VILLAGE OF LEXINGTON

2020 MASTER PLAN



ACKNOWLEDGMENTS

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PUBLIC

Thank you to the residents who participated in the public meetings, online engagement, and provided input during the public review process.

Support for this plan was provided by an MEDC grant from the Michigan State Legislature.

Consultants:







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PLANNING COMMISSION VILLAGE OF LEXINGTON RESOLUTION OF ADOPTION VILLAGE OF LEXINGTON MASTER PLAN UPDATE

Motion By: Huepenbecker Supported By: McCombs

Resolved That:

WHEREAS, Michigan Public Act 33 of 2008, as amended, the Michigan Planning Enabling Act, provides for the preparation of a Master Plan for the physical development of the municipality, with the general purpose of guiding and accomplishing development of the municipality and its environs that is coordinated, adjusted, harmonious, efficient and economical; considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development; will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare; and

WHEREAS, development of a future land use plan is pivotal in accommodating development in an organized manner while retaining its unique characteristics and promoting economic development; and

WHEREAS, the updated Master Plan is needed to address public health, safety and welfare concerns with un-managed growth and an incompatible mixture of land uses; and

WHEREAS, a Master Plan update was necessary to respond to changing land use conditions in the Village of Lexington related to the desire to protect the Village's various neighborhoods, to need to provide a high quality of life for its residents, and offer residents and businesses the needed services and support to be successful; and

WHEREAS, a Master Plan is important to provide a sound basis for zoning, other related regulations, and community investments; and

WHEREAS, the planning process involved analysis of existing conditions and an analysis of the basic needs of the current and future population; and

WHEREAS, the plan contains recommendations for future land use arrangement and density, neighborhoods, multi-modal transportation improvements, community facilities improvements, natural feature preservation, and specific sub-area plans to guide growth and development; and

WHEREAS, the plan includes implementation strategies and responsibility for completion of each recommendation to ensure the plan is able to be accomplished; and

WHEREAS, the Village of Lexington complied with required plan development steps of notifying and involving surrounding communities and outside agencies; and

WHEREAS, Village Council has also asserted their right to also adopt the plan; and

WHEREAS, a public hearing was held on the Master Plan update on September 14, 2020 to formally receive community input.

NOW THEREFORE, BE IT RESOLVED, that the Village of Lexington Planning Commission adopts the Village of Lexington Master Plan, in accordance with Section 43 of Michigan Public Act 33 of 2008, as amended.

Ayes: Huepenbecker, McCombs, Fulton, Picot, Kaatz, Macksey, Morris, Ziegler

Nays: None Excused: None Motion Carried

I, Jackie Huepenbecker, Planning Commission Secretary for the Village of Lexington, Michigan do hereby certify the foregoing to be a true copy of a resolution duly adopted by the Village of Lexington Planning Commission at the regular meeting held on the 2nd day of November 2020.

Jackie Huepenbecker, Planning Commission Secretary

VILLAGE OF LEXINGTON COUNCIL RESOLUTION 2020-04 VILLAGE OF LEXINGTON MASTER PLAN UPDATE

Motion By: Kaatz Supported By: Adams

Resolved That:

WHEREAS, Michigan Public Act 33 of 2008, as amended, the Michigan Planning Enabling Act, provides for the preparation of a Master Plan for the physical development of the municipality, with the general purpose of guiding and accomplishing development of the municipality and its environs that is coordinated, adjusted, harmonious, efficient and economical; considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development; will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare; and

WHEREAS, development of a future land use plan is pivotal in accommodating development in an organized manner while retaining its unique characteristics and promoting economic development; and

WHEREAS, the updated Master Plan is needed to address public health, safety and welfare concerns with un-managed growth and an incompatible mixture of land uses; and

WHEREAS, a Master Plan update was necessary to respond to changing land use conditions in the Village of Lexington related to the desire to protect the Village's various neighborhoods, to need to provide a high quality of life for its residents, and offer residents and businesses the needed services and support to be successful; and

WHEREAS, a Master Plan is important to provide a sound basis for zoning, other related regulations, and community investments; and

WHEREAS, the planning process involved analysis of existing conditions and an analysis of the basic needs of the current and future population; and

WHEREAS, the plan contains recommendations for future land use arrangement and density, neighborhoods, multi-modal transportation improvements, community facilities improvements, natural feature preservation, and specific sub-area plans to guide growth and development; and

WHEREAS, the plan includes implementation strategies and responsibility for completion of each recommendation to ensure the plan is able to be accomplished; and

WHEREAS, the Village of Lexington complied with required plan development steps of notifying and involving surrounding communities and outside agencies; and

WHEREAS, Village Council has also asserted their right to also adopt the plan; and

NOW THEREFORE, BE IT RESOLVED, that the Village of Lexington Council on November 16, 2020 adopts the Village of Lexington Master Plan, in accordance with Section 43 of Michigan Public Act 33 of 2008, as amended.

Ayes: Kaatz, Adams, Muoio, Schultz, Fulton

Nays: Jarosz Excused: None Motion Carried

I, Elizabeth Grohman, Clerk for the Village of Lexington, Michigan do hereby certify the foregoing to be a true copy of a resolution duly adopted by the Village of Lexington Council at the regular meeting held on

the 16th day of November/2020/

Elizabeth Grohman, Village Clerk

CHAPTER 1

INTRODUCTION



A. WHAT IS A MASTER PLAN?

A master plan is the official document used to guide the future growth and development of a community. The master plan should serve as a roadmap and foundation for future decision making, as well as the official policy guide for physical development. This master plan is intended to be a usable reference document, easily readable and accessible to all residents.

A master plan is a cohesive document that provides a framework for decision making around municipal growth and redevelopment for local planning agencies. The master plan reflects a collaborative community vision on how both the people and places of an area can mature toward long-term prosperity. The master plan document contains flexible goals, objectives and policies that can be accomplished over time that enhance the existing character of the area while setting the stage for new development.

A master plan addresses both the physical and administrative elements behind municipal operations which includes zoning and development review processes, economic development and tourism, infrastructure and development, and public outreach and vision. Most importantly, a master plan is a legally binding document and must be executed, evaluated and regularly revised.

For municipalities in the State of Michigan, a master plan review is required every 5 years, and must provide a local action plan that identifies specific projects, reviews zoning decisions and evaluates the success of previous efforts. These projects and processes usually and should reflect the larger goals of the community to build consensus and support for local decisions.

MASTER PLAN INTENT

The intent of the Village of Lexington Master Plan is to:

- Unify the community behind a common vision and set of goals and policies.
- Address the desires and needs of the residents, businesses, and property owners to preserve and enhance relevant qualities of the community and natural aesthetics.
- Provide a land use pattern which will result in a sustainable community with a diversified tax base and to support the desired facilities and services with reasonable tax rates.
- Present an urban framework and future land use map that illustrates how the village desires future development, redevelopment, and other land-based changes to occur.
- Ensure that the village remains a highly desirable community in which to live, work, and visit.
- Provide a legal basis for zoning and other regulations for the type, intensity, and timing of development.
- Address the status and needs of infrastructure, recreational amenities, and public services.

REDEVELOPMENT READY COMMUNITIES

This master plan update implements the Michigan Economic Development Corporation (MEDC)
Redevelopment Ready Communities best practices to create a strong vision for redevelopment in the Village of Lexington.

The master plan is intended to take a long-term view of the community, guiding growth and development for the next 20 years and beyond, while providing flexibility to respond to changing conditions, innovations, and new information. Thus, planning is a process that involves the conscious selection of policies relating to land use and development in a community. Through the process of land use planning, it is intended that a community can preserve, promote, protect, and improve the public health, safety, and general welfare. By state law, the master plan must be reviewed every five years.

The Michigan Planning Enabling
Act (MPEA), Public Act 33 of
2008, requires that the planning
commission approve a master plan
as a guide for development and
review the plan at least once every
five years after adoption. The master
plan should serve as a roadmap
and foundation for future decision
making, as well as the official policy
guide for community development.

WHAT IS THE DIFFERENCE BETWEEN A MASTER PLAN AND A ZONING ORDINANCE?

The Master Plan is intended to guide land use and zoning decisions. The future land use map should be used in conjunction with the plan goals where reviewing rezoning applications. A Plan is a guide to development, but it is not a legally enforceable document.

MASTER PLAN	ZONING ORDINANCE
Provides general policies, a guide	Provides specific regulations, the law
Describes what should happen in the future, recommends land use for the next 10 to 20 years	Describes what is and what is not allowed today, based on existing conditions
Adopted under the Municipal Planning Act, Public Act 285 of 1931, as amended	Adopted under the Zoning Enabling Act of 2006, as amended
Includes recommendations that involve other agencies and groups	Deals only with development- related issues under city control
Flexible to respond to changing conditions	Fairly rigid, requires formal amendment to change

B. SUMMARY OF PREVIOUS PLANNING EFFORTS

Planning is an iterative process - arriving at a land use and policy document by repeating rounds of analysis and engagement. Each planning effort builds on previous plans.

PREVIOUS MASTER PLAN

The Master Plan was adopted in 1991 and revised in 2006 and 2013 to coordinate and guide decisions regarding the physical development of the community. This plan replaces the 2013 Master Plan in its entirety.

2016 IMPLEMENTATION GUIDE

The 2016 Implementation Plan provided a series of actions that could be executed over time, looking at the Village of Lexington zoning ordinance, neighborhood priorities, complete streets initiatives and Capital Improvement Plan. The 2016 Implementation Plan identified several objectives under key goals from the 2013 Master Plan, including:

- Provide for a full range of commercial facilitates that are adequate to serve the resident population within the Lexington market area
- Maintain the small-town character that makes Lexington a great place to live by encouraging quality development
- Maintain and encourage a thriving central business district
- Provide for industrial development in a manner that increases the community's tax base, results in proper land use relationships and does not negatively impact the environment
- Strengthen the single-family residential character of the Village, while providing for a variety of new, highquality housing types

- Encourage the preservation of the Village's historic character by preserving or restoring historically significant properties and promote new development consistent with the Village's existing character
- Develop recreational facilities and opportunities that concurrently meet the diverse needs of Village residents, residents of the surrounding area and the seasonal summer population
- Provide a balanced and diversified transportation system that reduces conflicts between land use and traffic, is aesthetically pleasing and facilitates the smooth, safe and efficient flow of automobiles, motorcycles, trucks, buses, emergency vehicles, bicycles and pedestrians.
- Provide quality services and community facilities that promote the public health, safety and welfare and contribute to community members' quality of life
- Preserve the natural resources of the Village of Lexington

While the 2016 Implementation Plan offers a number of action items, there are limitations in understanding the process behind the execution of the recommendations. This master plan builds on the 2016 Implementation Plan and identifies how site-specific plans may assist in achieving some of the objectives proposed in the Implementation Plan.

PARKS AND RECREATION

The 2016-2021 Parks and Recreation plan features goals aligned with the goals of the Master Plan: recreational facilities and opportunities that concurrently met the diverse needs of Village residents, residents of the surrounding area, and the seasonal summer



population. This includes improving year-round recreational opportunities, adding recreational facilities including expanding the Village's multi-use complex increasing park maintenance, and providing increased public beach and lake access. Recreational needs included a mini park, a baseball field, a 1/4 miles running track, multi-recreation courts, trails, a swimming pool, beach access, a skate park, an updated band shell, and shuffle board.

DDA

The Downtown Development Authority's mission is to preserve the Village of Lexington's history when planning for the future through preservation, restoration, and promotion. The DDA's development plan focuses on village improvements such as parking in the downtown, an amphitheater in Tierney Park, a welcome center with restrooms in the town center, and improving streetscapes along Main St. and Huron Ave. Additionally, the DDA is working towards downtown beautification, encouraging maintenance of all buildings and properties within the DDA's boundaries, sidewalk improvements, acquisition of green/public space in the downtown, encouraging the expansion of businesses to promote tourism, and connecting the waterfront with the downtown.

LΒΔ

The Lexington Business Association meets every second Tuesday of each quarter for networking and lunch. Each meeting includes a presentation from a member business of the LBA, serving as marketing and promotion of services for each business. Professional development, growth, and collaboration is at the core of LBA membership.

The LBA organizes and promotes year-round downtown Lexington events like the Memorial Day Parade, Derby



Days and Christmas Tree Lighting Ceremony.

ACCELERATE REGIONAL PLAN

In 2014, the I-69 Thumb Region (Michigan Prosperity Region 6) completed a regional economic development strategy called Accelerate. This plan was the culmination of two planning efforts, one funded by the State of Michigan with the other being funded by the U.S. Economic Development Administration. The plan, guided by a 7-county steering committee comprised of residents, business owners, educational institutions, workforce development, local and county governments, the Michigan Economic Development Corporation as well as economic developers throughout the region set forth a path for economic prosperity throughout the region.

Goals for the plan included Education, Infrastructure, Regional Collaboration, Economic Development, Tourism and Quality of Life. The Sanilac County Board unanimously passed a resolution of support for the strategy upon completion.

SANILAC COUNTY PLAN

The General Development Plan, adopted in December of 2004, was created to assist the Sanilac County Board of Commissioners, Sanilac County Planning Commission and all municipal boards and planning commissions located within the county in making decisions regarding land use, environment, transportation and community facilities. The plan is meant to guide decision makers to ensure that development is directed where there are current or planned infrastructure improvements that will support such development, with the hope that development will occur at a pace that will have a predominantly positive impact on residents, environment, land uses and economy of Sanilac County.

