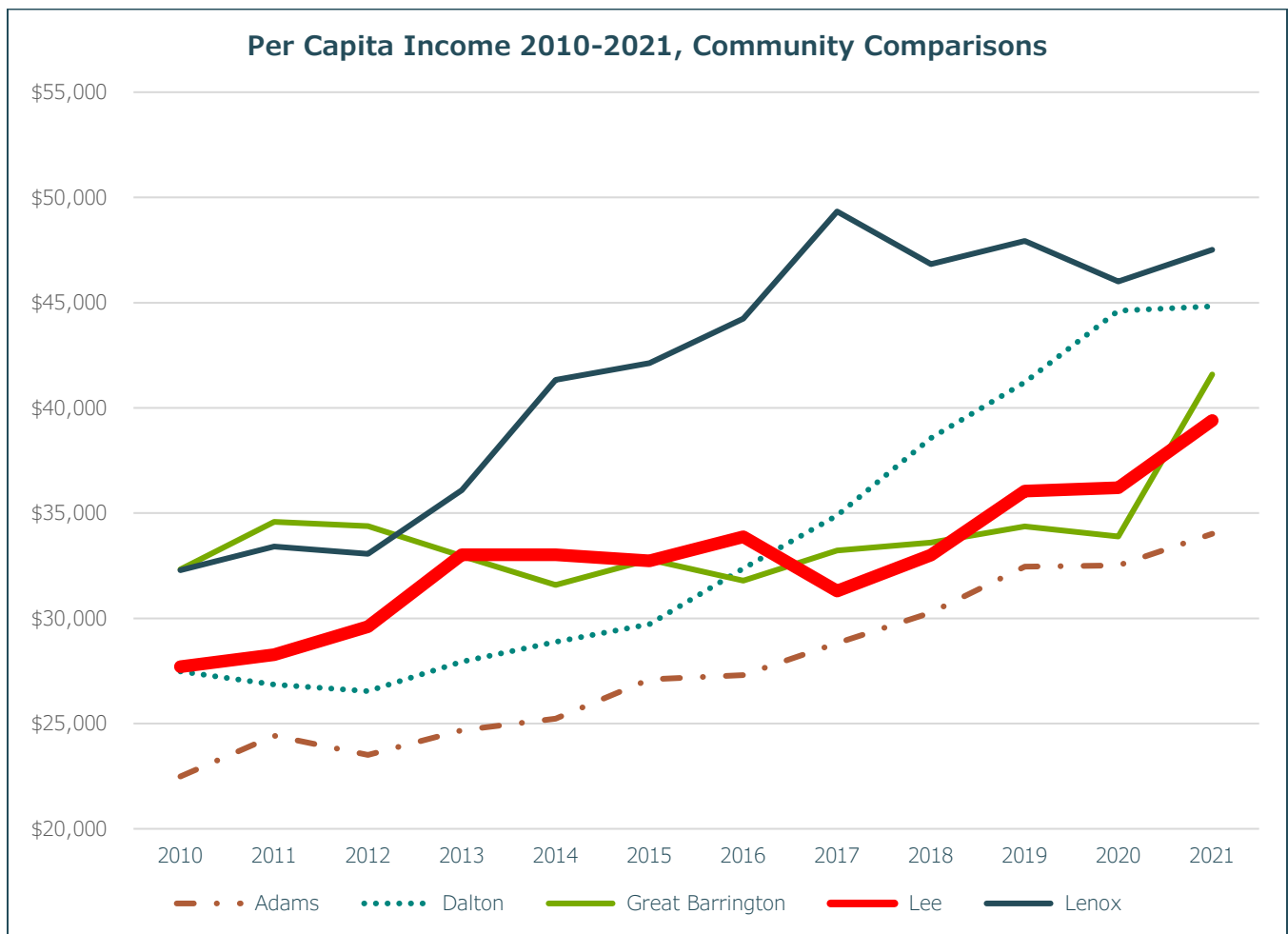
- Utility/energy costs;
- Internet access/speed;
- Business permitting/licensing process;
- Regulations on zoning, signage, etc.; and
- Availability of housing for employees.

For all factors, between one-third and one-half of respondents felt “neutral” about the item. The factor receiving the most “extremely or moderately negative” ratings was utility/energy costs, followed by availability of housing. Over 33% of respondents expressed concerns about internet access/speed. The factor with the most positive ratings was the business permitting/licensing process.

Appendix 3 – Expanded Community Comparisons

Comparison of Per Capita Incomes in Local Communities

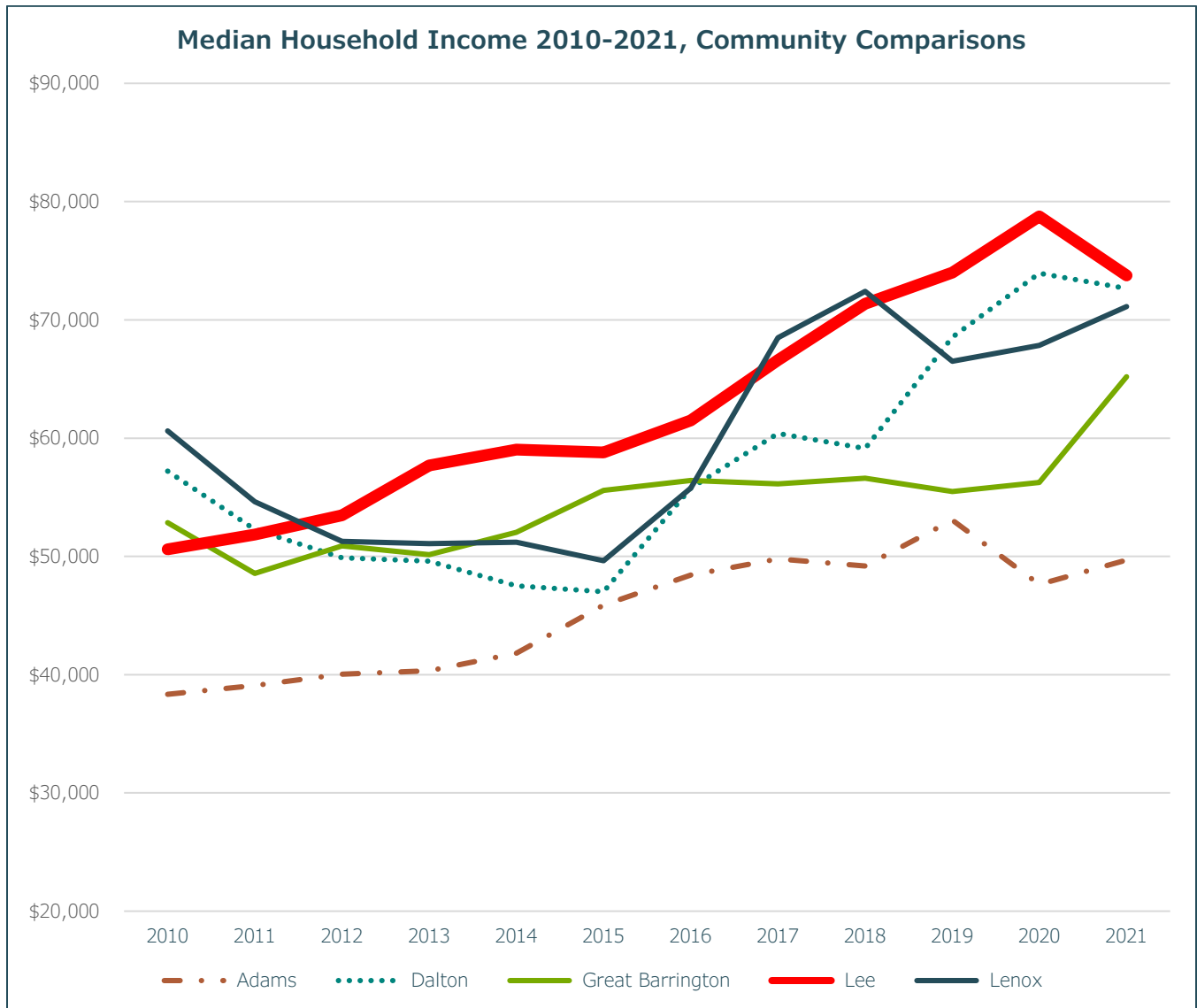
Per capita income levels in Lee rank second lowest in the comparison group. After fluctuations prior to 2016 in most of the communities, all except Lenox have seen consistent per capita income growth with some leveling off in 2020 and others continuing to increase through 2021. Lee experienced an increase of more than 42% in per capita income during that time.



Source: Division of Local Services (DLS), Community Comparison Report

Comparison of Median Household Incomes in Local Communities

Among comparable communities shown below, none exceed a median household income of over \$75,000 per year. The closest community to these among the comparative set is Dalton.

