



LEXINGTON 2030

Missouri

**COMPREHENSIVE PLAN UPDATE**  
**Copy for Mayor and City Council**

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# ACKNOWLEDGEMENTS

## ACKNOWLEDGEMENTS

The City of Lexington Comprehensive Plan reflects an effort of citizens, city officials, and professional consulting team to update and refine the future vision for the City.

Special thanks to the citizens of Lexington for their dedicated participation in the Comprehensive Plan Process.

### Mayor

- Fred Wiedner
  - Elected April, 2018

### City Council

- Jill Calvert, Ward I
- Dona Sims, Ward I
- Jeff Simpson, Ward II
- Carolyn Houseworth, Ward II
- Bill Miller, Ward III
- Earl Parris, Ward III
- Scott Lynn, Ward IV
- Cary Beal, Ward IV

### City Administrator

- Joe Aull

**CITY STAFF**

**Municipal Court Judge**

Jim Hall

**Municipal Court Attorney**

Valoree Maycock

**City Clerk**

Carla Ghisalberti

**Fire Chief & Emergency Management**

Brad Webber

**Police Chief**

Charles Grom

**Building Inspector**

Justin Petray

**Water & Wastewater Supervisor**

Joe Clifford

**Street Department Supervisor**

Chuck Smith and Dennis Pense

**Planning**

Chairman Terry Holshouser

Co-Chair Bill Flanigan

Photography Credit: Patrick Sirvice

## CONSULTING TEAM

### The Newmark Grubb Zimmer Team

- Dr. Troy L. Nash – Principal & Managing Director of Public Sector Consulting, Principal Investigator
- Christian Roustic, Associate – Research & Editing
- Amy Bretall, Arbor Grove, LLC - Community Engagement and Public Outreach

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## THE PROCESS

The Lexington Comprehensive Plan planning process followed five phases:

**Phase I – Discovery:** The planning team listened to the public, interviewed key stakeholders, and gathered existing planning data. The community shared their vision for the future of Lexington and submitted ideas for accomplishing that future. This vision was the guiding force for the subsequent planning phases.

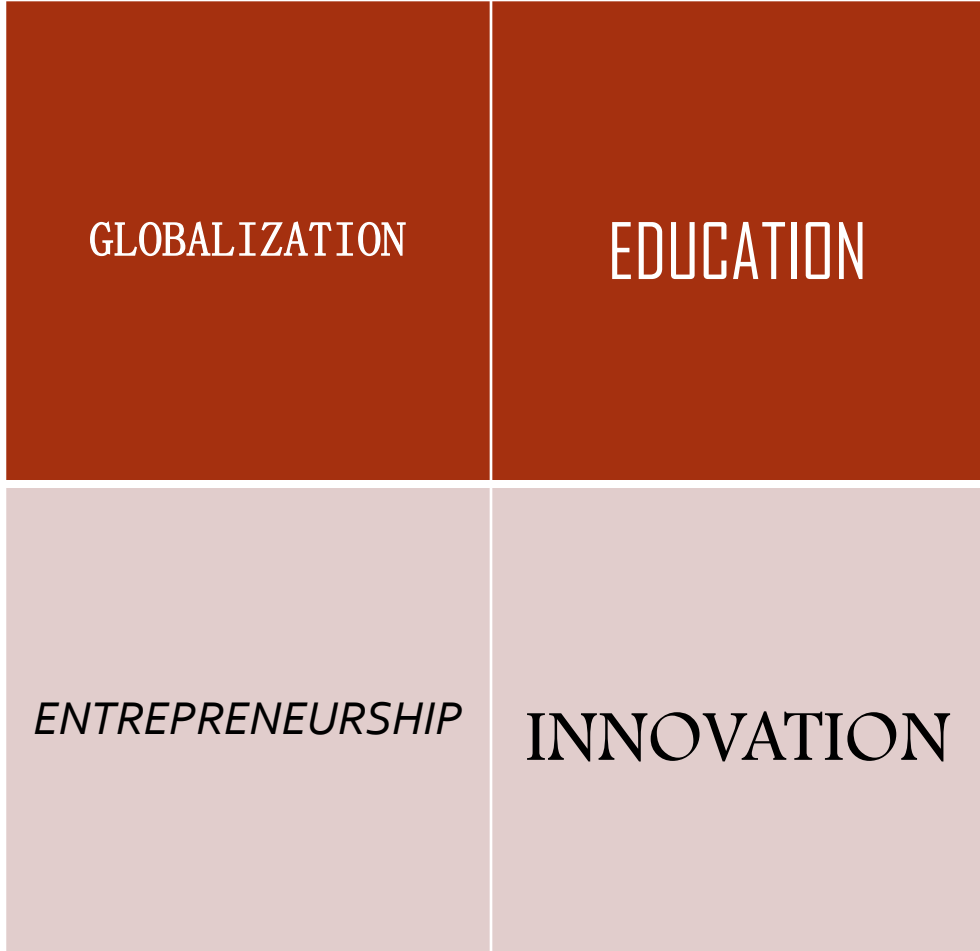
**Phase II - Analysis:** The team determined the economic development opportunities to advance Lexington into the future. The team analyzed all the ideas and determined how to accomplish them with policy tools, development projects, and partnerships.

**Phase III – Planning:** The team prioritized ideas, policies, and action items based on the analysis. The planning team developed initiatives to advance the vision and explored the synergistic results of multiple interventions.

**Phase IV – Align:** The planning team sought further consensus and momentum to advance the plan. The team determined local, regional, public and private partnerships are keys to the effective implementation of the plan.

**Phase V – Adoption:** The City will formally adopt the plan per established guidelines. The plan will function as official City policy and will be a decision making guide for the Mayor, City Administration and staff. It will form a basis for funding and developing projects for both the City and the private sector.

ECONOMIC DEVELOPMENT  
THE NEW PARADIGM FOR THE CITY OF  
LEXINGTON MISSOURI



# INTRODUCTION

**WHY PLAN?**

<p><b>VIEW THE BIG PICTURE</b></p> <p>A community is like an organism and all the parts must work together in order to sustain the city’s future.</p>	<p><b>BUILD AN INFORMED CONSTITUENCY</b></p> <p>The public has a primary role in creating this plan, and they will be strong team members to assist in seeing it implemented.</p>
<p><b>COORDINATE LOCAL DECISION MAKING</b></p> <p>Specific community goals in a plan allow local decision makers to align around a city-wide vision to help ensure support.</p>	<p><b>ESTABLISH SOUND BASIS IN FACT FOR DECISIONS</b></p> <p>The data and analysis incorporated into the plan allow decision makers to base programs, policy, and development decisions accordingly.</p>
<p><b>GIVE GUIDANCE TO LANDOWNERS AND DEVELOPERS</b></p> <p>No one wants to build next to a lot with an unknown future. Effective planning will give investors the confidence to build in Lexington.</p>	<p><b>INVOLVE A BROAD ARRAY OF INTERESTS IN DISCUSSION ABOUT THE FUTURE</b></p> <p>The plan incorporates many different voices and a variety of interests, ensuring recommendations are well-rounded and inclusive.</p>

## INTRODUCTION

Lexington is a city with a lot of positive attributes. Lexington has a welcoming community and its people are its greatest asset.

Lexington is well positioned to prosper over the coming decades due to the positive assets of the city and its people. The Lexington Comprehensive Plan (The Plan) is an investment in the idea that smart decision-making and careful planning will position Lexington to leverage its strengths and become an even better city. The Plan builds on ideas from hundreds of residents who gave their time to help imagine how Lexington could advance into the year 2030. The Comprehensive Plan represents the community's vision for the future of Lexington.

Lexington is but one of many players in the region that can influence the form of development, provision of services, modification of infrastructure and the preservation of resources. It is vitally important the City of Lexington recognize its ability to manage its destiny and establish working relationships and/or formal agreements with other jurisdictions and agencies that contribute to its residents' quality of life.

While most comprehensive plans focus primarily, if not solely, on the physical development of a community, this Plan takes a unique approach by focusing on economic development as the driving force for growth and expansion.

The Plan establishes strategies for the City to pursue growth and development, while enhancing its high quality of life and distinctive landscapes. It focuses on strategies the City government can directly influence and achieve. The consultants worked with City officials and staff, the Lexington Area Chamber of Commerce, and community stakeholders to solicit input to prepare this Plan.

The process was designed to ensure the Comprehensive Plan continues to reflect the collective vision for the community and provides adequate tools for the implementation of the Plan.

## KEYS TO A SUCCESSFUL PLAN

### TRUE COMMUNITY VISION

To successfully direct long-term growth and development in Lexington, the vision must come from the community. The residents who participated in meetings and those who participated online are one of the primary sources for the ideas that direct the Lexington Comprehensive Plan.

### INTEGRATED DECISION MAKING

The future of Lexington depends on thousands of overlapping decisions from local government, civic organizations, the private sector, and others. By integrating these decisions, opportunities will emerge to coordinate efforts in support of a common vision. Thinking about the long-term and potential partners when designing policies and projects maximizes the impact of these decisions.

### A STRATEGY FOR THE FUTURE

The comprehensive plan includes a strategic set of recommendations. These recommendations are visionary, yet realistic, far-reaching, yet implementable. By taking into account the community's vision, stakeholder priorities, and the capacity of local government, the Lexington Comprehensive Plan will proactively advance Lexington to the year 2030.

The Lexington Comprehensive Plan is a democratic and optimistic document that represents a common vision for Lexington's citizens. It is also a guide for the entire community advising individuals and families, churches, businesses, non-profit organizations, and the public sector of how Lexington will achieve future growth. City elected officials, appointed officials and staff should use the Plan to evaluate future proposals or policy changes to ensure consistent decisions are made. Additionally, the Plan should provide guidance to land owners, developers, and entrepreneurs & innovators on appropriate future development.

While all of the various recommendations of the Plan are intentionally interwoven, it is possible to glean information from a particular section or set of recommendations within the individual elements of the Plan. It is a comprehensive guide for the City, nonetheless specific recommendations may apply more in one circumstance than another.

By incorporating community comments and consultant experience, the planning process identified a series of overarching themes that serve as the primary guide for the recommended strategies and implementation initiatives.

**These themes are:**

The major policies and direction of the Mayor, City Council, and City Administrator are sound, and the plan update should stay the course and build on past successes.

The broad nature of comprehensive planning is important for a successful future. There are areas in Lexington where a more detailed use, study, and planning will be essential.

The Plan needs to place emphasis on the distinctive characteristics of Lexington and the surrounding area.

A commitment to balance economic, social and environmental considerations is required to achieve the objectives set forth in the Plan. The integration of these three basic areas of concern into a development process with broad public participation in decision-making is important for achieving sustainable development in Lexington.

The Plan places an emphasis for growth in entrepreneurship and innovation and its role in job creation.

## HOW TO USE THIS PLAN

### Vision | Guiding Principles | Initiatives | Catalysts

This document has a ordered organization. The vision and goals are the plan’s broadest level. All other elements in the plan are designed to advance the vision.

## IMPLEMENTATION TOOLBOX

The Implementation Toolbox is a fundamental element to the plan that will continue to evolve over time. This will not be adopted as part of the plan so it can remain a living document capable of changing as Lexington moves forward with plan recommendations. The Implementation Toolbox will contain the comprehensive list of strategies, resources, and indicators that will allow the City to prioritize efforts and make sure they are on a path toward accomplishing the goals and recommendations in the comprehensive plan. It might be helpful to think of the comprehensive plan as the description of “where you are going” and the Implementation Toolbox as a list of the “routes you could take.”

# GOALS

## GOALS

### **Community Profile**

A snapshot of the City of Lexington Missouri, as it is today, which establishes the basis for recommendations in subsequent sections.

### **Visioning & Public Participation**

An articulation of the shared opinions, feedback and recommendations during the comprehensive planning process.

### **Goals & Objectives**

An articulation of the shared data (quantitative & qualitative) and thoughts from the process.

### **Economic Development**

Lexington is an integral part of a strong, diverse, and growing regional economy, providing economic opportunities for its citizens and fostering fiscal health for City government services and facilities/infrastructure.

### **Land Use**

Land resources will accommodate high quality growth in a way that respects the unique character of different parts of Lexington, promotes economic opportunity where appropriate, respects private property rights, is coordinated with the provision of community facilities/infrastructure, and respects natural resources.

### **Parks & Natural Resources**

Natural resources, such as lakes, rivers, creeks, wildlife habitat, groundwater, forests, farmland soils, and air quality will be respected by preventing or mitigating potential negative impacts of growth and development.

## GOALS

### **Culture & History**

Cultural and historic resources will be respected by preventing or alleviating potential negative impacts of growth and development.

### **Population Demographics & Market Analysis**

A diverse and growing population will be served in a fiscally and environmentally sustainable manner.

### **Housing**

Quality and affordable housing will be encouraged for people of all ages, incomes, and physical abilities.

### **Transportation & Mobility**

A transportation system that is coordinated with land use patterns, community character, and promotes efficient movement of people and goods will be suggested. The system will enhance economic development and quality of life. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

### **Facilities & Infrastructure**

Community facilities/infrastructure and services will be provided in a fiscally responsible manner with adequate levels of service. Facilities/infrastructure will be linked to land use planning, development decisions and to basic community needs. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

### **Focus & Strategies**

Suggestions for five best practice components to incorporate into this process.

### **Implementation Toolbox**

Recommendations for specific actions required to carry out new initiatives.

# EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

### About Lexington Missouri

Lexington is a city in Lafayette County Missouri, United States. The population was 4,726 at the 2010 census. Lexington is the county seat of Lafayette County. Located in western Missouri, Lexington lies approximately 40 miles east of Kansas City and is part of the Greater Kansas City Metropolitan Area. Lexington is the home of the Battle of Lexington State Historic Site, and formerly the Wentworth Military Academy and College, the oldest military school west of the Mississippi River opened in 1880.

Lexington, Missouri, located on the bluffs of the Missouri River, was platted in 1822, near William Jack's Ferry, which had been established three years earlier on the south bank of the river. It was named in commemoration of the Battle of Lexington. The first ferry was established in 1819 by Lexington's founder, Gilead Rupe. In 1823, Lexington became the county seat of Lafayette County and grew quickly.

As a rural-suburban-urban community just outside of Kansas City, Lexington should work diligently to connect itself to the investment and visitor potential of the metropolitan area and beyond. Specifically, the city must enhance its current assets and create new destinations - better tell its story, and create a mechanism for sustaining the economic vitality of the community.

\*Sources: [www.visitlexingtonmo.com](http://www.visitlexingtonmo.com), [www.lexingtonmo.com](http://www.lexingtonmo.com),  
[www.historiclexington.com](http://www.historiclexington.com), [www.mostateparks.com](http://www.mostateparks.com)

## EXECUTIVE SUMMARY

### Priority Recommendations

- The Newmark Grubb Zimmer team was engaged to prepare a Comprehensive Plan for the City of Lexington. A key element of our charge was to identify priority programs and projects for consideration by the city.
- **The following recommendations rose to the top because of their potential impact on the future economic well-being of the city:**
- The City of Lexington should commit to becoming the primary economic development and tourism entity for the region. These actions must be taken to successfully implement the strategies outlined in this plan.
- Initiate an “Invest in Lexington” marketing and public relations campaign to generate investor interest in the city. This movement will offer incentives to businesses willing to create new jobs and bring new investment to the city. The campaign will focus on targeting Kansas City, Columbia, and St. Louis. Their proximity, population, and concentration of businesses, make it the best market for steering this campaign.
- Identify and petition support for specific high-impact development projects. Create and launch a City of Lexington business plan contest to support new enterprise formation. This contest will generate interest in the city as a destination for new business start-up and support local entrepreneurship. This contest would be open to current residents, as well as individuals from outside of the city. A key requirement for entry is the new venture results in new investment and jobs within the City of Lexington.
- Launch a new linked-asset tourism marketing campaign targeting outdoor enthusiasts and family vacationers. This type of campaign is used to promote multiple attractions or sites as an integrated route. Civil War sites, Wine trails, and biking trails are well-known examples of this type of strategy used to bring lesser-known destinations to the attention of a broader audience. It is highly recommended that the city focus on present assets.

## EXECUTIVE SUMMARY

### Priority Recommendations

Solicit direct investor interest in attracting new destination products in the city. Sample projects matching the area's strengths include:

1. A new hotel
2. Destination retail
3. Revitalize "downtown"
4. Market a "historical tour"

Launch an "I am Lexington" video campaign to capture and share the unique stories of Lexington individuals and organizations, also consider a website and app. Examples for profiling include major employers, local businesses, state parks, local artisans and musicians, and students. This initiative will support tourism marketing, raise local awareness of the city's many assets, and build community pride.

Initiate an evaluation of broadband capacity in the city and work to address deficiencies. Successful business and tourism development are dependent on strong cellular coverage and broadband access.

## EXECUTIVE SUMMARY

### Key Findings

A number of challenges and opportunities identified during the planning process will have a direct bearing on the success of the plan. The most significant of these are highlighted below.

- The City of Lexington should heavily consider supporting economic development and tourism. The main component will be to leverage incentives and funds to attract additional public and private investment in the area.
- The city has not captured the potential spending of visitors to the destinations in the area. Limited product (restaurants, lodging, and retail shops) has reduced taxable spending in the area.
- The City suffers from stagnant population growth – even slight declines, low labor force participation rates, and a number of business closures over the last several years. Altering the future course of the city will require a commitment to this plan from both the public and private sector leadership.
- The city should consider collaboration and partnerships across many sectors (public, private, state, federal, county, and regional). Leadership from each area should continue to pursue their own distinct interests, there are significant benefits to supporting a county-wide economic development effort. These benefits include:
  1. Representation of a larger population area gives advantages in marketing the area; Lexington must aggressively pursue getting a position on the Mid-America Regional Council (MARC) committee, even if a non-voting status position.
  2. Many funding sources give preference to regional efforts, in so doing increasing opportunities for the City of Lexington to leverage additional funds, and
  3. The ability to draw from a wider pool of business and civic expertise.

## COMMUNICATION

Communication is critical for the success of the plan and the future of Lexington. The Lexington Comprehensive Plan gives the City a framework for communicating its activities and successes to the public and organizations in the community. The City of Lexington will improve its communication and outreach efforts as a result of this plan. Initiatives focused on improving communication between city hall, organizations, public sector groups and individuals, as well as private sector individuals, and other stakeholder groups. Improving communication is a focus throughout this process. The plan is also a common ground for discussing next steps for both the City and the private sector and provides a shared vocabulary.

Among the first steps to communicating would be the use of an electronic sign street side to give notice of meeting dates and other important information. Not everyone subscribes to the local newspaper, and even that carriers very little info on City activities, or, reads the back of their water bill.

# PLAN STRUCTURE

## PLAN STRUCTURE

### Lexington's Vision for the Future

The Vision Statement is the community's collective statement of what it aspires to be now and in the future. It is the model, or ideal, as Lexington moves forward.

Goals present targets for each element of the Plan.

### Comprehensive Plan Update Elements

**Economic Development** examines the economic environment and includes strategies/ recommendations to influence employment and business growth in the City.

**Land Use** examines the historical, current and future land use of the City. This element includes strategies and/or recommendations to encourage economic growth and to meet the needs of the residents.

**Natural Resources** addresses the diverse natural assets in Lexington and the surrounding area.

**Culture & History Resources** addresses the diverse historical and cultural assets in the City and the surrounding area.

**Population Demographics & Market Analysis** is the assessment of population and demographic data to establish existing conditions, forecasts for planning purposes, and strategies to stay apprised of the continually changing needs of the population.

**Housing** is an overview of current housing conditions, needs and strategies to ensure an adequate and affordable housing supply is available in the future.

**Transportation** provides an overview of transportation data and efforts in the City and Region. Emphasis is placed on developing a transportation network that promotes economic growth.

**Facilities and Infrastructure** examines the current inventory and the status of various facilities and infrastructure and the needs for the future.



*USAerial  
Photography*

# COMMUNITY PROFILE

## COMMUNITY PROFILE

Lexington is a city in Lafayette County, Missouri, United States. The population was 4,726 at the 2010 census. According to the United States Census Bureau, the city has a total area of 5.38 square miles (13.93 km<sup>2</sup>), of which, 5.15 square miles (13.34 km<sup>2</sup>) is land and 0.23 square miles (0.60 km<sup>2</sup>) is water.

Located in western Missouri, Lexington lies approximately 40 miles east of Kansas City and is part of the Greater Kansas City Metropolitan Area. It is the home of the Battle of Lexington State Historic Site.

As of the 2010 census, there were 4,726 people, 1,867 households, and 1,201 families residing in the city. There were 2,127 housing units at an average density of 413.0 per square mile (159.5/km<sup>2</sup>). Lexington has seen an increase in population of 6.1% from 2000. Population growth is a very positive marker for both short term and long term sustainability.

The racial makeup of the city was 87.3% White, 6.1% African American, 0.5% Native American, 0.9% Asian, 0.7% Pacific Islander, 1.2% from other races, and 3.4% from two or more races. Hispanic or Latino of any race were 3.7% of the population.

As Lexington grows, its demographics change. Lexington's population is becoming older and slightly more diverse. These demographic changes will impact areas such as preferred housing types, transportation options, the role of education in the community, and development overall.

Over the last five years, the City of Lexington has invested a large amount of money in upgrading the water distribution system, including a new water tower, with forthcoming improvements including a new water processing plant.

Source: \*U.S. Census Bureau

## COMMUNITY PROFILE

Lexington comprises of 1,867 households of which 32.4% had children under the age of 18 living with them, 45.5% were married couples living together, 13.3% had a female householder with no husband present, 5.5% had a male householder with no wife present, and 35.7% were non-families. 31.1% of all households were made up of individuals and 13.5% had someone living alone who was 65 years of age or older. The average household size was 2.38 and the average family size was 2.94.

The median age in the city was 39.6 years. 23.8% of residents were under the age of 18; 9.6% were between the ages of 18 and 24; 23.5% were from 25 to 44; 26.1% were from 45 to 64; and 17% were 65 years of age or older. The gender makeup of the city was 48.9% male and 51.1% female.

The total estimated 2010 working age population (ages 16 to 65) within 50-mile radius is estimated at 89.7% of total population or 1,608,348. Average commuting time is 22.8 minutes.

### Transportation

- Rail: Union Pacific Railroad
- Longest Runway: 2925'
- Surface Paved: Yes
- Runway Lighted: Yes
- Fuel Available: Yes
- Commercial Air: Kansas City International (1 hr)  
Barge Service: Numerous operators

Source: \*<http://www.historiclexington.com/workinlexington.php>

# VISIONING & PUBLIC PARTICIPATION

## WHAT WE HEARD

Many residents were involved in crafting the plan and making the recommendations as impactful as possible. Each of the following people played an important role in the formulation of the comprehensive plan.

### **Town Hall Meeting**

During the planning process, stakeholder comments were integral to the creation of the plan.

At the community meetings, residents worked to establish a common vision for Lexington and specific guidance for plan initiatives. Working in teams, community members defined the vision for the future of Lexington, helped create the catalyst ideas, and prioritized initiatives.

### **Public Outreach – Stakeholder Interviews**

The numerous stakeholder interviews provided robust information from many different perspectives. The diverse points of view allows for more objective data for this Plan. Armed with this information, leadership can see issues in a different light and work to address citizen concerns.

The following page lists the Lexington citizens who participated in the Comprehensive Plan’s outreach activities. Your involvement is appreciated and your feedback was essential to the creation of this plan.

## VISIONING & PUBLIC PARTICIPATION

- Ken Nadler
- David Goodloe
- Bill Flannigan
- Ashley Draisley
- Don Armbrister
- Don Coen
- Jennifer Kerr Teichman
- Pandora Kuhnlein
- Bill Bloss
- Chrystal Register
- Hughston Walkinshaw
- Gill Rector
- Gene Beyer
- Chip Langman
- Steve Fuller
- Mark Lamphier
- Connie Pohle
- Sheila Lee
- Gary Worth
- Pat Worth
- Mike Lierman
- Roger McFadden
- Brant Neer
- Todd Wilson
- Byron Nicodemus
- Darrel Box
- Joe Clifford
- Samuel Cole III
- Justin Petray
- Abigail Temple
- Jamie Powell
- Scott Lynn
- Bill Miller
- Rick Smith
- Mark Wallace
- GK Callahan
- Bill Blankenship
- Michelle Roush
- Dawn Clifford
- Marsha Corbin
- Mike Kramer
- Bill Tempel
- Davern Tempel
- Newt Hamacher
- Mark Webber
- Debbie Bagley
- Carolyn Houseworth
- Ken Gassen
- Mike Lierman

# TOWN HALL MEETING – Visioning & SWOT Exercises

## QUALITATIVE DATA

Lexington Town Hall Meeting – April 16, 2014

62 participants attended the Town hall meeting to kickoff the comprehensive plan process.

Visioning and SWOT Exercises

Visioning Breakout - 3 groups

### *Visioning Exercise*

**Question: What do you want Lexington to Be?**

**Group A -**

**Focus:**

- Our History, Legendary or Future, Ag roots, Quality of Life, Place you want to live, Place to Raise a family, Secure community, Healthcare, Education, Values, People accept you for who you are, Business Preservation, Business Expansion, People are Authentic, Pride – values, community, Art, Plan, Minutemen Pride, Destination

**Themes:**

- “Legendary Lexington” - destination
- Lexington is the place where the past meets the future
- Celebrate the past & embrace the future
- Preserving the past & growing the future
- Legendary Lexington Missouri’s historic city where you bring family, friends, and community into harmony

## QUALITATIVE DATA

### *Visioning Exercise*

**Question:** What do you want Lexington to Be?

#### **Group B** -

#### **Focus:**

- Our History, Wentworth Military Academy, Education, Visibility of city to highway access, Marketing, Agri-business, Riverfront development, Quality of Life, Churches, City Pride, Bed & Breakfast's, Campgrounds & RV Parks, Big River Ranch, The Past is our Future – History-Battlefield/Old Homes/Anderson House, Utilize Technology, Inclusive of Youth and young families

#### **Themes:**

- “Legendary Lexington” - destination
- Build on Tourism
- Preserve history and Architecture
- Market to bring people into Lexington
- Economic Development
- Quality of Life
- Progressive
- Technology for Future
- Teen inclusion with community events
- Arts & Culture

## QUALITATIVE DATA

### *Visioning Exercise*

**Question:** What do you want Lexington to Be?

**Group C** -

**Focus:**

- Our History, Youth, Art & Culture, Technology, Medical Community, Communication, Family Friendly, Quality of Life

**Themes:**

- Tourism
- Include Youth
- Embrace Technology
- Focus on Quality of Life
- Safety for all
- Preserve History

## QUALITATIVE DATA

### *SWOT Analysis Exercise*

Question: What are we proud of?