C. COMMUNITY SUMMARY

REGIONAL SETTING

The Village of Lexington is a small historic coastal community located on the western shore of Lake Huron. It is situated in Sanilac County in Michigan's "Thumb" Region. Lexington is approximately eighteen miles north of Port Huron, 86 miles east of Flint, and 71 miles north of downtown Detroit. The Village is completely within the boundaries of Lexington Township. Neighboring communities include the City of Croswell four miles to the west and the Village of Port Sanilac 12 miles to the north. Lexington is located 29 miles from the City of Sandusky, which is the County Seat.

Lexington sits at the intersection of state highways M-90 and M-25, the latter being the most traveled as it is the major coastal artery extending north along the Lake Huron and western Saginaw Bay coastlines. Lexington is just 20 miles north of the eastern termination of Interstate 94 and Interstate 69 at Port Huron. County-wide public transportation is offered by the Sanilac Transportation Corporation (STC). Lexington aspires to be known as "the first resort north."

HISTORY

What is now the Village of Lexington was the first settlement on the shore of Lake Huron north of Port Huron. The only passage between Port Huron and Lexington was a trail through the timberlands of pine and hardwoods that covered the land between the two places. Trails also led out into the forest to the north and west.

John Smith was the first settler, arriving in what is now Lexington in 1837, with his wife and twelve children. Smith built a log house on the hill overlooking the lake on the south side of Huron Avenue. The family did not remain long because when others began to move into the area they felt it was becoming crowded, so they

moved on. The settlement that was soon formed was called Greenbush. Two brothers, Samuel and William Monroe platted land south of Huron Avenue in 1842 and named the area Monrovia. The first settlers, mostly from Canada, New England and the Mid-Atlantic states, arrived between 1838 and 1840. Greenbush soon became the center for lumberjacks, fur traders and sailors.

The first steam sawmill was built in 1846 in the area north of the present tennis courts. Three permanent docks were kept busy loading lumber and wood products on the schooners that came from the lower lakes regions for the industry in Detroit, Cleveland, and Chicago and for the towboats on the Erie Canal. The docks at the end of Simons Street were the Lexington Fish House.

The village was renamed Lexington around 1845, reportedly in honor of Patroits fighting in Lexington, Massachussetts. Lexington was incorporated in 1855.



DEMOGRAPHICS

- According to the ACS 5-year estimate, the Village of Lexington experienced a -15.79% decrease in population from 2010 to 2017, with the population in 2017 being 992. However the population is projected to grow 2.1% between 2010-2030 and 4.7% between 2010-2040.
- The median age in 2017 was higher than the state and county levels at 61, increasing from the median age of 47 in 2000.
- Lexington's high school graduation rate in 2017 is 88.1%, which is higher than county and state averages.
- The median property value in 2017 was \$112,300
- 73.6% of households were owner occupied in 2017 which is less than the county level, but higher than the state level. 78.4% of these units were 1-unit structures.
- The median household income was lower than state and county averages, at \$32,434 in 2017.
- Lexington's poverty rate is 14.2%, similar to the rates for the state and county.
- Employment grew at a rate of 3.75% from 2016-2017, with the most common industries being Manufacturing, Retail Trade, Health Care and Social Assistance, with Manufacturing being the most common.
- The unemployment rate in 2017 was lower than state and county levels at 7.7%

See Appendix for a more complete demographic profile.



POPULATION TRENDS

Village of Lexington

Lexington Township

Sanilac County

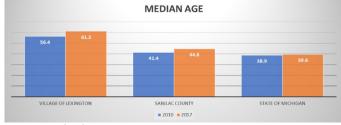
State of Michigan

50%

20%

10%

Source: United States Census Bureau, 1970, 1980, 1990, 2000. 2010. 2017



Source: United States Census Bureau, 2010, 2017

EXISTING LAND USE

Lexington is characterized as a small waterfront town with a historic walkable downtown. The Central Business District is centralized around the intersection of Huron Avenue (EW) and Main Street (NS). Much of the Village's commercial corridor lands on Main Street, which is also M-25, a well-traffic highway and a truck route. Radiating from Main Street are residential zones, predominately single-family homes with some denser residential developments. On the Village periphery are industrial lands and agricultural lands.

D. SUMMARY OF PLANNING PROCESS

RELATED STUDIES

MARKET STUDY

A retail feasibility analysis was completed by Gibbs Planning Group in early 2019 to understand the Village of Lexington's viability in expanding commercial activity and the support needed to expand beyond a tourism-based local economy. In summary, Gibbs Planning Group identified an existing market demand that builds on the existing retail and restaurant footprint, which could generate as much as \$8.5 million in sales by 2023. This demand includes 22,000 sf of new retailers and 6,600 sf of new restaurant space. These supportable retailers include: apparel, gifts, home and a variety of small restaurants representing up to 10-12 new businesses. Alternatively, this growth could also be absorbed by existing Lexington businesses through expansion or broadened marketing and operations.

Lexington's walkable historic downtown is both a popular waterfront tourist destination and a convenient commercial center for surrounding year-round residents. While the population in and around Lexington is small (just over 20,000 residents), the spending power for both residents and tourists is high (\$63,200 AMI, Average Household Income) which can support more retail and restaurant diversity.

HARBOR STUDIES

At the time this plan was being prepared, the Michigan Department of Natural Resources (DNR) and the Army Corps of Engineers were studying the marina, boat launch, and break wall. These improvements were planned and coordinated alongside the Village's master plan to ensure compatibility with the public's vision for the waterfront.

HARBOR ASSESSMENT - DNR

A harbor assessment was completed by Edgewater Resources, including a Condition Assessment, with Site Inventory and a Dive Survey, as well as a Market Analysis with a Local/Regional Marina Survey, a Harbor Operator Survey, and a Boater Survey. Through the analysis of these materials, Future Development Recommendations were presented by Edgewater that provides a Conceptual Improvements Plan as well as a Financial Plan. Areas of redevelopment opportunities that arose from the Boater Survey were infrastructure and docks, dredging needs, utility upgrades and better connections to the Downtown. Positive aspects of the harbor that should be preserved during the master plan process were mentioned as well. These areas include location, great local shops, the downtown, as well as the Village's pleasant, friendly atmosphere.

These goals were split into phasing based on priority and ability to implement. Dredging/Harbor Entry was phase 1, followed by Weed Control, Operations/Staffing, Restroom Renovations, and Dock/Utility Upgrades.

BOAT LAUNCH - DNR

The DNR share's ownership of the boat launch with the Village and was evaluating the future repaving of the site during this plan's drafting. The Village sought improved amenities and connectivity with adjacent public resources at the harbor and Tierney Park.

BREAKWALL - ARMY CORPS OF ENGINEERS

The harbor's aging breakwall was studied to evaluate the permeability of the infrastructure and associated dredging of sediment infiltrating the harbor.



)	TBD
01. 02. STEERING STEERING COMMITTEE COMMITTEE MEETING MEETING	03. Steering Committee Meeting	04. Steerin Commit Meeting	TEE	05. STEERING COMMITTEE MEETING			
ECONOMIC DEVELOPMENT FOCUS GROUP PUBLIC VISIONING SESSION DESIGN WORKSHOP		OCUS GROUP			DDA FOCUS Group	PLANNING COMMISSION DRAF MEETING	PLANNING T COMMISSION PUBLIC HEARING
PHASE 1: LISTEN AND LEARN	PHASE 2: STRA			%		firmed	le when meetings

STEERING COMMITTEE

The steering committee was a subset of planning commissioners, DDA and council members, and city staff that met throughout the process to guide the process and plan direction. This group was tasked with helping shape the priority development sites, future land use approach, and draft plan content on behalf of the full planning commission. Discussions were held March 28, May 20, July 30, September 12, and November 15, 2019.

KICKOFF MEETING

The kickoff meeting was held on March 28th, 2019 with a series of stakeholder groups. The intent of this meeting was to introduce the purpose of the project and collaborate with the Village on crafting Master Plan goals that would structure the future plan and policies put forth through this document. This meeting outlined the major topics of the plan, identified future redevelopment sites with the help of the Village, and explained what was to come next in the master planning process.

DESIGN WORKSHOP

The Design Workshop held on May 20, 2019 focused on three main sites in the Village: the Boynton Site, the undeveloped southwest side, and the downtown/waterfront. The design workshop's aim was to brainstorm and design redevelopment concepts for these transformational areas using local knowledge and input. Stakeholders gathered, including planning commission members, business owners, council members, DDA members, developers, village staff, and

anyone else from the public who wished to be a part of the process. Considerations for each site included land use, connectivity, urban design, and sustainability.

ECONOMIC DEVELOPMENT STAKEHOLDER MEETINGS

On March 28, 2019's stakeholder kickoff day, an economic development focus group comprised of local business owners, developers, village and county elected and appointed officials, school district, and county economic development met to discuss preliminary strengths, weaknesses, opportunities, and threats (SWOT). Results of the Gibbs Market Study were presented and discussed.

A follow up SWOT session was held July 19, 2019 comprised of LBA and DDA members.

WATERFRONT PUBLIC MEETING

The steering committee meeting met to review draft redevelopment sites on the July 30, 2019. The afternoon followed with a public workshop at Tierney Park to engage in the development of design ideas for the Lexington Downtown and Waterfront. The meeting proposed various design ideas based on regional/local case studies and the community feedback.

PUBLIC DRAFT MEETING/PUBLIC HEARING

Following the 63-day review period, the draft plan was presented at a planning commission public hearing...

See Appendix for a complete summary of public engagement.

E. OPPORTUNITIES & CHALLENGES

The mix of land uses in Lexington's existing framework recognizes economic realities and emphasizes residents' strong appreciation of neighborhood character. To envision what the Village of Lexington can become tomorrow, it is helpful to understand what makes it unique today. Below is a summary of opportunities that Village residents expressed at the community outreach/input sessions that were held throughout the planning process.

STRENGTHS

- Harbor & Lake Access providing recreation, boating, fresh water, and beach access
- Walkability throughout surrounding residential neighborhoods, the downtown and the waterfront
- The Lexington Village Theater
- Restaurants/drinking establishments
 - Lexington Coffee House
 - Sweetwater Deli
 - Village Pub
 - Cadillac House
 - Steis's Village Inn
 - Lexington Coffee House
 - The Windjammer
- Cultural events such as Music in the Park, concerts, fairs, and parades
- Retail
 - Lexington General Store
 - The Town Shop
- School District

OPPORTUNITIES

EDUCATION

- Grow a talented workforce
- Build upon and market quality school district
- High skill vocational education and adult job training

HISTORIC PRESERVATION

Lexington's unique historical small town charm is a drawing factor for people from both the US and Canada. Preserving this character is a development opportunity that will draw tourists and locals alike to the downtown, boosting economic growth.

- Downtown historical facade revitalization
- Library maintenance/enhancements
- Main Street
- Waterfront
- Historic architectural character and scale
- Existing neighborhoods
- Locally owned businesses

TOURISM

Below are future developments that encourage a yearround attraction for tourists and locals alike.

- Overcome seasonal tourism by providing winter recreation destinations and new economy uses such as breweries, wineries, and coworking spaces
- Provide parking, marketing, walkability, and experiences over materialistic things for the increasing tourism demand
- Year-round lodging/rental cottages

CIVIC ANCHORS

Green space and a community welcome center/town square

RECREATION & ENTERTAINMENT DESTINATIONS

- Farmer's Market
- Fitness center
- Bike paths/walking paths
- Marina/beach improvements
- Rental bikes
- Public restrooms
- Sidewalk maintenance

CHALLENGES

ECONOMIC DEVELOPMENT

- Limited village budget, restricted amount of funding for growth projects
- Lack of capacity for business opportunity and growth in a small village

PLACEMAKING

- Navigating future growth while still preserving the values of small town living
- Overcoming fear of change in the village
- Creating a balance between residential aesthetics and business development
- Collaboration with village groups like the DDA, LBA, Arts Council, Environmental and Parks and Recreation
- Establishing a future vision for Lexington
- Building upon existing village marketing efforts
- Providing a continuous sidewalk system, complete with crosswalks and bike paths

HOUSING

- Empty plots/vacancies at the mobile home park and how to maintain and market them for future use
- Lack of a diverse affordable housing stock

WATERFRONT

- Overcoming harbor restrictions, providing more space for more seasonal slip rental
- Supporting on-going beach maintenance and trash pick-up

F. GUIDING PRINCIPLES AND GOALS

These guiding principles and goals were crafted based on the public input, the previous master plan, and best practices in redevelopment planning.

GUIDING PRINCIPLES

- Encourage compatible infill development while maintaining Lexington's small-town charm
- Support housing and employment opportunities for residents of all ages
- Promote a healthy quality of life by capitalizing on the Village's walkability, access to Lake Huron, and recreational opportunities
- Maintain quality village services and infrastructure, fiscally-responsible strategic growth, and maintenance of village-owned properties

The following goals help frame the next three chapters' recommendations and strategies.