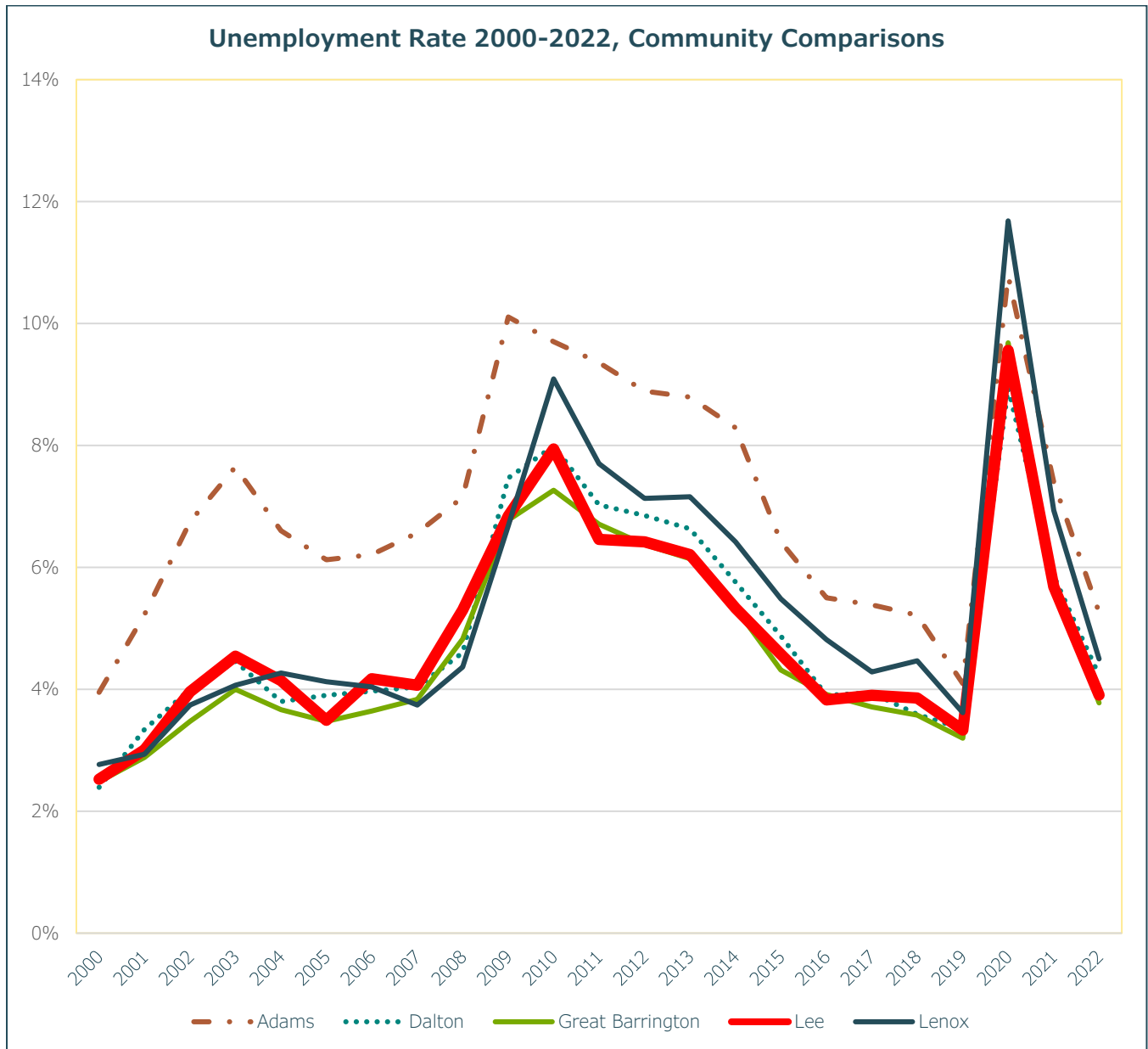


Source: Division of Local Services (DLS), Community Comparison Report

Lee's median household income is associated with an average household size of 2.51 people. The comparison communities all have a lower average of 2.42 people or less.

Comparison of Unemployment Rates in Local Communities

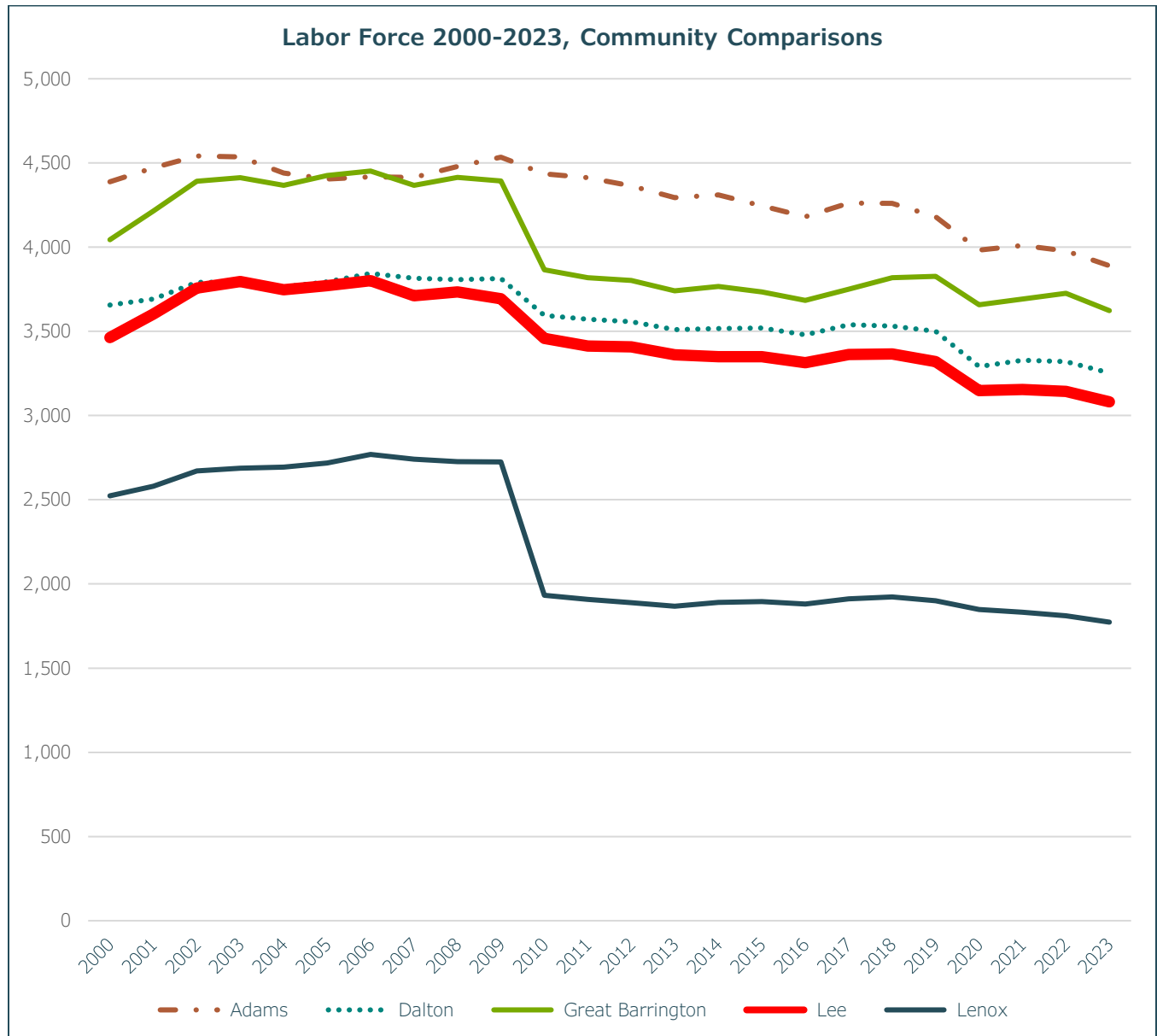
Among comparable communities shown below, Lee's unemployment rates show moderate unemployment rates between 2000 and 2022, even as those rates rose and fell with the larger economy. Lee's unemployment rate closely matches those of Dalton and Great Barrington.