#### **STRENGTHS:**

- Senior Center
- Friendly People & Welcoming Reputation
- Good sense of acceptance to diversity
- Vibrant Downtown for size
- County Seat
- Community Betterment Association (if people come)
- Live in Lexington – cultural community
- Rich History
- State Historical Site
- Independent bookstore (1 of 36 in state)
- Active churches
- Wentworth Military Academy
- Hospital
- Technical School
- Courthouse
- Sense of community
- River
- Downtown
- Americana – know people
- Nice & safe place to raise children
- Strong volunteer base
- Ministerial Alliance
- Chamber of Commerce
- City Administrator – working on a plan
- Arts
- Community Park, ball fields, swimming pool

## QUALITATIVE DATA

### *SWOT Analysis Exercise*

**Question: What is holding us back?**

#### **WEAKNESSES:**

- Residents not coming downtown to patron businesses
- Internet speed low
- Infrastructure for internet not there
- Lack of cohesive council-mayor
- 10% doing 90% of the work
- People not supporting decisions made on council
- Loss of young people – going to urban areas
- Fragmented – Get out in open
- Animal shelter – deplorable treatment of animals
- School/Education
- Lack of Pride with property owners
- Sidewalks in bad shape
- Lack of branding/marketing/advertising
- Lacking Information
- Wal-Mart
- Abandoned Houses – decreasing property values
- No ordinance for rental property inspection
- Voids in healthcare – “need womb to tomb care”
- Lack of consolidated community groups – too many and not getting outcomes
- Lack of human capital to collaborate
- No employment opportunities – people drive out of town to work

## QUALITATIVE DATA

### *SWOT Analysis Exercise*

**Question: What can we build on?**

#### **OPPORTUNITIES**

- Growing fitness activity – Big River Ranch
- Housing reasonably priced to attract – Quality housing
- Wentworth Military Academy – Rebuilding Auditorium
- Regionalism
- Welding School with national demand
- Performance grant
- Arts council – develop artistic talent
- School system to be a driving force in community
- Successful seasoned citizens – mentorship
- Work Together

**Question: What do we need to Fix?**

#### **THREATS:**

- Water plant treatment – need a new facility
- Police department
- Sense of Apathy
- HCA
- Wentworth

# STAKEHOLDER INTERVIEWS – What We Heard

## QUALITATIVE DATA

### *Individual & Group Stakeholder Interviews*

August 5, 2015, August 7, 2015, August 14, 2015, October 23, 2015 & January 22, 2016

### **Feedback & Recommendations from the community:**

- Nice quality of life, “Great People” & “Small Town Feel”
- Appreciate “safe” community - little crime
- Pride to live in City of Lexington
- Lack of information & involvement with the public from government
- Lack communication throughout City
- Lack of leadership from City officials (Note: New elected leadership occurred in April of 2018)
- Most people/businesses go to the chamber – so city should strategically align with them
- Focus on downtown to tie into tourism
- Compile an inventory of vacant buildings
- Focus on events – festivals, pop-up shop, and community gatherings to showcase history
- Focus on riverfront for a unique and untapped opportunity
- Focus on thinking differently and moving forward
- Most people/businesses go to the chamber – so city should strategically align with them

## **Feedback & Recommendations from the community:**

- People don't work together – public and private sectors – too much infighting
- People have a bad self-image of Lexington – citizens don't "pub" their own city and their own positive attributes
- Territorial mindset
- Too many people "not staying in their lanes"
- Too many vacant and blighted properties, sidewalks – city needs to enforce
- Pro-growth council
- Historic preservation stifles development sometimes
- City doesn't do anything with blight or vacant land
- Need incentives for development
- Old time & inflexible mindset with historical society
- Close, but far enough away from Kansas City
- Schools could be better – leadership & scores
- Size of city is shrinking
- Focus on fixing blighted houses/buildings
- Focus on "OUR" strengths as a City/community
- Improve hotel, parks, quantity of restaurants
- Be open-minded to work with seasoned developers
- Consider a farmer's market

## **Feedback & Recommendations from the community:**

- City should partner with other cities - Regionalism
- Community should patron local businesses
- Focus on tourism
- Need more aggressive marketing & Branding of our City
- Focus on technology
- Need more jobs & businesses
- Consider ordinance for annual rental housing inspections
- Focus on our youth - nothing for kids to do
- Flight of youth from city after high school
- Emphasis on Healthcare and Education
- Need better housing stock
- Focus on downtown & historic preservation
- Need to market the baseball complex
- Consider signage for tourists/brochures & better marketing
- Infrastructure/sidewalks is an opportunity for growth
- People aren't looking at big picture of globalization
- People aren't working regionally – eg. with MARC, Old Trails
- People aren't focused on transportation & transportation points
- Narrow focus by city leadership
- Preserve the past and grow the future



# ECONOMIC DEVELOPMENT

## ECONOMIC DEVELOPMENT

### Overview

The City of Lexington selected Economic Development as the lead component of the Comprehensive Plan. Economic Development focuses on balanced business, employment growth, and population growth. It prioritizes land use to foster economic development, and public revenues continue to support needed City services for residents. Balanced growth in these areas helps to ensure Lexington will be a thriving community for many years to come and helps the City allocate resources to important initiatives to ensure long-term health and stability.

The intent is to provide strategies that allow the City of Lexington to be a key player in support of a unified economic development vision for the City.

Strategies for economic development should foster a stable and competitive business climate to draw business to the City and region. These actions should support and strengthen the economic viability of existing businesses and industries. The strategies contained in this element are also intended to encourage new business start-ups, including small business enterprises, minority owned businesses, and high-technology businesses and to attract new targeted industry sectors to Lexington.

## **Economic Development Element Goal**

The City of Lexington will be an integral part of a strong, diverse, and growing regional economy, providing economic opportunities for its citizens and fostering fiscal health for City government services and facilities/infrastructure.

## **Background and Inventory of Existing Conditions**

The City of Lexington does not have a designated employee or consultant providing economic development services. The vision statement generated from this process is to be a guide for the future and a roadmap for economic growth in the Greater Lexington area. Its mission is to provide leadership in determining the mutual needs of business, industry and tourism and promoting the values of the community in the Greater Lexington area.

## **Priority Industries & Local Advantages**

The City of Lexington has several large employers. Lexington has employment in the health care, government and education sectors, strong service sectors, and manufacturing concerns. The largest employers in the City are listed below.

### **Leading Employers:**

- Lafayette Regional Health Center
- Lexington R-V School District
- Remington Arms Co.
- Lafayette County
- City of Lexington
- Benchmark Healthcare

## Primary Economic Development Locations

There are numerous developable tracks of land and prime economic development locations in the City of Lexington. These areas should garner attention and focus from city government in an effort to encourage economic development, in addition to blighted properties.

## Economic Development Needs

**Economic Development Element needs include, but are not limited to, the following:**

- Increased employment opportunities with pay rates above the City and County average – if possible;
- A unified economic development vision for the Lexington Region;
- Focus on science, technology, engineering, and math (STEM);
- Fostering a stable and competitive business climate;
- Support existing industries to encourage growth and expansion;
- Encourage new business start-ups, including small business enterprises and minority-owned businesses;
- Attract new targeted industry sectors to Lexington;
- Focus on providing a variety of development ready sites;
- A quality transportation system – highways and rail – that is continually updated to meet business and tourism needs.
- Support new business and industry initiatives in partnership with state and local governments and private entities. The new paradigm is public/private partnerships.

## Economic Development Strategies

The following strategic actions should be undertaken in support of the objectives of the various economic development agencies that promote and serve the City and in support of the strategies of the other elements of this Plan. It is suggested that these implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

- Work towards getting a multi-district vocational school such as the existing Nurses training school. Courses must cover a variety of trades, not just computer or office oriented.
- Maximize Lexington's geographical proximity and strategic advantage being wedged between Kansas City and Columbia for growth opportunities.
- Develop an attitude that understands and embraces globalization, shifting demographics, entrepreneurship, innovation, and educational trends driving modern day economic development.
- Encourage and support initiatives to maintain and improve the business climate through a stream-lined regulatory processes, addition of infrastructure critical to business and continued property tax abatements for qualifying business.
- Encourage multi-lingual studies throughout schooling since the nation is leaning towards immigration, as well as the prevalence of globalization.
- A school turning out entry level mechanics, welders, machinists, electricians, plumbers, heating and air conditioning techs, would entice manufacturers to locate here because they would have access to a steady source of entry-level labor. The attraction of employers would also result in more graduates staying in the community.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to authorize the combination of land uses within communities, including land uses that facilitate economic development opportunities.
- Continue to highlight the historical heritage of the City in promotional materials for economic development.

## Economic Development Strategies (cont.)

- Continue to promote the development and maintenance of all infrastructure including: services, amenities, and transportation networks that support economic development activities. This would include capital improvement plans and coordinated priority investment.
- Provide incentives for underutilized commercial centers and/or buildings for redevelopment and re-use that allow for mixtures of residential and non-residential uses.
- Encourage mixed-use developments in proximity to neighborhoods to provide for business growth and development and to provide retail and personal services to local residents.
- Identify properties conducive for business uses to support growth of new and existing sectors of employment.
- Promote agri-tourism and other agriculture employment opportunities that provide jobs for the local population and promote community sustainability.
- Support economic development objectives through land use regulations that encourage high quality and affordable housing supplies to support workforce housing opportunities in the City.
- Identify and create development plans for rail-served sites.
- Utilize agreements with other agencies and jurisdictions to strategically focus regional resources on prime economic development sites.
- Support the enhancement of existing and new businesses through infrastructure funding initiatives, code enforcement and beautification programs.
- Support tourism by developing bike friendly routes connecting trails with commercial areas.
- Support tourism by continuing to protect valuable historic, natural, and cultural resources through adequate land development regulations.



# LAND USE

## LAND USE

### Overview

The Land Use Element establishes the history of land development in the City of Lexington and presents recommendations and strategies to shape the future of the City. This plan element includes direction for both the intensity of development as well as the quality and specifically addresses elements of growth management intended to protect the city landscape. The land use pattern and the quality of the built and natural environments are contributors to the character of the community.

The purpose of the following land use information, recommendations and strategies is to prepare and adopt a defined Urban Growth Boundary, to better manage growth and to strengthen the rural and urban/suburban character of Lexington and the surrounding area. The recommendations and strategies, particularly those contained in the Future Land Use portion of the Plan, are intended to provide guidance for the location and intensity of land uses to support the City in its review and update of the Zoning Ordinance. The Growth Management portion of the Plan provides qualitative strategies to preserve developed land areas and to establish a flexible, yet predictable, method for determining the appropriateness of proposed development.

### Existing Land Use

The City of Lexington currently has a standardized zoning framework. There are a number of favorable work arounds built into the Zoning plan to allow greater flexibility, for example: permits on review, variances, rezoning, including Planned Unit Development (PUD), and ordinances allowing business that are not itemized in the existing ordinances. These are a plus to new and current businesses.

## General Land Use Policies Overview

The Land Use Goal and the Land Use Strategies provide direction regarding the overall approach to land use planning in the City. They address the long-term vision for land use and establish strategic actions that City Council can take to carry out the recommendations contained in the Future Land Use and Growth Management sections that follow.

### Land Use Element Goal

Land resources will accommodate high quality growth in a way that respects the unique character of different parts of Lexington, promotes economic opportunity where appropriate, respects private property rights, is coordinated with the provision of community facilities/infrastructure, and respects natural and cultural resources.

### Land Use Element Needs

**Land Use Element needs include, but are not limited to, the following:**

- Adopt a defined Urban Growth Boundary;
- Encourage growth in already developed areas;
- Provide guidance for the location, character, and intensity of land uses in the City;
- Authorize innovative planning strategies that respond to emerging land use policy needs, with focus on the form and mix of land uses in land use plans;
- Develop an annexation plan to improve coordination with adjacent jurisdictions and utility providers.

## Land Use Element Strategies

The following strategic actions should be undertaken by the City in support of the purpose and intent of the Land Use Element of the Comprehensive Plan. It is suggested these implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

- Coordinate land use patterns with transportation, housing, employment and retail development to enhance livability.
- Implement design character that enhances the quality of development along commercial corridors, establish scenic corridors, create areas of environmental and cultural significance.
- Establish programs and policies which ensure new growth.
- Support infill of existing vacant sites, giving high priority to areas of greatest employment possibilities and residential density.
- Support infill of existing vacant sites – Past practices in the City have allowed burial of demolished building rubble on site, I.E., fill the basement. Builders cannot now afford to build on these sites because of the expense of removing the rubble (Dept of Natural Resources {DNR} rules). Strict enforcement of demolition ordinances requiring adherence to DNR rules must be a priority. Any prospective builder now does a core sample to see what is buried – an additional building expense.
- Adopt innovative planning and zoning techniques, such as Form-based Zoning District regulations, to allow residential, service, employment and other possible land uses to be inter-mingled in a designated development area.
- Require that any application affecting City resources be reviewed by the City for consistency with the land use plan.

### **Current Land Use**

The current land use plan is in need of a massive update to reflect 21<sup>st</sup> century growth and development. The new economy has altered the economic reality of many small communities like Lexington and as such, deserves the attention of the Mayor and City Council.

See:

- Base City Map
- Existing Land Use Map
- Official Zoning Map
- Official Zoning Map – Updated
- Ward Boundaries Map

### **Future Land Use Plan Approach**

The approach to future land use includes a multi-tiered effort that incorporates recommendations for growth management, treatment of major planning efforts, specific land uses and densities within the Future Land Use Plan, and development quality and character through a series of guidelines for the of the City. These recommendations and the other elements of the Plan are the criteria against which all development proposals should be evaluated for conformance with the Comprehensive Plan.

### **Major Planning Efforts & Developments of Significance**

Special Planning Areas identifies known locations in Lexington and the surrounding areas that are likely to experience future growth on large tracts of land and/or strategically positioned tract.

See:

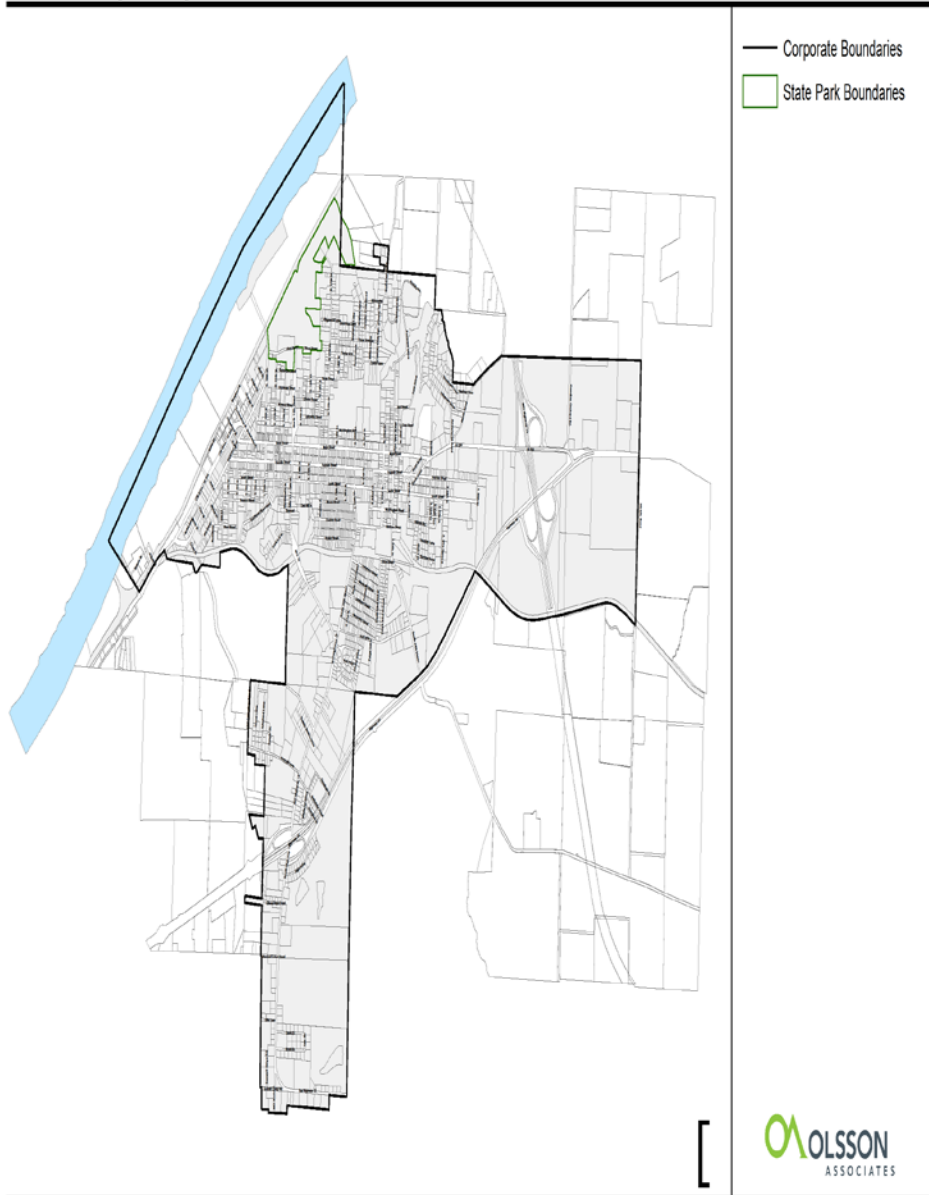
- Lewis & Clark Expressway
- Clawson Property

The most significant development challenge the city faces is what to do with Wentworth Military Academy. The other priorities lie in the potential development of the Clauson.