LAND USE + DEVELOPMENT GOALS

- Strengthen gateways through stronger site and building design standards and streetscape upgrades to better promote the village's character and provide a welcoming entrance to visitors
- Maintain the residential character of the Village and accommodate a variety of housing types for all family types
- Encourage the preservation of the Village's historic character by preserving or restoring historically significant properties, and promote new developments consistent with the existing character

DOWNTOWN + WATERFRONT GOALS

- Maintain a thriving central business district
- Promote mixed-use developments within the downtown that incorporate opportunities for live, work, and play
- Develop a parking management strategy to balance the needs of residents, employees, and visitors, prioritizing signage, wayfinding and public vs. private lots
- Enhance the waterfront open spaces to meet the current and anticipated needs of the community for events, recreation, and tourism

- Preserve historic character and the ambiance of the village while incorporating new, quality design
- Strengthen downtown residential population
- Increase available space for retail and office
- Improve multi-modal connectivity between the downtown mixed-use districts and the waterfront in order to promote local economy

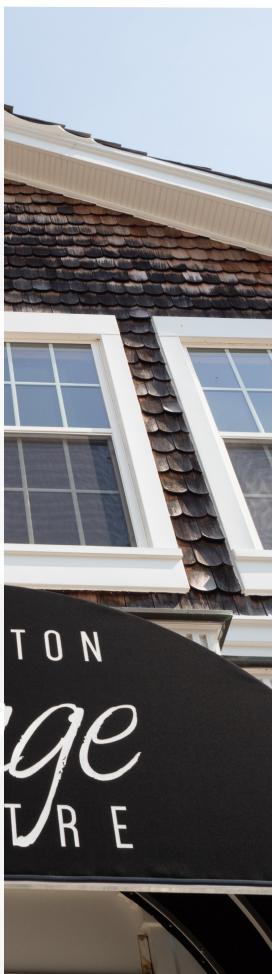
ECONOMIC DEVELOPMENT + MARKETING GOALS

- Promote the downtown as a destination point for tourism
- As new commercial development occurs, consider upper floors for resident populations
- Advance the village's economy from a seasonal model to a year-round model
- Develop a village marketing strategy that attracts new business, new residents, and tourism
- Collaborate with nearby government entities and local organizations to improve regional connectivity
- Maximize and improve village assets, such as North Shore Mobile Home Park, Tierney Park and the marina

CHAPTER 2

LAND USE & REDEVELOPMENT

THEA



A. INTRODUCTION

As a historic village, Lexington has "small town charm" that its residents seek to preserve. The vitality of downtown and neighborhoods rest on the ability to project quality design and character. Preservation and restoration of historic and natural resources coupled with complementary new development will ensure that Lexington continues to promote itself as a vibrant, sustainable village.

OPPORTUNITIES AND CHALLENGES

- More local shopping and dining
- Maintain historic charm
- Corridors underutilized
- More diverse housing desired

GOALS

- Strengthen gateways through stronger site and building design standards and streetscape upgrades to better promote the village's character and provide a welcoming entrance to visitors
- Maintain the residential character of the Village and accommodate a variety of housing types for all family types
- Encourage the preservation of the Village's historic character by preserving or restoring historically significant properties, and promote new developments consistent with the existing character



COTTAGE HOMES

Increasing opportunities for "cottage homes" was a key opportunity from public engagement - both for snowbird cottages and year-round living. Whether on smaller lots or clustered into "cottage courts", cottage style housing is typified by smaller housing units with welcoming traditional facades.





B. NEIGHBORHOOD BEST PRACTICES

Intrinsic to the success of Lexington's neighborhoods are the creation, preservation and rehabilitation of the housing stock, the availability of home ownership, the proximity to community facilities and services, and housing options for all segments of the population.

People looking for a place to live, or deciding whether to stay within a geographic area, typically focus on several factors. These factors include the character of the neighborhood, quality of the public school system, distance from the workplace, perceptions of home value appreciation, the diversity of housing available to meet changing needs and income levels, among other issues.

Lexington offers a range of housing opportunities including single-family residential and multi-family residential. This sections identifies ways to continue to preserve existing housing stock and diversify new housing opportunities for various income and age groups.

HOUSING OPTIONS FOR CHANGING DEMOGRAPHICS

In order for housing to be affordable for multiple income levels and family types, a balance of owner- and renter-occupied units for a variety of incomes should continue to be provided. Smaller families and couples may desire alternatives to single-family detached, owner-occupied housing, such as townhomes, flats, cottage housing, and apartments above storefronts. Other households may choose to rent to maintain mobility. As employers decide to seek out new expansion opportunities, nearby workforce housing becomes a critical component to site selection.

AGING IN PLACE

Like many other communities, Lexington has a growing senior population and other demographic indicators are changing. The housing needs of seniors is an important part of the commitment to provide appropriate housing choices for all of its residents. Viable housing options should include remaining at home as long as possible and is especially important to residents who want to stay in the neighborhoods they are most familiar with and be near family and friends. Retrofitting existing homes to be accessible for seniors desiring to "age in place" could include ramps, wider doorways, and first floor bedrooms and accessible bathrooms. Where "aging in place" is not feasible, special facilities, such as senior independent living, assisted living and congregate care is another important housing option to be provided within the community.

STRENGTHEN HOUSING CHOICES

To attract and retain residents, Lexington must capitalize on changing demographics by encouraging an expanded range of housing choices for rent and for sale. To appeal to empty nesters, seniors, and young professionals, Lexington can promote its small-town charm, natural resources, and housing affordable to a range of income groups.

In order to strengthen existing housing and a range of affordable options, new small lot single-family ("cottage style" housing) and attached units should be integrated into Lexington's neighborhoods. Undeveloped areas, such as the Southwest Quadrant property, should be planned with a mixture of housing options (see the redevelopment site at the end of this chapter).

SMALL SIZED LOTS

Older residential areas predominantly exhibit a traditional grid street pattern with small- to moderate-sized lots. Smaller lots and smaller dwelling unit size tend to be more affordable than larger lot subdivision development while still offering the opportunity for home ownership. As these older neighborhoods continue to age, it will be increasingly important to encourage rehabilitation and identify opportunities for reconstruction of new, smaller housing types, including



cottage-style homes. As described earlier, this housing type is becoming more desirable as family sizes shrink and Baby Boomers age.

MIXED RESIDENTIAL

Mixed residential dwelling units help improve the choice of housing types and to provide housing opportunities. Mixed residential is preferred near the South Gateway and downtown, serving as a transition between lower intensity single-family neighborhoods and higher intensity commercial or mixed-use areas. The goal is to provide a mix of housing types to accommodate a wider range of household types and people in different stages of life and to promote high quality, more dense housing types that respect the character of existing neighborhoods.

HOUSING PRESERVATION AND MAINTENANCE

Lexington can provide greater choices and support opportunities for new or rehabilitated homes within the existing neighborhood fabric. As neighborhoods age, continued investment in existing structures or quality replacement housing is key to maintaining a strong residential base. Replacement housing built to fit the character of its surroundings could have a positive impact on the neighborhood as a whole.

HOME STEWARDSHIP

Residents who take pride in their homes, whether rented or owned, can contribute positively to a neighborhood's image and reinvestment opportunities. Therefore, home stewardship should be supported broadly, beyond owner-occupied residences to include rental home and apartment maintenance.

To channel resources wisely and retain quality neighborhoods, the Village should focus inspection and code enforcement efforts to areas with a high number of code violations, vacant properties, or problems with absentee landlords. Schools and neighborhoods should



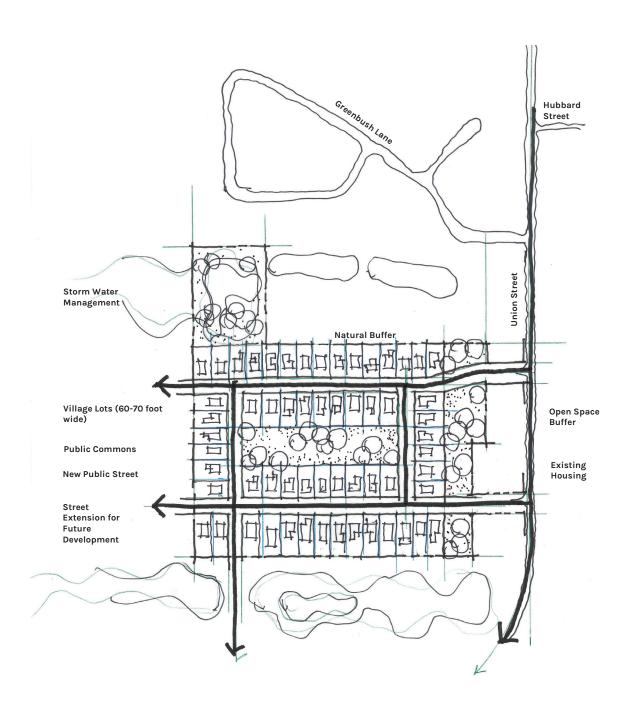
work toward organizing neighborhood cleanup days to build community around improvements and blight reduction.

Lexington can work to support home stewardship by encouraging partnerships with non-profits, agencies, or local home improvement stores to provide community training in home repair skills, mortgage assistance, and providing needed resources, such as tools and materials for physical renovations. To support such opportunities, the village may consider developing educational materials and/or guidelines for infill development and rehabilitation that define and are consistent with desired neighborhood character, and provide rehabilitation prototypes for retrofitting aging housing stock with modern amenities and features. Developing simple renovation concepts for typical homes in the community can provide property owners with renovation ideas that might allow them to renovate, reinvest and stay in their current home.

RENTAL INSPECTIONS

An increasing concern in many communities is the emergence of poorly maintained rental properties throughout neighborhoods. The Village can strengthen programs aimed at protecting buildings and those that reside there from unsafe conditions and unsightly exteriors thereby protecting nearby properties from declining property values. A rental registration or inspection program (expanded from a recently adopted short-term rental registration ordinance) could help maintain the village's neighborhood's quality.

CATALYTIC SITE: SOUTHWEST HOUSING



The next residential subdivision served by village utilities in the southwest quadrant of the village presents a prime opportunity to demonstrate the vision for more village-style development rather than more subdivision cul-de-sac style development. This area can become an extension of the traditional neighborhood grid system and extend the walkable character into further phases of adjacent residential development.

C. MIXED-USE BEST PRACTICES

Mixed-use development blends a combination of residential uses or integrates residential and non-residential uses into a cohesive, planned setting that promotes social interaction, adds character to the community, fosters relationships among uses and lessens the need for vehicular trips.

■ Mixed-Use Defined. Varied uses within a defined area or even a single building offers flexibility and synergy. A mixed-use development may be a cohesive project with shared parking, common internal circulation, complementary uses and unifying design, while a mixed-use building may contain varied uses within one structure. Live/work units are a common example in which a commercial use occupies the street level space and a residence is located on the upper level.

Historically, mixed-use environments were the norm. People lived, worked and shopped within a fairly confined geographic area. As travel options increased and post-World War II suburbanization began, the new mobility offered freedom to live in one place and work, shop and recreate elsewhere. Traffic congestion, social isolation, and sterile development followed.

A desire to reverse this trend and create more opportunity within vibrant communities and neighborhoods has caused many communities to embrace the concept of integrating varied uses, rather than segregating them as has been the practice with traditional zoning. Among the benefits are:

- Greater housing choice
- Reduced travel time and improved convenience
- More efficient use of public services, utilities and infrastructure
- Increased social interaction
- Walkable, bikeable neighborhoods
- Improved community health

More integration of uses are especially desired downtown and the gateway corridors that lead to downtown. Today, the building patterns along Main Street are not cohesive and do not contribute to a distinct sense of "place".

MIXED-USE CORRIDOR SITE DESIGN APPROACH

- Improve attractiveness of building amenities
- Make it more comfortable for people to walk along and between businesses
- Strengthen the corridor character and village branding
- Better delineate parking areas and reduce their visual dominance on the corridor
- Improve visibility of existing businesses
- Promote uses that will be successful to fit the character of the area, gradually reducing autooriented uses
- Promote uncluttered signs
- Incorporate missing-middle housing types such as lofts, townhouses, and stacked flats to transition to adjacent residential neighborhoods
- Maintain a small, resort village scale and character



D. LAND USE PLACE TYPES

For the future of Lexington, a prominent land use goal is maintaining the village's small town charm. This includes establishing infill housing standards and mixed-use development opportunities in order to preserve existing historical architecture while also providing diverse housing choices and amenities for residents of all ages.

In order to strengthen neighborhoods and provide transitions between the downtown and residential areas, a mixed-use approach will be necessary. This incorporates both vertical mixed-use, with first-floor commercial uses with residential apartments on top or a horizontal mixture of uses. Both strategies are rooted in creating a strong sense of place and having consistent character, especially along the village's gateways and corridors.

An additional area of possible future development potential is the waterfront. A challenge for Lexington is sustaining economic growth throughout all four seasons. By enhancing the waterfront, year-round recreational opportunities are made available, simultaneously positively impacting the Village's economy. The Village should collaborate with regional partners in order to not only expand public access to the waterfront, but also support ancillary recreational and tourism businesses nearby.

An overarching goal when planning for redevelopment is the need for consistent design during each redevelopment process in order to achieve a strong sense of synergy throughout each character district. Strategies for this include incorporating stronger design standards into the zoning ordinance for downtown and mixed-use corridors. The Future Land Use plan provides guidance for future zoning changes to accomplish this goal.