Source: Division of Local Services (DLS), Community Comparison Report

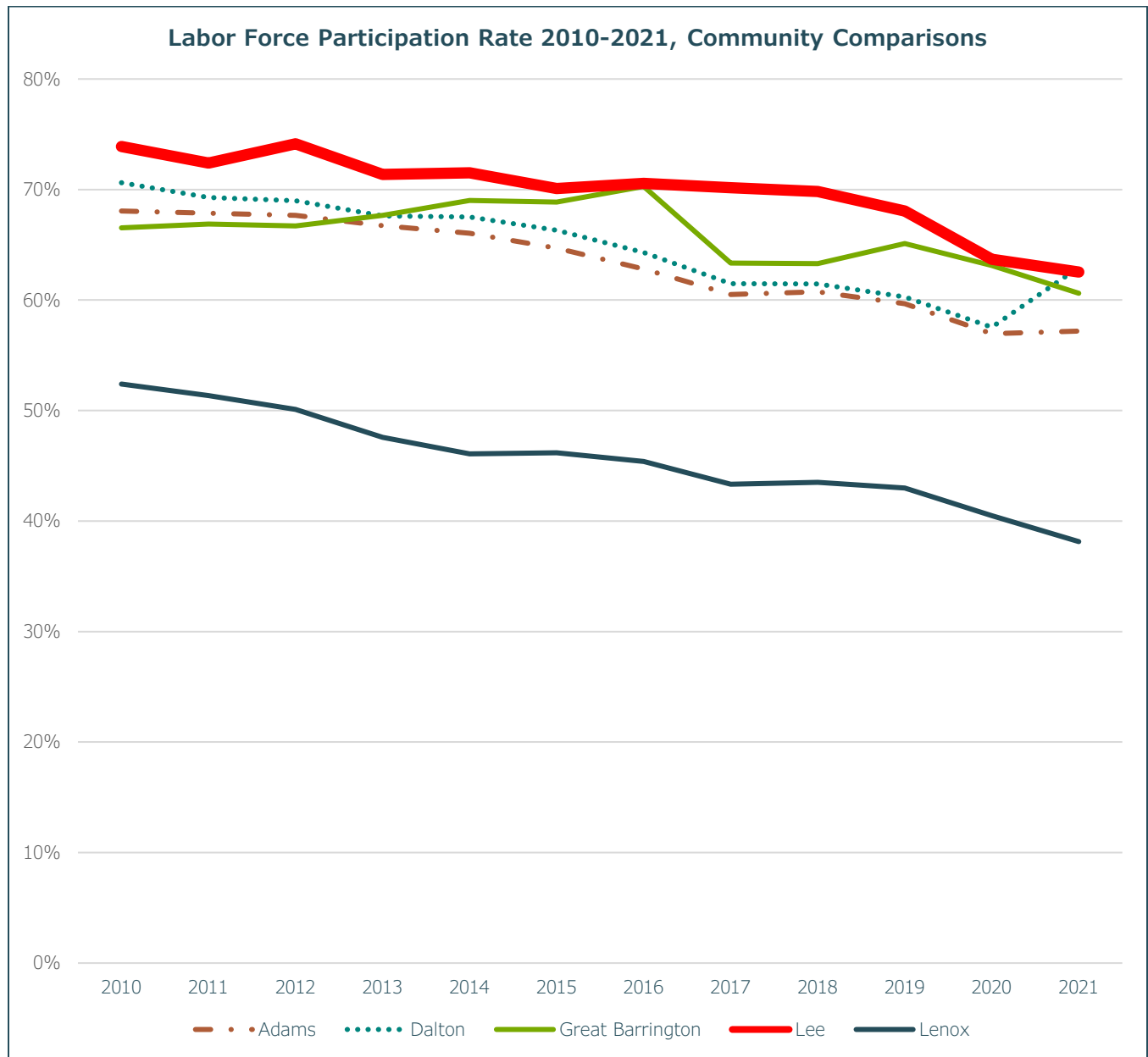
Comparison of Labor Force in Local Communities

Lee's labor force has declined about 14% since 2000. This trend is similar to the comparable communities shown below.



Source: Division of Local Services (DLS), Community Comparison Report

Comparison of Labor Force Participation in Local Communities



Source: Division of Local Services (DLS), Community Comparison Report

Appendix 4 – Inventory of Lee Businesses

Company Name	Address	2-digit NAICS	URL
13 Academy LLC	13 Academy St	61	
13 Park Street LLC	96 Railroad St	99	
1700 Cape Street, LLC	1700 Cape St	99	
237-239 Main St., LLC	880 East St APT 400C	99	
240 Housatonic LLC	220 Housatonic St	51	www.berkshireeagle.com
279 Park Lee LLC	279 W Park St	99	
5 Cents A Dance	17 Main	44-45	www.fivecentsadance.com
620 Laurel Street Operator, LLC	620 Laurel St	62	
75 Park Security Corporation	75 Park St	56	
A F Viale & Son	75 Main St	52	www.vialeinsurance.com
A M B Construction LLC	510 Greylock St	23	
A Time Warner	20 Silver St	51	
A W Confections	625 Marble St	44-45	www.eyeneer.com
A&M Truck Repair, LLC	106 Marble St	81	http://thelangdons.org/
Abbotts Limousine & Livery Service, Inc.	435 Greylock St	48-49	www.abbottslimo.com
Accessorycore	625 Chapel St	54	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Ad Berkshire Properties, LLC	160 Housatonic St	53	
Adam Buratto	510 Fairview St	23	
Adams Community Bank	41 Park St	52	www.adamscommunity.com
Adams Financial Software, Inc.	195 Main St	52	
Advanced Integrative Therapy LLC	50 Saint James Ave	62	www.ait.institute
Aiello's Restaurant LLC	85 Main St	72	www.aiellosrestaurant.com
Airtime Clothing	625 Marble St	44-45	www.airtimeclothing.com
AK Berkshire Properties LLC	5 Whiteholme Rd	53	
Akaal Management LLC	35 Old Pleasant St	56	
Akaal Properties Llc.	35 Old Pleasant St	53	
Alice Field	380 Maple St	53	
All American Fence Co., Inc.	100 Marble Street	44	www.allamericanfencema.com
All-Season Property Services	50 Margerie St	53	
Almanac Retail Group Holdings Inc.	2 Park St	99	
Almost Anything Legal For A Buck LLC	25 Greylock St	99	
Alpamayo Peruvian Cuisine	60 Main St	72	www.alpamayorestaurant.com
Alson Naomi Licensed Acupunctu	11 Quarry Hill Rd	62	www.naomiacupuncture.com/
American Eagle Outfitters, Inc.	50 Water St Unit C150	44-45	www.aeo-inc.com

Company Name	Address	2-digit NAICS	URL
American Shower and Tub Door, Inc.	285 E Center St	99	
Amicon Capital, LLC	96 Railroad St	52	
Amtronics Inc	135 Golden Hill Rd	99	
Andrew Willey Marble and Granite	26 Stonebridge Way	23	www.awmarbleandgranite.com
Andrus Power Solutions, Inc.	690 Pleasant St	31-33	www.andruspowersolutions.com
Antimony Brewing LLC	51 Park St	72	
Antojitos Oaxaca, LLC	109 Railroad St 109	72	
Arizona Pizza Co	51 Park St	72	www.arizonapizza.com
Aro Liquidation, Inc.	50 Water St Unit E250	44-45	www.aeropostale.com
Athena's Restaurant & Pizzeria	30 Housatonic St	72	
B & B Landscaping & Excavation	335 Forest St	56	
B Safe Storage, Inc.	50 Run Way	53	www.b-safestorage.com
Baja Charlie's	62A W. Center Street	72	
Balco Fund I LLC	170 Stockbridge Rd	81	
Balco Fund Two LLC	170 Stockbridge Rd	81	
Balco Partners LLC	170 Stockbridge Rd	99	
Balco Research Labs LLC	170 Stockbridge Rd	54	
Banana Republic, LLC	640 Premium Outlets Blvd	44-45	www.gapinc.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Bannun & BOo Llc.	55 Housatonic St	99	
Barcelona Tapas & Bar, Inc.	575 Mallard Ln	99	
Barking Beauties	165 Water St Ste 1	81	www.barkingbeautiesdogspa.com
Barrington Coffee Roasting Company, Inc.	165 Quarry Hill Rd	72	www.barringtoncoffee.com
Bartini Roofing, Inc.	290 Pleasant St	23	
Bath & Body Works, LLC	50 Water St Unit C160	44-45	www.bathandbodyworks.com
Bcbgmaxazria	490 Premium Outlets Blvd	44-45	www.bcbg.com
Bcrc Realty, LLC	165 Quarry Hill Rd	53	
BDD&n LLC	690 Pleasant St	99	
Beaver Storage	354 Washington Mountain Rd	53	www.beaverselfstorage.com
Beaver Storage LLC	8 Stonebridge Way	48-49	
Becket Hills Preserve, LLC	10 Park Pl	53	
Ben's Shop	68 Main Street	44-45	
Berkeley CIP	40 Main St	61	www.cipworldwide.org
Berkshire Bank	1 Park St	52	www.berkshirebank.com
Berkshire Bear Investments LLC	920 Pleasant St	52	
Berkshire Cleaning Services LLC	43 School St	56	
Berkshire Co-Housing LLC	100 Columbia St	53	
Berkshire County Arc, Inc.	133 Quarry Hill Rd	62	www.bcarc.org