# BASE CITY MAP

## LEXINGTON MAPPING UPDATE

### Base City Map



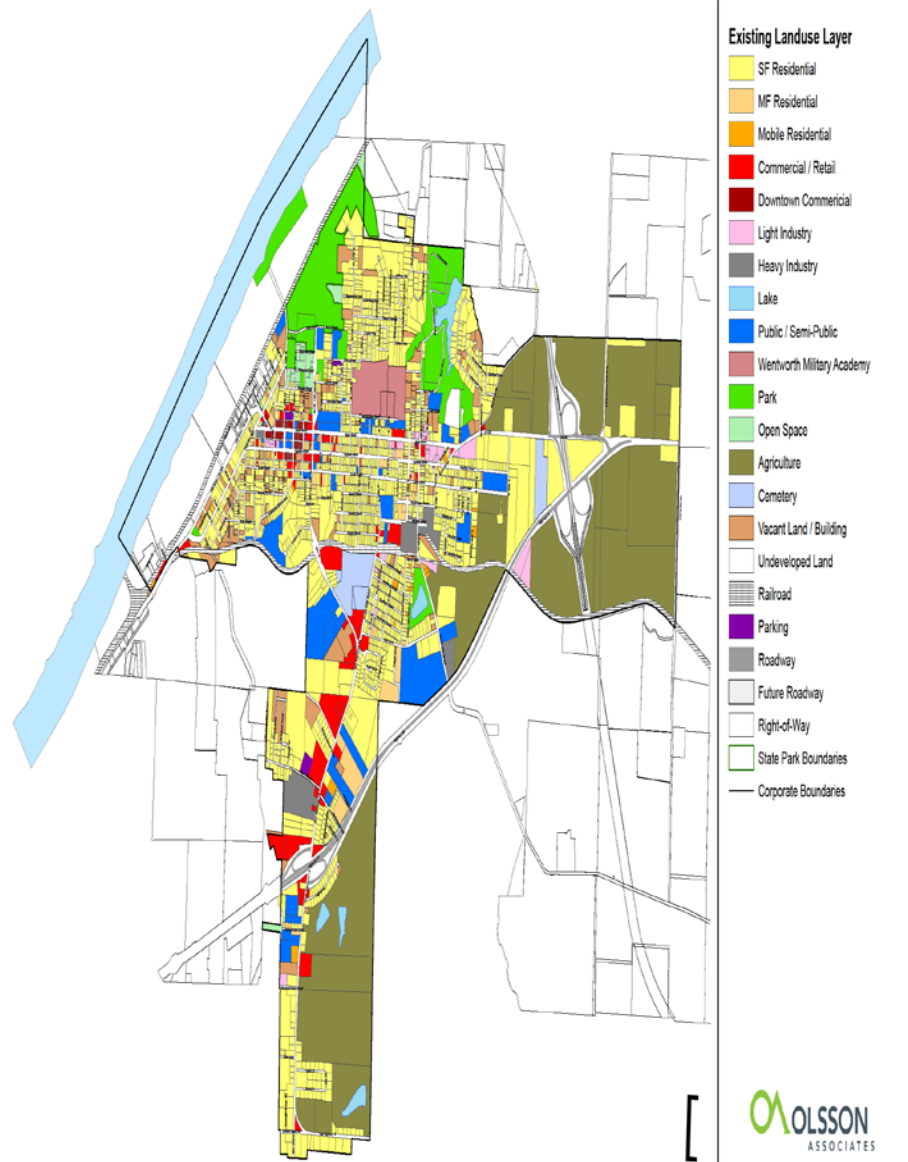
Lexington, Missouri

Map 1.1: Parcel Base Map

# EXISTING LAND USE MAP

## LEXINGTON MAPPING UPDATE

### Base City Map



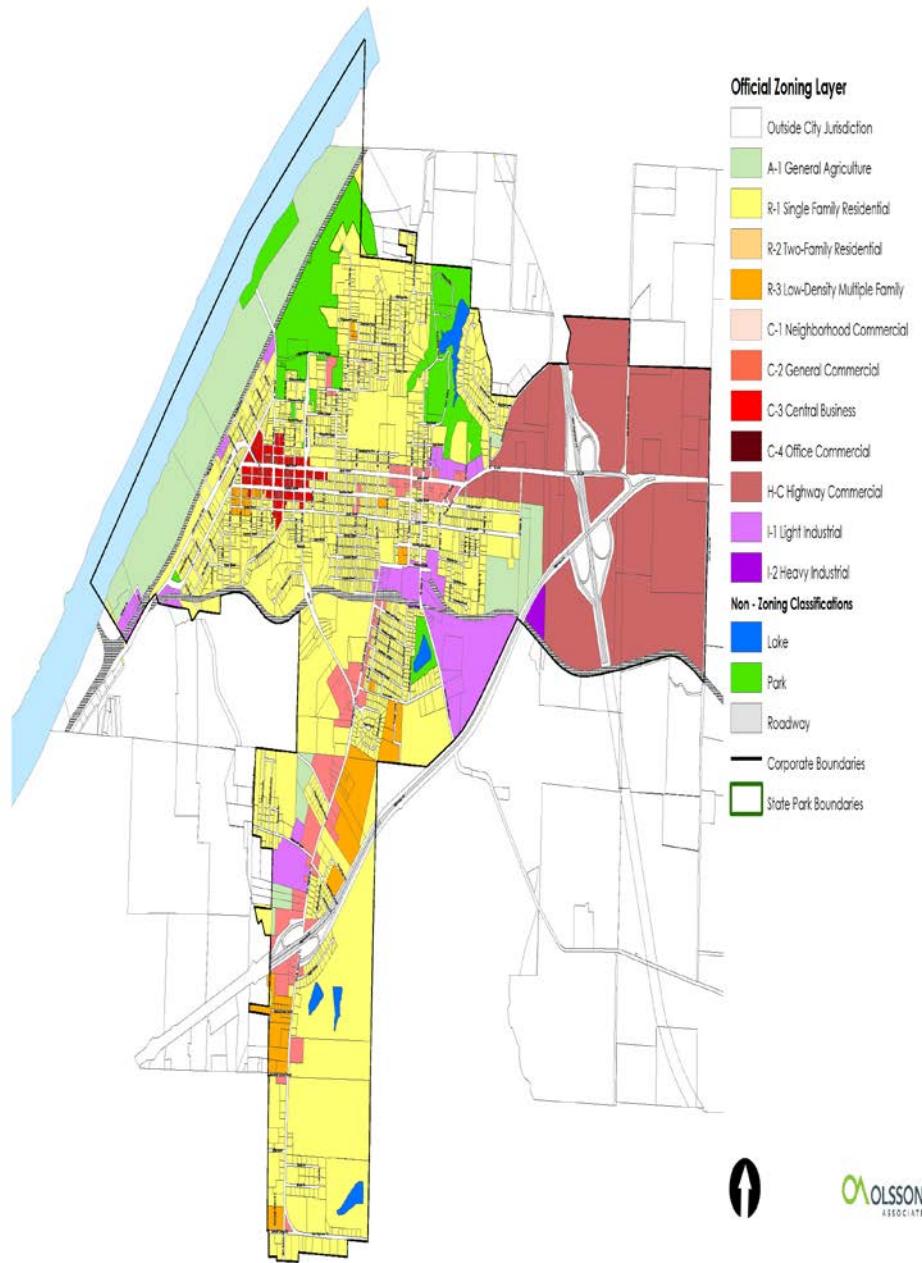
Lexington, Missouri

Map 1.2: Existing Land Use



# OFFICIAL ZONING MAP – UPDATED

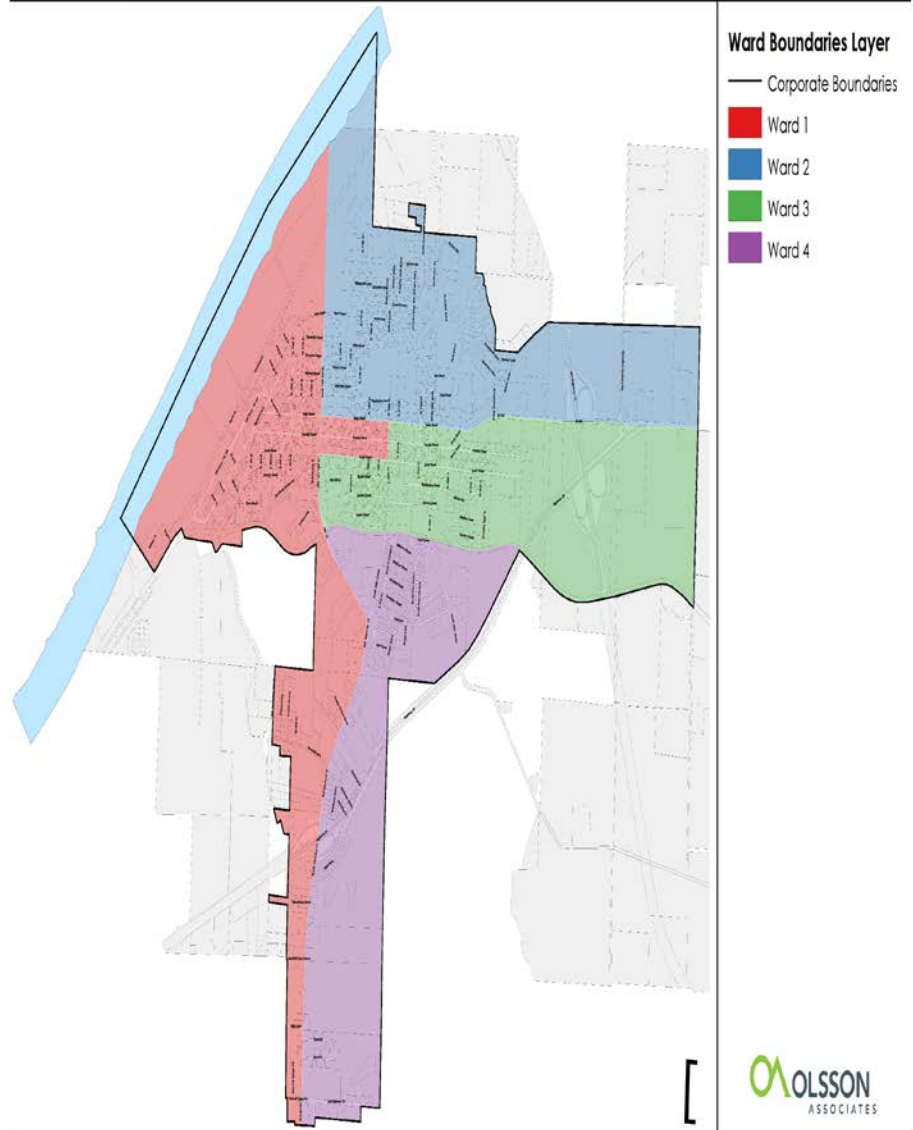
## LEXINGTON OFFICIAL ZONING MAP



# WARD BOUNDARIES MAP

LEXINGTON MAPPING UPDATE

## Base City Map

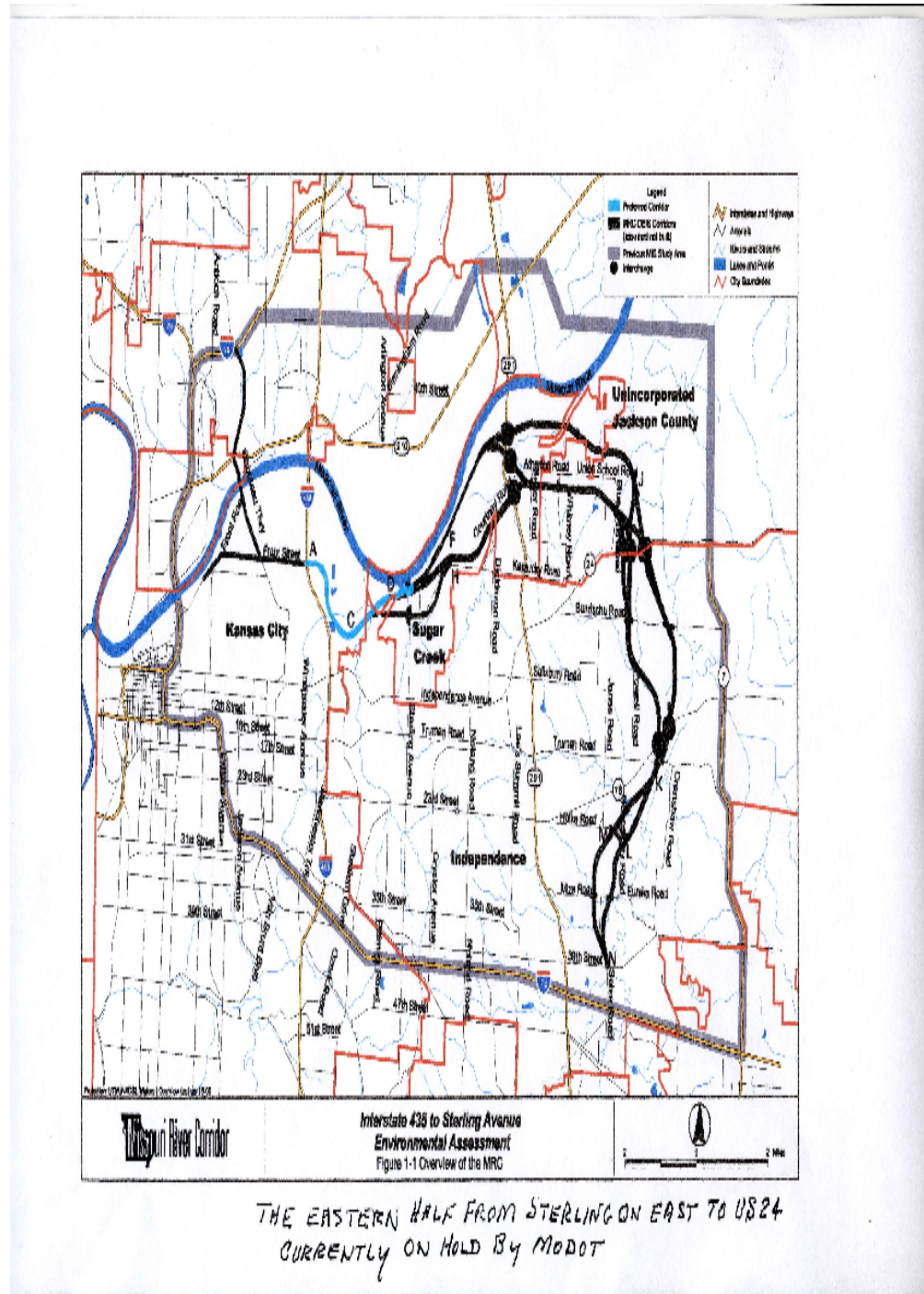


Lexington, Missouri

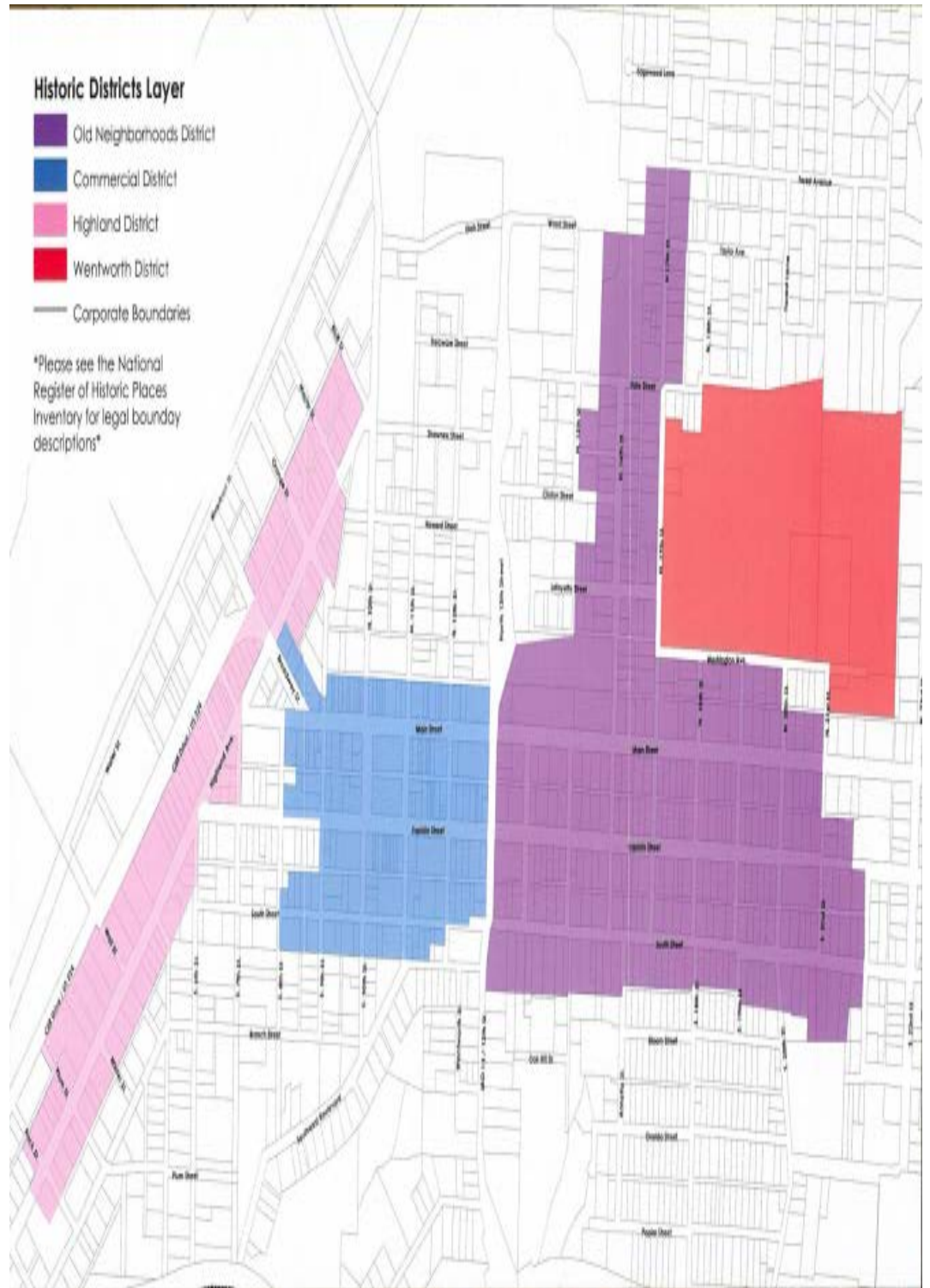


Map 1.4: Ward Boundaries Map

# LEWIS & CLARK EXPRESSWAY



# HISTORICAL DISTRICT MAP





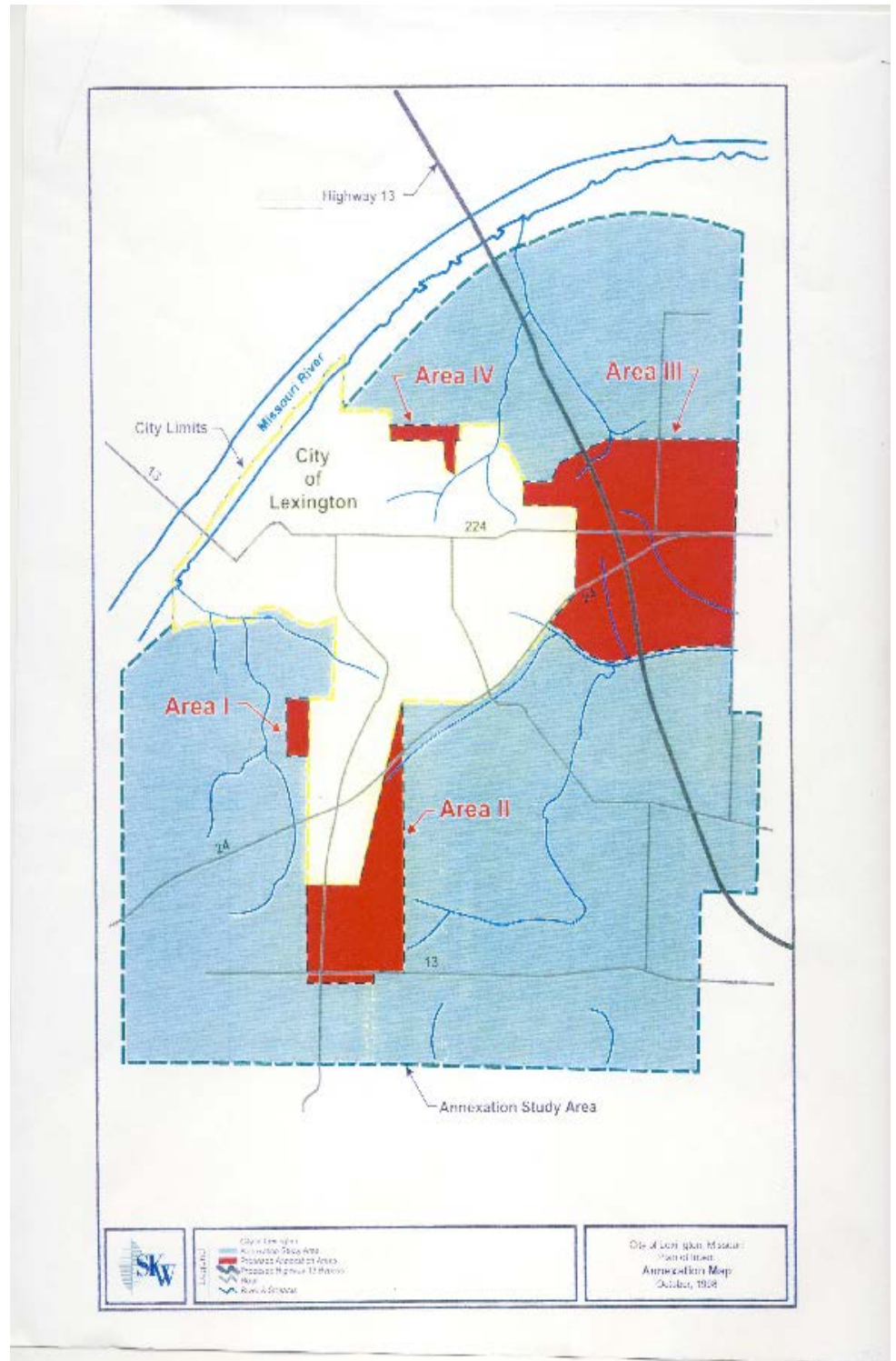
### **Annexation**

Annexations present an array of issues for the City. While some annexations may be classified Developments of City Significance, many will not be classified as such. Existing commercial and residential areas in the unincorporated County have typically been developed without adherence to the same standards required for City developments. Infrastructure is not constructed to City Codes, and there are frequently territorial issues related to utilities. Cooperative partnership may be helpful going forward.

See:

- Annexed Area Map

# ANNEXED AREA MAP



## Major Planning Efforts

### Special Areas

Special Areas identifies areas in the Suburban Area of Lexington that are experiencing immediate development pressures and require further study regarding land use issues. These are areas that could benefit from innovative planning and zoning techniques, such as Form-based Zoning District regulations. The recommended implementation strategy for these areas is to create consistent area plans coordinated with area property owners and the public.

#### Special Areas currently identified are:

- Downtown Square & Main Street area

### Special Corridors

Special Corridors identifies other routes through Lexington where existing land uses should be evaluated, possibly revising for future land use. Giving special consideration to coordinating land use patterns with transportation, housing, employment and/or retail development along these corridors could be advantageous.

#### Special Corridors currently identified is:

Highway Commercial District

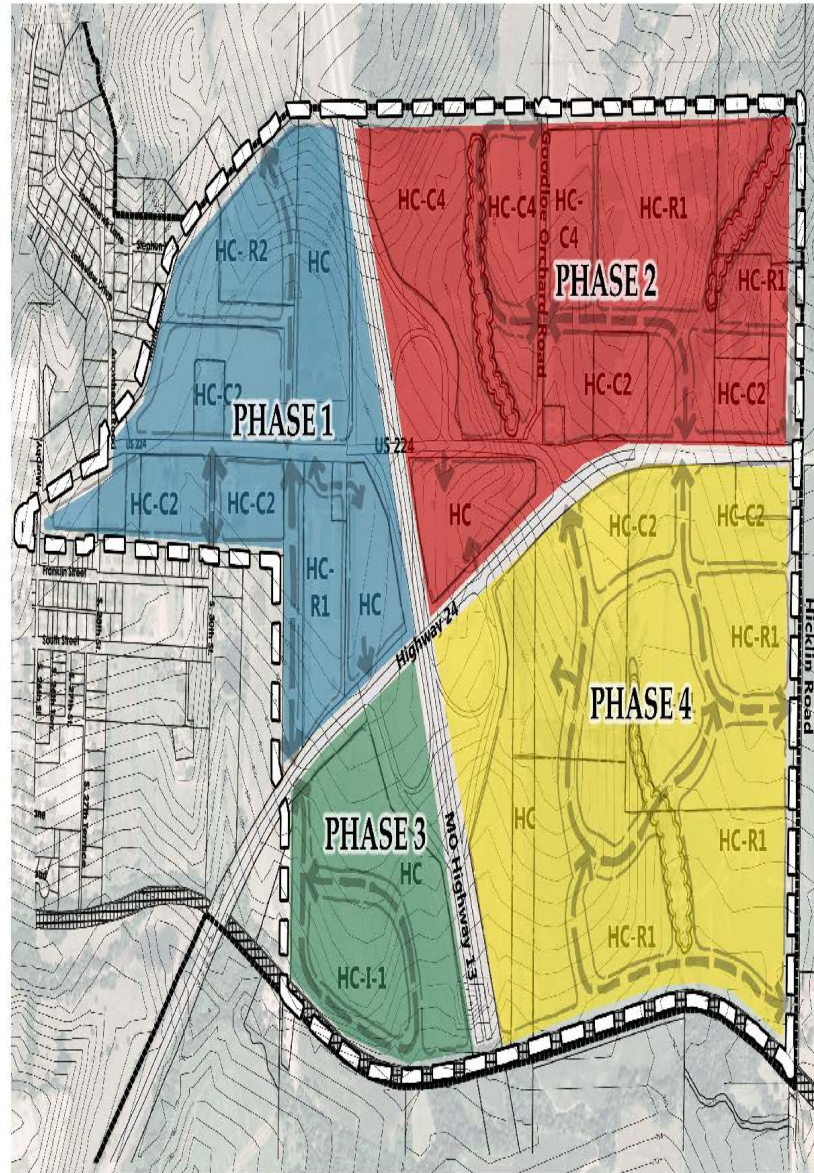
See:

- Highway Commercial District Land Use Plan Map
- Highway Commercial District Conceptual Utility Plan Map
- Highway Commercial District Probable Cost Chart

\*NOTE: Major Planning efforts should be undertaken within current established flood zones and zoning designations unless new zoning ordinances and subdivision regulations are adopted.



# HIGHWAY COMMERCIAL DISTRICT CONCEPTUAL UTILITY PLAN MAP



HC - Highway Commercial District Conceptual Utility Plan  
Lexington, Missouri



Scale: 1" = 500'



# PARKS & NATURAL RESOURCES

## PARKS & NATURAL RESOURCES

### Overview

Natural resources are included in this Plan because of their significant contribution to the character and quality of life in the City of Lexington, their local value expressed through the public input process of this Plan update, and their ability to attract new residents. As stewards of natural resources, the City has a responsibility to coordinate with other jurisdictions and agencies to minimize the impacts of growth on the natural environment. A key component to the protection of natural resources is the promotion of sustainable development practices and patterns. The concept of “sustainability” involves the ability of a community and society to meet the needs of the present population while ensuring that future generations have the same or better opportunities.

One of the challenges in addressing sustainability in a community comprehensive plan is that many of the issues are global in nature - air quality, bio-diversity, ozone and climate depletion, food production, and others - and it is often difficult for local planning policies to address these issues. The City of Lexington believes it is important to act responsibly through the implementation of strategies to address these issues, recognizing that these efforts must be balanced with other local demands on government time and resources.

## **Background and Inventory of Existing Conditions**

Numerous agencies are involved in the protection of natural resources, including but not limited to: Environmental Protection Agency (EPA), the Missouri Department of Natural Resources (MDNR), the Missouri Department of Conservation, (MDC), the US Army Corps of Engineers (USACE), and non-profit agencies.

The City of Lexington's regulatory power regarding natural resource protection related to the impacts of growth and development on the natural environment is limited. The City also is responsible for the impacts of non-point resources of pollution, or runoff on water quality through its storm water management program.

**The below is the City's inventory of public facilities:**

### **Recreational Facilities**

- Public Swimming Pools: 1
- Public Parks: 6
- Public Baseball/ Softball Field: 4
- Private handball/racquet court: 1
- Public Access lake or river: 2 Fishing, Trolling Motor
- Camping, Hiking/Nature Trails

### **Parks & Natural Resources Element Goal**

Natural resources, such as lakes, rivers, creeks, wildlife habitat, groundwater, greenspace(s), farmland soils, and air quality will be respected by preventing or mitigating potential negative impacts of growth and development.

\*Source: from <http://www.historiclexington.com/visitlexington.php>

### **Parks & Natural Resources Needs**

**Natural Resources needs include, but are not limited to, the following:**

- Protecting and enhancing natural resources: environments, habitats and wildlife;
- Protecting natural resources for tourism purposes;
- Promoting sustainable development practices; and
- Allowing compact land use patterns to help minimize the fragmentation of natural resources.

### **Parks & Natural Resources Element Strategies**

- The following strategic actions should be undertaken by the City of Lexington and cooperating agencies that promote and protect natural resources in the City. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Maintain or adopt additional amendments to the Zoning and Land Development Regulations Ordinance to ensure that sensitive and important natural resources are protected during and after development activities.
- Continue protecting critical and natural resource areas by designating them for very low intensity uses in the future land use recommendations and the Zoning and Land Development Regulations Ordinance.

### Natural Resources Element Strategies

- Promote sustainable development patterns by concentrating high intensity development in areas with existing public facilities where transportation and related services are available (the Urban/Suburban Area) while respecting areas with sensitive or unique natural resources.
- Continue to promote tourism opportunities associated with historical spaces.
- Promote sustainable development practices including but not limited to storm water management, maintenance of vegetative cover and agricultural uses, maintenance of non-disturbance zones in critical areas, conservation set-asides in development plans, and others through special area plans and land development regulations.
- Work with participating agencies to provide incentives for protection of natural resources using methods such as conservation easements to place land into permanent protection and provide development incentives such as density bonuses for land set-asides through land development regulations.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to authorize the combination of land uses in compact development patterns.



*USAerial  
Photography*

# CULTURE & HISTORY

## CULTURE & HISTORY

### Overview

The City of Lexington and surrounding area encompass an area richly endowed with a sense of history that is revealed to its current residents through a legacy of historic properties, scenic roadways, and historic landscapes. Today, there is a recognized need for increased public awareness of the importance of history and natural beauty to the quality of life in Lexington that is deeply valued by its residents and sought by visitors.

In this sense, recognition and appreciation of the City's historic legacy is not just an issue of historic preservation, but is a key component of the economic well-being of the community. It is at the heart of the vision for Lexington which calls for preservation of rural community character, cultural resources, and traditional lifestyles.

### Cultural Resources Element Goal

Cultural and historic resources will be respected by preventing or mitigating potential negative impacts of growth and development. Lexington's culture and history are nuggets which speak to the character and uniqueness of the city. Capitalizing on these strengths will benefit the community and region both short and long-term.

## History of Lexington Missouri

Lexington, Missouri, located on the bluffs of the Missouri River, was platted in 1822, near William Jack's Ferry. Lexington's founder, Gilead Rupe, established the first ferry in 1819. In 1823, Lexington became the county seat of Lafayette County and grew rapidly.

John Aull opened a mercantile store in 1822, and his brothers James and Robert Aull soon joined him. The Aull Brothers firm soon had a frontier chain, also operating stores in Independence, Westport, and Liberty. Other merchants came, as did farmers and planters who specialized in hemp, tobacco and cattle. With the emphasis on trade and agriculture, Lexington and Lafayette County also had one of the largest slave populations in the state.

Lexington was a bustling and prosperous city, the largest city west of St. Louis in the 1830s and '40's. During that period, it was the major center for merchants and outfitters as trappers, traders, and emigrants prepared to travel westward on the Santa Fe Trail, California Trail, Oregon Trail, and the Mormon Trail to Utah. In the 1840s, Russell, Majors and Waddell, the largest trading firm in the West, established its headquarters on Main Street. In the 1850s, these three men had 3500 wagons carrying goods from Missouri to Sacramento, Denver, and other points, and in 1860, they would found the Pony Express.

The steamboat trade on the river became a hugely profitable investment, and the wharf was a center of commerce. In 1852, one of the worst steamboat accidents in Missouri history occurred at Lexington. The side-wheeler Saluda (steamship) was carrying 250 Mormons en route to Salt Lake City when its boilers exploded, killing over 150 people. Lexingtonians adopted many children orphaned by the blast. Productive coal mines, among the first in the state, were dug into the surrounding river bluffs to provide fuel for river steamers.

\*Source: <http://www.visitlexingtonmo.com/history.html>

## History of Lexington Missouri

Lexington was also noted for its architecture, especially in its public buildings. The Greek Revival Lafayette County Courthouse, built in 1847 on Main Street, is the oldest courthouse in continuous use west of the Mississippi. The Masonic College, also built in the Greek revival style, operated from 1847 to 1857 and after the Civil War, it housed the Central College for Women. The Gothic Revival Christ Episcopal Church, built in 1848, has an interior finished in walnut and a ceiling ornamented with a Gothic truss arch. Lexington is still home to over 150 homes and public buildings built before the Civil War, and annually holds tours of its historic homes and buildings.

## Athens on the Missouri

After the Civil War, Lexington was replaced by Kansas City as the largest city in western Missouri. In part due to the arrival of the transcontinental railroad, which supplanted the river commerce. Yet a number of institutions of higher education were established in Lexington, leading the town to bill itself as the "Athens on the Missouri." Especially significant were three schools for women, the Elizabeth Aull Seminary, Lexington Baptist Female College, and Central College for Women. For men there was the Masonic College and the Wentworth Male Academy.

Wentworth Military Academy & College, the oldest Military school west of the Mississippi, founded in 1880, initially began as Hobson's Select School for Boys. A year later, the school became Wentworth Male Academy when the school's benefactor, Stephen G. Wentworth, purchased the school and re-named it in memory of his recently deceased son, William. Its purpose was to prepare its graduates for college and professional life and thereafter applied to young women as well as men. That mission remained unchanged for 125 years until closure in 2017. Wentworth Junior College Campus was also home to classes by Park University.

\*Source: <http://www.visitlexingtonmo.com/history.html>

## Education, Healthcare, & Churches

Residents of Lexington enjoy a high-quality small-town lifestyle, with big-city amenities less than an hour's drive away. Lexington offers excellent educational, health care, recreational and cultural facilities and a wide array of economical housing, from antebellum homes to modern subdivisions.

### Education

- Numerous Licensed Pre-Schools
- Lexington R-V School District K-12
- Lex-La-Ray Technical Center
- Missouri Valley College
- University of Central Missouri Warrensburg (1/2 hour drive)

### Health Care

- Lafayette Regional Health Center
- Psychological and Counseling Services
- Health Care Coalition of Lafayette County
- Lafayette County Health Department

### Churches

Assemblies of God, Christ Episcopal, Church of Jesus Christ LDS, First Baptist, Grace Lutheran, Immaculate Conception Catholic, Living Word Lutheran, Presbyterian Disciples, Restoration Branch, Second Baptist, Trinity United Church of Christ, United Methodist

\*Source: [www.historiclexington.com/liveinlexington.php](http://www.historiclexington.com/liveinlexington.php)

## Area Activities

### **Madonna of the Trail - *Broadway at Highland Ave.***

This monument to pioneer women was presented to Lexington in 1928. Jackson County Judge Harry S. Truman presided at the dedication. The Madonna is one of 12 placed in every state crossed by the National Old Trails Road, the route of early settlers from Maryland to California.

### **Lafayette County War Memorial**

Constructed in 1925, this memorial to the veterans of four wars has stairs leading from the Old Trails Scenic Byway to the top of the bluff on Highland Ave., where there are benches and a fine view of the Missouri River valley.

### **Lafayette County Veterans Memorial**

Located on the west lawn of the Lafayette County Courthouse. Dedicated November 11, 2006, this memorial honors all branches of the armed service and all veterans of Lafayette County.

### **College Park - 16th & State Streets.**

This city park near the battlefield site contains a cannon from the USS Constitution ("Old Ironsides") and a shelter that is a replica of the Masonic College building that served as Union headquarters during the Battle of Lexington. A marker indicates where Union Col. Mulligan hid \$1 million in confiscated funds under his tent during the battle.

\*Source: <http://www.visitlexingtonmo.com/area-activities.html>

## Area Activities

### **Riverfront Park - N. 10th Street.**

Although the course of the Missouri River has shifted northward, views from this city park show where Lewis & Clark and countless steamboats passed in the 19th Century. Historical marker, picnic shelter and boat launch.

### **Riverfront Park - Boat Ramps, Fishing & Marina**

Get the best view of the Missouri River possible – the view of the shoreline from a boat! Launch your craft at Lexington's Riverfront Park marina. When you're ready to take a break from exploring or fishing on the river, have a picnic in the shelter house. Just a few blocks away you can enjoy a walk through our historic downtown or chow down at one of Lexington's family-owned restaurants.

### **Big River Ranch – Equine & Camping**

Big River Ranch is a family owned and operated facility providing 2100 acres of beautiful land for families and individuals to enjoy on horseback. For campers we offer electric and water hookups, clean, sparkling restrooms and showers. If you have contacts to make, no problem, there is free wireless internet service.

### **Area Wineries & Orchards**

Around Lexington and throughout Lafayette County, there are ample opportunities to explore the countryside, buy the best of fresh apples, peaches and farm products in season and get in touch with rural life.

\*Source: <http://www.visitlexingtonmo.com/area-activities.html>

Lexington is legendary for its history, vintage homes, festivals and shopping opportunities. Main Street boasts a distinctive collection of antique shops, specialty stores and restaurants. The Live! In Lexington concert series and River City Players offer high quality entertainment year 'round. Lexington Parks & Recreation sponsors a full schedule of youth and adult programs. The beautiful countryside surrounding the city is home to wineries, orchards and growers.