FUTURE INFRASTRUCTURE PLANNING

For new developments, the Village should use future tax increment capture, through the DDA, to subsidize

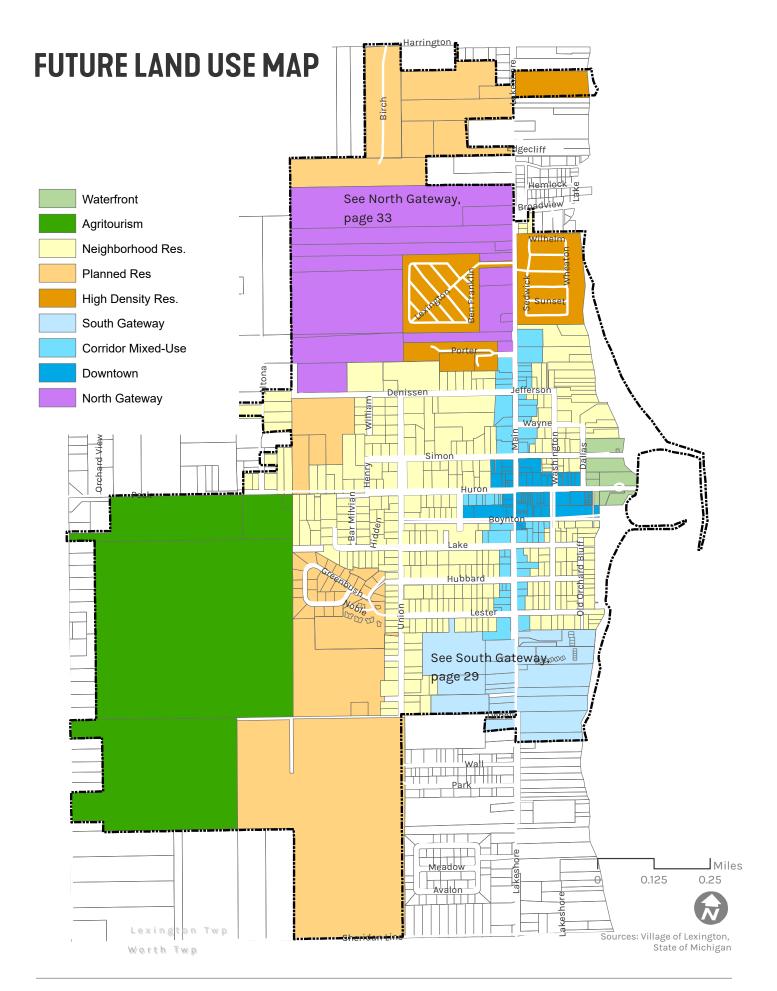
the cost of infrastructure in the DDA district. Without this assistance it will be difficult to attract developers and have them construct market-rate housing. Infrastructure costs have increased dramatically over the past few years and made new housing construction in smaller, outlying communities impossible where roads and sewer/water hookups are not in place.

Any private streets in new subdivisions should be constructed to Village standards, although where appropriate, waivers could be granted for a narrower width. Connections should be provided between developments and work towards greater connectivity for the Village as a whole. For more information, see the Future Street Connections on the Public Assets Map in Chapter 5.

FUTURE LAND USE APPROACH

The future land use updates in this master plan focus on mixed-use and redevelopment sites. The future land use vision was developed to transition the village to a character-based place type approach that will facilitate future zoning changes to emphasize form and design and integrate a mixture of uses that is more flexible than current zoning.







TRADITIONAL RESIDENTIAL





NEIGHBORHOOD RESIDENTIAL

Neighborhood residential (generally zoned R-1A and R-1B) applies to neighborhoods surrounding the central business district, featuring primarily single-family homes and some two-family dwellings. These areas generally have walkable access to neighborhood amenities such as parks, trails, the lakefront, and commercial.

GOALS

- Promote reinvestment in older neighborhoods, preserving historic character
- Ensure that infill or replacement housing complements the scale and massing of nearby homes
- Enhance the village grid system to promote safe non-motorized connections

STRATEGIES:

- Integrate two-family dwellings, single-family dwellings on existing cottage sized lots to accommodate a variety of housing needs affordable to different family types
- Promote non-motorized safety with sidewalk connections
- In areas where natural features should be preserved, cluster housing on smaller lots for a tradeoff in open space preservation may be considered

PLANNED RESIDENTIAL

Planned residential is intended to promote a flexible variety of housing developments such as single-family, two family, cluster, cottage housing, and senior living. Planned residential areas are recent and imminent housing developments on the edge of the village. The intent is to accommodate a variety of housing types that will be determined by the market demand, while complementing the overall village character and continuing the traditional neighborhood grid system. By preserving connectivity and walkability, planned residential developments will promote pedestrian usage of the downtown and surrounding districts and more seamlessly blend into the existing village character.

Goals:

- Promote a flexible mixture of housing options for residents and accommodate housing diversity
- Integrate new development into the village's walkable grid design
- Accommodate workforce and affordable housing for all ages and family types









STRATEGIES:

- Focus future housing development to include attached and detached single-family, senior/assisted living, and small lot cottages
- Create village standards for the design and layout of future housing developments in order to reflect the desired neighborhood character
- Transition from suburban-style development to more traditional neighborhood/grid plan
- Look for opportunities to connect access across subdivisions
- Incentivize new housing construction through the use of tax increment financing and State funding to reduce the cost of infrastructure like sewer, water and roads

HIGH-DENSITY RESIDENTIAL

High-density residential (generally zoned R-3 and MHP) offers a mixture of housing opportunities ranging from moderate to high density multiple-family residential. This designation is provided primarily for attached multi-family developments like apartments and mobile home parks.

There are several sizable multi-family residential developments located in the village. These are located adjacent to residential neighborhoods or industrial uses on the village's north side and along the lakefront.

GOALS:

 Promote a flexible mixture of housing options for residents and accommodate housing diversity

STRATEGIES:

- Prioritize maintenance of village-owned mobile home park and promote public access to the lake
- Focus on multi-family dwellings, parks, and accessory units with possibilities for public service buildings, care facilities, and private recreation











SOUTH GATEWAY

Located at the village's south gateway, framing both sides of Main Street (M-25), this area is currently a mixture of uses and structure types, including single-family detached residential, single-family attached residential, mobile home park, bed and breakfast, and commercial service. The intent for the south gateway is to protect its predominantly residential character and scale, while allowing for limited, market-driven mixed-use redevelopment.

With its high traffic volumes and as an entry to the village, the Main Street frontage supports a mixture of residential and non-residential use. It is likely that some residential uses which presently front on Main Street will remain into the foreseeable future. However, the Main Street frontage area has an opportunity to transition accommodate additional, limited commercial development. Although this may be allowed, such commercial development must be designed to conform to the historic residential scale. Conversion of existing residential structures to commercial use while maintaining the residential architecture is allowed. New commercial construction should mimic established residential architectural styles and sizes within the area. Front yards should remain green, with off-street parking allowed in the rear yard only. A direct pedestrian connection from the front entrance to the sidewalk along Main Street should be required. Shared drives and/or rear surface drives should be explored to provide safe and efficient vehicular travel to and from Main Street.

The areas beyond the Main Street frontage, including the Lake Huron waterfront, is deemed appropriate for residential use only, with the exception of institutional use such as parkland. Compatible residential uses include single-family detached and single-family attached structures in a well-planned neighborhood setting with quality design treatments and amenities. Residential densities and structure heights should be compatible with what is presently allowed by the village's R-2, Low Density Multiple-Family Residential District.

A concept drawing of the South Gateway Mixed-Use future land use classification is presented below to illustrate these ideas and opportunities.

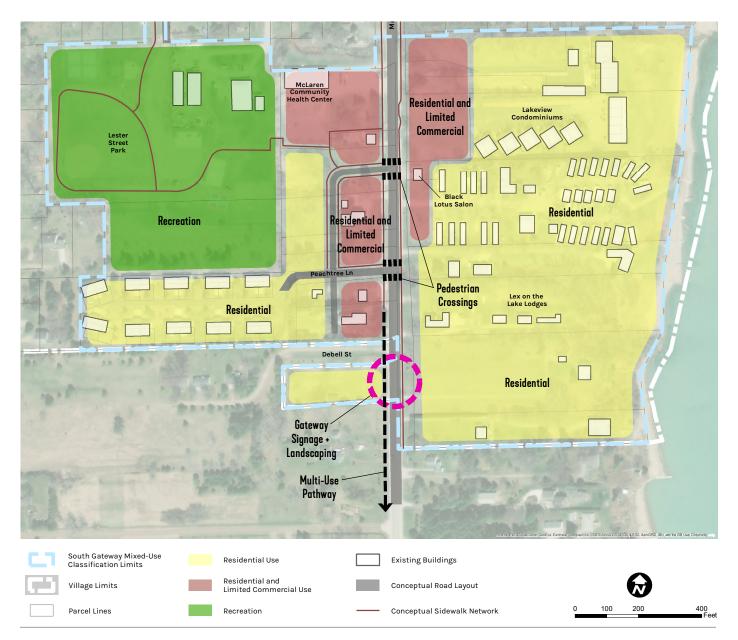
GOALS:

- Strengthen corridor character through high-quality site design standards
- Provide opportunities for additional lakefront residential development compatible with existing residential character
- Allow for limited commercial use along the Main Street frontage, provided it is designed to conform to the historic residential scale

- Ensure safe and efficient vehicular and pedestrian travel within the Main Street corridor
- Provide a distinct entry to the village

STRATEGIES:

- Restrict commercial use types to eliminate the potential for autooriented uses
- Establish appropriate building design standards
- Require stronger site design standards fronting the corridor, such as no front yard parking, and provide greater residential flexibility on the "back half" of lots









CORRIDOR MIXED-USE

The corridor mixed-use commercial district is intended to strengthen the character along Main Street and Huron Street and provide a transition to the nearby downtown district. Both north and south of downtown, corridor mixed-use is currently a mixture of commercial zoning districts. Uses intended within this category include small-scale pedestrian oriented retail, specialty grocery, personal services, business services, financial institutions, sit-down family restaurants, and medical clinics. Residential uses may be appropriate to improve integration between neighborhoods and commercial areas.

GOALS:

- Strengthen corridor character
- Promote local businesses
- Reduce auto-oriented uses

STRATEGIES:

- Minimize dominance of parking
- Encourage local marts/grocery/convenience for neighborhoods
- Better outdoor storage and parking screening
- Permitting transition uses such as small clinics, doctor's offices, farmer's markets and financial institutions
- Reduce number of driveways
- Allow attached residential uses







DOWNTOWN

Downtown is the core of Lexington and is currently zoned CBD. It is the heart of civic and cultural life in Lexington and emulates a unique and historic mixed-use district. Downtown is not only a fun place to visit for travelers, but also a great place to live and work- a unique district that attracts people of all ages seeking the amenities and proximity of downtown living. In order to preserve and protect the historical district of the downtown, new character-based design standards should be implemented. The district should continue to contain a mixture of uses appropriate for a compact, pedestrian-oriented downtown prioritizing retail, restaurants, and personal service establishments on the ground floor and office and residential on upper floors.

GOALS:

- Protect historic character
- Promote compatible infill
- Prioritize active street level uses (restaurants, retail, and entertainment)
- Increase housing units/diversity of housing
- Reduce dependence on surface parking lots
- Promote downtown as a destination for visitors and residents

STRATEGIES:

- Restrict uses to eliminate auto-oriented uses
- Add building design standards
- No front yard parking
- Require a build-to-line to prevent buildings from being set too far back from the front lot line
- Require a minimum height
- Emphasize walkability through continued streetscape improvements and amenities, outdoor seating, retail storefronts, pedestrian-scaled signage
- Undertake a parking management study

For more information on the Downtown district, please see Chapter 3, Downtown & Waterfront Plan.













NORTH GATEWAY MIXED-USE

Areas designated for North Gateway are intended to accommodate light industrial and tourism-related uses and represent a significant economic development opportunity for the village. Located on the periphery of the village, the North Gateway should promote a better entrance to the village with high-quality site design standards including a greater intensity of landscaping, attractive architectural designs fronting Main Street, and circulation systems allowing for efficient vehicular and pedestrian travel. Outdoor storage of materials and equipment is limited, and light industrial uses should have little to no impacts on nearby uses.

Light industrial development and some limited commercial use is presently found along the Main Street frontage within the North Gateway. Expansion of these predominantly light industrial uses is encouraged to support job creation and economic growth. This area is well suited to accommodate new and expanded small-scale production, processing and warehousing facilities with flexible spaces to capitalize on local market opportunities such as food processing, boat repair/storage, e-commerce, and research and development.

Beyond the Main Street frontage, which is largely open and undeveloped, the North Gateway classification can accommodate tourism-related uses that leverage Lexington's appeal as a premier resort community. These tourism-related uses may include lodging, campgrounds (the North Gateway classification surrounds the existing Lexington RV Resort), and recreational facilities. Generous screening would be necessary between the proposed light industrial area and tourism-related uses, especially campgrounds, lodging, and RV uses.

A concept development schematic of the North Gateway future land use classification is presented below to illustrate these ideas and opportunities.