APPENDICES

Company Name	Address	2-digit NAICS	URL
Berkshire Donut Corporation	200 Housatonic St	44-45	www.dunkindonuts.com
Berkshire Engineering, Inc.	80 Run Way	54	www.berkshireengineering.com
Berkshire Financial Services, Inc.	75 Park St	55	www.leebank.com
Berkshire Gardens, Inc.	187 W Park St	23	
Berkshire Gateway Preservation Inc	220 East St	81	www.berkshiregatewaypreservation.org
Berkshire Greenscapes	82 Prospect St	54	www.berkshiregreenscapes.com
Berkshire Health Systems Drawing	11 Quarry Hill Rd	62	
Berkshire Hills Baptist Church	190 Pleasant St	81	http://berkshirehillsbaptist.weebly.com
Berkshire Hills Youth Soccer Inc	325 Marble St	71	
Berkshire Holdco, Inc.	480 Pleasant St	31-33	www.berkshirersterilemanufacturing.com
Berkshire Housing Services, Inc.	46 Railroad St Ste 1	53	www.berkshirehousing.com
Berkshire Landworks LLC	79 Marble St	99	
Berkshire Liquors	33 Canal St	44-45	
Berkshire Marble & Granite	95 Marble St	23	
Berkshire Missions, Inc.	23 Tyringham Rd	81	
Berkshire Outdoor Design LLC	59 Park St	54	
Berkshire Outdoor Services LLC	50 Housatonic St	99	
Berkshire Pet Pals LLC	45 Hartwood Rd	11	www.berkshirepetpals.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Berkshire Playhouse, LLC	850 Summer St Unit M9	99	
Berkshire Powertech, Inc.	10 Valley St	54	www.berkshirepowertech.com
Berkshire Rattlers Youth Hockey	45 Via Bondi	71	www.rattlersyouthhockey.com
Berkshire Record Outlet	461 Pleasant St	72	www.broinc.com
Berkshire Rentals, Inc.	475 Pleasant St	53	
Berkshire Sterile Manufacturing, Inc.	480 Pleasant St	31-33	www.berkshiresterilemanufacturing.com
Berkshire Wireless Corp.	115 Run Way	51	
Bes Hospitality, Inc.	85 Stockbridge Rd	62	
Best Western Black Swan Inn	435 Laurel St	72	www.blackswaninnberkshires.com
Better Your Journey LLC	156 Summer St	44-45	www.betteryourjourney.com
Beyond Structure Builders LLC	186 Chanterwood Est	23	
Bg Retail, LLC	340 Premium Outlets Blvd	44-45	www.famousfootwear.com
Big Y Express/FL Roberts Gas	320 Housatonic St	44-45	www.bigyexpress.com
Big Y Foods, Inc.	10 Pleasant St	44	www.bigy.com
Black Bear Masonry, Inc.	650 Cape St	23	www.blackbearmasonry.com
Bob Denley's Foreign Car & Park St. Tire	150 W Park St	81	www.leeautorepairservice.com
Bondy Property Group, LLC	6 Navin Hts	53	
Bonsal American, Inc.	110 Marble St	31-33	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Bossidy Crerar Post Home, Inc	800 Stockbridge Rd	81	
Boyd Biomedical, Inc.	501 Pleasant St	42	www.boydbiomedical.com
Brazabra Corporation	8 Run Way	42	www.brazabra.com
Brewha LLC	51 Park St	99	
Brooks Brothers Group, Inc.	50 Water St Unit L680	44-45	www.bbwoman.com
Brown Appraisal Company	480 Pleasant St Ste B106	53	www.pittsfieldrealestateappraisal.com
Bruce C Zarnoch	1 East St	72	
Bruce Packard	70 Stockbridge Rd	56	
Buckys Tavern	25 Frank P Consolati Way	72	www.ahlproductions.com
Buddhist Global Relief	55 Pease Ter	81	www.buddhistglobalrelief.org
Bunnell Auto Parts Inc	9 Railroad St	42	www.carberryautoparts.com
Burdick Contractors/ Builders	547 Greylock St	23	
Burdick Tree, LLC	800 Pleasant St	99	https://burdicktreeandproperty.com/
Burmese Bowl Corporation	114 Housatonic St	72	
Burton Home Improvement	35 Circular Ave	23	
Burttpainting	60 Columbia St	23	
Business Investments, LLC	255 Theresa Ter	52	
C Carlson Henning Inc	1100 Pleasant St	81	
C G Blacktop, Inc.	Rt 20	23	https://cgblacktopinc.com/contact/
C. & J. Clark Retail, Inc.	50 Water St Ste 460	44-45	www.clarksusa.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Café Triskele	150 Main St	72	cafetriskele.com/
Cafua Realty Trust Vi, LLC	200 Housatonic St	53	
Caleres, Inc.	50 Water St	42	www.caleres.com
Calvin Klein, Inc.	300 Premium Outlets Blvd	44-45	www.calvinklein.us
Camp Lenox Inc	Route 8	72	www.camplenox.com
Canna Provisions, Inc	220 Housatonic St	44-45	www.cannaprovisions.com
Canon Electric Inc	194 Main St	23	
Card Conduit LLC	570 Devon Rd	99	
Carl Seiger Magic	15 Stonebridge Way	99	
Carlotto Truck Repair, LLC	75 Dublin HI	81	
Carr Hardware & Supply Company, Inc.	57 Park St	44-45	www.carrhardware.com
Carriage House Real Estate	35 Church St	53	www.carriagehousehomes.com
Carter's, Inc.	370 Premium Outlets Blvd	44-45	www.carters.com
Casella Waste Systems, Inc.	1185 Pleasant St	56	www.casella.com
Castignoli Enterprises, Inc.	260 Mandalay Rd	48-49	
Center For Biography and Social Art	55 Cliffwood St	81	www.biographysocialart.org
Central Berkshire Household Services	10 Pease Ter	23	
Chambery Inn Inc	199 Main St	72	www.chamberyinn.com
Champion Outlets	50 Water St Ste 410	44-45	outlets.onehanesplace.com
Chassman Law, PLLC	32 Park St	54	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Chico's Fas, Inc.	470 Premium Outlets Blvd 470	44-45	www.chicos.com
Choi, Doochy	37 Park Plz	81	
Christian Counseling and Reconciliation	955 Fairview St	62	
Christopher J Young	650 Fairview St	81	
Christopher James Antiques and Collectibles	260 Main St	44-45	www.christopher-james-antiques-and-collectables.business.site/
Christopher M Smith	541 Chapel St	23	
Cinnamon Cafe	50 Water St Ste 385	72	
Cintas Corporation	481 Pleasant St	44-45	www.cintas.com
Clark's Nursery, Inc.	1210 Pleasant St	44-45	
Clean Sweep Chimney Sweep	40 Summer St	56	www.leechimneycleaning.com
Clw Hardscapes & Contracting	300 East St	23	
CMS Truck & Auto LLC	541 Chapel St	81	
Cole Haan LLC	580 Premium Outlets Blvd	44-45	www.colehaan.com
College Internship Program, Inc.	40 Main St Ste 6	61	www.cipworldwide.org
Colornet Inc.	55 Marble St APT 7	54	
Columbia Arts Team Inc	35 S Prospect St	71	www.columbiaartsteam.org
Community Health Program	11 Quarry Hill Rd	62	www.leefamilypractice.com
Consolati Properties, LLC	96 Railroad St	53	
Constructique, Inc.	71 Main St	54	www.constructique.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Consulting and Design, LLC	33 Park Plz	54	www.consulting-and-design.com/
Cooking & Drinking LLC	97B Old Pleasant St	99	
Cosmetics Co	50 Water St	44-45	
Cottage Care Inc	Stockbridge Rd	56	www.cottagecareinc.net
Country Kennel	2035 Cape St	81	www.bb520.im
Crawford & Company	570 Maple St	52	www.crawco.com
Crawford Bros Roofing Inc	9 Woodland Rd	23	
Creative Training Solutions LL	205 Golden Hill Rd	54	
Crocs, Inc.	17 Premium Outlets Blvd	44-45	www.locations.crocs.com
Csl Building Group LLC	10 Park Pl	33	
CTSB Corporation	40 Limestone	71	www.ctsbtv.org
Cultivated Cbd LLC	900 Pleasant St APT 1	99	
Cuoco Black LLC	109 Center St APT A	71	www.fitnesscenterdesign.com
Curran Group, LLC	56 Main St	99	
Curtisville Inc.	68 Main St	54	
Custom Shower Doors	285 E Center St	23	
Customized Services and Solutions LLC	200 George St	99	
Cutting Edge Video, Inc.	109 Center St	31-33	www.icuttingedgevideo.com
CWC Realty, LLC	710 Stockbridge Rd	53	
D & G Hospitality, LLC	150 Main St	72	