## **Attractions**

- Battle of Lexington State Historic Site
- Lexington Historical Museum
- Madonna of the Trail Statue
- Lafayette County Veterans Memorial
- Old Neighborhoods Historic District
- Highland Avenue Historic District
- Wentworth Historic District

## **Events**

- Ladies Night Out (April/Sept)
- Wine & Dine (May)
- Summer Block Party (June)
- Lexington Community Fair (Aug)
- Old Homes Tour (Sept)
- Mountain Man Rendezvous (Sept)
- Apples, Arts & Antiques Festival (Oct)
- Festival of Lights (Dec)

\*Source: from <http://www.historiclexington.com/visitlexington.php>

## Educational & Entertainment Venues in and Around Lexington

- Cannonball 6 Cinema
- Confederate Memorial State Historic Site
- Lexington Historical Museum
- Wentworth Museum
- Trails Regional Library
- Lexington Park Board Pool
- Live! In Lexington Concert Series [www.liveinlexington.org](http://www.liveinlexington.org)

## Links to Explore Lexington & the Region's History

[History](#)  
[Battle of Lexington State Historic Site](#)  
[Historic Buildings](#)  
[Historic Districts](#)  
[Memorials](#)  
[Parks and Cemeteries](#)  
[Trolley, Carriage and Group Venues](#)  
[Concordia](#)  
[Lafayette County](#)  
[Higginsville](#)

\*Source: from <http://www.historiclexington.com/visitlexington.php>

### The "Lex"

The "Lex" is the new Lexington Auditorium and Civic Center, a renovation of the Municipal Auditorium in downtown Lexington. The Municipal Auditorium, built in 1939 as a Works Project Administration (WPA) project, once again serves as our community center, with live theatre, dances, fairs and youth activities.



### River City Players

Since 1982, River City Players has been a cornerstone of the cultural community in Lexington, Missouri. RCP is a community theater ensemble and presents three shows a year.



\*Source: <http://www.visitlexingtonmo.com/arts---culture.html>

### Lexington Arts Council

ISAAC is the Lexington's Regional Art Council whose goal is to foster and encourage arts in the community. The Council will work with area schools, community groups & projects and help fund activities to ultimately promote local economic development.



### Wentworth Military Academy & College

Wentworth Military Academy & College, the oldest Military school west of the Mississippi, founded in 1880, initially began as Hobson's Select School for Boys. A year later, the school became Wentworth Male Academy when the school's benefactor, Stephen G. Wentworth, purchased the school and re-named it in memory of his recently deceased son, William. Its purpose was to prepare its graduates for college and professional life and thereafter applied to young women as well as men. That mission remained unchanged for 125 years until closure in 2017. Wentworth Junior College Campus was also home to classes by Park University.



\*Source: <http://www.visitlexingtonmo.com/arts---culture.html>

## Battle of Lexington



The first year of the Civil War in Missouri began with the Unionists quickly gaining the upper hand. By the end of June, the pro-Southern governor and members of the cabinet and legislature had been driven into exile and a provisional pro-Union government had been created to rule the state. The tide turned on Aug. 10, 1861, when a Union army was defeated at the bloody Battle of Wilson's Creek near Springfield. This set the stage for a rebel offensive into the heart of the Missouri River valley. In late August, the commander of the pro-Southern state guard forces, Maj. Gen. Sterling Price, set his 7,000 men in motion. Their objective was the prosperous and strongly pro-Southern Missouri River town of Lexington.

While Price was advancing on Lexington, a body of 2,700 Federals under the command of Col. James A. Mulligan had fortified themselves inside the grounds of the Masonic College on the northern end of town.

By the first day of the battle, Sept. 18, Price's army had swelled to 10,000 to 12,000 men and more recruits were pouring in daily from the surrounding countryside. With the strains of "Dixie" in the air, Price's men marched through Lexington and completely encircled the college. For the next nine hours, the huddled Unionists received a galling and continuous bombardment of shot and shell. Meanwhile, the Southerners seized the house of Oliver Anderson, which was then serving as a Union hospital. Outraged by what he considered a breach of the etiquette of war, Col. Mulligan ordered the house to be retaken; in a bloody countercharge, his men stormed the house and took heavy casualties. Soon after, the house changed hands for a third time as the guardsmen drove the Yankees back to their trenches.

\*Source: [www.visitlexingtonmo.com/battle-of-Lexington.html](http://www.visitlexingtonmo.com/battle-of-Lexington.html)

## Battle of Lexington

On the second day of the battle, the bombardment was continued and the lines around the college were drawn in and tightened. The entrapped blue coats had run out of water by then and were suffering greatly from thirst and heat.

The siege ended on the third day in a dramatic and unusual way. The Southerners had discovered a quantity of hemp bales in a nearby warehouse and arranged these bales in a line on the west side of the Union entrenchments. They then began rolling the bales ever closer to the line of trenches. The panicked Federals unleashed their artillery into the moving breastwork, but their cannon balls had little effect on the dense bales. By early afternoon, the snakelike line of bales had advanced close enough to the Union trenches for a charge, and the defenders of that sector engaged in a brief but bloody hand-to-hand fight before being driven back into their entrenchments. By now, Mulligan and most of his officers were wounded and he realized that the time for surrender had come.

The casualty count from the Battle of Lexington was 25 killed and 75 wounded on Price's side, while the Federals had 39 killed and 120 wounded. Price did experience some immediate gains from the battle. He captured five artillery pieces, 3,000 rifles, and 750 horses, all of which were highly beneficial to his under-equipped army. Beyond that, he returned some \$900,000 that the Federals had looted from the local bank - and, he became a hero throughout the South. But his long-term gains were less significant.

In response to the defeat at Lexington, the Union commander in Missouri, Gen. John C. Fremont, mounted a massive force to drive Price from Missouri. In the face of this threat, Price had little choice but to retreat back to southwest Missouri. Lexington and the Missouri River Valley once again returned to Union control.

\*Source: [www.visitlexingtonmo.com/battle-of-Lexington.html](http://www.visitlexingtonmo.com/battle-of-Lexington.html)

## Lexington Historical Museum

The museum has been housed in the 1846 Cumberland Presbyterian Church of Lexington since its opening in 1976. The museum has a collection of early Lexington pictures. It also has on display an Overland Mail Company Bible as one of its many items related to the Pony Express mail service. It also contains historical memorabilia related to steamboats, coal mining, Osage Indians, and the Wentworth Military Academy.

A sword that James A. Mulligan turned over in surrender, but later allowed to keep per orders of General Sterling Price, is on display. The historical records on the sword show it was stolen by a young boy shortly after Mulligan's surrender and hidden in his father's farm near Lexington. It was returned to a lawyer around 1900. The lawyer returned it to the Mulligan family in 1912 to the widow of Colonial Mulligan. Her daughter returned it to the city of Lexington in 1917, where it stayed in a bank vault for 50 years. The family later donated the elaborately decorated sword to the Lexington Historical Museum in 1967. The sword was originally presented to Mulligan by the city of Chicago.



\*Source: [www.visitlexingtonmo.com/museum.html](http://www.visitlexingtonmo.com/museum.html)



### Lafayette County Courthouse

Henry Renick, who was also the Justice of the Peace, built the first courthouse in 1824-25 on the square. The square (one square block commonly referred to as Old Town) is located on the South side of South Street and between 23<sup>rd</sup> and 24<sup>th</sup> Street. The building was in use until 1832. The second courthouse for the county, also on the square, was built in 1835. The three-story building was regarded as one of the finest in Missouri, as three-story buildings were rare during this time. The building was kept in use until 1849, when the present courthouse was occupied.

The business district of Lexington moved about one mile west after the town incorporated in 1845. The courthouse also moved to a new, more central location at this time. The court appropriated funds for the third and present courthouse and began putting plans for the new structure in March of 1847. The construction was completed in 1849, with the final cost being about \$12,000. In 1854, a small annex was built to house the clerk's office, followed by a two-story annex in the 1880s. At the turn of the 1900s a two story building addition was added on the East side of the Courthouse.

During the Battle of Lexington in 1861, the courthouse was fired upon, leaving a cannonball in one of the columns.

\*Source: [www.visitlexingtonmo.com/1847-courthouse.html](http://www.visitlexingtonmo.com/1847-courthouse.html)

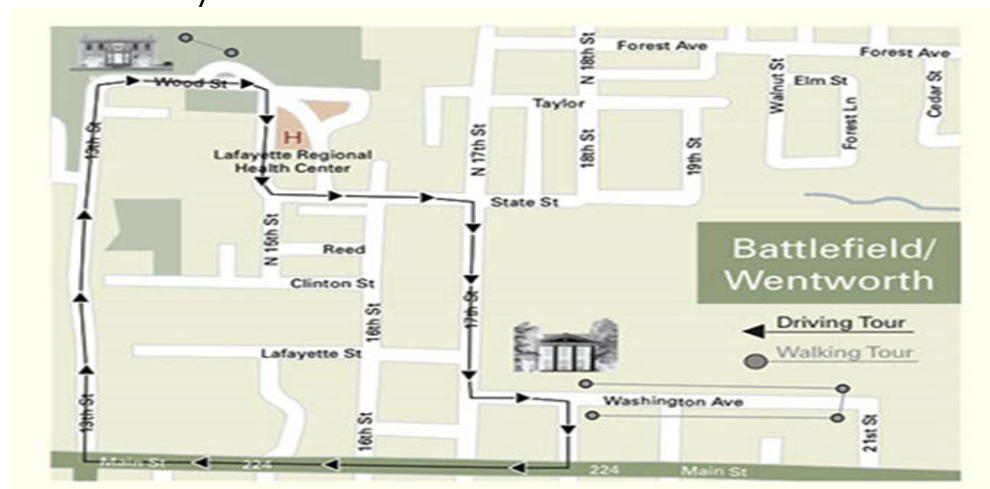
## Wentworth

Wentworth Military Academy & College was founded in 1880 and named by banker and benefactor Stephen G. Wentworth in honor of his deceased son. Wentworth was one of nation's oldest and most respected military schools, offering high school and college degrees. A military history museum is located on Main Street in the City of Lexington. Tours are available by appointment.

Before closure in 2017, Wentworth had more than 200 boarding students and total enrollment of more than 1,000, including day and part-time students.

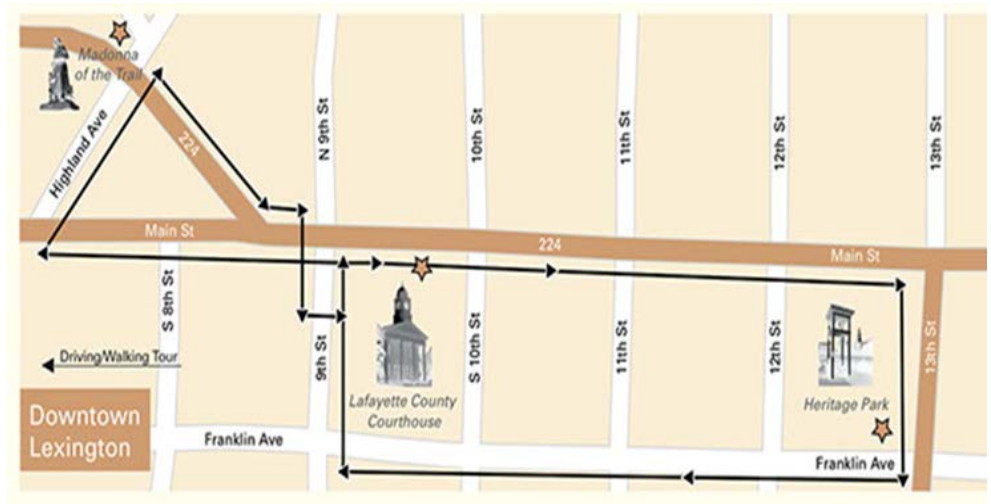
### Battle of Lexington 1861

On the north side of Washington Street running through the campus is the Administration Building, originally a house that was partially burned during the battle. The Red Dragon sculpture in front is the Wentworth mascot. In front of Groendyke Hall is a monument to a Missouri State Guard battery located here during the battle. The Doughboy Statue honors cadets killed in World War I. Continuing east are Sellers Hall, the Chapel, and the Academic Building. The helicopter is a Viet Nam War memorial. The President's Residence is an 1830s Greek Revival house. Across the street past Tillotson Barracks is Norma Maring Alumni Hall. It is a Romanesque brick home with tower and decorative chimney. The house at the corner was burned down during the battle but was later rebuilt in the new Italianate style. The homes down the street are 18th Century houses and were owned and used by the school.



\*Source: [www.visitlexingtonmo.com/wentworthbattlefield.html](http://www.visitlexingtonmo.com/wentworthbattlefield.html)

## Downtown Commercial District



Shopkeepers & offices still do business in the same buildings where the early citizens of Lexington worked and shopped. Visit the shops and enjoy the period renovation that showcases each building.

With steamboats stopping frequently at Lexington in the 1840s and '50s, many brick churches, businesses and homes were built near the river. Just before the 1861 Civil War Battle of Lexington, it was written of Main Street that, "The street was lined with ladies, sobbing and waving handkerchiefs, and one old gentleman climbed a gate post and exhorted our marching column in a true and camping style." Despite their more modern fronts, many downtown buildings were standing at the time of the battle.

Our 1847 Greek Revival Courthouse is the oldest Courthouse in continuous use west of the Mississippi River. A cannonball hit the left column of the portico during the Battle of Lexington. It immediately fell out, but was picked up by a man who later swore it was the original ball. In the early 1900's, he brought the ball to the County Commissioners, who had it attached to the column with an iron rod. "Cannonball in the Courthouse" has since become the symbol of Lexington. Note the historical markers near the Courthouse.

\*Source: [www.visitlexingtonmo.com/downtown-commercial.html](http://www.visitlexingtonmo.com/downtown-commercial.html)

## Downtown Commercial District

Continue east on Main St., walking on the right (south) side of the street. 1101 Main, with its unique single cast-iron column, was originally a silent movie theater. 1114 Main, across the street, is a yellow brick Beaux-Arts structure built as a Masonic Temple in 1930. A few doors east, the building across the street that now houses Pat's Army & Sporting Goods store was built in the 1860's as the First Baptist Church, and originally had a large bell tower. The church at the corner of 12th Street was built in 1839 as the Christian Church; in the 1870's, it became the Second Baptist Church. The cast-iron fence around the bank building next to the church was fabricated in the mid-1800s by the Morrison Foundry, which was located down by the Missouri river. Federal troops burned the foundry since it had produced cannonballs for the Missouri State Guard.

At the corner of 13th & Main is the former post office, a 1912 example of Beaux-Arts architecture. Next door is the 1846 Cumberland Presbyterian Church, later a boys' school and library. Now the Lexington Historical Museum, it features exhibits on the Osage Indians, Pony Express and Battle of Lexington. Next to it is the 1848 Christ Church Episcopal, a fine example of Gothic Revival. It still has the original walnut pews, stained glass windows and an organ that came by steamboat from St. Louis in 1867. At the northwest corner of 13th & Franklin is Heritage Park. It commemorates the steamboat Saluda, which blew up at Lexington's Upper Landing in 1852 in the worst disaster ever on the Missouri River. In an attempt to make headway up the river when it was muddy, icy, and running fast, the ship's captain ordered an increase in steam power that caused the boilers to explode. About 75 people were killed, including many Mormon immigrants from England and Wales going to Salt Lake City. A funeral ceremony was held at the Episcopal Church across the street. The bell in the memorial tower is very similar to the one used on the Saluda. We invite you to rest on the stone bench in this beautiful little pocket park, then continue walking West on Franklin Avenue.

\*Source: [www.visitlexingtonmo.com/downtown-commercial.html](http://www.visitlexingtonmo.com/downtown-commercial.html)

## Downtown Commercial District

During the Civil War, Lexington was known as a center for Quantrill's raiders and other Southern guerrillas. Two months after the war ended, several decided to turn themselves in for pardon. While riding into town, reportedly under a white flag, they skirmished with Federal soldiers. Jesse James was severely wounded but escaped, which may have led to his outlaw career. In December 1866, Archie Clement, another notorious guerrilla, terrorized the town before being shot dead from his horse on Franklin Ave. by a Federal soldier stationed on the second floor of the courthouse.

On the opposite side of Franklin Street, next door to the theater, is a red brick building (now housing a restaurant) that was part of a complex used as an illegal still and was raided by Federal agents during Prohibition. On our same side of the street, at the northwest corner of 11th & Franklin is the 1939 Art Deco Lexington Auditorium built by the WPA during the Depression. Next to it is the 1905 City Hall, with a floating dome used for civil defense watches during World War II. It is now called Lafayette Hall and houses county offices.

Across 10th Street is the 1844 Presbyterian Disciples Church, with a unique cast-iron tower. It was built on land donated by merchant James Aull, who went to Mexico on the Santa Fe Trail in 1846. After being caught up in the Mexican War, he opened a general store in Chihuahua, where bandits later killed him. Across Franklin Street from the church is an 1847 Greek Revival house that was later "Victorianized". Next door is an 1860s building known as the Monument Shop. It was a German-American stone working business, which may account for its unique Jacobean features. The tombstones in front advertised the products available.

\*Source: [www.visitlexingtonmo.com/downtown-commercial.html](http://www.visitlexingtonmo.com/downtown-commercial.html)

### **Downtown Commercial District**

Turn Right and walk North on 9th Street back to Main Street.

On the corner 9th & Main is an Italianate building that was the Alexander Mitchell Bank, which the James Gang robbed in 1866. They took about \$2,000 and a small gold watch. From the inscription, they discovered that the watch belonged to a little girl. They returned the watch, and her descendants in California still have it to this day. West of this building and two doors down is another Italianate commercial building that originally housed the Limrick Bank. Mr. Limrick made his fortune outfitting settlers and traders on the Santa Fe Trail and built the grand house just southeast of Lexington that is now called Linwood Lawn. Two more doors down is a large brick Greek Revival building at the corner 8th St & Main that was the Farmers Bank of Missouri. In 1861 during the Civil War Battle of Lexington, Federal troops confiscated nearly a million dollars from this bank. Today it is the Elks Lodge.

Turn right, cross Main Street, and continue by also crossing Broadway Street. Turn left and walk north on Broadway.

Just before Broadway bends out of sight to begin its scenic run along the bluffs of the Missouri River, stands the Madonna of the Trail Monument which was dedicated in 1928 by then-Jackson County Judge Harry S. Truman. Twelve of these statues were placed by the DAR in each state with trails going west to honor the role of women and children in the Westward Movement. Nearby, markers note the Potawatomi "Trail of Death," commemorating the ferry crossing at Lexington of 850 Native Americans forced to march from Indiana to Kansas.

\*Source: [/www.visitlexingtonmo.com/downtown-commercial.html](http://www.visitlexingtonmo.com/downtown-commercial.html)

## Old Neighborhoods District

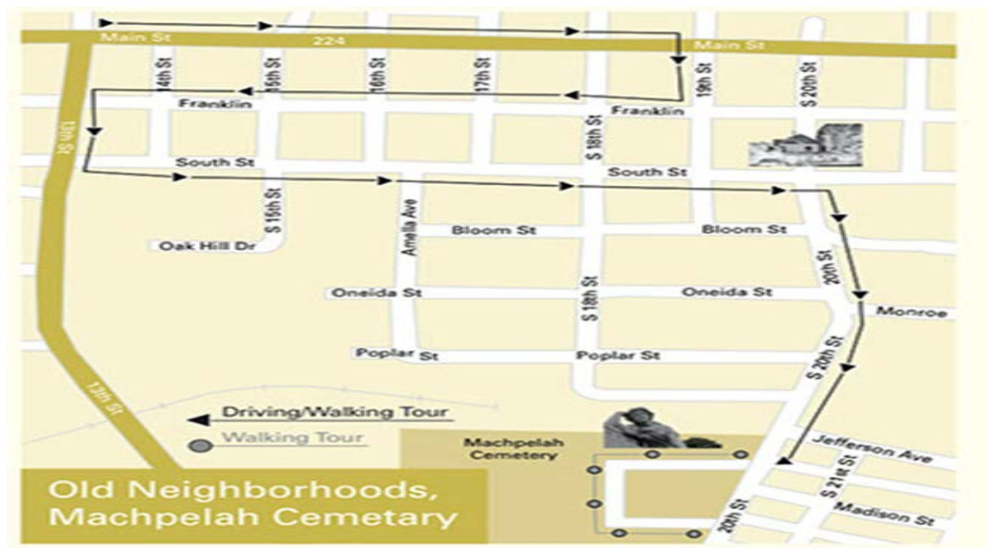
Main Street, Franklin Avenue and South Street from 13th to 20th Streets comprise the District. These streets are lined with antebellum (pre-Civil War) homes, both mansions and cottages built in virtually every popular architectural style from the 1830s to the present. Many of the original owners rest in Machpelah Cemetery, along with Civil War soldiers and Mormon victims of the Saluda disaster. Enjoy the historic architecture on these tree-lined streets where covered wagons and carriages traveled long ago. Included in this area are several historic homes that are now bed and breakfast inns. Along Main Street this area includes a playing field called the "Goose Pond," built in the ravine in 1913 using mule teams. WPA workers added concrete bleachers during the Depression. The Maid-Rite Drive-In Restaurant has been a Lexington landmark since the 1940s. The 1899 Gothic Revival Immaculate Conception Catholic Church on Main was built for Irish and Italian immigrants who came to work in the coal mines.

The Santa Fe Trail originally ran down South Street. On the corner of 13th & South is the old William Bradford Waddell mansion, which after the Pony Express failed, he sold to the Baptist Female College, which Harry Truman's mother attended in the late 1860s. Next door is a home built around 1845. Cannonballs went through its walls during the Battle of Lexington. It later became the home of a great-nephew of Daniel Boone. Columns were added around 1900 when the house became the music conservatory for the college. Also in this historic area is the largest Queen Anne house in Lexington. Built in the 1880s, it features a turret, tower, wraparound veranda, stained glass windows, decorative chimneys and pinnacles on the peaks. During the Battle of Lexington, a Missouri State Guard cannon was set up in the front yard of the house across the street with a straight shot down 16th street to Federal headquarters in the Masonic College.

\*Source: [/www.visitlexingtonmo.com/old-neighborhoods.html](http://www.visitlexingtonmo.com/old-neighborhoods.html)

## Old Neighborhoods District

The Winkler brothers, who came from Germany before the Civil War, originally operated the funeral home on South Street. Their furniture factory, which was located across the street, also made coffins. The family of Sam Walton, founder of Walmart also resided on South when he was a child. Just four blocks to the South is the north gate of the famous Machpelah Cemetery. Dating to 1849, this is the oldest incorporated cemetery in Missouri. For a brief tour including most of the older section, enter at the north gate and circle around to the south gate. Victims of the Saluda disaster in 1852 were buried in Machpelah in a mass grave. When the Missouri State Guard entered Lexington, they skirmished with Federal soldiers here in an engagement later called "The Battle Over The Dead." There are many examples of elaborate funerary stonework, as well as ironwork produced at the Morrison Foundry. The kiosk near the south gate offers computerized access to each known grave.



\*Source: [www.visitlexingtonmo.com/old-neighborhoods.html](http://www.visitlexingtonmo.com/old-neighborhoods.html)

## Machpelah Cemetery

Machpelah Cemetery is the oldest and largest cemetery in current use in Lexington, Missouri. A special act of the Missouri Legislature incorporated Machpelah Cemetery in 1849. The cemetery actually dates back to 1839 when John Taylor Waddell was buried in the Waddell Family Cemetery, which over the next several years was replaced by and greatly expanded into what is now Machpelah Cemetery. The cemetery has been expanded by several additions over the years to bring Machpelah Cemetery to its current size.

Many early and prominent citizens of Lexington, Missouri and the Lafayette County area are buried in Machpelah Cemetery. Also located within Machpelah Cemetery is The Saluda Memorial. On April 9, 1852, the steamboat Saluda exploded next to Lexington, Missouri while traveling west on the Missouri River. A large but unknown number of persons were killed in the explosion. Many of the bodies were buried in a mass grave on the north side of Machpelah Cemetery where a memorial has been erected. Most of those killed and buried here were Mormons.

The name of Machpelah Cemetery is a biblical reference to the cave or tomb, which Abraham purchased when Sarah died. In time, this was the burial place of not only Sarah, but also of Abraham, Isaac, Rebekah, Jacob, and Leah.

And after this, Abraham buried Sarah his wife in the cave of the field of Machpelah before Mamre: the same is Hebron in the land of Canaan. (Genesis 23:19)

Directions to Machpelah Cemetery: From the intersection of Highway 24 and Highway 13 (on the south side of Lexington), go north on Highway 13 to the first traffic light. Turn right at the traffic light. The cemetery is located behind the grocery store at this intersection. The entrance to Machpelah Cemetery is located on South 20th Street.

Cemetery records date only to 1885 with no record of earlier burials. A fire destroyed records from the years of 1920 thru 1940.

\*Source: [www.visitlexingtonmo.com/machpelah-cemetery.html](http://www.visitlexingtonmo.com/machpelah-cemetery.html)

## Wineries & Orchards

Cuttings from Missouri grape vines helped restore the French wine industry after they fell desolate as Mildew and then Phylloxera spread throughout the country. Winemaking wouldn't hit its stride in Lafayette County until the late 1990's. But today Lafayette County now has five wineries, more than any other single county in the state and are considered among the best produced anywhere in the United States.

The rolling hills and fertile loess soils of Lafayette County offer not only a stunning rural landscape, but have produced Missouri's oldest and largest apple- and peach-growing region.

Around Lexington and throughout Lafayette County, there are ample opportunities to explore the countryside, buy the best of fresh apples, peaches and farm products in season and get in touch with rural life. The Santa Fe Trail Growers Association plays an integral role with the area's diverse attractions.

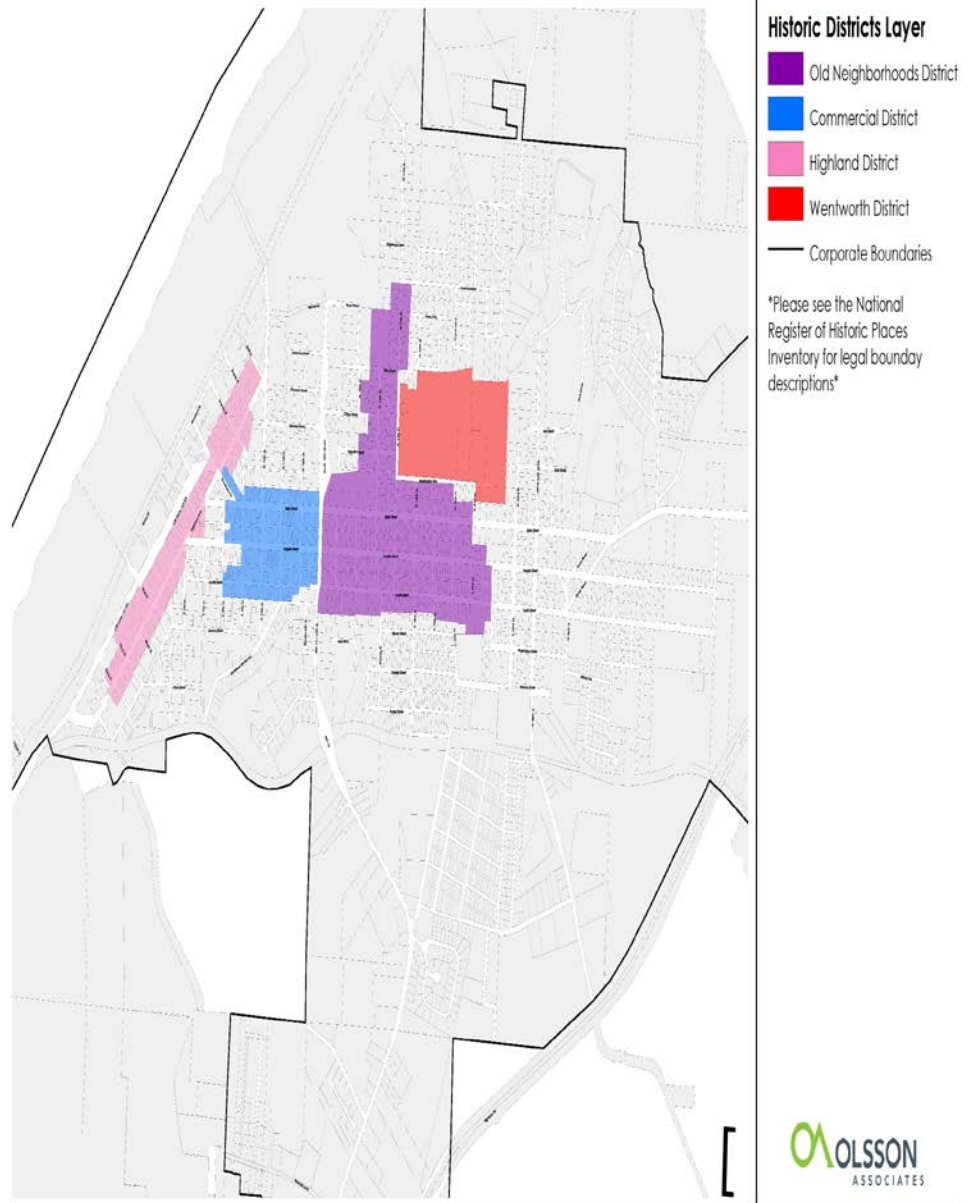
The members of the Santa Fe Trail Growers Association are located on or a few miles off historic 24 Highway in Lafayette County. These family-run businesses offer the bounty of the county's produce in season, plus baked goods, jams and Christmas Trees.