GOALS:

- Strengthen corridor character through high-quality site design standards
- Stay flexible in order to respond to the ever-changing economic development climate
- Attract and support small-scale production, processing and warehousing facilities that capitalize on local market opportunities
- Accommodate tourism-related uses
- Provide efficient vehicular and pedestrian circulation within the classification and connecting to the greater community





STRATEGIES:

- Look for opportunities to improve site design as redevelopment occurs
- Require generous front yard landscaping along Main Street and discourage parking in the front yard
- Provide sufficient buffers between light industrial and nonindustrial uses to limit impacts on neighbors
- Limit visibility of outdoor storage from the street
- Provide access beyond the Main Street frontage to allow tourismrelated development in the western portion of the classification







WATERFRONT

The Waterfront district is intended to preserve public access to the lake and harbor while incorporating appropriate supportive uses. This area includes the state harbor, private marina and restaurant, boat launch, and Tierney Park. The area is intended to preserve open space and promote public recreational waterfront uses.

GOALS:

- Promote waterfront uses
- Capitalize on waterfront views
- Improve public access and recreational uses
- Transform the entire waterfront into a cohesive district to becomes a destination
- Create a walkable district with a focus on outdoor recreation

STRATEGIES:

- Consider waterfront easements for continuous waterfront trail
- Minimize parking's negative appearance, both street-side and waterside
- Preserve public access of recreation and open space





AGRITOURISM

The west side of the village is currently undeveloped and zoned for agriculture uses. A former orchard and nearby sites are prime opportunities for future agriculture-based tourism uses. This area is not likely to have utilities, so appropriate uses will be low impact uses that embrace the historic agricultural portion of the village. As residential development occurs in the planned residential district and utilities are extended, the agritourism district may be considered for further intensification.

Goals:

- Adapt agricultural uses for economic development
- Limit leapfrog development
- Strategically expand utilities to accommodate growth

Strategies:

- Permit a variety of low-impact tourism uses to complement the village's "First Resort North" branding
- Evaluate future re-zonings to planned residential only after planned residential districts are built out and utility expansion is certain

CHAPTER 3

DOWNTOWN & WATERFRONT



A. INTRODUCTION

VISION STATEMENT

Downtown Lexington and the adjacent lakefront will be an active and interesting place where people want to be. Downtown Lexington will host community-wide gatherings and celebrations, promote social interaction and enable residents and visitors to engage in a number of cultural and recreational activities. Downtown Lexington will be an attractive, compact and pedestrian-friendly place that supports a mix of commercial, retail, office, residential and institutional uses.

RECENT INITIATIVES & PROJECTS

DDA

The Village of Lexington Downtown Development
Authority meets monthly at the Village Hall. The
mission statement of the DDA is to take the Village
of Lexington's history into the future through
preservation, restoration and promotion. The following
are recent initiatives undertaken by the DDA

- Tree maintenance in contract with Northshores Landscape & Design, Inc.
- Christmas design & lights in contract with Northshores Landscape & Design, Inc.
- Flowers in contract with Lexington Gardens
- Storage Units in contract with Lexington Mini Storage
- Financial support for the sponsoring groups of civic events
- A \$10,000 donation toward the library expansion
- A \$16,000 expenditure to complete renovation of the Washington Street tennis court
- Downtown internet service
- \$20,000 toward building facade improvements

PLANNED PROJECTS

The following projects were happening concurrently to the writing of this plan or expected in the near future.

- Cadillac House rehabilitation and expansion
- Marina Study prepared by the DNR (See Chapter 1,

Introduction)

Lexington Public Library expansion - The expanded civic library will introduce almost 4,000- square feet to the library building providing a community center space, expanding individual technology work areas and room for additional library collections. The new space will facilitate increased library programming, extended access to computers and wifi, and access to the second floor by adding an elevator and enclosed pedestrian bridge



DOWNTOWN EVENTS

The Lexington Business Association and Lexington Arts Council organizes and promotes an assortment of year-round downtown events in the village. Some of the events include:

- Fine Arts Street Fair
- Lexington Ice Fishing Contest
- Derby Days



- Civil War Weekend
- Memorial Day Parade
- Lakeside Craft Show
- Independence Day Parade and Fireworks
- Music in the Park
- Fall Fest
- Christmas Tree Lighting and Merchant Walk

EXISTING CONDITIONS

Downtown Lexington serves the local resident, event visitor, tourist, and seasonal resort residents. Located at the crossroads of State Highway (Main Street) and Huron Street, the downtown is exposed to a number of potential users. The architectural character of the small village is largely intact, and the area has enough critical mass of older architecture and newer development to contribute to a strong sense of place. The waterfront of Lake Huron is in close proximity to the downtown, drawing locals and tourists alike to the waterfront to experience the existing parks, marinas and local events happening in the area.

While the downtown is a reasonably strong and attractive hub to the Village, there are challenges that the downtown is facing:

 The unbalanced nature of the parking system that leaves the downtown core with very little flexibility in providing public parking

GOALS

The following is a list of critical goals for downtown, derived from the input of local residents, business owners, and developers.

- 1. Maintain a thriving central business district
- 2. Promote mixed-use developments within the downtown that incorporate opportunities for live, work, and play
- 3. Develop a parking management strategy to balance the needs of residents, employees, and visitors, prioritizing signage, wayfinding and public vs. private lots
- 4. Enhance the waterfront open spaces to meet the current and anticipated needs of the community for events, recreation, and tourism
- 5. Preserve historic character and the ambiance of the village while incorporating new, quality design
- 6. Strengthen downtown residential population
- 7. Maximize available space for retail and office uses by converting parking lots into development sites in the downtown
- 8. Improve multi-modal connectivity between the downtown mixed-use districts and the waterfront in order to promote local economy

- Suburban style development that has eroded the traditional character of downtown, including a major gas station at the primary corner.
- Gaps in the development frontage that reduce the visitor experience and convey a lack of critical retail mass that helps draw pedestrians.
- The downtown, while close to the waterfront, is poorly linked, physically and visually, to the surrounding amenities.

OBJECTIVES AND STRATEGIES

The following objectives and strategies summarize recommendations based on community input and best practices and set the stage for the rest of the recommendations in this chapter.

THE WATERFRONT

Objective: An active and accessible lakefront

- Continually maintain and improve the waterfront parks and trails
- Improve the formal public access areas along the waterfront.
- Provide for better pedestrian access from the downtown to the waterfront and waterfront trails.

THE DOWNTOWN

Objective: An active, interesting, attractive, pedestrian friendly and mixed-use Downtown.

- Encourage more pedestrian activity in the downtown along Huron Ave and Main St.
- Explore new opportunities to improve pedestrian accessibility.
- Incorporate art into the downtown.
- Incorporate additional (and seasonal) natural amenities and vegetation throughout the downtown.
- Support tools and techniques that create attractive and interesting first floors of buildings.

- Support residential uses in the upper floors of buildings.
- Address significant differences in the heights of adjacent buildings and improve the coherence of the streetscape.
- Adopt incentives in the Zoning Ordinance to encourage the use of sustainable building materials, energy efficiency and production, and reuse of building water
- Incorporate night sky lighting best practices into public and private improvement projects
- Require that all private and public developments be designed to eliminate direct stormwater flow into the lake, and be required to use best practices to cleanse and filter storm water such as rain gardens and landscape buffers

BUILDING CHARACTER

Objective: Preserve and support the adaptive reuse of historic buildings.

- Determine the historical significance of buildings within the downtown.
- Encourage the preservation of quality building details.
- Encourage craftsmanship in the rehabilitation of historic buildings.

SIGNS

Objective: Create a comprehensive, unified and unobtrusive sign and graphics system that is compatible with the character of the downtown.

- Develop a distinctive wayfinding system that helps vehicles and pedestrians navigate within the downtown.
- Develop an interpretive signage system that highlights the historical, cultural and natural features of the downtown.

PUBLIC PLACES

Objective: Accessible and comfortable public spaces (and private spaces that function as public spaces) that host a variety of activities and promote sociability.

- Incorporate and arrange seating and other amenities in appropriate areas to encourage social interaction.
- Work with community, business and civic organizations to host community-wide events, gatherings and celebrations.
- Connect existing sidewalks and pathways to key public spaces.

LIGHTING

Objective: Lighting that allows for safe pedestrian and vehicular circulation with an emphasis on pedestrian scale fixtures.

- Promote energy efficient light fixtures compatible with the standards established by the International Dark Sky Association.
- Apply light fixtures that focus light downwards.
- Utilize timers, motion-sensitive lights and other light-saving devices in appropriate areas to minimize over lighting.
- Ensure light fixtures are compatible with the surrounding character.

PARKING

Objective: Alternative, low-impact surface parking areas.

- Utilize porous/pervious pavement on surface parking lots.
- Utilize trees and planting islands within large surface parking areas.
- Utilize distinctive surface materials and other techniques to accommodate multiple uses such as public gatherings, recreation and parking.

Objective: Safe, aesthetically pleasing, accessible, unobtrusive and pedestrian friendly parking areas.

- Discourage large expansive surface parking areas.
- Utilize distinctive surface materials to establish clear pedestrian walkways in parking areas with linkages to an integrated system of sidewalks and pathways.
- Utilize traffic-calming measures within surface parking areas.
- Utilize on-street parking.
- Provide for safe and efficient snow removal and storage.
- Place vegetative screening and plantings at appropriate locations around parking areas.
- Provide for adequate bicycle and golf cart parking facilities.
- Develop additional visual amenities that add color and interest for both pedestrians and





B. DOWNTOWN LAND USE AND DEVELOPMENT

Jobs, a healthy tax base, and community pride are all critical components to sustained economic growth in downtown, as well as a draw for new residents. Increasing activity and enhancing the existing energy of downtown will continue to strengthen the area as the hub of Lexington. The following land use strategies will help reinvigorate the downtown for long-term sustainability:

- Preserve historic character while incorporating new, quality design
- Build downtown residential population
- Increase available space for retail and office

DEVELOPMENT DESIGN & CHARACTER

Downtown Lexington has all the physical ingredients to contribute to a vibrant place. Building on the existing historic character, employment, and natural resources will ensure that the design of downtown fulfills the desire for a walkable, livable place for residents and visitors alike.

Important design strategies include the following:

- Continuous street edge with multi-story buildings and well-articulated facades
- New development complementary to existing building forms and materials
- Retain and maintain older structures, especially historic facades
- Welcoming storefronts with active window displays and outdoor seating
- Pedestrian-scale design elements like awnings, projecting blade signs, landscaping, and lighting
- Well-screened service areas: waste receptacles, delivery areas, mechanical equipment, and utilities
- Landscaped parking areas with well-defined pedestrianways and screening from sidewalks

BEST PRACTICES: DOWNTOWN LAND USE

- Active ground floor uses including retail and service uses such as shopping, restaurants, cafes, and salons to enhance the pedestrian experience
- Entertainment and recreation uses to complement the waterfront
- Office and employment uses, especially on upper floors of mixed-use buildings
- Employers whose employees can be the core of users and residents for downtown amenities
- Residential units, especially lofts and apartments above storefronts in the heart of downtown and attached residential on the periphery
- Governmental uses, like village and township buildings

BUILDING DESIGN

The redevelopment of vacant and underutilized parcels should reflect the community's stated desire to honor the traditional small town urban approach of buildings directly fronting the streets and parking to the rear of the sites (if required at all), with an architectural character and massing that creates visual interest and continuity with the existing historic buildings.

New buildings should be located along the right of way line, unless the developer is creating an active pedestrian space along the street in support of the new uses, such as outdoor dining. The facade of the building should contain a regular pattern of windows on each floor, an architectural band distinguishing the first floor from the second, and visible and celebratory building entrance facing the street, and a cornice along the top. Signage should be building mounted and integral to the design character of the architecture.

Village efforts to encourage redevelopment while maintaining a consistent sense of place in the downtown should include a new form-based code for the downtown area and facade improvement design guidelines, as described elsewhere in this plan.

HOUSING & DOWNTOWN LIVING

A robust residential base is a key part of any successful downtown. A mix of housing types and sizes provides options for all the varied lifestyles that are part of a vibrant downtown.

Amenities associated with downtown living include greater access to the village's primary employment center and community facilities as well as a wide range of shopping, entertainment, health and personal services.

FUTURE LAND USE PLACE TYPES

Please see Chapter 2, Land Use and Redevelopment for more details regarding land uses in the downtown.



WHAT IS FORM BASED CODE? (FBC)

What: A form-based code is a zoning technique that emphasizes character and form and de-emphasizes use. Form-based codes prioritize integrating a mixture of uses through stronger design standards.

Where: Typically administered in downtown and corridor districts, or in areas where cohesive form and design should be preserved.

Why: A form-based code places importance on the physical structure, form and design within a district in order to maintain character.



C. DOWNTOWN TRANSPORTATION & PARKING

For the next 20 years, improvements to Lexington transportation system will be as much about complementing the desired character of the surroundings and becoming accessible to all users as it will be about providing infrastructure for a wide variety of transportation modes. Recommendations in this plan balance the design of streets so they are safer for motorists and include streetscape and design details catering to the needs of pedestrians and bicyclists. Nationally, this approach is often referred to as "complete streets," harmonizing streets with their surroundings while interlacing transportation networks to meet the mobility needs of all users, of all ages - motorists, pedestrians, bicyclists, transit users, and emergency service vehicles — making trips easier around downtown no matter what mode of transportation is chosen.

Streets are, therefore, among the most important public infrastructure and placemaking elements of the village because they can define how a visitor, resident, or worker perceives a neighborhood, downtown, or the village as a whole. While it is important that streets foster safe travel for all modes of transportation and are easy to navigate, they must also look good, be inviting, and create the right impression. The elements that most influence how people react to the character and design of streets include right-of-way and street widths, pavement conditions, driveway placement, sidewalks and pedestrian crossings, traffic speeds, on-street parking, setbacks (the way buildings frame the street) and the presence (or lack there-of) of street trees. In combination, these factors define the character of a given area and influence the perception of an entire district, such as downtown.