APPENDICES

Company Name	Address	2-digit NAICS	URL
D Spoon, LLC	371 Washington Mountain Rd	99	
Daley Excavation, LLC	375 Greylock St	99	
David Babcock Restorations	285 Theresa Ter	23	www.babcockbrothersrestoration.com
David Carlino & Son, Inc.	75 S Church St	23	www.carlinopainting.com
David j consolatire modeling repair	330 Fairview St	23	
Deborah Singer, Licsw, LLC	300 Mandalay Rd	99	
Deely & Deely Attys	218 Main St	54	
Denise M Benzie	1045 Cape St	44-45	
Devonfield Carriage House, LLC	105 Stockbridge Rd	72	www.devonfield.com
Devonfield Farm LLC	95 Devon Rd	11	www.devonfield.com
Devonfield Inn, The LLC	85 Stockbridge Rd	72	www.devonfield.com
Dirt Digger, Inc.	743 East St	54	
Doug Trombly Window & Door	35 Myrtle Ave	23	
Dp Kelley Painting	315 Mandalay Rd APT 3	23	
Drake's Auto Parts, Incorporated	Meadow St	44-45	www.drakesautoparts.com
Dresser-Hull Company	60 Railroad St	44-45	www.dresserhull.com
Driscoll & Edwards Painting Company, Inc.	255 Washington Mountain Rd	23	
Dy 4 System Ltd	115 Parkview Ter	31-33	
E Osterman Propane	480 Pleasant St Ste 10	44-45	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Eagle Mill Housing LLC	50 W Center St	99	
Eagle Mill Machine Shop LLC	50 W Center St	31-33	
Eagle Mill Redevelopment, LLC	50 W Center St	99	
East Lee Lawn Care Inc.	1670 Cape St	56	
East Lee Package Store	115 Water St	44-45	east-lee-package-store.business.site
Eatery Post and Bar	5 Railroad St	72	
Econo Lodge Lee - Great Barrington	980 Pleasant St	72	
Eddie Bauer LLC	50 Water St Unit F270	44-45	
Edmond Mgmt, LLC	15 Via Maria	56	
Elizabeth Freeman Center, Inc	54 Housatonic St	62	www.elizabethfreemancenter.org
Ems Training of The Berkshire's	15 Myrtle Ave	99	
Endless Equilibrium Bridgewater, Inc.	30 Fox Run	54	
Entrepid Corporation	4 Foxhollow Dr.	54	www.entrepid.com
Er Gu Realty LLC	745 Cape St	53	
Erickson & Pozzi Homes LLC	360 Spring St	99	
Essential Health, LLC	760 Fairview St	62	www.essentialhealthllc.com
Eugene's Hair Design	105 Housatonic St	81	
Euromotors, LLC	785 Pleasant St	99	
Excelsior Integrated, Inc.	705 Pleasant St	54	www.excelsiorintegrated.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Faber Property Service	28 Woodland Rd Lot 3	53	
Fairview Associates Limited Partnership	65 Fairview St	54	
Fairview Contractors, Inc.	280 Fairview St	23	www.fairviewroof.com
Family's Contracting & Hvac Inc.	156 W Park St Apt 5	23	https://familyscontracting.net/
Fdr Food Group, Inc.	160 Housatonic St	44-45	
FERn&burt LLC	101 Goose Pond Rd	99	
Festival Latino of The Berkshires Inc	800 Stockbridge Rd APT 3	71	www.festivallatino.org
Finders Keepers	53 Main St	44-45	
First Congregational Church	25 Park Pl	81	www.ucc-lee.org
Fitter Critters	95 Summer St	44-45	www.fittercritters.org
Fitzzy's Roll-Offs, LLC	164 W Park St	99	
Floor Clean FN	105 Laurel St APT 8C	56	
Floor Clean FN Inc	175 Marble St	56	
Forbin Trading LLC	25 Park Pl	42	
Ford's Auto Service, Inc.	1075 Fairview St	81	www.fordsauto.net
Fox Development, Inc.	225 Housatonic St	23	
Fox Homes, Inc.	225 Housatonic St	31-33	www.foxmodularhomes.com
Fox Real Estate, Inc.	225 Housatonic St	53	www.foxmodularhomes.com
Francis Biasin Inc	1 Navin Hts	42	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Frank Consolati Insurance Agency, Inc.	71 Main St	52	www.consolatiinsurance.com
Fraser Auto Service	139 W Park St	81	
Fraser Auto Service Inc	157 Columbia St	81	
Fraser Auto Service Inc.	Rte 102	44-44	
Fredrick Hyman DDS	19 Stonebridge Way	62	
G Marconi Lodge 1620 Order Sons of Italy In America	80 S Prospect St	99	
G N Landscaping and Excavation Inc	235 Water St	23	
G.H. Bass & Co.	550 Premium Outlets Blvd	44-45	www.ghbass.com
Gamechangers 360, LLC	120 Beaver Dam Rd	54	
Gangama Inc	165 Housatonic St	72	www.pilgriminn.net
Gangell Construction	145 Fairview St	23	
Gar Metalizing & Converting Corporation	95 Marble St	56	
Gateway Physical Therapy and Wellness Corporation	80 Run Way	62	www.gatewayphysicaltherapy.com
Gayatri, Inc.	170 Housatonic St	72	www.wyndhamhotels.com
General Nutrition Center(gnc)	50 Water St F280	44-45	
Ggc Acquisition Holdings Corp.	180 Premium Outlets Blvd	44-45	
GL and V	245 Devon Rd	56	
Global Healthcare Associates	435 Stockbridge Rd	62	

Company Name	Address	2-digit NAICS	URL
Global Impact Consulting LLC	140 Beaver Dam Rd	54	
Golden Hill Nursery	165 Bradley St	44	www.goldenhillnursery.com
Golden Hill Properties, LLC	195 Golden HI	53	
Gomez Enterprises LLC	240 West Rd	72	www.mcdonalds.com
Gomez Enterprises LLC	245 Housatonic St	72	www.mcdonalds.com
Good Purpose Gallery	40 Main St	71	www.goodpurpose.org
Grapes & Grains Inc.	205 Mandalay Rd	42	www.grapesandgrainswine.com
Grasshopper Lawncare LLC	560 Fairview St	56	http://grasshoppers-lawn-care-maintenance.hub.biz
Greater Lee Chamber of Commerce Lee	3 Park Pl	81	www.leechamber.org
Green Corduroys, LLC	30 Fox Run	99	
Green Healthcare LLC	185 Housatonic St	62	
Green Theory Cultivation LLC	845 Pleasant St	53	
Greenock Country Club Inc	220 W Park St	71	http://www.greenockcc.com
Greylock Federal Credit Union	47 Main St	52	http://www.greylock.org
Guided Visions For New Age Living LLC	41 Ferncliff Ave	99	
Gwt, LLC	208 Main St	51	
Gymboree Outlet	50 Water St Unit E230	44-45	
Hair of The Dog Pet Grooming	505 Church St	81	

Company Name	Address	2-digit NAICS	URL
Hanesbrands Inc.	50 Water St Unit D200	44-45	www.hanes.com
Hannon, Lerner, Cowhig, Scully, and Bell	184 Main St	54	www.hannonlernerpc.com
Harry and David, LLC	50 Water St Sp J440	44-45	www.harryanddavid.com
Hartcorn Furniture & Design	73 W Center St	44-45	www.hartcornfd.com
Headway Development LLC	51 Park St	72	www.51parkrestaurant.com
Heartpath Yoga, LLC	435 Stockbridge Rd	61	
Henry B Holt	125 Golden Hl	44-45	
Henry's Electric, Inc.	252 Main St	23	www.henryselectricinc.com
Hidden Farm LLC	2 Park St	11	
High Lawn Farm, LLC	535 Summer St	11	www.highlawnfarm.com
Hoffman's Carpet Care	625 Cape St Ofc 3	56	www.hoffmanscarpetcare.net
Holly Knott LLC	195 Greylock St	99	
Hopsicker Property Holdings LLC	50 Limestone	53	
Hot Harrys Fresh Burritos	87 Main St	72	www.hotharrysburritos.com
Housatonic River Initiative Inc	165 Bradley St	81	
HPH Flint LLC	50 Limestone	99	
Hugo Boss Usa, Inc.	50 Water St Unit B030	44-45	www.hugoboss.com
Hunter and Graziano PC	10 Park Pl	54	www.berkshirelawyers.com
I Marks Textiles Inc	110 Fox Run	56	
Ingegna Salon	62 W Center St	81	www.ingegnison.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
International Brotherhd - Boilrmkrs Ir Shp Bldrs Blcksmth Frgrs & Hlpr	110 Marble St	23	
Irish Trucking LLC	343 Forest St	48-49	
Istanbul, LLC	196 Main St APT 2	99	
J W Lindsay Heating Cooli	285 Stockbridge Rd	23	
J Z T Inc	40 Sharyn Dr	23	
J. Crew Inc.	50 Water St Unit H390	44-45	www.jcrew.com
J.W. Construction	270 Church St	23	www.jwconstructioninc.com
James Collins Daniel	85 Via Franco	62	
James Finnegan	490 Marble St	56	
James Leahey Excavating	59 Rose Ave	23	www.jamesleaheyexcavating.com
James M Edd Schwarz	955 Fairview St	62	
Jarett's Truck & Equipment Repair, LLC	40 Debra Ave	81	jarett's-truck-equipment-repair-llc.business.site
Jason Newton Trucking, LLC	91 Washington Mountain Rd	44-45	
Jdrf Properties, LLC	46 Fuller St	53	
Jedko Properties LLC	18 Park St	53	
Jeffrey Coons	84 Old Pleasant St	56	
Jmw LLC	1060 Cape St	99	
Jockey International, Inc.	50 Water St Ste H520	44-45	http://www.jockey.com
Jockey Outlet	520 Premium Outlets Blvd	44-45	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Joe's Diner	85 Center St	72	
Johansson's 5 & 10 of Lee, LLC	50 Main St	99	
John H Vanzandt	46 Fuller St	53	www.vanzandtportablerestrooms.com/
Judith L Peterman DC	175 Summer St	62	
Julie's Hair Care	99 Center St	81	
K & M Monuments, Inc.	11 Navin Hts	44-45	
Kathy Crowe	720 Tyringham Rd	54	www.kathycrowe.com
Katie's Landscaping	55 Church St	54	
Kauffman Piano Service	165 Silver St	81	
KB Wellness LLC	25 Franklin St	62	
Keenan Enterprises, LLC	69 Main St	44-45	www.karenkeenangifts.com
Keshav Pramukh Corp	155 Summer St	52	
Kestrel Corporation	118 Run Way	56	
Ketchen Pumping & Excavating	12 Stonebridge Way	23	
Kidsart Productions Inc	20 Via Maria	51	
Kindred Healthcare Operating, LLC	600 Laurel St	62	www.kindredhospitals.com
Kindred Healthcare Operating, LLC	620 Laurel St	62	www.kindredhospitals.com
Kiwanis International Inc	10 Park St	81	www.kiwanis.org
Klara's Gourmet Cookies LLC	10 Valley St	44-45	www.klarasgourmet.com
Klara's Gourmet Cookies LLC	195 Water St	44-45	www.klarasgourmet.com