\*Source: [www.visitlexingtonmo.com/wineries---orchards.html](http://www.visitlexingtonmo.com/wineries---orchards.html)

# HISTORIC DISTRICT MAP

LEXINGTON MAPPING UPDATE

## Base City Map



Lexington, Missouri

Map 1.6: Historic Districts Map

## Highland District



This scenic street was a branch of the Santa Fe Trail, leading west and runs along the bluff above the Missouri River. It intersects with the road that led to the ferry and Upper Landing in the steamboat era. Highland also led to the Lower Landing's warehouses, hotels & ropewalks, where hemp was twisted into rope. According to a newspaper of the period, the Lexington Intelligencer, "It was no unusual thing to see six or eight steamboats at our landing . . . a line of wagons a half mile long waited for their time to move forward down Broadway to the warehouses." Prominent merchants built homes along Highland in the 1840s and '50s. Later, coal miners lived on "Irish Town Hill." The Aull family built or owned many of the homes, including the Elizabeth Aull Seminary.

\*Source: [www.visitlexingtonmo.com/highland-district.html](http://www.visitlexingtonmo.com/highland-district.html)

## Highland District

Don't miss the Missouri River Scenic overlook provided by the Lafayette County War Memorial. The story and a half home on the corner was built around 1840. Owner James Lightner was wounded in 1861 when trying to free Southern sympathizers from the steamboat White Cloud, then killed trying to escape. The right side of the duplex across the street was built around 1842, and later used as a bank. This is one of the earliest duplexes built west of the Mississippi. There are several Greek Revival homes along Highland that were built around 1840. Quarters for household slaves remain in the rear of a few. The clapboard Greek Revival was owned by Pony Express founder William B. Waddell before he moved to a grander house on South St.

The house with the outstanding columns, added in the late part of the 20th Century, was originally home to merchant Robert Aull. From 1860 to 1903, it housed the Elizabeth Aull Seminary, an innovative Presbyterian female finishing school that gave no public performances or tests, to avoid embarrassing the girls. The brick home facing Franklin was also part of the campus. When restored, blackboards were found in many rooms. Down the street is the largest Greek Revival house in Lexington. It was owned by merchant - banker Robert Aull and, much later, by former U.S. Rep. Ike Skelton. It was constructed around 1855 and shows the transition from the Greek Revival to the Italianate style.

Across the street on the corner is 1840's built Greek Revival brick home, now called Morgen Manor, that was constructed on part of a stone foundation of a much earlier log cabin. Several of the hand-hewn beams and hand forged nails were used in the construction of the existing house. This house's abstract had five slaves listed as residing there during the mid-1800.

\*Source: [www.visitlexingtonmo.com/highland-district.html](http://www.visitlexingtonmo.com/highland-district.html)

### Highland District (con't.)

Down the street is a brick home built in 1843 was the center of a hemp plantation. Owner Dr. William Boulware treated survivors of the Saluda steamboat explosion and soldiers wounded during the Battle of Lexington. Dr. Bennett Clark Hyde, who was tried three times for poisoning members of the prominent Swope family but never convicted, later lived there. Down Wall St. to the right is a river overlook and stairs leading to Hwy 224. A marker explains the World War I Memorial below.

The original brick paving, never covered with asphalt, leads you down "Irish Town Hill," named after coal miners who lived here in the late 1800s. At the bottom of the hill, a DAR marker commemorates the river route of the Santa Fe Trail, now Hwy 224, is an officially designated Missouri Byway known as "The Old Trails Road".

\*Source: [www.visitlexingtonmo.com/highland-district.html](http://www.visitlexingtonmo.com/highland-district.html)

## Highland District

The 1848 Greek Revival Arnold house at Highland and Broadway is one Lexington's most historic. In 1852, the steamboat Saluda exploded as it left the landing. Dr. Arnold treated many of the victims in his yard. In June of 1861, Federal troops marched up the hill to occupy the town. The commander saw a Southern flag flying from the house and ordered it removed. The doctor's daughter refused, saying, "It is my flag and you cannot have it." Her husband grabbed a gun to protect her, but was arrested. Susan Arnold McCausland got her revenge as she watched the Missouri State Guard defeat Federal forces that September.

Down Highland is an unusually large one-story Greek Revival built by William H. Russell around 1842. In 1854, Russell, William Waddell and Alexander Majors formed a firm to supply all Army forts in the West. When the firm went bankrupt, Russell went to New York City, where he made and lost another fortune on the stock market. Down farther is another Greek Revival built around 1840, later owned by the founder of Wentworth Military Academy. Toward the end of Highland is a home with a double porch that was originally a boarding house, the only commercial building remaining at this end of Highland.

\*Source: [www.visitlexingtonmo.com/highland-district.html](http://www.visitlexingtonmo.com/highland-district.html)

### **Cultural & History Resources Needs**

Cultural Resources Element needs include, but are not limited to, the following:

- Preserving the City’s significant historic and archaeological resources and cultural heritage;
- Increasing public awareness of the historic character of the City; and
- Promoting public and private partnerships to preserve and protect cultural resources.

### **Cultural & History Resources Element Strategies**

- The City of Lexington should take the following actions to promote and protect cultural resources in the City. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Review and update where appropriate the existing historic preservation ordinance and the existing historic preservation area surveys for the portions of the City.
- Continue to promote historic preservation in Lexington.

### **Cultural Resources Element Strategies**

- Maintain a database of archaeological resources, heritage areas and historic properties, roads and landscapes.
- Continue to promote the tourism opportunities associated with the Historic Downtown Square, the Battle of Lexington State Historic Site, the Lexington Historical Museum, the Lafayette County Courthouse, the Wentworth Historic District, Downtown Commercial District, Old Neighborhoods District, Lafayette County Veterans Memorial, Highland Avenue Historic District, Confederate Memorial State Historic Site.
- Monitor inventories and studies conducted by other agencies which identify new or recently discovered historic or cultural resources.
- Protect rural historic landscapes from development that may be out of character with their inherent rural attributes.
- Consider possible tax relief initiatives to owners who rehabilitate historically significant property.
- Encourage adaptive reuse and rehabilitation of older buildings that complement historic development patterns.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to promote and protect cultural and archaeological resources.



# POPULATION & MARKET DEMOGRAPHICS

## POPULATION DEMOGRAPHICS & MARKET ANALYSIS

### Overview

This Comprehensive Plan is largely an analysis of existing and future land use. Land use is best determined by the location and movement of people. People create markets, employment bases, and demands for public services. It is important to understand where they live, where they work, where they travel to shop and have fun. It is also imperative that we understand a little about their makeup and how it may be changing over time. Is the population getting “older” as a whole? Are households changing in size and composition? What do the residents of Lexington like to do? Are the majority of the population single or is the majority families with children? If we can obtain answers to these questions and related ones, we can better understand how existing land use patterns came to exist, and what changes should be planned to accommodate future trends and needs.

# POPULATION DEMOGRAPHICS & MARKET ANALYSIS

## QUANTITATIVE DATA

Demographic and	Income Profile		
<b>Summary</b>	<b>Census 2010</b>	<b>Census 2020</b>	
<b>Population</b>	4726	4855	
<b>Households</b>	1867	1933	
<b>Families</b>	1201	1258	
<b>Average House Size</b>	2.38	2.41	
<b>Owner Occupied Housing Units</b>	1211	1240	
<b>Renter Occupied Housing Units</b>	656	693	
<b>Median Age</b>	39.5	40.2	
<b>Trends</b>	<b>Area</b>	<b>State</b>	<b>National</b>
<b>Population</b>	0.18%	0.42%	0.75%
<b>Households</b>	0.23%	0.46%	0.77%
<b>Families</b>	0.14%	0.37%	0.69%
<b>Owner HHs</b>	0.08%	0.44%	0.70%
<b>Median Household Income</b>	1.97%	2.73%	2.66%
<b>Households by Income</b>	<b>Census 2010</b>	<b>Census 2020</b>	
<b>Median Household Income</b>	\$49,951	\$55,061	
<b>Average Household Income</b>	\$57,321	\$64,779	
<b>Per Capita Income</b>	\$23,401	\$26,471	

POPULATION DEMOGRAPHICS & MARKET ANALYSIS

QUANTITATIVE DATA

<b>Demographic and</b>	<b>Income Profile</b>	
<b>Population by Age</b>	<b>Census 2010</b>	<b>Census 2020</b>
<b>0-4</b>	317	315
<b>5-9</b>	304	324
<b>10-14</b>	306	340
<b>15-19</b>	370	325
<b>20-24</b>	283	257
<b>25-34</b>	523	575
<b>35-44</b>	588	544
<b>45-54</b>	656	587
<b>55-64</b>	575	647
<b>65-74</b>	407	523
<b>75-84</b>	272	299
<b>85+</b>	125	120
<b>Race &amp; Ethnicity</b>	<b>Census 2010 Percent</b>	<b>Census 2020 Percent</b>
<b>White Alone</b>	87.3	87.9
<b>Black Alone</b>	6.1	5.0
<b>American Indian Alone</b>	0.5	0.4
<b>Asian Alone</b>	0.9	1.0
<b>Pacific Islander Alone</b>	0.7	0.7
<b>Some Other Race Alone</b>	1.2	1.5
<b>Two or More Races</b>	3.4	3.5
<b>Hispanic Origin (Any Race)</b>	3.7	4.7

# POPULATION DEMOGRAPHICS & MARKET ANALYSIS

## QUANTITATIVE DATA

Population	Lexington City
<b>Educational Attainment</b>	
Total	3241
Less than 9 <sup>th</sup> Grade	5.8%
9-12-No Diploma	8.5%
High school Graduate	27.0%
GED	4.3%
Some College-No Degree	26.4%
Associate Degree	9.1%
Bachelor's Degree	13.0%
Graduate Degree	6.0%
<b>Age 16+ by Occupation</b>	
Total	2123
White Collar	45%
Management, Business, Financial	6.3
Professional	18.8
Sales	5.3
Administrative Support	14.6
Services	22.5
Blue Collar	32.5
Farming, Forestry, Fishing	0
Construction	9.2
Maintenance	5.0
Production	8.7

QUANTITATIVE DATA

<b>Business Summary</b>		<b>Lexington City</b>	
<b>Total Businesses</b>		317	
<b>Total Employees</b>		2145	
<b>Total Residential Population</b>		4811	
<b>By SIC Codes</b>	<b>Percent</b>	<b>Percent Employees</b>	
<b>Agriculture</b>	0.9	1.2	
<b>Construction</b>	6.3	3.4	
<b>Manufacturing</b>	1.6	5.5	
<b>Transportation</b>	2.5	2.8	
<b>Communication</b>	0	0	
<b>Utility</b>	0.3	0.3	
<b>Wholesale Trade</b>	3.2	1.5	
<b>Retail Trade Summary</b>	19.6	17.9	
<b>Home Improvement</b>	1.6	1.2	
<b>General Merchandise Store</b>	0.3	0.4	
<b>Food Stores</b>	2.5	3.4	
<b>Auto</b>	1.6	0.6	
<b>Apparel &amp; Accessories</b>	1.6	1.1	
<b>Home Building &amp; Furniture</b>	0.3	0.1	
<b>Eating &amp; Drinking Places</b>	5.7	7.6	
<b>Miscellaneous Retail</b>	6.0	3.6	

QUANTITATIVE DATA

<b>Business Summary</b>		<b>Lexington City</b>	
<b>Total Businesses</b>	317		
<b>Total Employees</b>	2145		
<b>Total Residential Population</b>	4811		
<b>By SIC Codes</b>	<b>Percent</b>	<b>Percent Employees</b>	
<b>Finance, Insurance, Real Estate</b>	9.8	4.8	
<b>Banking &amp; Lending</b>	3.2	1.7	
<b>Securities</b>	0.9	0.2	
<b>Insurance</b>	2.8	0.9	
<b>Real Estate</b>	2.8	2.0	
<b>Services Summary</b>	42.6	52.4	
<b>Hotels &amp; Lodging</b>	2.5	0.8	
<b>Automotive Services</b>	3.5	1,2	
<b>Motion Picture &amp; Amusement</b>	1.6	0.5	
<b>Health Services</b>	5.0	19.6	
<b>Legal Services</b>	2.5	2.2	
<b>Education &amp; Library</b>	4.7	14.3	
<b>Other Services</b>	22.7	13.8	
<b>Government</b>	10.7	9.5	
<b>Unclassified Establishments</b>	2.5	0.7	

TAPESTRY  
SEGMENTATION  
WHO WE ARE

## TAPESTRY SEGMENTATION

Tapestry helps you understand your customers' lifestyle choices, what they buy, and how they spend their free time. Tapestry classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. That's how you get more insights so you can identify your best customers and underserved markets. And you also get higher response rates because you avoid less profitable areas.

Tapestry lifestyle data is available across the ArcGIS platform in four ways: web maps, reports, infographics, and data enrichment. To access Tapestry, you need an ArcGIS Online subscription. Get started with Tapestry by signing up for a free 30-day ArcGIS Online trial subscription. Or sign in with your existing ArcGIS Online account.

\*Source: [www.esri.com/landing-pages/tapestry](http://www.esri.com/landing-pages/tapestry)

## SALT OF THE EARTH

### WHO WE ARE

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens are older, and many have grown children that have moved away. They cherish family time, tending their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in manufacturing or related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face to face contact in their routine activities.

### OUR NEIGHBORHOOD

Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.

Home ownership rates are very high. Single-family homes are affordable, valued at 25 percent less than the national market. Two in three households are composed of married couples; less than half have children at home.

### SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Household income just over the national median, while net worth is double the national median.
- Spending time with family is the top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.

\*Source: ESRI Business Analyst

## SMALL TOWN SIMPLICITY

### WHO WE ARE

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple-paying bills in person and avoiding debt.

### OUR NEIGHBORHOOD

They reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.

Homes are a mix of older single-family houses and apartments.

A majority, 51% of homes are owner occupied.

Median home value of \$88,000 is about half the US median; average rent is \$600.

This is an older market, with almost half of the householders aged 55 years or older, and predominately single-person households.

### SOCIOECONOMIC TRAITS

- Education: 65% with high school diploma or some college.
- Unemployment rate higher at 11.9%
- Labor force participation lower at 51% which could result from lack of jobs or retirement.
- Income from wages and salaries, social security or retirement increased by Supplemental Security Income
- Community-oriented residents; more conservative than middle-of-the-road.
- Rely on TV and radio to stay informed.
- Price-conscious consumers that shop accordingly, with coupons and discount centers.

\*Source: ESRI Business Analyst

## HEARTLAND COMMUNITIES

### WHO WE ARE

Well settled and close-knit, Heartland Communities are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic vacations over foreign plane trips.

### OUR NEIGHBORHOOD

Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles that reflects the aging of the population.

Residents own modest, single-family homes built before 1970.

They own one or two vehicles; commutes are short.

### SOCIOECONOMIC TRAITS

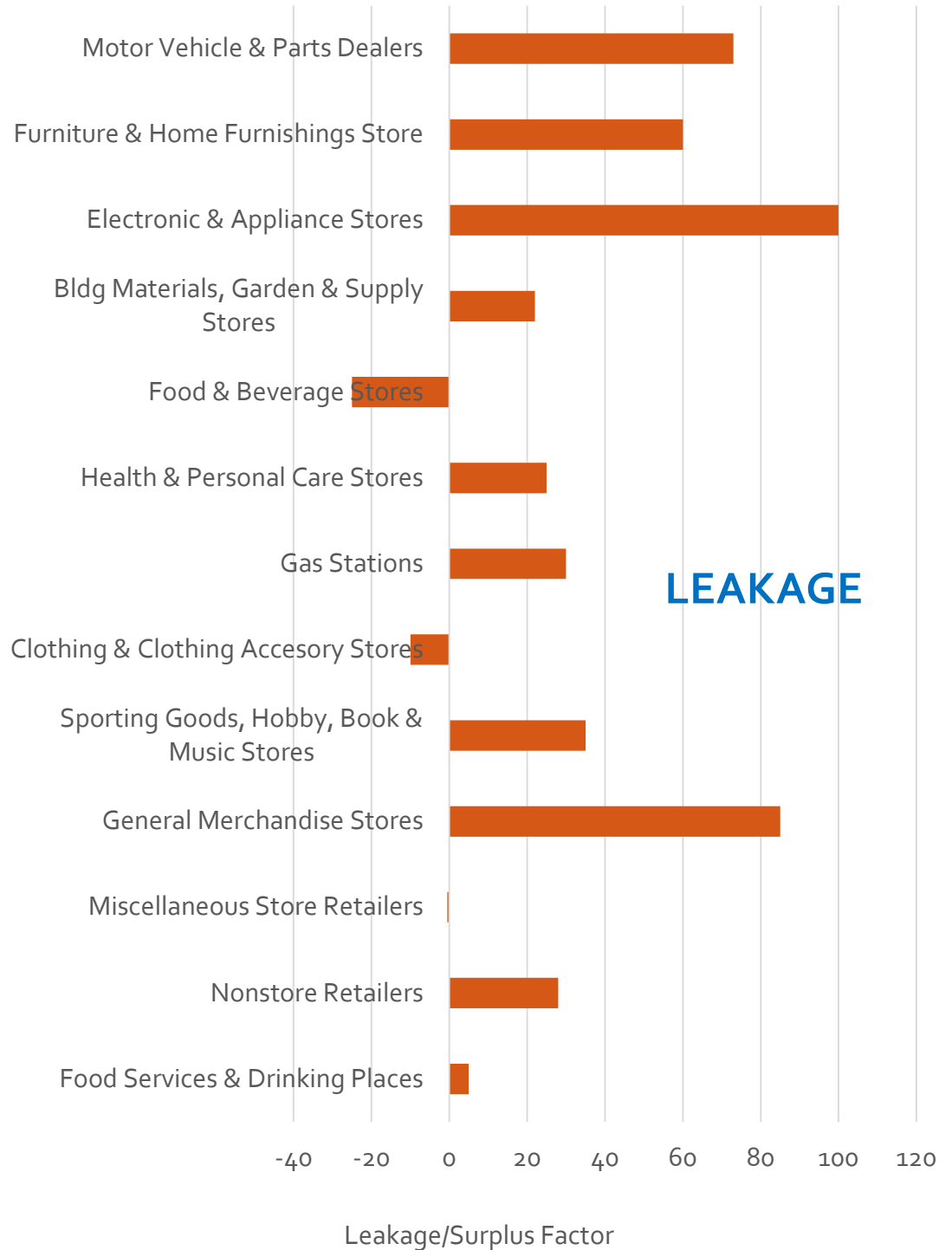
- Retirees in this market depress the average labor force participation rate to less than 60% but the unemployment rate is comparable to the US.
- More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, and agriculture business.
- These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy, but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.

\*Source: ESRI Business Analyst

# WHAT IS HAPPENING IN LEXINGTON?

## RETAIL MARKETPLACE PROFILE

### Leakage/Surplus Factor by Industry Subsector



## MARKET PROFILE

### MAJOR 2015 HOUSEHOLD EXPENDITURES

Retail Goods - \$40,638,455

Food at Home - \$8,202,854

Food AWAY from Home - \$4,689,328

Entertainment/Recreation - \$5,055,031

Apparel & Services - \$3,248,407

Healthcare - \$7,938,935

Shelter - \$21,536,959

\*Source: ESRI Business Analyst

## INDUSTRY SUMMARY

(by NAICS code)

Construction - 6.3%

Retail – 13.6%

Finance & Insurance – 7.3%

Real Estate/Rental/Leasing – 4.1%

Professional/Scientific/Tech – 7.3%

Educational Services – 4.1%

Healthcare & Social Assistance – 9.5%

Accommodation & Food Service – 8.2%

.

\*Source: ESRI Business Analyst

## **Population & Market Demographic Element Needs**

- Quality City services, programs and infrastructure
- Employment opportunities
- Educational opportunities
- More affordable, quality housing
- Support diversity
- Support globalization

## **Population & Market Element Strategies**

- Lexington should undertake the following strategic actions in support of the Vision and Goals of this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Monitor population growth trends and demographic shifts as indicators of population change and use this information to guide future updates to the Comprehensive Plan.
- land use strategies and implementation measures that address the needs of the aging population.
- Support a diverse population through land development regulations which accommodate a range of housing and employment options.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations that focus on the form and mix of land uses in land use plans to support diverse communities.



# HOUSING

## HOUSING

### Overview & Background

Housing is included in the Comprehensive Plan to ensure policies are in place to promote safe and affordable housing, providing opportunities for families of various demographic and economic backgrounds. As a desirable place to live, the demand for housing is high in the City of Lexington. The Housing Element attempts to identify the needs and desires of the residents of Lexington. It describes suitable approaches to meet neighborhood needs, and delineates appropriate initiatives. Data and information from leading housing resource agencies in the State of Missouri have influenced this element.

Stable and viable neighborhoods are the product of good housing stock. It also plays an important role in the attraction of businesses and jobs in the community. The primary role of the City in provision of affordable and safe housing is guided by Missouri State Law which endows the City with certain regulatory powers over development activity. The City Government does not have a housing department dedicated to directly providing affordable housing opportunities. It does have a relationship with the Lexington Public Housing Authority, a HUD funded agency. Housing in Lexington ranges from single-family units to multi-family complexes; from low income level to executive level.

### Site Marketability

#### Location and Opportunity

The Lexington area housing market has been at a stagnant decline for many decades. The area is centrally located within a 50 mile radius of Kansas City and is also centrally located to college and universities up to a 70 mile radius in the area, provides short commute access to major city entertainment and sports venues. The greatest assets are: accessibility to surrounding major cities and proximity from major highway systems I-70 and U.S. Highways 65, 24, and Missouri 13.

### **Housing Element Needs**

Housing Element needs include, but are not limited to, the following:

- Affordable housing;
- A housing supply that will accommodate growth in the workforce;
- Ensuring a supply of safe and structurally sound homes.

### **Housing Element Strategies**

- The City should undertake the following action strategies in support of the Housing Goal and the other elements of this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Coordinate with affordable housing agencies in pursuit of supplying affordable housing.
- Continue to identify solutions for obstacles to creation of affordable housing in the City Zoning and Land Development Regulations Ordinance, development approval processes, and fee structures.
- Develop incentives in the Zoning and Land Development Regulations Ordinance, such as density bonuses, transfers of density and mixed-use development provisions to promote a variety and diversity of affordable housing types.
- Continue to enforce the Building Code and Beautification Section of the Lexington City Code of Ordinances to maintain housing stock in a safe and habitable condition.

## Housing Element Strategies

- Increase funding for condemnation program to demolish more sub-standard, unoccupied structures.
- Develop creative policies targeting non-conforming lots, properties owned by the City and properties with City liens to encourage construction of affordable housing.
- Adopt innovative planning and zoning techniques such as Form-Based Zoning District regulations to promote mixed use developments with diverse housing options in walking distance to services, retail, and employment opportunities.
- Continue to encourage provision of workforce housing through rental apartments, townhouses, duplexes, and first time home buyer initiatives.
- Continue to enforce the Residential Building Code to protect the general health, safety and welfare of the population.

### SWOT Analysis: Strengths & Opportunities

With proposed developments moving into micro rural environments, there is becoming a shift in consumer preferences in the following areas: housing, retail and services. Continued development in these areas is the catalyst to sustain and increase growth in rural areas where demand and needs exist.

- Proximity of major metropolitan markets: located more than 50 miles from the area, the available vacant land parcels are primary targets for new development. The tracts of land for development are most essential to the overall growth of the area in the residential, recreation and retail markets.
- Changes in Preference: As housing preferences change for residents, so does the demand for units that meet the criteria even in rural populations. In attracting recent college graduates, new families, commuting workers and existing residents, there is a need to provide housing inventory supply to address the issues.
- Nearby Employment: Currently, 25-30% of employees in the area commute up to 60 miles one way to surrounding areas such as Sedalia, Columbia and Kansas City to markets in which more feasible market rate housing is available.
- New Housing: Most of the homes for sale in the current are at least 40 years old which causes potential buyers to look outside the area to select housing that meetings the needs of changing households.

### SWOT Analysis: Weaknesses & Threats

Lexington has several factors that may impede progress of proposed developments in the market as viable projects.

- **Perceived Marketability:** Lexington's small population and below state average median income measures may prove a challenge to target marketing individuals and businesses to residents to the area.
- **Slow or declining Population Growth:** The population growth of Lexington has remained <5% growth change since 2000, the estimated change in population in the following years will continue to decline without increased development housing and retail development strategies.
- **Housing availability:** Currently, the city has 62 houses listed for sale on the market; listed sale prices \$35-425k. The age and/or market vs. sale values of the homes may be overvalued, especially when a newly built home with more amenities could be purchased at the same price point.
- **Housing type:** Increased number of rental tenants in below market, income subsidized housing units.
- **Other:** There were 2 foreclosed or bank owned properties listed.

### Primary Market Area (PMA)

The Primary Market Area in this study has been estimated at 25-30% of existing residents plus 25-30% of in-migration into the community. The PMA typically assumes that the area would generate 70-80% of the support of the project. This shortage is where marketing and economic development efforts are the most key to the project success.

Multiple small housing developments rather than a large development would be more acceptable to the current population. Small developments scattered throughout the City would help address the diversity challenge.

Lexington also has to address their diversity challenges within their scope to figure out ways to attract people to migrate into an area that is currently non diverse. The US Census American Community Survey statistics contains information diversity. Below are the three major areas of data relating to diversity in the Lexington area:

- **Economic Diversity:** Current resident income statistics show the amount of low income households at 40% and moderate to high income at 60%, which would suggest that there is opportunity for various housing strategy scenarios to accommodate both low income and market rate housing development projects to be the target market for proposed housing sales. When non-family households (2 or less inhabitants) are removed from the calculation, the percentages shift to 25% and 75%, respectively.
- **Ethnic Diversity:** PMA is currently represented with a majority White population of 82.4%, with Black and Other calculated at 7.9% and 9.7%, respectively.
- **Social Diversity:** PMA is currently represented where 28% of the population are college graduates; 72% have not achieved a degree, only 17% have not received a high school diploma.

## Population Density

Lexington's population density is considered low, at 1,323 per/sq. miles in comparison to other areas it is important that the development model and strategy incorporate the proximity to adjacent metropolitan, urban areas.