Key transportation related strategies include the following:

- Prioritize sidewalk connections
- Parking management
- Improve streetscape design

DOWNTOWN STREETS

Generally, the streets in the downtown fit into one of four categories:

- Main Street, which is a state trunk line provides access to the Thumb region
- 2. Huron Street, which is the traditional village downtown street, lined with historic shops and newer development
- 3. Narrow streets with limited right of way and a mix of residential, commercial, institutional, and industrial uses
- 4. Village scaled streets line with residential homes at the edges of downtown

Master plan goals for the street network include:

- Increase the safety and ease of the pedestrian connection from the west side of downtown to the east
- Provide for non-motorized travel into and through downtown
- 3. Improve the visual character of the public right of way to encourage private investment
- 4. Encourage a street design and development style more reflective of a resort village
- Provide landscape amenities such as street trees, paving width management, and other measures to manage traffic speeds

1. MAIN STREET

Main Street through downtown Lexington has a 60-foot right of way (approximately) and includes 2 travel lanes and one center turn lane. North of Huron Street the road also includes a bike lane in each direction, which is generally considered an asset; however, it limits the width of the sidewalks to the point where typical streetscape amenities like trees are difficult to maintain. The right of way is 60 foot in width, which is narrow for a state trunk line, or even a main downtown municipal street.

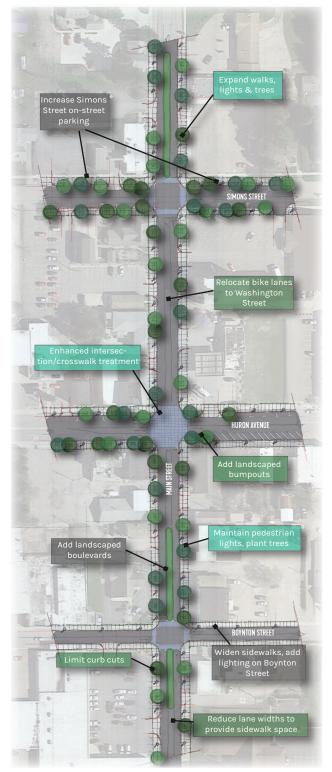
A Street Design Concept Plan is included in this Master Plan, and illustrates the following recommendations for the corridor that should be considered when working with the County Road Commission on improvements:

- Adding central boulevard islands in select areas.
- Improving the streetscape lighting, art, tree plantings and amenities to add to the visitor and pedestrian experience
- Enhancing cross walks with paving materials, signalization improvements, signage, and other traffic calming measures
- Reducing lane widths to provide adequate pedestrian space and encourage traffic speeds within the posted limits.
- Reduce curb cuts.

2. HURON STREET

Huron Street is the primary traditional retail corridor through downtown and supports two-way traffic (one lane in each direction) with parallel parking on the north side of the street and angled parking on the south side. The right of way width is 66 feet. Sidewalk widths are limited in terms of opportunities for streetscape treatments with trees, site furnishings, etc. However, the sidewalk zone is pleasant and neat, and has a positive visual quality consistent with the historic architecture of the street.

Recommendations for the street include:



MAIN STREET DESIGN CONCEPT

- Continue maintenance and flower planting practices
- Look for opportunities to expand landscape and social zones with bump-outs at intersections.
- Construct a more obvious sidewalk and streetscape linking downtown to the waterfront.

3. NARROW STREETS

Some streets in the downtown area, most notably Boynton Street, have very limited width right of ways (approximately 36 feet), to the point where the streets function more like alleys. There is very little space given to pedestrian sidewalks, even though there are several redevelopment opportunities along Boynton to make it a more active retail/residential/mixed use street.

In addition to Boynton Street, each street needs to be considered based on its use, but overall, a renewed emphasis on prioritizing pedestrians should include:

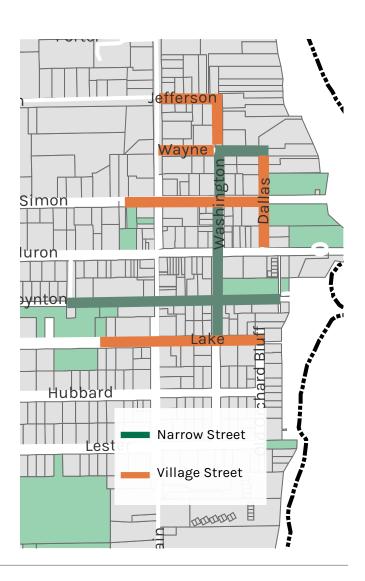
- Narrow pavement to 18-20 feet and utilize a vertical concrete curb (over a curb and gutter) to allow for more sidewalk space.
- Install sidewalks a minimum of 8 feet wide to allow for the installation of lighting while maintaining a minimum 5-foot clear sidewalk.
- Provide pedestrian scale lighting on a least one side of the street.

4. VILLAGE-SCALED STREETS

Most of the streets in downtown Lexington and the residential areas directly surrounding the core have a 60-foot right of way width, which is typical for streets of this typology and land use. Pavement widths are narrow, and on-street parking is not typical.

Where 60-foot side right of ways abut or are near downtown retail, this plan recommends that as the streets are reconstructed in the future, the Village should consider:

- Widening pavements to include adequate space for parallel, on-street parking lanes.
- Providing sidewalks on both sides of the street
- Including curb and gutter to manage stormwater and vehicular movement
- Providing transitional street lighting levels from downtown to the residential use areas.



PARKING

OFF-STREET

Off-Street parking (parking lots) are an important part of downtown's success. Customers are more likely to frequent a business where parking is viewed as safe and convenient. In some cases, however, the amount of parking provided is excessive and deters from the vibrancy the village desires. In cases where excess parking exists, spaces can be used instead for new buildings or more green space (which could be a holding zone until a future use is identified). Inclusion of parking islands, clearly delineated pedestrian access, and buffers/screening from the sidewalk can also help improve circulation, aesthetics and make it more inviting for visitors to park once and walk. Those types of changes can also reduce the amount and pace of stormwater runoff.

Signage, time restrictions, and permit locations should be reviewed for overall parking clarity. Permits for long-term users should be limited to surface lots on the periphery of downtown in order to maintain high turnover spots for visitors. Long-term visitor parking (more than 2 hours) should be permitted. At the time of this plan's writing, the Village and DNR were undertaking plans to resurface the lot at the northeast corner of Boynton and Washington. This public lot's redesign and amenities should follow this section's design standards to lead by example for further parking lot redesign.



ON-STREET

On-street parking is prevalent on several streets of downtown. This parking not only provides a convenience to residents and access for customers, it also helps to calm traffic speeds and makes walking along the sidewalks more comfortable. Much of the on-street parking is not striped, making it inefficient. Striping parking spaces can help organize the parking to pick up additional spaces.

BICYCLE PARKING

Parking for bicyclists can also help support the goal of a more bikeable village. Selected on-street parking spaces can be converted to bike parking. Similarly, one space on the first floor of future parking structures should be converted to bike parking, with a couple of pilot projects used to help identify the demand.

BASELINE PARKING ANALYSIS

A baseline parking analysis was completed for downtown Lexington illustrating the general location and type of parking in the area. As with most small waterfront and resort communities, parking in the downtown area is serving a variety of users, including residents, commercial enterprises, local shoppers, religious and educational institutions, marina users, community events, and seasonal tourists.

Observations from the mapping and study of the existing parking in downtown include the following:

- There are approximately 927 parking space in the village downtown, 538 of which are privately held.
- Discounting 211 of the total parking space that are utilized by institutions (e.g. schools and churches) and industrial businesses, the parking spaces available for use by retail shoppers, visitors, and employees is 716.
- About half of the 716 parking spaces are privately
- Given an estimated 150,000 Gross Square Feet of

retail in the downtown, typical parking standards would indicate a need for 600 parking spaces to serve the area.

For a comparison reference, the number of parking space available in several resort focused communities in Michigan with waterfronts and public marinas was estimated and the following was concluded:

- Northport has approximately 313 parking space in downtown. Like Lexington, a large portion of these spaces are in the waterfront; however, the Northport waterfront has a much stronger connection to downtown businesses. Geographically, downtown Northport is roughly the same scale as Lexington; however, the retail space is less dense. The majority of parking spaces in Northport are public.
- Leland has approximately 165 parking spaces in downtown, with many visitors that park in nearby neighborhoods and streets. While Leland has less retail space than Lexington overall, it is an overwhelmingly popular visitor attraction.
- Suttons Bay is perhaps the closest comparable to Lexington in scale and has approximately 480 parking spaces, the vast majority of which are public, and located within downtown.

Findings and recommendation for improving parking in the downtown include:

- Considering other resort communities, the number of parking spaces in downtown is comparatively ample.
- The ratio of public spaces to private spaces is heavily tilted toward private spaces. While these spaces are very valuable for specific shops, they do not provide flexibility for multi-purpose attractions to downtown.
- The majority of publicly available parking space is located on the waterfront. While this parking is largely within a one-quarter mile walking distance

- of the retail area, it is not very accessible for visitors, and the streets leading to the lots do not have strong pedestrian connections to the downtown.
- There are limited on street parking spaces outside of Huron Street. Adding on street parking should be considered, as noted above in the Streets section.
- The gravel lot at the intersection of Boynton Street and Washington Street is underutilized and currently serves as overflow parking for the boat ramp. The Village should consider paving and better organizing this existing lot for broader public use.
- The use of waterfront open space for parking is not considered a best practice for waterfront communities, as this space should be maximized for recreational uses and attractions. For example, the parking lots at Tierney park are not well connected, and are inefficient in layout. This parking should be reconfigured as part of a larger effort to renovate the park and marina.
- A long-term parking strategy to be considered is a simple two-level deck at the site north of Simons Street and east of Dallas Street. A parking deck would make the most efficient use of space, taking up a smaller footprint in the village and leaving space for more recreation and waterfront space.

CROSSINGS

The design of crosswalks is critical to ensure proper safety for pedestrians and vehicles, especially as they may intersect at mid-block locations. Safety hazards exist whenever pedestrians or bicyclists intersect with individual driveways, or where they meet at an intersection.

Several crosswalks have been enhanced throughout downtown, but many more need improvements to increase the safety for users. Crosswalk improvements in the downtown should consider the following:

- Use pavement markings to clearly indicate where pedestrian activity will occur; vehicles must not be allowed to block these areas
- Colored or decorative pavement treatments will bring greater visibility to crossings.
- Maintain clear vision zones at intersections to increase visibility.
- Provide adequate lighting at intersections so pedestrians are safe at all hours.
- Include overhead flashers to indicate nonsignalized
- ALTERNATIVE CROSSWALK TREATMEN

- crossing points. Mid-block crossings can be further enhanced by using pavement markings or texture and signage at the motorists' eye level.
- Decrease street width at crossing points by installing sidewalk flares and curb extensions, medians or raised islands to create a safe haven for pedestrians and bikers.





WAYFINDING

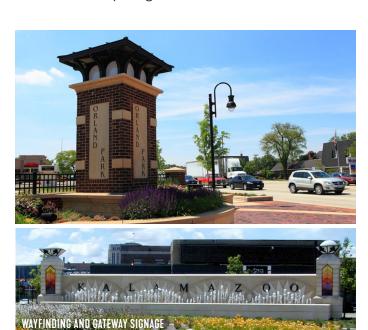
Visitor and shopper experience are linked directly to their ability to understand a place easily and navigate through their visit with limited stress and anxiety. Even in today's world of near universal use of navigation aids, visual clues that direct visitors to their desired location and assist in finding a place to store their vehicle can make a more pleasurable experience.

A wayfinding system for a small downtown area can be simple and straightforward. For downtown Lexington the recommended wayfinding system should include:

downtown area. Gateways can be quite dramatic in some communities; given the strong architectural character of the village center a more subtle approach is suggested, such as a well-designed set of three arrival markers (two on Main Street, one on Huron Street), the use of banners and light poles with multiple fixture heads, brightly colored and well maintained flower beds, and similar amenities that signify arrival. The arrival marker could take the form of a simple sign or stone column.

- Primary Wayfinding Signs should carry simple messages that convey the village downtown brand, and direction of travel to get to parking, shopping, and the waterfront.
- Directory Signs are intended to guide pedestrians from parking to the local shops and restaurants, and to significant visitor destinations such as the library or waterfront. If the village opts to include a specific list of shops and restaurants, the sign should be designed to be flexible enough to easily change out business names.
- **Public Facility Signs** should be installed at each public facility, such as parks, the marina, parking lots, public bathrooms, and similar places.

The signange system should be designed to reflect the historic character of the downtown. Signs should be "branded", utilizing a consistent color palette, graphic styles, and downtown logo. Consideration should be given to the use of temporary banners across Huron Street and Main Street to announce local events. Such temporary banners are allowed by the Michigan Department of Transportation but do require a permit for use.