Company Name	Address	2-digit NAICS	URL
L V Toole Insurance Agency Inc	195 Main St	52	www.tooleinsurance.com
L. B. Corporation	95 Marble St	23	www.lbcorporation.com
Lab Transport Inc.	1235 Pleasant St	54	
Lacoste	17 Premium Outlets Blvd Ste B080	44-45	
Lakehouse Inn	615 Laurel St	72	www.lakehouseinnlee.com
Lakehouse Inn Management, LLC	615 Laurel St	56	www.lakehouseinnlee.com
Larson's European Auto Service	765 Cape St	81	
Lawrence V Toole Insurance Agency	195 Main St	52	www.tooleinsurance.com
Leahey Farm	37 Reservoir Rd	11	www.berkshirefoodandtravel.com
Ledupi Painting LLC	121 Main St APT 3	23	
Lee Audio 'n' Security Inc	65 Fairview St	23	www.leeaudionsecurity.net
Lee Bank	75 Park St	552	www.leebank.com
Lee Bodywork Assoc.	17 Main St Ste 9	81	https://leebodyworks.com/
Lee Central Enriched Housing	21 Crossway St	62	
Lee Chamber of Commerce	3 Park Pl	81	www.leechamber.org
Lee Citgo	55 Housatonic St	44-45	www.citgo.com
Lee Community Development Corp	480 Pleasant St Ste 10	23	www.lee.ma.us/town-clerk/events/67741
Lee Farmer's Market	Park Square	44-45	www.leafarmersmarket.com/
Lee Fire Dept	32 Main St	92	www.lee.ma.us

APPENDICES

Company Name	Address	2-digit NAICS	URL
Lee Fitness 247 LLC	14 Pleasant St	71	
Lee Hardware Store, Inc.	221 Main St	44-45	www.carrhardware.com
Lee Healthcare	620 Laurel St	56	
Lee Historical Society, Inc.	130 High St	71	
Lee Housing Authority	155 Marble St	92	www.leehousingauthority.org
Lee Land Trust*	125 Laurel Street	81	
Lee Library Association	100 Main St	51	www.leelibraryma.org/
Lee Mobil	241 Main St	44-45	http://corporate.exxonmobil.com
Lee Oil Co.	19 Ferncliff Ave # 21	44-45	
Lee Outlets	50 Water St Unit D170	44-45	
Lee Package Store	10 Pleasant St	44	www.leepackagestoreinc.com
Lee Package Store, Inc.	19 Park Plz	44-45	www.leepackagestoreinc.com
Lee Public Schools	300 Greylock St	61	www.leepublicschools.net
Lee Public Schools	310 Greylock Street	61	www.lpsdistrict.blogspot.com
Lee Softworks, Inc.	71 Main St Ste 3	54	www.leesoftworks.com
Lee Sportsman Club	565 Fairview St	81	www.leesportsmen.com
Lee Storage LLC	50 W Center St	53	www.lee-storage.com
Lee Store	9 Railroad St	44-45	www.carberryautoparts.com
Lee Subway	236 Main St	72	www.order.subway.com
Lee Tile & Stone, LLC	236 Main St	23	www.leetileandstone.com
Lee Town Council On Aging	21 Crossway St	62	www.lee.ma.us/council-aging-0
Lee Town Youth Association	13 Academy St	62	www.leeyouth.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Lenox Glass & Door Inc.	290 E Center St	99	www.gingrasglass.com
Lenox Valley Wtf LLC	68 Willow Creek Rd	56	www.lbcorporation.com/about-us/
Len's Auto Restorers	1810 Cape St	81	
Leprevost Plumbing & Heating	50 W Center St	23	www.leprevostplumbingandheating.com
LePrevost Plumbing and Heating	18 Run Way	23	
Levi's	630 Premium Outlets Blvd	44-45	www.locations.levi.com
Lids Corporation	17 Premium Outlets Blvd Sp B080	44-45	www.lids.com
Lids Corporation	50 Water St Unit B020	44-45	www.lids.com
Light Commercial Power, LLC	575 Chapel St	56	
Limelight Productions Inc	471 Pleasant St	53	www.limelightproductions.com
Lindt & Sprungli (usa) Inc.	60 Premium Outlets Blvd Spc B060	44-45	www.lindtusa.com
Lipton, Inc.	1140 Pleasant St	44-45	www.liptonenergy.com
Literacy Network of South Berkshire	100 Main St	62	www.litnetsb.org
Little Creek Excavation, LLC	1140 Cape St	23	
Little Fin Creative LLC	17 Robert St	52	
Lloyd Mann	200 Pleasant St	99	
Locker Room Enterprises Inc.	232 Main St	72	www.lockerroomsportspub.com/
Lomographic Corp.	10 Valley St	42	www.lomography.com

Company Name	Address	2-digit NAICS	URL
Loring, Pamela Gifts and Interiors	151 Main St	45	
Love Us and Leave Us Lee	915 Pleasant St	54	www.loveusandleaveus.com/
Lucky Nails Salon Inc	40 Main St Ste 5	44-45	www.luckynailsleema.com/
Lujohn's Enterprises, Inc.	2130 Cape St	54	www.lujohnsenterprises.com
Lwk, Inc.	250 Theresa Ter	54	www.lwkinventoriesolutions.com
M. J. Kelly, Inc.	3 Main St	81	www.kellyfuneralhome.net
Maccaro Real Estate	51 Main St	53	www.maccarorealty.com
Mad Peony, LLC	80 East St	99	
Madden Chiropractic Office	35 Canal St	62	
Maidenform LLC	50 Water St Unit H410	44-45	
Malaysian Flavours LLC	265 Greylock St	56	
Mark Greene	58 Goose Pond Rd	54	www.markgreenelaw.com
Mark Saunders	743 East St	81	
Mark T Michaud	715 Devon Rd	23	
Marskandiser Florist and Greenhouse	925 Cape St	44-45	themarskandiserflorist.weebly.com
Mass Property Provisions LLC	220 Housatonic St	53	
Massachusetts Department of State Police	215 Laurel St	92	
Massachusetts Division of Forests and Parks Region 5	317 Woodland Rd	92	
Massachusetts Supreme Judicial Court	Main St	92	www.socialaw.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Massachusetts Turnpike Authority	239 Marble St	23	
Massvoice	215 Laurel St	99	
Matthew Carlino	150 Via Maria	23	www.carlinopainting.com
Matty B'S Plumbing and Heating, Inc.	1135 Cape St	23	
MBI Associates, Inc.	17 Bramble Ln	99	
Mbodied, LLC	121 High St	54	www.mbodied.com
McCormick Goodheart Inc	144 W Park St	54	
McLee Inc (McDonalds)	208 Main St	72	www.mcdonalds.com
Meadow Farm Equipment Incorporated	260 E Center St	42	www.meadowfarmequipment.com
Meadow Farm Market LLC	1160 Pleasant St	44-45	www.meadowfarmequipment.com
Meadow Street Realty Corporation	987 Meadow Street	53	
Megan Reisel	40 Maritta Ave	99	www.kinespherestudio.com
Melissa J Scolforo	280 Prospect St	56	
Meow & Growl	59 Main St	44-45	www.leemeowandgrowl.com
Merwin Exclusive Travel	70 Pease Ter	56	
Michael G Dominov DDS	17 Franklin St	62	www.mgddds.com
Michael J Baccoli Inc	2 Paul Dr	99	
Michael J. Considine Attorney at Law	49 Main Street	54	
Michael Kors (usa), Inc.	100 Premium Outlets Blvd	44-45	www.michaelkors.com
Michelle Lynn Hunt Rph	720 Greylock St	45	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Mint Indian Lakeside Dining & Bar	435 Laurel St	72	www.mintlee.us
Mint Real Estate LLC	701 Greylock St	53	
Mkb Properties LLC	208 Main St	53	
Mkj Real Estate LLC	18 Railroad St Ste 1	53	
MIb Translation	21 High St Ste E	99	
Modeco, Inc.	118 Run Way	54	www.modecoinc.com
Moe's Tavern LLC	10 Railroad St	72	www.nocoorslight.com
Monroe Wheelchair Inc	208 Main St	42	
Montra Inc	51 Park St	72	www.montra.io
Moose Drive Management LLC	154 Woodduck Rd	56	
Moran Mechanical Systems	480 Pleasant St Ste A100	23	
Morgan House Inn and Restaurant	33 Main Street	72	
Morris Brothers Landscaping, LLC	50 Martin Ave	54	
Mosaic Massage	30 Fuller St	81	
Moss Holding, L.L.C.	2042 N Main Rd # Hc	55	
Multicultural Bridge	17 Main St Ste 2	81	www.multiculturalbridge.org
Murray Market	46 Railroad St APT 310	44-45	
Myrna Citron	1260 Pleasant St	71	
Naji's Catering, Inc.	45 Mandalay Rd	72	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Nathan T. Buratto Landscaping LLC	545 Chapel St	54	www.nathantburattolandscaping.com/
National Society of The Daughters of The American Revolution	60 Davis St	81	
Nature Matters Inc	37 Reservoir Rd	11	www.naturemattersinc.org
Nature Works Land Care Inc.	900 Pleasant St APT 1	62	www.natureworkslandcare.com
Nautica of Lee Inc	50 Water St Ste B110	44-45	
Naventi's Farm Stand	765 Stockbridge Rd	11	
Nbt Bank, N.A.	76 Park St	52	www.nbtbank.com
Nejaime's Enterprises, Inc.	245 E Center St	54	
Neville Communities, Inc.	650 Concord Ave	99	
New England Chapter of The Society of Cosmetic Chemists	815 Pleasant St	44-45	www.newenglandsc.org/
New England Wraps	17 Premium Outlets Blvd	72	
New England Wraps	62 Main St	72	www.leenewenglandwraps.com/
New View Tours, Inc.	17 Main St Ste 12	56	www.newviewtours.com
Next Step Healthcare LLC	620 Laurel St	62	www.nextstephpc.com
Nicholas L Parsenios	17 Main St Ste 5	62	www.nicklaw.net/
Nike Factory Store	50 Water St Spc H530	44-45	
Nike, Inc.	530 Premium Outlets Blvd	44-45	www.nike.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Nks Investment Properties LLC	920 Pleasant St	53	
Nonotuck Resource Associates, Inc.	14 Park Pl Ste 1	62	www.nonotuck.com
Northeast Wilderness Search and Rescue, Inc.	130 Silver St	56	
Northern Steel Buildings & Str	645 Pleasant St	23	
Obanhein Electric	690 Pleasant St	23	
Obrien Property Services	335 Forest St	53	
O'Connell Oil Associates, Inc.	241 Main St	44-45	www.oconnelloil.com
O'Connell Oil Associates, Inc.	265 Housatonic St	44-45	www.oconnelloil.com
October Mountain Creative Co, LLC	92 Housatonic St	99	www.octobermountaincreativeco.com/
October Mountain Financial Advisors	103 West Park Street	52	
Off of It, Llc.	135 Main St	99	
Old Crow Realty Corporation	203 Stockbridge Rd	53	
Old Navy Inc.	50 Water St Spc H555	44-45	http://oldnavy.gap.com
Oldcastle Lawn & Garden, Inc.	110 Marble St	42	www.oldcastlelogistics.com
On Center Productions Inc	90 Silver St	71	
Onyx Specialty Papers, Inc.	40 Willow St	31-33	https://onyxpapers.com/