The focus on increasing density can be a daunting, yet necessary task. Density attracts people by linking economic opportunities, accessibility to work and entertainment, and other live/work factors that are found in most metropolitan areas. Rural areas have to readjust their formulas, much like suburban areas when lower densities have become a struggle for them as well.

Population decline results in decreased tax revenues, federal and state funding becomes less accessible. It is important to find ways to reverse negative population trends in non-metropolitan areas. Rural areas are charged with overcoming this task by increasing population density within the area to make themselves a visible, viable competitor for future residential and job growth.

The model to create a more attractive area, with urban design principles being incorporated such as adding a downtown core, with walkability and access to public transportation combined with low crime and public services have proven successful. The following are strategies that should be incorporated to increase population density:

- Create zoning to target areas for housing/business growth.
- Locate new/existing community services or instructions that people need access to.
- Offer housing options of different sizes and pricing.
- Offer a mix between owning and renting to a cross section of people (single, young family, retirees).
- Offer tax incentives to develop, redevelop or improve communities.

## **Income Density**

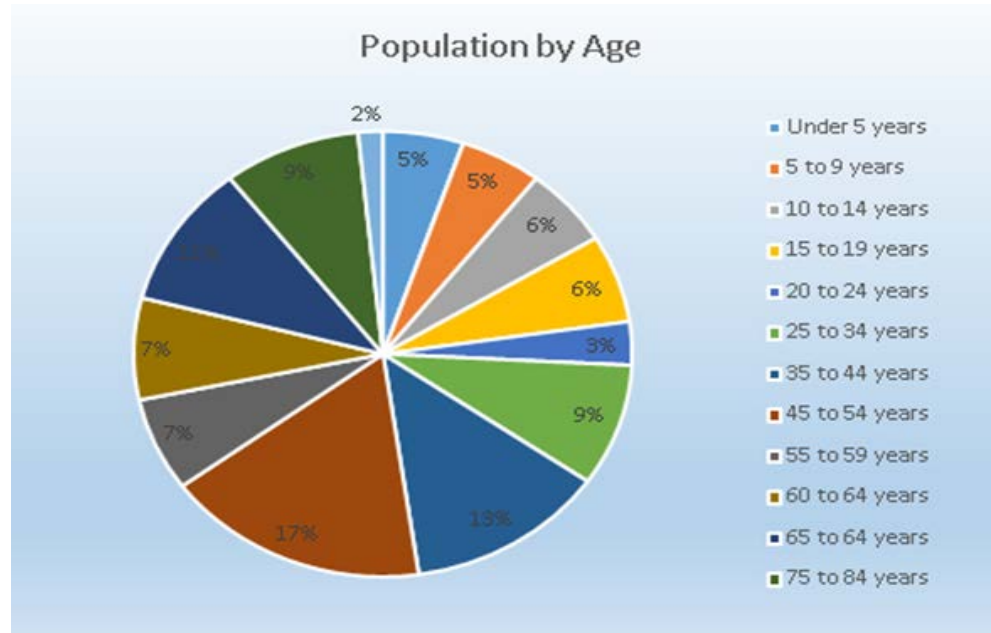
The economic performance of the adjacent metropolitan area is key to the rural area performance. There is a statistically positive relationship between urban and rural wages within an economic area, which predicates greater performance if the urban area is economically strong.

For successful outcomes, it is essential that the rural area maintain a skilled workforce and the system to develop it. Otherwise there will be a continuing cycle of out-migration of talent to the urban markets, which causes growth decline.

## Demographics: Population and Age

### Age

When evaluating the Population by Age, as seen in the chart, a small share of the target households (25%) are combined with age groups (20-24, 25-34 and 35-44). These groups represent residents who are completing college, ready to begin in the workforce and have the need to expand household sizes. The younger age groups are counted as inhabitants in current households, while the older age groups (45 and up) are more established and may be less likely to incur new mortgage debt.



## Demographics: Population and Age

### Population

Lexington and the Primary Market Area (PMA) have not experienced any major population growth in the last 5 years, with less than 5% growth in the last 15 years. The PMA is projected to continue population decline according to data analysis. This mainly takes into account the number of births vs. deaths, migration and other socioeconomic factors that will occur to offset changes in population.

This stagnant trend, however could change when the PMA begins to experience increased out-migration of younger residents to larger, metropolitan areas for increased opportunities for housing and employment becomes a priority need.

#### Population Estimates

	Lexington	Lafayette Co.
2010 Estimate	4,758	33,313
2013 Estimate	4,702	33,188
2015 Estimate	4,633	32,916
Growth 2010-2013	-1.1%	-0.38%
Growth 2013-2015	-1.5%	-.82%

Source: Census.gov 2010-2015

American Community Survey 5Yr Estimates

### Income Analysis

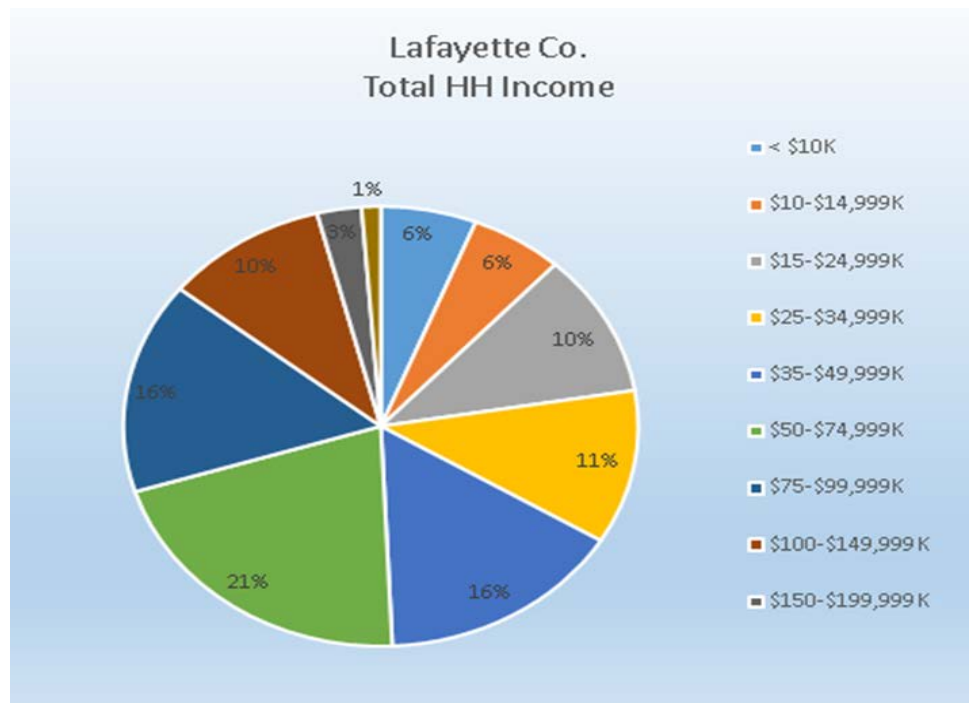
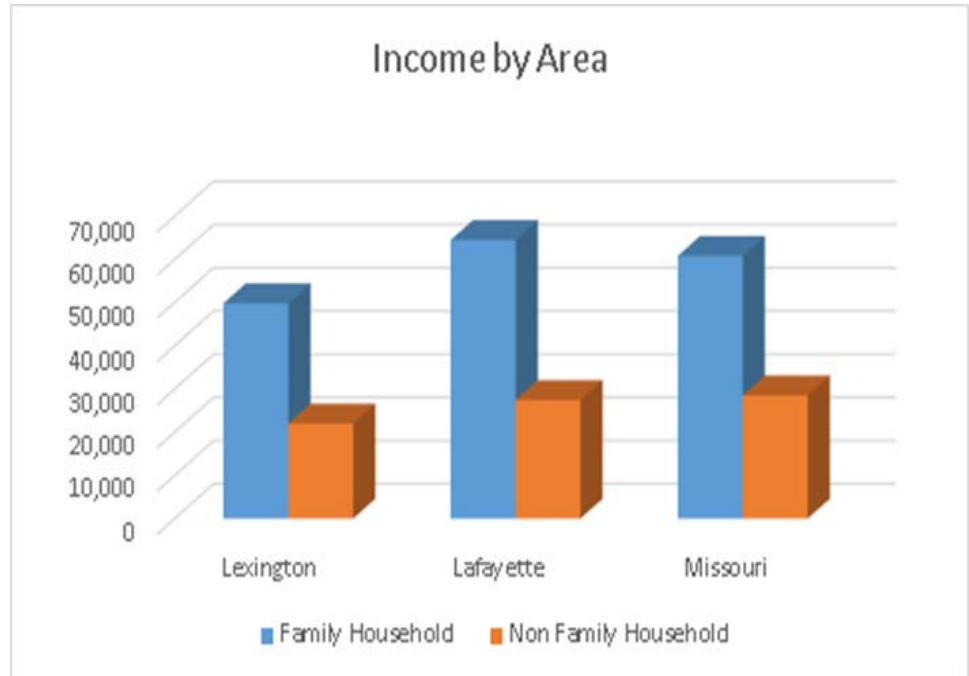
Per the 5 year American Community Survey, Lexington's household total was at 2,046. Based on the households it has been determined that over half (59.9%) of households could qualify for market rate housing. When segmenting this area to evaluate family size (more than 2 ppl) households only, which represents 1,171 households, the margin increases to 75.1%. The non-family households (less than 2 ppl) in Lexington totaled 875, which also lends opportunity for development of housing products for that population to suit their needs.

The Income by Area chart indicates the median household income for both family and non-family sized households in the Primary Market Area (PMA). When evaluating the family households, the median income of \$49,821 falls at 18% below the state median of \$60,809. The non-family households yielded a median income of \$22,005, representing a 22.8% deficit from the state median.

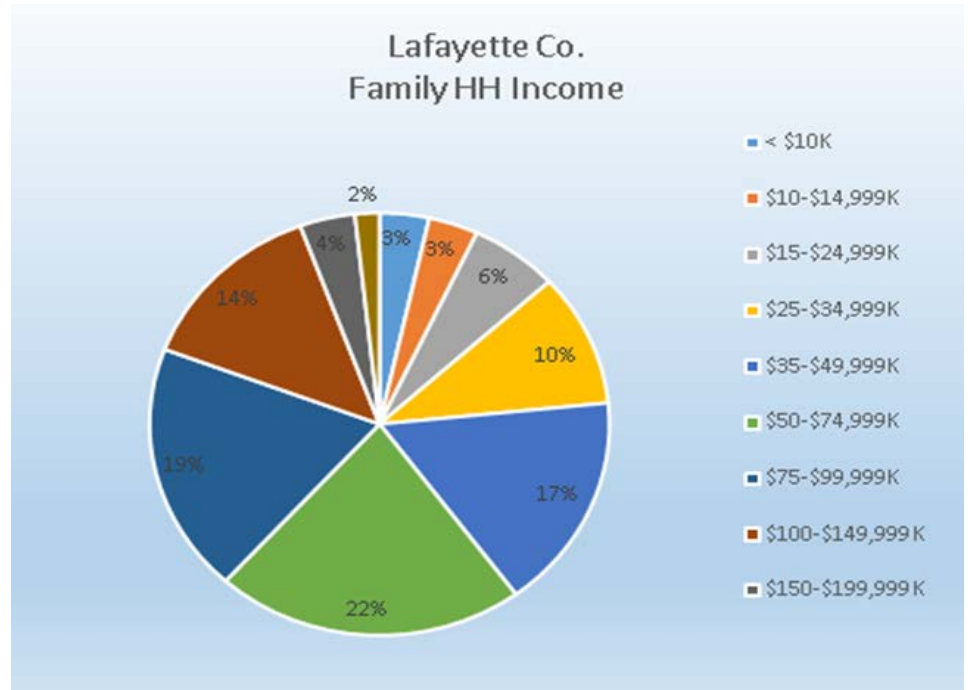
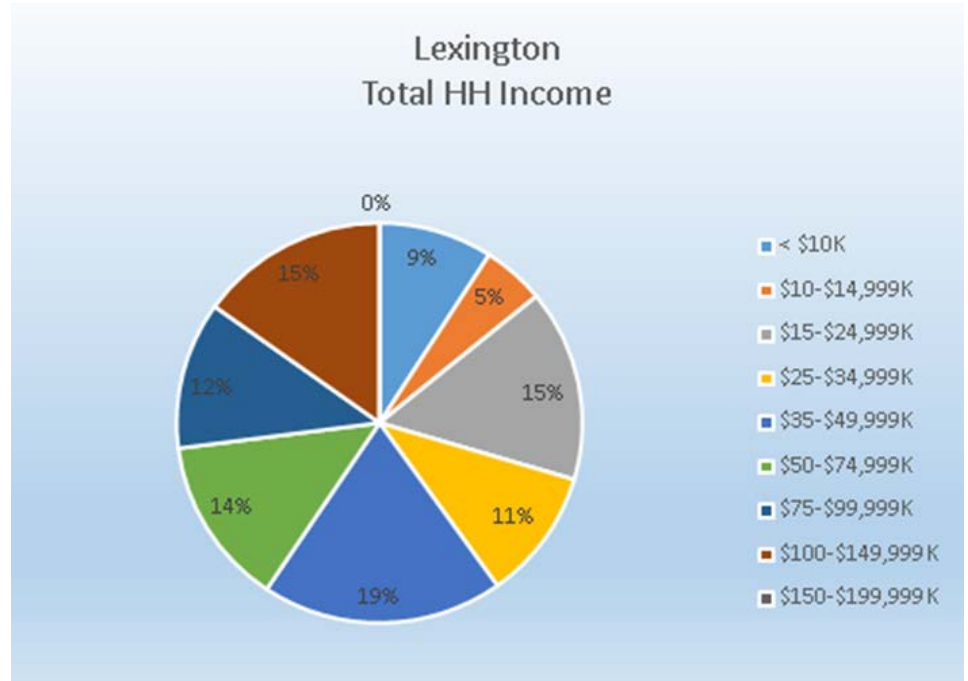
While it may be understood that only a percentage (est. 25-30%) of the residents will come from the PMA, it is important to note that there are household incomes that have the income qualifications to meet several housing development strategies.

Any proposed housing developments support will come additionally from a draw of residents from outside areas to achieve a substantial share of PMA. In providing a housing products, the PMA must be cognizant in offering products that provide substance, convenience and value for the potential buyer while also at an attractive price point. The median income variances will be challenging in developing products that are economically priced with the understanding that they may have to be priced slightly below surrounding markets to provide a competitive advantage for sales.

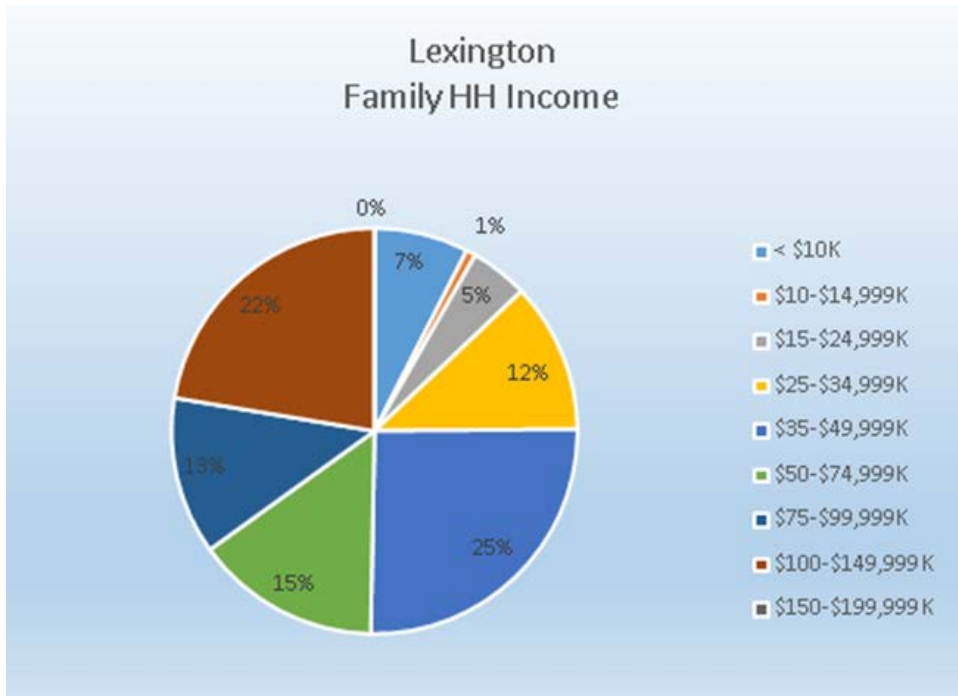
### Income Analysis



Income Analysis



Income Analysis



## Households & Housing

### Occupancy Rates

- Lexington: 96.5%
- Lafayette Co: 89.6%
- Missouri: 87%

### Units Occupied (Owner and Rental)

- Lexington: 68.1% and 31.9%
- Lafayette Co: 75.7% and 24.3%
- Missouri: 67.2% and 32.8%

### Household Composition (Family and Non-Family)

- Lexington: 57.2% and 42.8%
- Lafayette Co: 69.2% and 30.8%
- Missouri: 64.7% and 35.3%

### Average Household Size (Owner and Rental)

- Lexington: 2.30ppl and 1.79ppl
- Lafayette Co: 2.49ppl and 2.28ppl
- Missouri: 2.57ppl and 2.31ppl

### Children <18 in home

- Lexington: 20.4%
- Lafayette Co: 28.2%
- Missouri: 27.2%

## Housing Preferences & Characteristics: Demand Analysis

Shifts in housing preferences have proven to be a continuous trend in reviewing housing development projects. Baby Boomers and Generation Y eras are weighing in heavily on their preferred neighborhood and housing compositions. With the rise of energy costs and congestion and unnecessary use of natural resources, the demand for locations offering live-work options, less driving and increased telecommute opportunities are desirable.

The Urban Land Institute published survey studies from "America in 2013", which polled over 1,200 individuals from the Silent Generation (1931 or earlier) to Generation Y (1979-1995) about the future of housing demand.

- 61% of responders preferred small homes with shorter commutes over larger home with larger commutes.
- 62% preferred to live near mixed-use developments which includes shops, restaurants, office, housing
- 56% preferred to live within mixed housing types

The survey results also conclude that the demand preference amongst older, more settled homeowners is similar. Preference to live in highly walkable communities, located closely to family and friends, access to medical care facilities, parks and entertainment are key factors for development needs.

Other key survey findings for responders regarding homeownership:

- 71% of responders believe purchasing a home is a good investment, despite a housing crisis
- 79% list quality of schools as top priority
- 92% are concerned about neighborhood and community safety
- 70-72% of responders value space and proximity issues when selecting housing

## Housing Production Analysis

Lexington's housing production continues to show a disproportionate trend of progressive communities for one main reason: median year of properties built. Lexington's median is currently 1959, in comparison to 1975 and 1976 to Missouri and Nationally.

The decline in housing production was a turning point in many communities as developments received the trickle down effects of the national housing crisis in 2006 and 2007. In review of Building Permit requests for the subsequent years, it is noted that Lexington showed a slow market trend of building in the last 10 years, which may be a result of the crisis, as well as product demand. The review also includes requests in surrounding areas covered in Lafayette County.

The Building Permits Issued chart shows the number of permits issued for single-family construction from 2007-2014, with issuances at their highest in 2007, before a steady decline in subsequent years.



## Housing Inventory

### Supply Analysis Basis

There have been minimal comparable developments within the PMA in more than 15 years. To evaluate supply data, it can be collected in the following methods: case study, survey of infill projects, and evaluation of single-family housing in selected neighborhoods/areas.

For the purposes of this analysis, we will be employing evaluation of housing supply. In an effort to gather a synonymous sample, we are only evaluating housing that was built in the area in 2007 or later. Since there were very few properties available that fit the criteria, the search was expanded to surrounding cities of Henrietta, Hardin, Wellington, Camden, Richmond, Mayview, Fleming, Dover and Higginville. There were no additional homes in any of the above areas that fit the 2007 or later criteria. There were 3 properties for sale built in the last 15 years: 1 built in 2002 and 2 built in 2005.

The properties shown available in Lexington appear to be a part of a townhouse, co-op project development in which some units were produced between 2007-2008. The properties have similar floor plans, with varying square footages in the 1,800-1,900 range.

## Future Growth and Housing Demand

Predictions and indicators show that the future of housing growth will continue, roughly at nearly 70 million (40mil new, 30mil replacement) units through 2040. While housing production will continue to grow with increased population, the housing demand shifts will conversely decrease the homeownership rates.

The focus of future development should concentrate on development plans that are more mixed-use, encompass the creation of communities of higher densities and neighborhood-centered to foster human contact and socialization, safe and accommodating spaces, attractive architectural structures, embraces culture and community involvement and ensures connectivity and accessibility to higher density populated areas.

One key factor to consider when development planning is the steadily reversing percentage of average household sizes. Households are estimated by 2030 to contain multiple generations cohabitating. With Baby Boomers caring for elderly parents or children returning from college until they gain stable employment or start their careers, the need to provide housing product to suit those needs would be sought as well.

## Key Housing Indicators

In the MHDC Housing Needs Assessment Report, primary and secondary data collection efforts were sought to provide education and insight into:

1. Provide description of Missouri population
2. Quantify housing needs and;
3. Document perceptions of housing needs and issues in the State of Missouri

Missouri had generally been classified as a slow growth state. Through data collection it has been determined that there are no significant demographic trends that will change subpopulation compositions in future years. A majority of population statistically occurs within the metropolitan areas.

The U.S. Census Bureau and Office of Management and Budget classify counties based on their population size, density and economic ties into metropolitan and non-metropolitan areas. Non-metropolitan areas are described as rural; in which counties centered in small cities with populations of 10,000-49,999 are classified as micropolitan. There are 22 micropolitan counties in Missouri, representing 11.9% of the population.

For data collection purposes, counties are sub grouped into Modified Public Use Microdata Areas (PUMAs) to provide drill down data per area. Lafayette County is encompassed within a dataset known as the Warrensburg Region, to include Caldwell, Clinton, Ray and Johnson Counties.

## Key Housing Indicators

Median Housing Value:

- Lexington (\$95.5K), Lafayette (\$117.4K) MO (\$138.0K)

Median Owner Housing Unit w/mortgage:

- Lexington (\$937), Lafayette (\$1,116), MO (\$1,210)

% of units built prior to 2000:

- Lexington (95.4%), Lafayette (87.7%)

Count of Subsidized units:

- Lafayette: 617

% of subsidized units of all units in county

- Lafayette: 4.2%, MO 5.5% avg

## Housing Indexes

Cost Burden: Incorporates 30% cost burden criterion to test affordability. A unit is considered affordable if the household spends less than 30% of income on housing including utilities, mortgage, taxes and insurance.

- Lafayette: 22.8% Owner Occupied, 39.7% Renter

Housing Affordability: Shows affordability needs based on percentage renter and owner cost burden at 30% AMI (Area Median Income) criterion AND change in percentage of renter cost burden over 5 years

- Warrensburg: Highest Group

Housing Market Strength Index: Is constructed by using percentage of occupied units, percentage of renter units, percentage of units built after 2000, change in percentage of occupied units and change in percentage of rental units

- Warrensburg: Low

Index of Disadvantage: Sums ranking of regions or proportions of people in poverty, households with AMI in the 41-60% range and unemployment

- Warrensburg: Moderate Low Need

Special Needs: Sums rankings of regions according to proportions veterans, disabled and/or elderly populations

- Warrensburg: Moderately High Need

## Mortgage Affordability Calculations and Recommendations

Income and mortgage affordability are the key tools in establishing realistic development project pipelines to garner support and buy in from community stakeholders.

When calculating home affordability, the methodology incorporates to 30% Area Median Income cost burden criterion where the household does not spend more than 30% of their income on housing to include utilities, mortgage, taxes and insurance.

In reviewing current households within the PMA, mortgage affordability was calculated to determine feasible project housing price points. As indicated by the chart below, the income levels from \$35k and up would be sufficient to support mortgages in a competitive pricing ranges based on current properties on the market and comparable sales in the last 36 months.

Income Range	Households	Cost Burden	Monthly Mortgage Affordability Min	Monthly Mortgage Affordability Max	Annual Mortgage Affordability Min	Annual Mortgage Affordability Max
<\$25,000	605	40%				
25-\$34,999	216	35%				
35-\$49,999	394	30%	875	1,250	102,900	146,997
50-\$74,999	278	30%	1,250	1,875	147,000	220,497
75-\$99,999	244	30%	1,875	2,500	220,500	293,997
100-\$149,999	309	30%	2,500	3,750	294,000	440,997
150-\$199,999	-	30%	0	0	441,000	587,997
<b>Total</b>	<b>2,046</b>					

## **Mortgage Affordability Calculations & Recommendations**

There is a large, underserved market that needs a new product. The affordability models provide a range of market depth for establishing for-sale home prices to attract multiple target-market families. The ranges of price points allow opportunities for amenities to be differentiated by square footage, design options, finishes and upgrades.

In examining buyer preferences and target marketing to new and expanding families, the importance of high performing school districts will greatly affect a buyer's choice to purchase housing in the Lexington area. Couple this key factor with others such as lack of basic services, little to no recreational areas developed and lack of retail and entertainment venues for residents to frequent, the development strategy will have to be robust enough to tackle obstacles to community growth.

### **The proposed development would need a multi-pronged approach:**

1. A robust marketing strategic plan which will focus on community buy-in for purchasing new homes in the development, while also attracting new businesses and residents from surrounding micropolitan and urban areas.
2. A tiered housing development plan to develop housing units in phases. The market can be tiered to include single family and multi-family housing (townhomes and/or condos) that will target households with lower household counts and be priced at a market rate to support affordability.
3. The development should include a project scope in brownfield areas that house mixed-use retail, recreation and services to support existing and expanding community structure. Housing demands and characteristics are driven by the resident's preferences to live and work in close proximity to meet everyday needs.

Note: Care must be taken not to divert business away from the Historical Downtown core.

## Conclusion

The scope of focus within any proposed development needs to incorporate a broad view approach which includes concern for human life and welfare while ensuring the equitable distribution of resources and services. The development project scope should also expand its focus on providing means in which housing can support additional development opportunities for business, retail and employment growth opportunities.

The overall development of the Lexington area should encompass a holistic, inclusive approach in which community stakeholders will benefit. The study reveals that the area has a diverse household and income mix to also consider proposed development for market rate multi-family units as well as veteran and elderly population. Although Lexington and Lafayette have historically have low subsidized housing units developed, key housing indicators show that there is opportunity to incorporate the need in a mixed development such as a Low Income Housing Tax Credit (LIHTC) project.

In assessing stakeholders needs, there is equal opportunity and challenges surrounding resident population housing needs as the life cycles and financial circumstances change. With the changes of housing incomes as a result of retirement or the rise in long term care costs, the development projects must take into account affordability of housing in the future with the transition and encompass a comprehensive plan to address older housing inventory challenges as they occupy new units.

Rural Development is an integral part of social planning in the broad sense, and the catalyst for economic and social development. For rural development, the population will determine pressing needs in the society by ensuring that all major stages of developmental process are listed and considered.

# TRANSPORTATION

## TRANSPORTATION

### Overview

The Transportation element presents information and strategies to: improve efficiency of the existing and planned highway and street systems by managing supply and demand; promote multimodal transportation systems – aviation, freight, rail, pedestrian and bike ways; and consider the impacts of proposed new development to the existing transportation systems during review of proposed developments, all while maintaining the economic character and beauty of the existing community.

Transportation integrates the movement of people and goods with the strategies of economic development and land use. As development in Lexington and the surrounding area intensifies, residents notice an increase in traffic and traffic congestion. Furthermore, the general health, safety, and welfare of the citizens and visitors to the City of Lexington are strongly influenced by the transportation network's ability to handle emergency situations.