D. DOWNTOWN PLACEMAKING



All successful downtowns have memorable spaces for public gatherings, special events, and recreation. Public spaces, in the form of parks and plazas, provide areas for residents and shoppers to gather and enjoy. They also provide visual relief to the urban environment, contributing to the variety and identity of the downtown. Downtown Lexington offers some of these elements; however, access to open space, particularly adjacent to Lake Huron, should be improved. The following are strategies to develop public spaces throughout the downtown that offer comfortable places for visitors to gather and circulate:

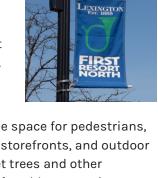
- Protect and enhance the relationship of civic uses to adjacent public spaces such as village hall, the library, and park
- Take advantage of smaller areas and incorporate opportunities for pocket parks with trees and seating
- Require active uses at street level for all downtown buildings
- Concentrate uses that generate foot traffic and focus on providing quality walking environments
- Orient buildings toward the street so entrances are complementary and open to the public
- Discourage the development of additional surface parking lots in the downtown



 Promote healthy living and recreation uses to contribute to a new downtown brand.

STREETSCAPE

Streetscape elements include inviting building facades, landscaping, sidewalks, street paving, street furniture, signs, awnings, and street lighting.



- The sidewalk environment should accommodate ample space for pedestrians, street furniture, prominent storefronts, and outdoor dining where feasible. Street trees and other elements that create a comfortable separation between parking and drive lanes and the pedestrian areas should also be included.
- Receptacles, planters, benches, pedestrian-scale lighting, and other such amenities should be strategically placed throughout the district.
- Bike racks should be provided near entrances to buildings.

PUBLIC SQUARE

Downtown hosts many successful events that draw visitors and residents and is host to a large population

of tourists throughout the summer and "shoulder" months. The community has noted that they need a place to help host events, and a place that functions as Lexington's public square. The vacant lot on the north side of Huron Street adjacent to the gas station is frequently noted as a potential location for such a facility.

Successful urban public spaces have common characteristics that should be considered in the location and design of a plaza or park, including:

- Proximity to human activity at the core of a community, since people watching is a primary draw for park users.
- Providing food vendor services, or proximity to food providers to pick up lunch, ice cream, etc. This makes the space a convenient stop for visitors.
- Organize a program of activities on a regular basis (as many as several a week) to link the community to the space. Layering of events at different times or days of the week, and appealing to different user groups, can be effective.
- Keep the space visually linked to the street activity and/or through block pedestrian corridor to increase a sense of safety. Narrow, deep lots that dead end can be inefficient and unsuccessful.

- Keep the space flexible in design to allow for multiple uses and events, so that the space does not stand vacant when programs are not in progress.
- Provide shade, bathrooms, and comfortable seating that can be moved. People are much more likely to visit places when they have a choice of sun or shade and can move site furnishings to accommodate their needs.
- Provide amenities that may draw people to the park on non-event days, such as water features, rotating art exhibits, retail sidewalk sales, etc.
- Shape adjacent development to take advantage of the space for outdoor dining and entertainment.

With these guidelines in mind, the use of the vacant lot by itself for a public open space poses a challenge. Several strategies could overcome these shortcomings, such as:

- Partner with a local developer to construct a mixed us development on the site that is fronted by a public open space on the street.
- Publicly or privately acquire adjacent property to broaden the development/open space opportunities.
- Develop a strategy for programming the park before design begins. Include discussions with landowners

to the north to pedestrianize the alley parallel to Huron Street, and to allow pedestrian connections to Simons Street.



WALKABILITY

Safe pedestrian environments are a critical element of a vibrant downtown. A pedestrian's needs are fairly basic: comfortable, safe destinations within walking distance. The following are several of the necessary ingredients of an inviting walking environment:

- A mixed-use development pattern that is compatible with walking; trips are short and can be made on foot.
- Continuous sidewalks of appropriate width.
- Safe and frequent locations for crossing.
- Buffers between pedestrians and traffic in the travel lane.
- Interesting and inviting buildings which address the street with observable doors and windows.
- Comfortable places to sit and wait.
- Streetscape of trees and lighting that provide shade, security and help define the pedestrian realm.





WATERFRONT

The public waterfront in Lexington is a frequently visited asset to the community, and physical and visual access to Lake Huron is a drawing card for both visitors and residents.

Public access to the water's edge is supported by the following places:

North Shore Park: The beach front at the North Shore neighborhood is open to the public but has limited parking for those not living in the neighborhood. The path to the beach does not meet Universal Access standards, and there are no beachfront park amenities. Lastly, high water levels in the Great Lakes are threatening to damage the bluff on the northern half of the waterfront.

MDNR boat launch: The boat launch area primarily serves the boating public and is an active, highly valued ramp in the region. The launch ramp site is one-dimensional in use for the most part, as pedestrian

activity along the water's edge near a ramp can cause conflicts with ramp users. Also, the ramp site does not have clear pedestrian access to the marina and Tierney Park to the north.

Public right of way street end at Lake Street: A narrow strip of beach south of the launch ramp that residents use as an alternative to Tierney Park, especially when demand is high for beach space.

Tierney Park and MDNR marina: A large waterfront park that has several key amenities, including picnic shelters, rest rooms, beach, children's' play area, sand volleyball, access to the breakwater, and parking. The park regularly hosts community and family events and is in easy walking distance from the downtown.



PUBLIC ENGAGEMENT

Two public input sessions were utilized to engage the community in establishing a direction for the future of the waterfront. Priority takeaways include the following:

The waterfront is used by a wide variety of people, including:

- Young families
- Visitors and residents
- Older members of the community
- Teens
- Dogwalkers
- Transient boaters
- Anglers
- Walkers and joggers

There are a variety of activities that draw people to the waterfront, including;

- Swimming and hanging around the breakwall
- Beach going
- Church services
- Concerts in the park
- Bands
- Craft fair
- Art fair
- Annual Cleanup (Spring)
- Ice fishing in the winter
- Launching boats and fishing
- Antique Boat Show

- Fireworks
- Weddings, family reunions, graduation photography
- Civil War Reenactment
- Sports
 - Ice skating
 - Hockey
 - Beach volleyball
 - Sledding
 - Cross country skiing
 - Kayaking (private)
 - Wind surfing
 - Paddle boarding
 - Triathlon
 - Tennis courts

The community loves their waterfront parks for both active and group focused uses like those noted above, as well as more passive uses such as walking the breakwall, watching birds and waterfowl, and resting in the shade of the mature trees.

The community believes that there are some elements of Tierney Park that could use some improvement, including:

- Antiquated bathrooms
- Improvements to the edge of the harbor
- Additional bike racks
- A splash pad and/or interactive water feature
- Increased beach size
- More parking

- Revamped bandshell
- Connectivity enhancements creating a pedestrian flow through the park
- Marina amenity improvements, including new docks, break wall maintenance, additional boat slips, and a lift for boats (must go to Port Sanilac)
- A fishing pier
- Boardwalk and access, including North Shore
- Bait shop

At the same time, residents believe that the waterfront at North Shore could use restrooms, a playground, protected bluff, and a new boardwalk from the beach to the top of the bluff.

A waterfront Charrette was held in July of 2019, during which three alternative plans for Tierney Park were presented and discussed. Participants in the meeting were asked to divide into small groups of 5 to discuss the following questions:

- Which ideas from the plans do you like?
- What would you add?

At the end of the small group working period, a representative of each group reported their findings, which included the following:

"Which ideas from the plans do you like?"

- Plaza on the waterfront
- Boardwalk along the water's edge
- New parking structure by the beach
- The extension of Huron and Simons Streets with a turnaround

"What would you add?"

- More sculptures and public art
- No drives through the middle of the park
- Water plaza for all ages
- Adult swings and "play" amenities
- Shift the location of the bandshell
 - Use the lake as a backdrop
 - Maintain acoustic quality



- Parking should be considered in every redevelopment strategy
- Possibility for a parking deck over the existing lot on Simons
- Re-locate the volleyball court to play areas
- Keep a drop-off area for marina and community events
- More dog-friendly
- Create sun shaded areas for people watching
- Add adult play options
- Make the beach bigger
- Add a walking path loop around the park
- Keep play areas together (adult and child focused
- Maintain a designated area for festivals, accommodating food trucks
- Add a fishing pier and kayak launch
- Remove gas tanks by the water



WATERFRONT PLAN

In response to the public input, a recommended Waterfront Plan is proposed within this Master Plan. The waterfront plan is one potential concept that could be developed, and is intended as a graphic representation of waterfront improvements, rather than as a specific detailed plan to be followed. Key elements of the recommended plan include:

- Reconfigured vehicular access and parking, featuring handicapped spaces. Huron street and Simons Street are connected with a parking lot and drive through the park, so that visitors can easily access parking and navigate the downtown/waterfront area. Parking is pulled out of the valuable eastern half of the park which is closer to the water. Simons and Huron Streets are terminated with turnaround/drop off areas serving the marinas (Huron Street) and park/beach (Simons Street).
- An activated boardwalk continuous from the DNR Boat Launch to the breakwater, including points of interested along the way such as a waterfront plaza with water feature, fishing opportunities, native shore habitat, the e marinas, and proposed waterfront mixed use development.
- A great lawn with a new pavilion for supporting picnicking, pick-up sports games, performance events
- An improved play area that incorporates multigenerational play activities.
- An improved beach with shade structures and seating along the base of the break water.
- Sidewalks and streetscape improvements on Huron and Simons Streets to connect to the downtown and village core.
- Long term potential for a two-level deck on the north side of the park to increase parking for the waterfront, events, and downtown.



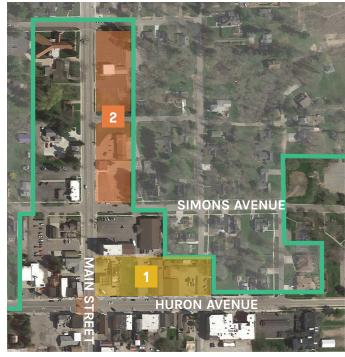
E. PRIORITY REDEVELOPMENT SITES

The Village has experienced a number of key downtown developments in the last decade that have successfully contributed to the character and economic vitality of Lexington. The market analysis conducted as part of this Master Plan indicates that there is a market for a significant amount of new retail space in the downtown, and there are currently a number of vacant and underutilized parcels in the area. As part of this Master Plan, the community identified two key opportunity areas, which the market analysis and urban design strategies outline earlier in this chapter support.



DOWNTOWN INFILL

Aside from the Boynton site and the waterfront site recently acquired by a developer, the focus of the identified development sites is to strengthen Huron Avenue as the primary retail zone (1), and to redevelop several parcels on Main Street north of Huron to expand the downtown district character along the state trunk line (2). The goal of the redevelopment would be to fill in the gaps in downtown that are vacant land or parking lots and create more retail critical mass to attract shoppers. Village efforts to encourage redevelopment while maintaining a consistent sense of place in the downtown should include a new formbased code for the downtown area, as described in the Implementation Chapter in this plan.



BOYNTON SITE

Two alternative plans for the Boynton site have been prepared based on previous discussions with the Steering Committee

- 1. The first alternative renovates the existing building and creates an outdoor plaza. This approach is better suited for creating a business incubator that could include food and beverage processing and consumption (tasting room).
- The second alternative redevelops the site from "scratch", constructing a frontage along Boynton Street of mixed use or residential townhomes.
 The limited width of these footprints allows for shared parking in the rear of the buildings.

In both cases, the plans show potential pedestrian connections through to Huron Street and the Library, and both assume streetscape improvements to Boynton Street to make the pedestrian connection to Main Street stronger.



RENOVATION



REDEVELOPMENT

F. DOWNTOWN PROJECT IMPLEMENTATION

Lexington's DDA provides one of the greatest opportunities to implement the recommendations of this plan. As the DDA Plan was prepared in 1986, it is in need of updating to make it current with state legislation and this plan. In order to position itself best to implement the recommendations of this plan, the projects included in this section should be incorporated to the new DDA plan's project list.

The list of projects should also include new programs to provide for the wide range of assistance that might be needed moving forward. One of the key changes should be to allow future project-specific tax capture to be committed toward closing the "gap" on project financing; thereby making a development possible. Combined with other financing incentives, like State development assistance, this will help give the Village the tools necessary to attract developers and make projects happen.

For example, future DDA tax capture can be used to help underwrite the cost of installing infrastructure for vacant property, in exchange for the construction of family-targeted single-family housing. It is also possible to tie some of the physical improvements identified in this Master Plan into the financing public-private partnership that would be created. As long as the improvements are identified in the updated DDA Plan, such an approach is possible. This project-specific strategy for the use of tax increment financing is being used by other Michigan communities to creatively incentivize development projects and attract developers.

Another recommendation to maximize the potential of the DDA and accompanying TIF to help fund improvements, the DDA boundaries should be amended to include areas that are ripe for development, especially new housing development and the industrial mixed-use area to increase the potential for more capture. For more on these two areas, see Chapter 2: Land Use and Development.

PARKS AND WATERFRONT IMPROVEMENTS

As these areas are outside the boundary of the DDA, their primary funding source will likely be recreation based grants from the DNR (the Michigan Natural Resources Trust Fund, the Land and Water Conservation Fund, and the Michigan Waterways Grant program are a few examples) or resource based grant sources such as the National Fish and Wildlife Foundation..

Some consideration should be given to the opportunity to expand the DDA boundary to include all or some of the park, which may provide future flexibility in funding improvements and capture revenue from waterfront development.

Coordination that has already begun during the writing of this plan related to the harbor and adjacent DNR properties should continue as the Village's priorities for this area are slated for implementation. This will likely be a phased process, requiring further design visioning, and conceptual and detailed construction documents. The following phases are an estimate for how that process could unfold.