APPENDICES

Company Name	Address	2-digit NAICS	URL
Open Door Church of Lee, Massachusetts, Inc.	87 Summer St	81	www.sbc.net
Oraceutical LLC	501 Pleasant St	31-33	www.oraceutical.com
Orchids Ect	139 Main St	44-45	
Orient Taste	380 Premium Outlets Blvd Unit E	72	
Oshkosh B'Gosh, Inc.	50 Water St Spc E220	44-45	www.oshkosh.com
Otis School Dist	29 Crossway St	61	
Palivoda Electrical Contractin	355 Fairview St	23	
Palmer Sr, Ra Carpentry	30 Summer St	23	
Panayiotis Grill & Pizzeria	150 Marble St	72	
Panda Garden	95 Main St	72	
Papa Gino's, Inc.	Milepost 8	72	www.papaginos.com
Paperdilly, Inc.	74 Main St	44-45	www.paperdilly.com
Paradise Island	40 Main St Ste 4	81	www.paradiseislandkids.com
Paradise Tanning, Inc.	40 Main St	81	
Park Place Salon	6 Park Pl	81	
Park Street Donuts L.L.C.	43 Park St	44-45	
Patriot Armored Systems Holding, LLC	100 Valley St	31-33	www.pasarmor.com
Peggy's Tax Service	17 Goose Pond Rd	54	
Phase Four, LLC	560 Greylock St	54	
Physical Therapy Associates of Schenectady PC	80 Run Way	62	http://www.physicaltherapyschdy.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Piccolo Real Estate Management, LLC	260 E Center St	56	
Piretti Tennis Inc	625 Chapel St	81	www.pirettisports.com
Pollard Realty, LLC	184 Main St	53	www.hannonlernerpc.com
Premier Brands Group Holdings LLC (Nine West)	50 Water St Spc B120	44-45	www.ninewest.com
Premier Brands Group Holdings LLC (Jones NY)	50 Water St Ste B130	44-45	
Premier Brands Group Holdings LLC (Kasper)	50 Water St Ste H505	44-45	
Premier Brands Group Holdings LLC (Jones NY Factory)	50 Water St Ste H510	44-45	
Premier Brands Group Holdings LLC (Easy Spirit)	50 Water St Ste J47	44-45	
Premium Brands Opco LLC (Ann Taylor)	17 Premium Outlets Blvd	44-45	
Premium Brands Opco LLC (Ann Taylor)	170 Premium Outlets Blvd	44-45	
Premium Outlet Partners, L.P. (Simon Outlets)	17 Premium Outlets Blvd	53	www.simon.com
Price Chopper Operating Co. of Massachusetts, Inc.	88 W Park St	44-45	
Prime Outlets Acquisition LLC	50 Water St Ste 17	23	www.simon.com
Professional Barbers	91 Main St	81	
Prospect Concrete Cutting	20 Pease Ter	31-33	
PSR Auto Sales, Inc.	Rte 102	44-44	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Pumpkin Patch Quilts Inc.	58 W Center St	31-33	www.pumpkinpatchquilts.com
Pvh Corp.	570 Premium Outlets Blvd	44-45	www.pvh.com
Quality Logistics, Inc.	105 Laurel St APT 6A	48-49	
Quantum Leap Graphics	133 Center St	54	
R Christopher Brittain	325 Fairview Street	54	
R.J. Longerato, Inc.	185 Water St	72	
Raajipo Inc.	155 Summer St	55	www.raajipo.com
Ralph Lauren Retail, Inc.	10 Premium Outlets Blvd	44-45	www.ralphlauren.com
Ray Murray Inc.	50 Limestone	42	www.raymurray.com
Raymond J.W. ISE Dentistry PC	33 Park St Ste 6	62	
Raymond Wise DDS	31 Park Plz	62	www.drjaywisedds.com
Real Berkshire, LLC	165 Mandalay Rd	99	
Red Apple Restaurant	Park Plz 23	72	
Reliable Electric Motor Solutions, LLC	10 Valley St	44	www.reliableelectricmotorsolutions.com
Remax Compass	17 Main St Ste 1	53	www.remax.com
Rentoor LLC	970 Cape St	99	
Restoration Services Marietta	100 Saint James Ave	54	
Retro Pop Shop	395 Laurel St	44-45	www.retroshop.com
Revolve Design Studio, LLC	95 Devon Rd	54	www.revolvedesignstudio.com/
Re-Wear Boutique	190 Housatonic St	44-45	www.rewearconsignment.com

Company Name	Address	2-digit NAICS	URL
Richard Briggs, Inc.	25 Martin Ave	23	richard-briggs-inc.business.site
Richard E Gore	65 Fairview St	54	www.leeaudionsecurity.net
Rick Puleri Custom Carpentry	365 Fairview St	23	
Robert E Turtz	880 East St APT 14B	53	
Robert Healey Jr	199 Main St	56	www.chamberyinn.com/
Robert Linqvist	139 W Park St	81	
Robin Oherin	85 Dublin HI	54	www.robinoherin.com
Roche Electric Inc	840 Fairview St	23	
Rocky Ridge Excavation, LLC	30 Richmond Ave	99	www.rockyridge413.com/
Rod Stanbrook Home Remodeling	100 Columbia St	23	www.leehome remodeling.com
Rodelinde Graphic Design	274 Bradley St	54	
Rodeway Inn	200 Laurel St	72	www.choicehotels.com
Roger Durdick	30 Circular Ave	44-45	
Rolling Hills Property Management LLC	260 Theresa Ter	56	
Roman Catholic Bishop of Springfield	115 Orchard St	61	www.diospringfield.org
Romeo Restorations LLC	85 East St	23	
Ron Kearin Heating	50 3Rd St	23	
Roses Restaurant	160 Housatonic St	72	
Route 102 Auto Sales	30 Run Way	44-45	www.route102autosales.com
Route 102 Package Store Inc.	35 Old Pleasant St	44-45	

Company Name	Address	2-digit NAICS	URL
Runway Liquidation, LLC	50 Water St Unit J490	44-45	
S & P Relax Station Inc	28 Park St	56	
S Wellington Gary	450 Spring St	56	
Sabees, LLC	365 Marble St	99	
Sackowski Remodeling	120 George St	23	www.sackowskiremodeling.com
Salmon Run Fish House	78 Main St	72	www.salmonrunfishhouse.com
Salvini Development Company, LLC	100 Fox Dr	23	
Samsonite Company Stores, LLC	50 Water St Ste D210	44-45	
Sandy's Place	50 Theresa Ter	81	
Saraswati Imports, Inc.	1515 Pleasant St	42	www.saraswati-imports.com
Scheurer Consulting Engineers	125 Fairview St	54	
Scott Farrell	32 Tabar Ave	71	
Scott Jones Electrician	230 Fairview St	23	
Sell All The Things	185 Theresa Ter	99	
Sell All The Things LLC	59 Main St	99	
Sheetech Inc.	685 Forest St	54	
Sheila F. Pick, Licsw	50 Circular Ave	62	
Shire Tree Service LLC	105 Laurel St APT 8B	56	
Sim USA Inc	11 McDarby Rd	81	www.simusa.org
Simpson Associates	141 West Rd	54	