## **Background and Inventory of Existing Conditions**

In the City of Lexington, the transportation system includes: an airport, a network of local roads, collector roads, arterial roads, and highways and rail. The economy of the Lexington area is dependent upon the viability and success of these diverse transportation systems. Transportation planning is a combined effort with Lafayette County, Pioneer Trails Regional Planning Commission, other regional agencies and coalitions, as well as the Missouri Department of Transportation (MODOT).

### **City of Lexington**

The City of Lexington Street Department maintains local streets and storm water drainage systems within the city limits, with the exception of highways and business routes that are maintained by MoDOT.

The sidewalk system in Lexington ranges from excellent in some areas to total disrepair or non-existent in other areas. Property owners are responsible for sidewalks adjacent to their properties. The City has initiated projects that have included sidewalk repairs, using MODOT and Community Development Block Grant.

Bicycle traffic in Lexington has increased in the last several years. There are, however, no other clear demarcations for bike lanes throughout the City.

### **Transportation Element Goal**

A transportation system that is coordinated with land use patterns, community character, and promotes efficient movement of people and goods will be provided. The system will enhance economic development and quality of life. Coordination with adjacent and relevant jurisdictions and agencies will be encouraged, when appropriate.

### **Transportation Element Strategies**

Lexington should undertake the following action strategies to support the transportation Goal and the Vision for this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.

Coordinate transportation strategies with economic development, housing and land use strategies;

Designate the following corridors as development or re-development areas:

- Downtown Square area
- Lewis & Clark Expressway

### Transportation Element Needs

Transportation Element needs include, but are not limited to, the following;

- Coordinate transportation strategies with the strategies of economic development, housing, and land use;
- Identify transportation corridors that are conducive to new development and re-development;
- Work aggressively to maintain the relationships with MoDOT;
- Address street maintenance and repair needs, especially in residential areas;
- Capitalize on the potential of the airport to promote business development;
- Work aggressively to maintain existing rail service to Lexington, with possible expansion;
- Encourage “green” transportation options such as public transit and pedestrian and bicycle systems;
- Improve the efficiency of the existing and planned transportation system, with particular attention to regional connectivity; and
- Ensure that transportation planning is a coordinated effort of all jurisdictions.
- Work aggressively to maintain Highway 13/24/224 - and look to expand if possible.

### Transportation Element Strategies

- Implement approved Street Department plan for maintenance and repairs in commercial and residential areas;
- Identify and create development plans for sites that are rail served;
- Develop bike friendly routes connecting commercial areas and trails;
- Require traffic impact studies consistent with the Zoning and Land Development Regulations Ordinance;
- Adopt and administer standards requiring provision of adequate transportation infrastructure;
- Proposed improvements should be made in accordance with the appropriate transportation agency, based on traffic impact studies. Incentives or fee-based programs should also be used to promote transportation improvements;
- Create and adopt a major thoroughfare plan, including functional classifications as defined by MODOT and the City and identify planned right-of-way to be set aside for future roadways, sidewalks, and bicycle paths;
- Adopt innovative planning and zoning techniques to encourage flexible street design that is context-sensitive and reflects adjacent land uses;

### Transportation Element Strategies

- Preserve future transportation corridors and other rights-of-way to reduce future acquisition costs;
- Mandate that adequate transportation infrastructure be in place prior to, or concurrent with, additional development;
- Support and participate in planning functions, as designated by the Federal Highway Administration and MODOT;
- Continue to monitor the transportation system to assure adequate means of population evacuation for emergency preparedness for natural or man-made disasters;
- Continue to identify additional ways of financing transportation improvements - including possible future taxes and public/private partnerships;
- Promote a transportation network and systems that contribute to a sustainable development pattern for the long-term success of Lexington;
- Encourage pedestrian and bike access be incorporated on all public roadways and explore potential funding sources for additional pedestrian and bike access projects.



*USAerial  
Photography*

# FACILITIES & INFRASTRUCTURE

## FACILITIES AND INFRASTRUCTURE

### Overview

The City of Lexington includes community facilities as a component of the Comprehensive Plan to ensure land use planning is balanced with the availability of public services and infrastructure. Coordinating land use decisions with the provision of public facilities and services protects the quality of life for existing residents and ensures the ability to provide for future residents. There are many agencies involved in the provision of public facilities and services making inter-jurisdictional coordination a key component in managing them.

### Background and Inventory of Existing Conditions

Numerous agencies are involved in the provision of public facilities and services. Many of these agencies are outside the purview of Lexington requiring inter-jurisdictional agreements to ensure the coordinated provision of public facilities and services. While this Plan can establish general strategies for the City to follow, the actual provision of many services and facilities is managed by outside agencies. Comments regarding City of Lexington services and infrastructure in this section were provided by City staff. The candid feedback from the divisions provided valuable information to the creation of this plan.

## Facilities and Infrastructure Element Strategies

- The City should undertake the following action strategies to support the Vision for this Plan. These implementation strategies will be reviewed a minimum of every five years and updated every ten years from the date of adoption of this Plan.
- Develop alternatives to ensure that new development contributes its fair share to the costs associated with growth with regard to community facilities and services.
- Create a stronger link between capital improvements programming and land use planning.
- Take the lead in establishing intergovernmental agreements for the provision of services to the residents of the City consistent with the land use and growth management strategies of this Plan.
- Assure adequate funding is available to keep Police vehicle fleet current and continue training program.
- Explore the possibility of expanded policing programs.
- Explore opportunities for sharing/consolidating government facilities and services to lower the cost to all residents.
- Continue to coordinate and promote city-wide emergency preparedness to handle any emergency.
- Continue efforts to provide enhanced parks and recreational facilities and services to improve quality of life, thus enhancing economic development opportunities.

Note: The Planning & Zoning Commission plays an integral role in the above process and is a necessity to assure an orderly implementation of land use as outlined in the Comprehensive Plan.

## **Facilities and Infrastructure Element Strategies**

- Continue implementing Wastewater I&I Plan
- Improve coordination between the City, HCWC, and other utilities when planning infrastructure improvement projects.
- Encourage public-private partnerships in infrastructure planning.
- Explore options to increase funding for regular operational expenses for cemeteries.

# FOCUS AREAS & STRATEGIES

## FOCUS AREAS & STRATEGIES

To create this plan, our team took an approach focusing on strategies designed to maximize the City of Lexington’s existing benefits. The recommendations were informed by multiple tours of the city, and the region’s assets; interviews with key stakeholders and community outreach events within the city to receive input. During the outreach events, residents proposed a wealth of feedback and suggestions. Many of the stakeholder ideas may be worthy of consideration.

The resulting Lexington Missouri strategy is organized around five areas: business development, marketing, tourism, entrepreneurship, and talent and workforce. For each area, we have provided specific actions and tasks for implementation.

**The plan is organized around the following strategies that support the City’s vision and mission:**

**Business Development** - Support the retention and expansion of existing business as well as recruit new business to the city.

**Marketing** - Develop a marketing campaign to identify prospective investors and developers.

**Tourism** - Encourage the City of Lexington as the premier visitor destination in Missouri by linking assets and developing new destination products.

**Entrepreneurship** - Support the creation of new business in the city.

**Talent & Workforce** - Work towards a quality workforce for existing and future employers.

## FOCUS AREAS & STRATEGIES

### SUGGESTED METRICS:

- Companies assisted & retained
  - Jobs created, average wages, investment
- Companies lost
  - Jobs lost, reason(s) why

### PLAN GOALS:

Overall objectives of the Strategic Action Plan for Lexington are to:

1. Appreciate quantitative data;
2. Understand qualitative data – community outreach;
3. Reverse population loss;
4. Increase the tax base;
5. Increase the number and quality of jobs;
6. Raise per capita income; and
7. Increase visitor spending in the city.

# BUSINESS DEVELOPMENT

## BUSINESS DEVELOPMENT

*Support the retention and expansion of existing business, as well as recruit new business to the city.*

### **a. ACTION: Support Existing Business Expansion.**

There are several private employers in the city with the potential to expand or provide assets for new business development. The city's economic development efforts should maintain relationships with the leadership of the largest employers and be prepared to support their expansion plans through infrastructure and other assistance. In addition, a number of small to mid-size businesses have potential to expand in the city. Their needs will likely differ from the larger businesses, and may include business planning, succession planning, strategic planning, and financial management.

### **RATIONALE:**

*Existing establishments in the city have a track record, already employ local citizens, and their success can result in immediate returns to the city in added investment, new jobs, and increased sales. Funding expansion projects can produce high returns at a lower risk. Plus, if your existing businesses are happy with the community support they receive, they may communicate to their suppliers and customers about their experience, thereby acting as an extension of your economic development marketing efforts conducted by the chamber.*

## BUSINESS DEVELOPMENT

### SPECIFIC TASKS:

1. Create a database of all employers in the city with greater than five employees.
2. Establish a schedule to visit with employers at their location at least once a year. At each meeting, gather basic information about the company's operation (sales, number of employees, capital investment) and offer support in addressing business challenges. Share information about economic development services and available financing, eligibility, and requirements.
3. If needed, follow up with each business to provide any help required and track the tangible progress.
4. If a common need arises from multiple businesses, identify resources to support meeting that need. An example would be succession planning. If a number of small business-owners are nearing retirement age and need help identifying and training a successor, then a seminar could be offered in this area, followed by individual business counseling.

## BUSINESS DEVELOPMENT

### **b. ACTION: Target New Business Location(s) on Existing Sites.**

There are limited redevelopment and development sites. Each of these sites should be evaluated to better understand current conditions and determine if there are barriers that need to be mitigated for development to occur.

#### **RATIONALE:**

*While existing sites may contain barriers to development (e.g., environmental issues, deteriorating buildings), they may offer advantages to new business, such as: 1. The ability to be operational in a short period of time due to the availability of an existing building; 2. Access to infrastructure and utilities; and 3. Lower costs. If the city is successful in attracting new business to existing sites, it may also reduce its costs in providing infrastructure and potentially remove an undesirable asset from the area.*

#### **SPECIFIC TASKS:**

1. Create an inventory of all business sites within the city.
2. Collect information on each site, to include size, infrastructure, utilities, and ownership. Log their needs and note their dreams.
3. Meet with the owner of major sites and discuss potential uses/re-uses and to offer support with development and marketing.

## BUSINESS DEVELOPMENT

### c. ACTION: Identify and Plan for a New Business site.

The City of Lexington and Lexington's Chamber of Commerce's economic development program(s) should identify and conduct pre-planning for greenfield business site(s) – these sites are the easiest sites to get the ball rolling.

#### RATIONALE:

*Many businesses seeking a new location prefer to build a new building. This may be the result of unique requirements such ceiling height or wanting a specific design. Consequently, it is important for the city to have an available greenfield site for business.*

#### SPECIFIC TASKS:

1. Inventory available properties for potential new business location. Start by identifying sites - highway access is preferable.
2. Evaluate available sites based on utility infrastructure, surrounding uses, ownership willing to sell or develop, and location.
3. Select a site for pre-planning.

## BUSINESS DEVELOPMENT

### **d. ACTION: Support Downtown Redevelopment in the City.**

The city should actively support downtown business strategies through a variety of means, including business recruitment and retention, district planning, and marketing.

#### **RATIONALE:**

*The economic viability of the downtown area is important to the city's success in maintaining its tax base, supporting small business development, and enhancing the ability to attract visitors. Tourists and business visitors alike often judge a community by its downtown. In addition to the potential economic impact, revitalizing downtown can help restore pride in the community and enhance its "quality of place."*

#### **SPECIFIC TASKS:**

1. Identify any existing downtown planning efforts and offer support.
2. Create an inventory of downtown properties (ownership, site specifications, and infrastructure availability).
3. Give priority to funding downtown business projects.

## BUSINESS DEVELOPMENT

### e. ACTION: Support New Business Infrastructure in the City.

The City of Lexington's economic development planning efforts should support infrastructure development in critical areas.

#### RATIONALE:

*Cell phone coverage and high-speed Internet access are key to the city's economic success. Both are cited as prerequisites for new residents, tourists, and business. While cellular and broadband coverage are critical, other basic infrastructure such as water, electric, and sewage should also be assessed.*

#### SPECIFIC TASKS:

1. Initiate an evaluation of broadband capacity in the city and develop a plan to address deficiencies.
2. Help prioritize business infrastructure-related projects, secure funding, and identify best management practices.
3. Conduct outreach to educate local residents and community leaders about priority issues. Examples include regular features in area newspapers and similar publications, public service announcements, and brief presentations to local civic groups.
4. Provide technical assistance to diverse groups and organizations around these issues. Assistance could include helping to secure grant funding and employing tools such as GIS.

## BUSINESS DEVELOPMENT

### f. ACTION: Pursue Companies in Target Industries.

- Traditional targets to consider for the City of Lexington should include industrial (tied specifically to existing and adjacent sites), automobile industry, outdoor recreational equipment, and light manufacturing. Additional targets include medical support services, retail, and tourism.

#### RATIONALE:

- *The traditional targets listed above fit the city's available infrastructure, workforce, and sites. There are also a sufficient number of companies within the industry sectors. Other opportunities such as medical support services, support area needs based on current and projected demographics.*

#### SPECIFIC TASKS:

1. Develop regional profiles highlighting assets to support each objective (e.g., existing industries, suppliers, sites, utilities, transportation access).
2. Identify specific industrial codes for each sector.
3. Create a database of companies in the primary target markets (Kansas City, Columbia).
4. Develop a targeted marketing campaign for each identified sector. This is a long-term strategy and should begin after sites have been identified.
5. Identify recent major business locations in the region and meet with their management to learn about their location decision.
6. Identify and develop relationships with regional and state partners who have potential to bring prospects to the City of Lexington. These organizations may also offer opportunities for co-marketing, such as trade show attendance and/or prospect visits.

# MARKETING

## MARKETING

*Lead a project-oriented marketing campaign to identify prospective investors and developers. This should include the Mayor, City Council, City Administrator, and Chamber Leadership.*

**a. ACTION: Develop and Implement a High-profile Investment Attraction Campaign.**

- The organization should initiate an “Invest in Lexington” campaign to raise awareness of the city.
- The campaign would generate media attention by offering a monetary stipend to high-impact projects. The offer will be based on the investment partner meeting project criteria (e.g., create jobs, attract new visitors, bring new capital investment) and city’s portion would not exceed 20 percent of the total investment. The campaign would generate business and media attention in Kansas City and Columbia as well as with the State of Missouri, foundations, and federal funding agencies. By highlighting area assets including: Battle of Lexington, Madonna of the Trail, Wentworth Military Academy, and architectural points of interest including the Greek Revival Lafayette County Courthouse and the Masonic College.
- **Sample language:** “If you invest in the City of Lexington, we are prepared to give you a monetary stipend. *We are looking for partners to develop in our great city. Bring your project to us and we will give it serious consideration. All we ask is that the investment occurs in the City of Lexington, creates new jobs, and helps us bring new visitors to the city.*”

## MARKETING

### RATIONALE:

*The city cannot rely solely on existing business expansions to generate new investment projects. It must market outside of the city to increase the number of potential high-impact projects for funding. Starting in Kansas City and Columbia makes sense due to their proximity, existing business and personal connections, and awareness among potential investors and partners within Missouri.*

### SPECIFIC TASKS:

1. Create a letter and press packet (electronic and hard copy) with a description of the offer based on the description above. This description would also be posted on the web site (with an email response form) so it can be associated to other media.
2. Develop an initial database of companies and investors in the target markets.
3. Initiate a 6-month direct contact campaign (email and letter) to target companies.
4. Consider a progressive and interactive website design, as well as a targeted and individualized app for the city.
5. Create a unique video that reflects the City of Lexington's vision and areas of focus for the future to assist with marketing.
6. Issue a press release to major newspapers and business journals related to each directed market.
7. Follow up and set appointments based on response.

## MARKETING

### **b. ACTION: Conduct an “I am Lexington” Internal Image Campaign.**

The City of Lexington’s economic development should educate existing residents about the many assets of the city and enlist their support as primary agents for marketing.

Lexington is home to a number of unique businesses, natural and cultural resources who contribute to the character of the area. There are many wonderful stories waiting to be told. This initiative can take the form of an “I am Lexington” campaign where the stories of local businesses, attractions, school programs, artisans, musicians, and others are captured on video and posted online.

Consider using the film department at the University of Missouri or other colleges and offer to fund a graduate student project. This project could also be supported by local college and high school students. It would be a suggestion to include as many residents in the city as possible to build community awareness and pride.

### **RATIONALE:**

*Many times, the best marketers of a community are the residents. Yet often, they are the least aware of the area’s assets. By engaging local business leaders and existing citizens in this focused public relations campaign, the city increases potential for existing business expansion, new business formation, and the attraction of new business to the city.*

## MARKETING

### SPECIFIC TASKS:

1. Identify and solicit participation from individuals with stories matching the theme of Lexington as a progressive and imaginative destination.
2. Conduct video interviews of each person telling about their craft or their work in the city and what the area means to them.
3. Create an “I am Lexington” Facebook page and YouTube channel – which interfaces with your website, app, and video.
4. Share the links with area media, school districts, and business for use in better telling the stories of Lexington.
5. Consider working with local youth to help think “outside the box” related to the vast uses of social media.



# TOURISM

## TOURISM

### FACTS ABOUT TOURISM IN MISSOURI

Travel is a \$11.4 billion industry for the Show-Me State.

\$704.4 billion spent by domestic and international travelers in the U.S in 2009.

\$7.42 billion spent by travelers in Missouri in 2010.

55 million international visitors traveled to the U.S in 2009.

Approximately 250,000 international visitors traveled to Missouri in 2008.

The state of Missouri receives \$3.00 in state tax revenues from every dollar invested in the Division of Tourism's budget.

For every \$1 Missouri invests in marketing tourism, \$53 is returned in visitor expenditures.

Travelers spent \$168.97 per person per trip during FY10.

Each motor coach is estimated to bring \$22,000 in visitor spending to Missouri.

*7.4 million people employed in the U.S. travel industry.*

\*Sources: U.S. Travel Association Annual Report, SMARI, University of Missouri, US Travel Association Annual Report

## TOURISM

### FACTS ABOUT TOURISM IN MISSOURI

Missouri Welcome Centers generated approximately \$12.8 million annually in additional (incremental) visitor spending.

The Lake of the Ozarks has more miles of shoreline (1,150+) than the coast of California.

Kansas City has more fountains than any city except Rome.

Branson is the number one tour-bus destination in the United States. Known as the "Live Music Show Capital of the World," Branson offers more than 50 live performance theaters.

The Gasconade River is the longest river completely within the boundary of Missouri; it has been called one of the most crooked in the world. It has a total length of 300 miles from its source to its confluence with the Missouri River; however, as the crow flies, the distance from start to finish is only 120 miles.

The Gateway Arch, in St. Louis, is America's tallest man-made national monument. It is 630 feet wide at its base and stands 630 feet tall. Visitors ride a tram to the observation room at the top.

Kansas City's Country Club Plaza, built in the 1920s, was America's first suburban shopping center. The elegant area now boasts nearly 250 shops, stores and restaurants.

\*Source: [www.industry.visitmo.com](http://www.industry.visitmo.com), Jerry Henry and Associates

## TOURISM

### FACTS ABOUT TOURISM IN LEXINGTON MISSOURI

Follow in the steps of Santa Fe Trail traders, steamboat captains and Civil War soldiers. Visit Lexington's storied courthouse, the Civil War battlefield, beautiful antebellum homes and four unique historic districts. Shop in our antique and specialty shops. Dine in our locally-owned charming restaurants. Stay in one of our interesting Inns or one of our quaint B&B's.

Make Lexington your home base as you explore the beauty and bounty of Lafayette County's orchard country and five wineries. Lexington is located in Lafayette County and is the start of the Old Trails Region. Lexington is home to four Historic Districts.

\*Source: [www.visitlexingtonmo.com](http://www.visitlexingtonmo.com)

## TOURISM

*Aggressively promote the City of Lexington as the premier visitor destination in Missouri by linking assets and developing new destination products.*

**a. ACTION: Initiate and Promote a Regional Linked Destinations Program.**

Enhance the linkage of these assets as part of an outdoor recreation “tour destination” to markets in the major regional centers (Kansas City, Columbia). Primary targets include tourists and family vacationers, outdoor enthusiasts (including hunters and fishermen). Other targets include history enthusiasts, weddings, and corporate retreats.

Improving the city’s way finding signage will be important to the success of this strategy. Way finding refers to a wide range of design elements, including signs, markers, and pathways, that make it easier to find your way around an unfamiliar area. Drawing recreational visitors to places where they can spend more time and money is critical.

## TOURISM

### RATIONALE:

*Promoting linked city and regional assets is the most efficient and effective strategy for sustaining a successful tourism strategy in the area.*

### SPECIFIC TASKS:

1. Create a single well-designed website and app promoting the city.
2. Create a “trail and destination” guide that captures all of the major destinations in the region and presents them as part of an “outdoor recreation (including biking, hunting and fishing), geology, and historical destination.”
3. Conduct a visitor survey and update periodically (this could be captured on the app or website). Information from this survey can enhance marketing efforts, as well as provide information to identify product development opportunities.
4. Complete a way finding assessment. Use the results to design a cohesive system that brings visitors to the city and correlates with marketing materials.
5. Develop a GPS-based waypoints tour map based on the locations of area destinations. There are smartphone applications (e.g., [www.waypointtours.com](http://www.waypointtours.com)) that allow integration of tour maps for specific destinations (a targeted app and/or video embedded in a website can help with this).

## TOURISM

### **b. ACTION: Enhance Existing Destinations and Assets.**

There are a number of tourism assets in the city that can be highlighted.

At the top of the list are the Civil War sites and the Downtown Square.

#### **RATIONALE:**

*Focus on developing a new destination. The goal is to keep visitors in the area longer, thereby increasing the odds of them spending money with local businesses.*

#### **SPECIFIC TASKS:**

1. Create a new project committee – with local citizens, as well as associated state and federal agencies.
2. Consider identifying areas that may need updating – Parks and Recreation plans, Downtown Square, and other targeted opportunities for growth.
3. Develop a plan of action for influencing the opening of land for public use.

## TOURISM

### c. ACTION: Attract New Destination Products.

In addition to enhancing existing assets, the City of Lexington should seek out and fund projects that will attract new visitors to the city and give existing visitors an opportunity to spend more money.

Some of the concepts for pursuit may include:

**Destination Retail & Restaurant** - The establishment of a destination restaurant in the city could provide an opportunity to draw local spending from visitors to the area.

**“Historical Tours”** - This would provide visitors with a unique natural experience, including access to downtown, trails, and other amenities).

**New Hotel** – This would give tourists and guests additional short stay options.

**Revitalize Downtown** – This can be a fantastic opportunity for Lexington to build upon your existing strengths and embrace its history.

## TOURISM

### RATIONALE:

*Increasing the number of visitors to the city is not a worthwhile goal by itself. Tourism only makes economic development sense when visitor spending is captured. The project examples identified here have the potential to capture new visitor spending by offering new products, each capable of increasing taxable property, creating new jobs, and generating new sales.*

### SPECIFIC TASKS:

1. Identify a list of potential investors/partners for each project type.
2. Include these contacts in the “Invest in Lexington” campaign described in the marketing strategy.
3. Prepare a unique letter for specific projects (e.g., destination lodge, hotel, downtown revitalization investor(s)).
4. Respond and follow up on any inquiries with requested information.

## TOURISM - BIG IDEA

### **d. ACTION: Position the City of Lexington as a Destination for Film Production.**

Lexington has a number of assets and destinations that would be ideal as shooting locations for film productions - especially as it relates to historic production. This could be an opportunity to expand on the city's natural and cultural resources.

#### **RATIONALE:**

*Film projects can benefit the area in several ways, including: 1. The direct impact of purchases by film crew staying in the area; 2. Hiring of local contractors for set building and support; 3. Hiring of local citizens as extras; and 4. Publicity of the area. Fans of the film are often drawn to visit these film "sets" or locations with potential to generate new spending in the city.*

#### **SPECIFIC TASKS:**

1. Catalog location assets and provide information to the Missouri Film Commission for inclusion in their "Missouri Locations Photo Database."
2. Create a database of production-related contacts in Kansas City and St. Louis.
3. Provide information to the contacts about locations and potential incentives for filming in the city.

## TOURISM

e. **ACTION:** Maximize Lexington Tourism Association and Leverage Lafayette County “Designated Marketing Organization (DMO) Status from the Missouri Division of Tourism.

\* DMO’s are appointed on a countywide basis.

### **RATIONALE:**

*Being certified opens up Travel Missouri funding for marketing assistance (up to a 50 percent match). This can perhaps help leverage funds for enhancing the City of Lexington’s tourism development.*

### **SPECIFIC TASKS:**

1. Utilize Social Media to take DMO to the next level – think outside the box.
2. Ensure the City’s website follows the tourism trends by integrating Maps, Calendars, and Mobilizing as part of the navigation. This provides ease to the user and takes into consideration how people access information for traveling. Integrate maps into a streamlined approach to cover all amenities (trails, restaurants, lake, accommodations, etc.).

\* This underscores the need for a state of the art website that can handle high resolution and large megabytes of video streaming.

3. Proactively collaborate with Lafayette County efforts for tourism.

# ENTREPRENEURSHIP

## ENTREPRENEURSHIP

*Support the creation of new business in the City of Lexington.*

**a. ACTION: Facilitate Financial Resource Availability for Business Start-Up.**

There are resources available in the region to provide technical assistance to start-up business so the primary role of the city would be to make funds available for start-up business. This could be through a micro lending program or revolving loan fund with strategic partners and/or local banks.

**RATIONALE:** *By supporting financial resource availability, the city can help new businesses overcome one of the biggest barriers - access to capital.*

**SPECIFIC TASKS:**

1. Identify small business finance resources -look for examples of foundations and agencies that currently provide small business and entrepreneurship funding.
2. Host a small business finance roundtable in partnership with local banks and the regional small business development center.
3. Consider the development of a revolving loan program in partnership with an outside or regional foundation (e.g., the Kauffman Foundation).

## ENTREPRENEURSHIP

### b. ACTION: Launch a Business Plan Competition.

The city could initiate a “Seed a New Business” competition. Participants would compete for a cash prize to seed their venture. Prize categories could include: business expansion, tourism, student-led, and technology. The prizes could range from \$1,000 to \$5,000, depending on the scale and impact of the business venture.

#### RATIONALE:

*This program has the potential to create new jobs, build awareness that the City of Lexington supports new business formation, and to support an entrepreneurial culture in the region.*

#### SPECIFIC TASKS:

1. Identify local and regional partners that can help organize different events. Look to online resources, such as [www.businessplancompetitions.com](http://www.businessplancompetitions.com).
2. Secure a locally or regionally known entrepreneur (or panel of entrepreneurs) to serve as judge(s) for the business plan contest.
3. Supplement funds through corporate sponsorships (e.g., local bank or utility) to provide prizes for the winners of the business plan competition.
4. Identify and invite local and regional business leaders to attend the event, along with regional and state economic development and workforce officials.
5. Promote the winners inside and outside of the region or city. Consider highlighting the winners as part of the “I am Lexington” video project.
6. Track the winners and celebrate their successes for future contests via newspaper and social media.

## ENTREPRENEURSHIP

### c. ACTION: Establish an Entrepreneurship Incubator Program.

There are a number of spaces available in the City of Lexington. Many could serve as incubator space where Lexington economic development could subsidize rents for a period of time during start-up phase. Services could be supported by the regional planning commission and be expanded based on demand. The consulting team recommends this start as a “virtual” incubator, with several buildings identified as suitable for new business, based on pre-screening. The purpose is to encourage business growth without the city assuming the burden of building ownership and overhead. Perhaps partner with Kauffman or Mid America Regional Council since they have begun similar programs.