Company Name	Address	2-digit NAICS	URL
Singh Estates LLC	365 West Rd	23	
Sjll, LLC	445 Chapel St	99	
Skechers U.S.A., Inc.	17 Premium Outlets Blvd	44-45	http://local.skechers.com
Snap 247, Inc.	10 Pleasant St	71	www.snapfitness.com/us/gyms/lee-ma
So. Co Creamery	5 Railroad St	72	www.sococreamery.com
Social Work In Progress, LLC	30 Fox Run	62	http://www.socialworkinprogress.com
Soul Spa	24 School St	44-45	http://www.soulspalee.com
Southern Berkshire Janitorial Service	10 Paul Dr	81	www.southernberkshirejanitoralservice.com/
Southern Berkshire Lions Foundation Inc	115 Hartwood Rd	81	
Southern States Used Cars Inc	220 Housatonic St	44-45	www.southernstatesautosales.com
Souza Pro Services Inc	105 Laurel St APT 10A	99	
Spa R&R	28 Park St	71	
Spectrum Playhouse	20 Franklin St	71	www.spectrumplayhouse.org
Spotless Property Maintenance Inc.	25 Cone Ave	56	
St Mary's Church	40 Academy St	81	www.usccb.org
St. Francis Gallery	1370 Pleasant Street	71	
Starbucks Corporation	145 Housatonic St	72	www.starbucks.com
Starving Artist Cafe, Inc.	40 Main St	72	www.starvingartistcreperie.com
Stockbridge Terrace, LLC	225 Housatonic St	81	www.stockbridgechamber.org

APPENDICES

Company Name	Address	2-digit NAICS	URL
Stone House Properties LLC	410 Greylock St	53	www.stonehouseproperties.com
Stonehill Property Services LLC	75 East St	53	
Suburban Internal Medicine Inc	710 Stockbridge Rd	62	www.suburbanmed.net
Subway	50 Water St Unit H380D	72	www.order.subway.com
Summit Hill Enterprises LLC	850 Summer St Unit 7	56	
Sundae Graphic Design and Photography Inc.	75 Theresa Ter	54	
Sunglass Hut Trading, LLC	17 Premium Outlets Blvd K620	44-45	www.sunglasshut.com
Superintendency Union 29	300A Greylock St	61	www.leepsjobpostings.blogspot.com
Susan Silver Su	65 Debra Ave	99	
Sweetgrass Botanicals Extractions, LLC	635 Laurel St	99	
Sweetgrass Botanicals, LLC	75 Chestnut St	99	
T & D Rental Properties, Inc.	105 Parkview Ter	53	
T & S Holdings, LLC	95 Marble St	99	
Tan Lee Enterprise, LLC	265 Greylock St	51	
Tapestry, Inc.	50 Water St Unit B100	44-45	www.tapestry.com
Teichert Limited Corp.	115 Run Way	31-33	www.teichert.com
Tekulve Realty LLC	232 Main St	53	

Company Name	Address	2-digit NAICS	URL
Ten Thousand Villages	490 Premium Outlets Blvd Ste J490	44-45	www.tenthousandvillages.com
Terrace Hair Studio	135 Housatonic St Ste 1	81	www.terracehairstudio.net
Tetrad Lee Management LLC	980 Pleasant St	56	
Tetrad Lee Real Estate LLC	980 Pleasant St	53	
Tf Gray, LLC	51 Robert St	99	
The Cannon Group Inc	120 Reservoir Rd	54	
The Cohen Group LLC	560 Greylock St	53	www.cohengre.com
The College Internship Program	20 Franklin St	72	www.cipworldwide.org
The Fairview Physical & Sports	710 Stockbridge Rd	62	
The Fragrance Outlet Inc	50 Water St Unit E230	44-45	www.fragranceoutlet.com
The Gap Inc	600 Premium Outlets Blvd Spc L640	44-45	www.gap.com
The Greater Grace Church	160 High St	81	
The Lane Construction Corporation	1 Willow Hill Rd	23	www.laneconstruct.com
The Leading Parts LLC	480 Pleasant St Ste 14	42	www.theleadingparts.com
The McManmon Group Home Inc	18 Park St	62	
The Montessori Resource LLC	772 East St	54	

APPENDICES

Company Name	Address	2-digit NAICS	URL
The Pediatric Development Center Inc	61 Goose Pond Rd	62	www.pediatricdevelopmentcenter.org
The Red Door B&B	55 Cliffwood St	72	www.reddoorbnb.com
The Relay Shoe Company LLC	50 Water St Ste H530	44-45	
The Talbots Inc	17 Premium Outlets Blvd	44-45	www.talbots.com
The Talbots Inc	50 Water St	44-45	www.talbots.com
The Uptown Store	266 Main Street	44-45	
Third Generation Trucking LLC	165 Water St	48-49	
Tierney Enterprises, LLC	30 Pease Ter	56	
Timkev, LLC	54 Main St	99	
Timothy's Restaurant & Pizzeria	54 Main St	72	www.timothysrestaurantinlee.com
Tkg LLC	124 Mill St APT B	99	
Tommy Hilfiger U.S.A., Inc.	50 Water St Unit C160	44-45	usa.tommy.com
Toole, Kinney & Company, Inc.	195 Main St	99	www.toolekinney.com
Top To Bottom Tree Management	25 Hartwood Rd	56	
Town of Lee (Town Hall)	32 Main St	92	http://www.lee.ma.us
Town of Lee (Police)	32 Main St	92	http://www.lee.ma.us
Town of Lee	32 Main St	62	http://www.lee.ma.us
Town of Lee (DPW)	379 Pleasant St	92	http://www.lee.ma.us
Town of Lee (Health Dept.)	45 Railroad St	92	http://www.lee.ma.us

Company Name	Address	2-digit NAICS	URL
Trillium Home & Garden, LLC	79 Marble St	23	
Tri-Town Paving, Inc.	255 Water St	23	www.tritownpaving.com
TrustCo Bank	43 Park Street	52	
Turners	575 Maple St	31-33	
Twin Brothers Hood Cleaning Co.	575 Mallard Ln	56	
Twin Roots, LLC	50 Martin Ave	99	
Twisted Orchard Screenprinting	100 Orchard Street	31-33	
United States Postal Service	35 Frank P Consolati Way	48-49	www.tools.usps.com
Upland Enterprises	195 Prospect St	53	
Valley Brook Landscaping, LLC	1140 Cape St	54	
Valley Mill Corporation	95 Marble St	56	
Valley Veterinary Services, Inc.	920 Pleasant St	54	www.valleyveterinaryservice.com
Van Heusen Factory Outlet	560 Premium Outlets Blvd	44-45	
Vanzandt Plumbing and Heating	1945 Cape St	23	
Vanzandt Unlimited. LLC	286 Bradley St	99	
Vermas, LLC	920 Cape St	72	
Verna M Houff	607 Greylock St	62	
Vf Outdoor, LLC	50 Water St Spc K630	44-45	www.thenorthface.com

APPENDICES

Company Name	Address	2-digit NAICS	URL
Villa Pizza, Inc.	380 Premium Outlets Blvd Unit C	72	www.villaitaliankitchen.com
Village At October Mountain Association	880 East St	53	www.octobermountainfa.com
Viola Construction	75 Lander Rd	23	
Vitamin World	280 Premium Outlets Blvd	44-45	
Vivald Pizzeria	33 Park Plz	72	www.vivaldispizzeria.com
Vollick SBP Enterprises	250 Laurel St	56	
Voting At Crossway Village-Gym.	21 Crossway St	71	
Vuolo Renovations Inc	483 Devon Rd	23	www.vuolorenovationslee.com
W 's R Inc	35 Run Way	48-49	www.rwstowing.com
Walgreen Co.	25 Park Pl	44-45	www.walgreens.com
Warnaco Inc.	50 Water St Unit B080	44-45	www.warners.com
Weed Busters	Chapel St	56	
Welcome Robert Arthur	34 Ferncliff Ave	62	
Westpar Corporation	75 Park St	52	
Wholesome Provisions, LLC	417 Chapel St APT 5	99	
Wilcox Plumbing	495 Chapel St	23	
Willdool Inc	98 Woodland Rd	56	
Williams Auto Repair	755 Cape St	81	
Withers Electric, LLC	1780 Cape St		
Wm Stanton & Sons LLC	140 Summer St	99	

APPENDICES

Company Name	Address	2-digit NAICS	URL
Woven Roots Farm, Inc.	275 Fairview St	11	www.wovenrootsfarm.com
Wright's Garage	330 Stockbridge Rd	81	
Zabian's Inc	15 Main St	44-45	www.zabiansfinejewelers.com