#### RATIONALE:

*Beyond access to capital, new businesses face a host of hurdles. The purpose of the “virtual” incubator (with access to subsidized space) is to provide support in these areas for a period until the business can stand on its own.*

*Examples include:*

- 1. Business planning;*
- 2. Personnel management;*
- 3. Financial management; and*
- 4. Access to affordable space.*

## ENTREPRENEURSHIP

### SPECIFIC TASKS:

1. Initiate contact with the University Extension Service office, and other similar organizations to determine available entrepreneurship services.
2. Identify and market available spaces throughout the city.
3. Establish criteria for subsidizing space costs.
4. Promote the availability of the programs and the city's willingness to provide support.

# TALENT & WORKFORCE DEVELOPMENT

## TALENT & WORKFORCE DEVELOPMENT

*Ensure a quality workforce for existing and future employers.*

### **a. ACTION: Support the Development of a Multi-Partner Technology Training Center.**

During the planning process, local employers and local government representatives in the City of Lexington expressed a need for technology training for students, employees, and existing residents. Examples included basic computer operations, business applications, mechanical and trade skills, as well as specific networking skills.

#### **RATIONALE:**

*Access to an available and trainable workforce is critical to the success of any business. By combining resources (available space, equipment, and expertise), the city could create a valuable asset for local employers, as well as those the city might attract. At the same time, the center would serve as a resource for local students, residents, and employees wanting to upgrade their skills.*

#### **SPECIFIC TASKS:**

1. Create a project team consisting of the school districts, major employers, community colleges, technical schools, four-year colleges, and workforce board to identify training needs.
2. Identify other partners and funding sources from outside the city and region.
3. Determine space and equipment needs.
4. Determine best structure for delivering training.

## TALENT & WORKFORCE DEVELOPMENT

### b. ACTION: Provide Funding for Workforce Training.

The City of Lexington should make funding available for job training. The city should consider funding requests for specific job training in the event of an employer expanding or needing employees re-trained based on new equipment, processes or workforce.

#### RATIONALE:

*Providing funds for workforce training is a substantial benefit for business expansion or new business location in the community. It is also a benefit to existing employees for improved skills and employability.*

#### SPECIFIC TASKS:

1. As part of the business retention strategy, communicate with area employers that the city will make funds available for job training or re-training.
2. Establish guidelines for funding workforce grants. Consider up to \$1,000 per employee for a nice incentive.

## TALENT & WORKFORCE DEVELOPMENT

### c. ACTION: Missouri Work Ready Community Certification.

Missouri was chosen to be one of seven states in the U.S. to implement the Certified Work Ready Communities Initiative. This initiative helps communities in Missouri develop and document the skills of their workforce using ACT's National Career Readiness Certificate (ACT NCRC). The NCRC is a work-related skills credential, providing objective documentation of an individual's skills that is accepted nationwide. Communities can become certified by assembling a leadership team, setting goals, applying to the program, and achieving those goals.

Take steps to maximize this certification in the community, communicating what the benefits are to current and potential employers. Include aspect as part of the strategies for business attraction, including prominent placement on website.

#### RATIONALE:

*Becoming a Certified Work Ready Community can help the City of Lexington stand out as a source of talent in the region, making it more attractive for existing business to expand and for new business to locate.*

#### SPECIFIC TASKS:

1. Continue and annually review local leadership team to ensure coverage consists of the following represented areas: chamber of commerce leader, economic development leader, elected officials, education leaders, community college leaders, local workforce development leaders, and business owners.
2. Review tasks and goals quarterly to ensure Lexington is maintaining a Certified Work Ready Community.
3. Develop timeline to routinely communicate the benefits to current and potential employers.

## TALENT & WORKFORCE DEVELOPMENT

### **d. ACTION: Design and Initiate a City of Lexington Affinity Campaign.**

An ideal target could be adults who have graduated from area high schools, moved away for work to Kansas City, Columbia, Springfield or St. Louis, have had their first child and would now like to be closer to their parents. Tupelo, Mississippi has initiated a program called Tupelo Ties which could serve as a model (see below).

## TALENT & WORKFORCE DEVELOPMENT

### RATIONALE:

*There are individuals with connections to Lexington who may have a desire to return to the community to start a business, work (if the opportunity exists), or retire. Reaching out to this audience via social media and communicating about opportunities (e.g., jobs, real estate investments, festivals, events, etc.) could result in attracting "talent" back to the community.*

### SPECIFIC TASKS:

1. Develop, launch, and promote a marketing and outreach strategy to target specific groups. This effort should include designing a brand and strong identity, as well as defining benefits for returning to or remaining in the region.
2. Create an official online presence for the initiative using pages on social media hubs such as Facebook, Twitter, and LinkedIn. These should be the primary marketing tools for the campaign.
3. Designate a manager for the campaign, as well as a board of supporters that can act as a sounding board, provide content for the online network hubs, and assist in planning events.
4. Engage young people in this effort. Ideas could include planning a graduation event and/or send-off event for high school seniors and helping set up summer internships for local alumni that may be interested in returning to the city between semesters. Young leaders can be strong resources for "outside the box" thinking.
5. Create an online job bank where people interested in moving back to the city can post their resumes and city employers can post jobs.

## TALENT & WORKFORCE DEVELOPMENT

### e. ACTION: Establish a Lexington Leadership Program.

The City of Lexington should establish a formal program to help maintain a pipeline of qualified people to fill current and future leadership positions in the city.

#### RATIONALE:

*One of the biggest challenges for any community is maintaining the depth of available individuals for the many volunteer and staff leadership positions. Whether it be a school board, county commission, chamber board, or local church position, all organizations must pay attention to leadership development. Having an organized city-wide program, that supports all of these organizations, is in the interest of the city and its future economic health.*

#### SPECIFIC TASKS:

1. Identify an initial class for the Leadership Program (to include existing leaders).
2. Design the first year's program based on the model developed by Brookfield, Missouri (Brookfield Area Growth Partnership), which includes awareness building, individual capacity training, and community leadership topics.
3. Partner with area public entities and private companies to reach out to their employees (and students, in the case of the school districts) for participating in the program.

# IMPLEMENTATION TOOLBOX

# IMPLEMENTATION TOOLBOX

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY: BUSINESS DEVELOPMENT</b>				
Support the retention and expansion of existing business, as well as recruit new business to the city.				
<b>a. ACTION: SUPPORT EXISTING BUSINESS EXPANSION.</b>				
• 1) Create a database of all employers in the city with greater than five employees.				
• 2) Establish a schedule to visit with employers at their location at least once a year. At each meeting, gather basic information about the company's operation (sales, number of employees, capital investment) and offer support in addressing business challenges. Share information about economic development services and available financing, eligibility, and requirements.				
• 3) If needed, follow up with each business to provide any help required and track progress.				
• 4) If a common need arises from multiple businesses, identify resources to support meeting that need, and offer support through seminar or one-on-one assistance.				
<b>b. ACTION: TARGET NEW BUSINESS LOCATION ON EXISTING SITES.</b>				
• 1) Create an inventory of all business sites within the city.				
• 2) Collect information on each site, to include size, infrastructure, utilities, and ownership.				
• 3) Meet with the owner of major sites and discuss potential uses/re-uses and to offer support with development and marketing.				
<b>c. ACTION: IDENTIFY AND PLAN FOR A NEW BUSINESS SITE.</b>				
• 1) Inventory available properties for potential a new business location. Start by identifying sites - highway access is preferable.				
• 2) Evaluate available sites based on utility infrastructure, surrounding uses, ownership willing to sell or develop, and location.				
• 3) Select a site for pre-planning.				
<b>d. ACTION: SUPPORT DOWNTOWN REDEVELOPMENT IN THE CITY</b>				
• 1) Identify any existing downtown planning efforts and offer support.				

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<ul style="list-style-type: none"> <li>2) Create an inventory of downtown properties (ownership, site specifications, and infrastructure availability).</li> </ul>				
<ul style="list-style-type: none"> <li>3) Give priority to funding downtown business projects.</li> </ul>				
<b>e. ACTION: SUPPORT NEW BUSINESS INFRASTRUCTURE IN THE CITY.</b>				
<ul style="list-style-type: none"> <li>1) Initiate an evaluation of broadband capacity in the city and develop a plan to address deficiencies.</li> </ul>				
<ul style="list-style-type: none"> <li>2) Help prioritize business infrastructure-related projects, secure funding, and identify best management practices.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Conduct outreach to educate local residents and community leaders about priority issues. Examples include regular features in area newspapers and similar publications, public service announcements, and brief presentations to local civic groups.</li> </ul>				
<ul style="list-style-type: none"> <li>4) Provide technical assistance to diverse groups and organizations around these issues. Assistance could include helping to secure grant funding and employing tools such as GIS.</li> </ul>				
<b>f. ACTION: PURSUE COMPANIES IN TARGET INDUSTRIES.</b>				
<ul style="list-style-type: none"> <li>1) Develop regional profiles highlighting assets to support each target (e.g., existing industries, suppliers, sites, utilities, transportation access).</li> </ul>				
<ul style="list-style-type: none"> <li>2) Identify specific industrial codes for each sector.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Create a database of companies in the primary target markets (Kansas City and Columbia).</li> </ul>				
<ul style="list-style-type: none"> <li>4) Develop a targeted marketing campaign for each identified sector. This is a long-term strategy and should begin after sites have been identified.</li> </ul>				
<ul style="list-style-type: none"> <li>5) Identify recent major business locations in the region and meet with their management to learn about their location decision.</li> </ul>				
<ul style="list-style-type: none"> <li>6) Identify and develop relationships with regional and state partners who have potential to bring prospects to the City of Lexington. These organizations may also offer opportunities for co-marketing, such as trade show attendance and/or prospect visits.</li> </ul>				

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY 2: MARKETING</b> <i>Lead a project-oriented marketing campaign to identify prospective investors and developers.</i>				
<b>a. ACTION: DEVELOP AND IMPLEMENT A HIGH-PROFILE INVESTMENT ATTRACTION CAMPAIGN.</b>				
<ul style="list-style-type: none"> <li>1) Create a letter and press packet (electronic and hard copy) with a description of the offer based on the description above. This description would also be posted on the web site (with an email response form) so it can be linked to other media.</li> </ul>				
<ul style="list-style-type: none"> <li>2) Develop an initial database of companies and investors in the target markets.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Initiate a 6-month direct contact campaign (email and letter) to target companies.</li> </ul>				
<ul style="list-style-type: none"> <li>4) Consider a progressive and interactive website design, as well as a targeted and individualized app for the city.</li> </ul>				
<ul style="list-style-type: none"> <li>5) Create a unique video that reflects the City of Lexington's vision and areas of focus for the future to assist with marketing.</li> </ul>				
<ul style="list-style-type: none"> <li>6) Issue a press release to major newspapers and business journals related to each directed market.</li> </ul>				
<ul style="list-style-type: none"> <li>7) Follow up and set appointments based on response.</li> </ul>				
<b>b. ACTION: CONDUCT AN "I AM Lexington" INTERNAL IMAGE CAMPAIGN.</b>				
<ul style="list-style-type: none"> <li>1) Identify and solicit participation from individuals with stories matching the theme of Lexington as a progressive and creative destination.</li> </ul>				
<ul style="list-style-type: none"> <li>2) Conduct video interviews of each person telling about their craft or their work in the city and what the area means to them.</li> </ul>				
<ul style="list-style-type: none"> <li>3) Create an "I am Lexington" Facebook page and YouTube channel – which interfaces with your website, app, and video.</li> </ul>				
<ul style="list-style-type: none"> <li>4) Share the links with area media, school districts, and business for use in better telling the stories of Lexington.</li> </ul>				
<ul style="list-style-type: none"> <li>5) Consider working with local youth to help think "outside the box" related to the vast uses of social media.</li> </ul>				

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>STRATEGY 3: TOURISM</b> Aggressively promote the City of Lexington as the premier visitor destination in Missouri by linking assets and developing new destination products.				
<b>a. ACTION: INITIATE AND PROMOTE A REGIONAL LINKED DESTINATIONS PROGRAM.</b>				
<ul style="list-style-type: none"> <li>• 1) Create a “trail and destination” guide that captures all of the major destinations in the region and presents them as part of an “outdoor recreation (including hunting and fishing), geology, and historical destination.”</li> </ul>				
<ul style="list-style-type: none"> <li>• 2) Create a single well-designed website and app promoting the city.</li> </ul>				
<ul style="list-style-type: none"> <li>• 3) Conduct a visitor survey and update periodically (this could be captured on the app or website). Information from this survey can enhance marketing efforts, as well as provide information to identify product enhancement opportunities.</li> </ul>				
<ul style="list-style-type: none"> <li>• 4) Complete a way finding assessment. Use the results to design a cohesive system that brings visitors to the city.</li> </ul>				
<ul style="list-style-type: none"> <li>• 5) Develop a GPS-based waypoints tour map based on the locations of area destinations. There are smartphone applications (e.g., <a href="http://www.waypointtours.com">www.waypointtours.com</a>) that allow integration of tour maps for specific destinations (a targeted app and/or video embedded in a website can help with this).</li> </ul>				
<b>b. ACTION: ENHANCE EXISTING DESTINATIONS/ASSETS.</b>				
<ul style="list-style-type: none"> <li>• 1) Create a new project committee – with local constituents, as well as associated state and federal agencies.</li> </ul>				
<ul style="list-style-type: none"> <li>• 2) Consider identifying areas that may need updating – Parks and Recreation plans, Down-town Square, and other targeted opportunities for growth.</li> </ul>				
<ul style="list-style-type: none"> <li>• 3) Develop a plan of action for influencing the opening of the land for public use.</li> </ul>				

# IMPLEMENTATION TOOLBOX

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>c. ACTION: ATTRACT NEW DESTINATION PRODUCTS.</b>				
• 1) Identify a list of potential investors/partners for each type of project.				
• 2) Include these contacts in the “Invest in Lexington” campaign described in the marketing strategy.				
• 3) Prepare a unique letter for specific projects (e.g., destination lodge, theme park, and/or an extreme event investor(s)).				
• 4) Respond and follow up on any inquiries.				
<b>d. ACTION: POSITION CITY OF LEXINGTON AS A DESTINATION FOR FILM PRODUCTION.</b>				
• 1) Catalog location assets and provide information to the Missouri Film Commission for inclusion in their “Missouri Locations Photo Database.”				
• 2) Create a database of production-related contacts in Kansas City and Springfield.				
• 3) Provide information to the contacts about locations and potential incentives for filming in the city.				
<b>e. ACTION: LEVERAGE “DESIGNATED MARKETING ORGANIZATION” (DMO) STATUS FROM MISSOURI DIVISION OF TOURISM.</b>				
• 1) Utilize Social Media to take DMO to the next level.				
• 2) Ensure the City’s website follows the tourism trends.				
• 3) Proactively collaborate with Henry Country efforts for tourism.				
<b>STRATEGY 4: ENTREPRENEURSHIP</b> Support the creation of new business in the City of Lexington.				
<b>a. ACTION: FACILITATE FINANCIAL RESOURCE AVAILABILITY FOR BUSINESS START UP.</b>				
• 1) Identify small business finance resources (look for examples of foundations and agencies that currently provide small business and entrepreneurship funding).				
• 2) Host a small business finance seminar in partnership with local banks and the regional small business development center.				
• 3) Consider the development of a revolving loan program in partnership with an outside foundation (e.g., the Kauffman Foundation).				

# IMPLEMENTATION TOOLBOX

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<b>b. ACTION: LAUNCH A BUSINESS PLAN COMPETITION.</b>				
• 1) Identify local and regional partners that can help organize the event. Look for online resources.				
• 2) Secure a locally or regionally known entrepreneur (or panel of entrepreneurs) to serve as judge(s) for the business plan contest.				
• 3) Supplement funds through corporate sponsorships (e.g., local bank or utility) to provide prizes for the winners of the business plan competition.				
• 4) Identify and invite local and regional business leaders to attend the event, along with regional and state economic development and workforce officials.				
• 5) Promote the winners inside and outside of the region or city. Consider highlighting the winners as part of the “I am Lexington” video project.				
• 6) Track the winners and celebrate their successes for future contests.				
<b>c. ACTION: ESTABLISH AN ENTREPRENEURSHIP INCUBATOR PROGRAM.</b>				
• 1) Initiate contact with the University Extension Service office, and other similar organizations to determine available entrepreneurship services.				
• 2) Identify available spaces throughout the city.				
• 3) Establish criteria for subsidizing space costs.				
• 4) Promote the availability of the programs and the city’s willingness to provide support.				
<b>STRATEGY 5: TALENT AND WORKFORCE DEVELOPMENT</b>				
• Ensure a quality workforce for existing and future employers.				
<b>a. ACTION: SUPPORT THE DEVELOPMENT OF A MULTI-PARTNER TECHNOLOGY TRAINING CENTER.</b>				
• 1) Create a project team consisting of the school districts, major employers, community colleges, technical schools, four-year colleges, and workforce board to identify training needs.				
• 2) Identify other partners and funding sources from outside the city and region.				
• 3) Determine space, structure and equipment needs to deliver training.				
<b>b. ACTION: PROVIDE FUNDING FOR WORKFORCE TRAINING.</b>				
• 1) As part of the business retention strategy, communicate with area employers that the city will make funds available for job training or re-training.				

# IMPLEMENTATION TOOLBOX

## IMPLEMENTATION TOOLBOX

	First 6 months	Next 6 months	Year 2	Years 3-5
<ul style="list-style-type: none"> <li>• 2) Establish guidelines for funding workforce grants. Consider up to \$1,000 per employee.</li> </ul>				
<b>c. ACTION: LEVERAGE MISSOURI WORK READY COMMUNITY CERTIFICATION.</b>				
<ul style="list-style-type: none"> <li>• 1) Continue with and annually review local leadership team to ensure coverage consists of the following represented areas: chamber of commerce, economic development, elected officials, education, community college, local workforce development &amp; business owners.</li> </ul>				
<ul style="list-style-type: none"> <li>• 2). Review tasks and goals quarterly to ensure Lexington is maintaining a Certified Work Ready Community.</li> </ul>				
<ul style="list-style-type: none"> <li>• 3) Develop timeline to routinely communicate the benefits to current and potential employers</li> </ul>				
<b>d. ACTION: DESIGN AND INITIATE A CITY OF LEXINGTON AFFINITY CAMPAIGN.</b>				
<ul style="list-style-type: none"> <li>• 1) Develop and launch a marketing and outreach strategy to target specific groups. This effort should include designing a brand and strong identity, as well as defining benefits for returning to or remaining in the region.</li> </ul>				
<ul style="list-style-type: none"> <li>• 2) Create an official online presence for the initiative using pages on social media hubs such as Facebook, Twitter, and LinkedIn. These should be the primary marketing tools for the campaign.</li> </ul>				
<ul style="list-style-type: none"> <li>• 3) Designate a manager for the campaign, as well as a board of supporters that can act as a sounding board, provide content for the online networks, and assist in planning events.</li> </ul>				
<ul style="list-style-type: none"> <li>• 4) Engage young people in this effort. Ideas could include planning a graduation event and/or send-off event for high school seniors and helping set up summer internships for local alumni that may be interested in returning to the city between semesters.</li> </ul>				
<ul style="list-style-type: none"> <li>• 5) Create an online job bank where people interested in moving back to the city can post their resumes and city employers can post jobs.</li> </ul>				
<b>e. ACTION: ESTABLISH A Lexington LEADERSHIP PROGRAM.</b>				
<ul style="list-style-type: none"> <li>• 1) Identify an initial class for the program (to include existing leaders).</li> </ul>				
<ul style="list-style-type: none"> <li>• 2) Design the first year's program based on the model developed by Brookfield, Missouri (Brookfield Area Growth Partnership), which includes awareness building, individual capacity training, and community leadership topics.</li> </ul>				
<ul style="list-style-type: none"> <li>• 3) Partner with area public entities and private companies to reach out to their employees.</li> </ul>				

# HOW TO HANDLE DEVELOPERS

### ***Applicant due diligence checklist for the City of Lexington***

*Grants are a form of investment and should be treated with the same care as any financial decision. This section provides guidance on how to ensure that a potential fund recipient is on sound footing and can meet the expectations associated with an award.*

*While due diligence strives to be exhaustive, not all topics will be relevant to the review for a particular organization. Sections I through IV constitute a minimum level of knowledge that should be collected.*

#### **I. REFERENCE CHECK**

Business analysts are fond of saying that the three most important components of every company are management, management, and management. Without a high degree of confidence, therefore, the deal should not go forward. While this is often perceived as the most difficult part of due diligence (because it is the most intrusive), it is essential. The degree of investigation will vary, but a thorough review should include all of the following. Every effort should be made to verify the background of the organization's leadership team. A short call at the beginning may save hours of effort later.

- Call personal references, as well as industry contacts who may know the principals.
- Call suppliers and customers, as well as former co-workers.
- Call educational institutions to verify degree claims.
- Investigate past relationships with banks and creditors.

*NOTE: Missouri has recently had a series of very serious missteps (i.e. Joplin, Moberly) with communities desperate for (re) development and NOT performing the necessary "due diligence." This guide is designed to mitigate those happenings.*

## II. LITIGATION REVIEW

Assess the status and outcome of any legal action taken by, or against, the organization or its leadership team. Specifically:

- If there is litigation which may adversely affect the business.
- If there are any criminal records.
- If there are any "gray areas" such as divorce suits or personal liability actions which may affect the conduct of business.

Request information on any bankruptcy proceedings, past or present, which affect the principals or the company.

## III. BUSINESS OVERVIEW

It is important to know the background of the organization. If working with a business plan or an annual report, much of the information will be there. At a minimum, the following items should be clearly stated and easily explainable to outside parties.

### GENERAL DESCRIPTION

- Brief history of organization, including sales and profits.
- Organizational objectives (e.g., expansion, capital improvement, new product line).
- Products or services.
- Product description.
- Competitive advantage and technology review.
- Proprietary status (e.g., who holds patent rights?).
- Current and projected market share.
- List of board members.

## INDUSTRY OVERVIEW

- Current market trends.
- Status of competition.
- Other market dynamic issues.
- These are potential red flags which should be carefully screened:
  - Has the organization changed names or location? Why?
  - Has there been a recent turnover of principals?
  - Were there recent product changes?
  - What is the status of suppliers?
  - What is the competition's view of this entity and its products or services?
  - What is the organization's financial background (Balance sheet, income statement, cash flow)?
  - Has the business prepared a source/use statement?

## IV. PROJECT INFORMATION

What is the basis of the funding request? What is the organization objective?

If the organization is seeking financing, what are the financial requirements of each of the following items, whether or not the entity is seeking funds for them?:

- Research.
- Product development.
- Working capital.
- Machinery and equipment.
- Real estate or leasehold improvements.
- Marketing.
- Other.

What funding sources are involved in the project?

- Equity - Evidence of which should be documented.
- Private lenders - If from an institution, are there letters of commitment? What are rate and term? Are there special terms?
- Public agencies - Who else is participating? Federal, state, or other local government? Ports or non-profit agencies? What are the terms and conditions? Has a separate review been completed?
- What past investments have been made in the company, and by whom?

## V. OPERATING PLAN

This component of the review is the one through which the public sector can usually interface best with the organization. This is a logical place to begin a more thorough analysis.

- Geographic location.
- Labor rate.
- Labor availability.
- Level of labor force training (and how additional needs can be met).
- Proximity to distributors and customers.
- Proximity to suppliers.
- Tax arrangement (from all sources).
- Utility rates and requirements.
- Zoning and applicable local laws.
- Local source of components (ease of supply).

Facilities and improvements.

- Current development plans.
- Expansion needs.
- Office and manufacturing floor space requirements.
- Machinery and other capital requirements.
- Lease versus purchase requirements - should reveal costs; planning should be consistent with three to five year time horizon.
- Review appraisals or rehab cost estimates where appropriate.

Employment.

- Discuss the immediate job requirements and pay structure(s).
- Project mid-term and long term job requirements.

## VI. FINANCIAL REVIEW

Not all of the information listed below will be needed. Failure to provide requested material, however, should be regarded as a red flag. If items such as tax returns are requested, they should be handled in strictest confidence.

For existing organizations request financial statements and tax returns for the last three years, including P&L and balance sheet.

Interim financial statements (less than 60 days old).

Projections:

- Pro forma balance sheet showing effect of financing.
- Two year project P&L.
- If start-up (or below break-even), cash flow statement for 12 months, or three months beyond break-even point.
- Break-even analysis (itemization of fixed and variable costs), including cost-volume projections.

Discussion of assumptions. Accountants' notes should accompany all statements and projections. This is a particularly important point that is often overlooked. The notes frequently contain clues to the answers sought unsuccessfully in the proformas.

## VI. FINANCIAL REVIEW

Current financial statement of affiliate or subsidiary company.

Current financial statement from each principal with 10% or greater share of business. Consider requesting personal tax returns. This is an optional step, but should be considered where a greater level of certainty is required. This level of information is routinely requested by banks making loans.

Inclusive ratio analysis.

With existing companies, spreadsheets should be prepared to determine the viability of the business - with or without a new debt structure. Although ratios can be misleading, the following provide important baseline data:

- Debt to equity - Compares company financing through lender-investors against that provided by owner-investors.
- Quick ratio - Compares current assets (those which can be immediately converted to cash) with current liabilities.
- Percent of sales growth - Change in sales over the last four quarters, as well as over the previous three years.

## VII. MARKET ANALYSIS

There is frequent confusion between the market analysis and the marketing plan. The market analysis is concerned primarily with assessment of the prevailing market conditions. It considers the atmosphere in which new products must compete. By contrast a marketing plan deals primarily with how the organization plans to position itself within the market.

- Market potential - Define markets and discuss history and future trends.
- Customers:
  - Who are major purchasers? What are their characteristics?
  - Significance of price, quality, service, and environmental pressures.
  - Buying and ordering patterns.
  - Actual contacts and results.

Market size and trends:

- Quantification of total market of interest.
- Past growth rates and reasons for growth.
- Forecast of future trends (3 to 5 years).
- References and sources of data and estimates.

Description of market niche.

Competition:

- Assess direct competition, including comparative toolbox of products, showing price and performance.
- Assessment of competitor's capabilities.

## VII. MARKET ANALYSIS - continued

### Competition:

- Description of successful competitors - Consider how market share will be gained.
- Generic competition - Describe other means of providing the same or similar customer benefits; discuss potential competition and customer alternatives.
- Describe how the competition can be expected to react to the introduction of your product, and how to counter that reaction.

### Market share and sales.:

- Discuss the basis for sales projections. Include customer commitment, reaction of challenging and extraneous factors (such as social changes).
- Describe, in table form, estimate of total market (dollar volume), projected sales, and estimated market share that these sales represent. Estimates should include both total number of units and total income by quarter for the first two years, and annually thereafter.

## VIII. MANAGEMENT TEAM

Organization:

- Describe the roles of key managers, their primary duties and the proposed organizational structure.
- Indicate where key functions are not being met and discuss proposed solutions. Determine whether contractual help is required (e.g., design, marketing, accounting).

Management personnel - Include detailed resumes for each key member. Stress past accomplishments in similar roles (include specific successes (such as sales, productivity improvement or technical breakthroughs)).

Management compensation and ownership:

- State salary to be paid to each key person.
- Describe stock ownership plan.
- Discuss equity positions and performance - dependent stock options or bonus plans.

Board of directors. Identify board members and include a background statement as well as a summary of benefits he or she will bring to the company; include investments made into the company.

Management assistance and training needs. Describe candidly the strength and weaknesses of the management team and board of directors. Discuss the kind, extent, and timing of support needed to overcome any weakness.

Supporting professional services. Discuss professional services retained by the firm. Address plans to acquire future services and review costs.

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