PHASE 1: BOARDWALK AND BATHROOMS

As improvements are made to the marina, work in conjunction with the DNR and private marina owner on a continuous boardwalk that connects the public beach north of the breakwater to the MDNR boat launch. This work could include:

- Boardwalk and sidewalk, including lighting and furnishing
- Community bathroom facility, with the potential for vending space
- A waterfront gathering plaza for community events, informal social gatherings, and enjoyment of the waterfront

PHASE 2: STREET, PARKING AND SIDEWALK IMPROVEMENTS

Once the waterfront edge is improved, the

infrastructure of streets, parking and sidewalks should be installed to set the stage for later improvements. The infrastructure work includes:

- The street ends for Huron and Simons Streets should be reconfigured to provide for improved access and drop-off at the waterfront.
- Parking should be located on the western edge of the waterfront to maximize the use of the water's edge for pedestrians.
- Sidewalks connecting downtown, the new street ends, and parking create the basic structure for the open space and link people to the water and related park amenities.

PHASE 3: BEACH AND PLAY IMPROVEMENTS

The plan illustrates a range of updated recreation opportunities, including:

- Beach edge seating and shade structures
- All ages play area adjacent to the beach
- Pedestrian improvements to the breakwater
- Active beach court games such as volleyball
- Universal access to all facilities and waterfront

PHASE 4: GREAT LAWN

A Great Lawn is proposed to provide space for informal recreation and larger community gatherings and events and would include a new band shell/performance stage.

PHASE 5: PARKING DECK

Given the limited available public parking and near downtown and the desire to open up the waterfront to recreation and not become a parking lot, a simple two level deck may be constructed on the northwest corner of the park site which could take advantage of the existing topography.

DOWNTOWN IMPROVEMENTS

PHASE 1: IMPROVEMENTS TO MAIN STREET

Work with MDOT on strengthening the pedestrian connections to the downtown core:

- Streetscape and sidewalk improvements, including lighting, ramp improvements, access management, and landscaping.
- This work should be conducted in partnership with MDOT and timed to take advantage of one of factorsreconstruction or improvement of the road by MDOT, or the development of vacant and underutilized parcels located along the Main Street corridor.
- Typically, these projects are structured so that MDOT bears the expense of the basic road and sidewalk reconstruction, the local municipality providing funding for amenities such as pedestrian lighting, site furnishings, and special sidewalk paving.

PUBLIC SOUARE

There is a long-term community need for a public square in the downtown area, and a potential site is publicly owned. Prior to design and implementation of a public square the downtown plan recommends that the community conduct a basic feasibility analysis that would include:

- Pre-design workshop to finalize programming
- Consider connections to adjacent sites
- Evaluate development potential around the square and encourage business owners to make improvements to their buildings and have joint marketing and hours of operation
- Hold regular small business seminars on various topics like window displays, on-line selling, targeted advertising, etc.
- Consider how a new pubic space could succeed and not duplicate theater square and park programming

SIDE STREET IMPROVEMENTS

Several key streets in downtown could be improved to encourage new private development, increase public parking, and provide key pedestrian-oriented improvements, and strengthen the downtown business environment. Initially, Boynton and Simons Streets have been identified as candidates. The downtown plan recommends the following next steps:

- Define geographic extent
- Preliminary feasibility analysis
- Pursue funding/grants, utilizing DDA as a match for TAP funding
- As other streets in the downtown area are reconstructed, consideration should be given to judicious widening so that additional on street parking can be made available where appropriate.
- To provide non-motorized bike routes through downtown the plan calls for consideration of Washington Street for designation as a potential route. We recommend a feasibility process similar to that outlined above.

LIBRARY

 Support library expansion and market it as a key downtown asset.

DDA_MARKETING

- The DDA Plan should be updated to provide funding for marketing and promotion for the District
- DDA funding can also be used to prepare an overall marketing strategy for the community

HOUSING

- With a change in the DDA boundaries, TIF funds can be used to incentivize new housing development in undeveloped areas through infrastructure assistance
- Upper floor apartment improvements can also be

incentivized using TIF capture; similar to facade improvements

FLOWER PLANTING

 Continue downtown beautification efforts and seek public private partnerships for installations and maintenance

WAYFINDING

 Create a wayfinding plan to install signage for key destinations and parking areas. **CHAPTER 4**

ECONOMIC DEVELOPMENT & MARKETING STRATEGY



A. ECONOMIC LANDSCAPE

The current population of the Village of Lexington is 1,178 according to 2017 US Census estimates with 51.3% of the current population within the work age group between 16 and 65 years of age. Of that percentage, 46.9% are active in the labor force with 53.1% not currently active in the labor force for any number of reasons. Currently, the US labor participation rate is 63.2%, which Lexington is considerably lower.

Historically, labor participation rate has been a good indicator of the strength or weakness within a local labor market. The higher the rate, the greater the availability of quality employment opportunities.

Since the last recession, labor participation rates have generally been in decline, locally, regionally and nationally, but not because of reduced employment opportunities. To better understand the decline in labor participation, we need to look at the age distribution within the Village of Lexington.

At quick glance, it is easy to see that the population is aging, meaning a greater percentage of the workforce is nearing or past the age of retirement. During the recent recession, a considerable number of workers that became unemployed permanently left the labor force. As employment opportunities declined, it became more difficult for workers aged 55+ to find meaningful employment, so many either took part time work, worked off the record, signed up for permanent disability or simply retired.

When compared, the 2017 age distribution for Lexington is noticeably different than the State of Michigan as well as Sanilac County. The median age as seen in Figure 2 is 16 years the elder of Sanilac County and nearly 22 years the elder of the State of Michigan. When we look at the age distribution in Figure 3, we can verify



Figure 1: Labor Participation Rate

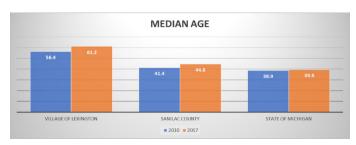


Figure 2: Median Age

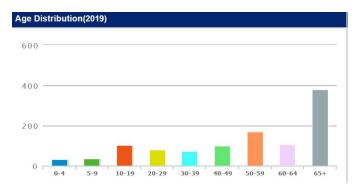


Figure 3: Age Distribution, Village of Lexington

that the Village of Lexington is very much a retirement/ bedroom community where the majority of the population has passed their working years. This could provide a challenge for existing employers as well as new companies locating in the area, as there is already fierce competition for workforce across the region.

INCOME, EMPLOYMENT AND EDUCATION

The median household income of the Village of Lexington is \$32,434 annually. This is generally lower than Sanilac County and the State of Michigan, but also reflects the high median age and that a significant percentage of the population of the village may be on fixed retirement incomes.

A deeper analysis of income data reveals the median household income for **families** is \$57,634.

The State of Michigan and many of its communities have been emerging from one of the most extensive economic recessions on record since the Great Depression. At its height, unemployment topped 16% across the I-69 Thumb Region (Prosperity Region 6, including Sanilac County). Locally, unemployment wasn't nearly as high as seen in the chart below, but the same pattern was present as identified regionally, across the state and across the nation.

Comparatively speaking, from a workforce perspective, the Village of Lexington fared better than the rest of the State of Michigan along with the I-69 Thumb Region, with the exception of 2012, but still felt the pinch of the recession.

Looking at the industry of the Village of Lexington, the single largest employer within the Village is a food processor, with nearly 200 employees and an estimated sale of \$52 million. Other industries with high employment numbers for residents of the village include production, health care and social services,

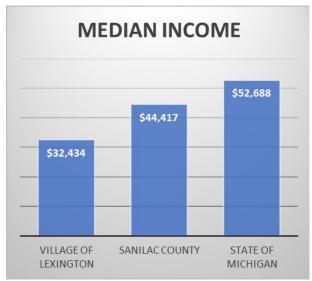


Figure 4: Median Income

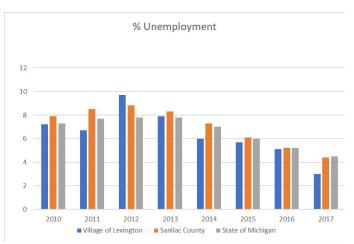


Figure 5: Unemployment

retail, sales and office related industries.

It is important to note, that while Figure 6 identifies the industries of employed workers who reside in the Village of Lexington, it is not indicative of the industries actually located within the village. In fact, much of the working population of Lexington commute out of the village for daily work. The average commute time for workers living in the Village of Lexington is 23.1 minutes, indicating that many workers are traveling to larger metro areas for employment including Flint, Metro-Detroit or other communities within a 30-minute drive where there are more options for employment opportunities.

REGIONAL ECONOMIC DEVELOPMENT

In 2014, the I-69 Thumb Region, also known as Prosperity Region 6 completed a 7-county economic development strategy called "Accelerate". This plan is intended to find and promote economic development opportunities across the region as well as promoting the region for outside investment.

Each year, the I-69 Thumb Region offers grants and other support programs assisting local communities within the region to compete for investment opportunities.

Civilian employed population 16 years and over	387			
Agriculture, forestry, fishing and hunting, and mining:	0			
Agriculture, forestry, fishing and hunting	0			
Mining, quarrying, and oil and gas extraction	0			
Construction				
Manufacturing				
Wholesale trade				
Retail trade				
Transportation and warehousing, and utilities:				
Transportation and warehousing				
Utilities				
Information	0			
Finance and insurance, and real estate and rental and leasing:				
Finance and insurance				
Real estate and rental and leasing				
Professional, scientific, and management, and administrative and waste management	39			
Professional, scientific, and technical services				
Management of companies and enterprises				
Administrative and support and waste management services				
Educational services, and health care and social assistance:	80			
Educational services	40			
Health care and social assistance	40			
Arts, entertainment, and recreation, and accommodation and food services:	30			
Arts, entertainment, and recreation	7			
Accommodation and food services	23			
Other services, except public administration	39			
Public administration	9			

Figure 6: Industry of Employed Workers

B. SWOT ANALYSIS

On March 28 and July 17, 2019, the Village of Lexington convened two focus groups, consisting of local business owners, the DDA, regional partners and employers, and members of the community to complete a SWOT Analysis as a way of obtaining perceptions of the village's strengths, weaknesses, opportunities and threats. The intent of the sessions was to gain insight, but more importantly, to establish a community identity and how the village fits into the larger region.

STRENGTHS

Businesses and residents alike share a high level of pride for the Village of Lexington. A primary strength repeated throughout the session was a high quality of life. The village has relatively low vacancy rates for both businesses and housing, it's a walkable community with a small but thriving downtown and an active DDA, the infrastructure

throughout the community is in fair condition.

The economy of the Village is currently driven by tourism, mostly in part the visitors coming to take advantage of a quaint community nestled along Lake Huron within a few-hours' drive of Flint, Lapeer, Imlay City and Metro Detroit. The village offers a walkable downtown, newly redeveloped buildings, shopping, dining, a theater, beach, bike path and kayak rentals, along with a marina. The downtown serves as a commerce hub for the area (25-mile radius) and home rates are relatively affordable.

The Village as a government is generally businessfriendly, proactive, and supportive of growth.

WEAKNESSES

Some weaknesses for the village include an overall lack of buildable area in the village center. The village is 1.4 square miles, nearly built out, and is bound to the east by Lake Huron, so new development will be limited on greenfield sites to the west. There are several buildings in need of updates/facelifts near the core of downtown. Investments in water and sewer infrastructure will need to be made to attract and support new industry in the community.

Because the village is primarily a "summer" tourist community, several businesses are not able to sustain a full-year retail cycle. Additionally, there is a lack of wayfinding for tourists to find the public beach and a lack of spaces for public parking during the peak busy season. M-25 can also be difficult for tourists and residents to cross due to traffic speeds and aggressive drivers through downtown.

Many of the village residents must leave Lexington for meaningful employment, and few industries within the village offer a long-term career path.

OPPORTUNITIES

Looking forward, there are number of opportunities

for potential growth within the Village of Lexington. At a high level, there is ample opportunity for infill development throughout the village.

There is an opportunity to consider a "road diet" for M-25 (speed limit) which would assist with pedestrian scale opportunities and support more retail in the downtown core by slowing down traffic which is currently passing through. While this may aggravate motorists currently using this as a primary commuter route, there are several other transportation routes throughout the area for those motorists looking to just "pass through". A streetscape and beautification/ placemaking effort could solidify the downtown core to begin to draw in those unique businesses and destination points that the village is working to attract. (See Chapter 2: Downtown for more on this opportunity).

The workforce is generally talented but there is opportunity to grow the local entrepreneurship with partnerships with the school district. As a desirable place to live with fiber internet service, the village could be marketed as a work-from-home destination. As a tourism destination, more live/work and maker space would be compatible.

More high value destinations to complement the harbor, theater, and Cadillac House can help build the market draw. As "The First Resort North", Lexington could better market itself to the Metro Detroit region. Winter tourism is an untapped market and longer-term strategies to attract winter recreation should be contemplated the next time the parks and recreation plan is updated.

C. TRADE AREA

TRADE AREA BOUNDARIES

The primary trade area is the consumer market where the study site has a significant competitive advantage because of access, design, lack of quality competition and traffic and commute patterns. This study finds that the boundaries of the downtown Lexington primary trade area extend north to Walker Road and French Line Road, east to Lake Huron, south to Paldi Road and Metcalf Road, and west to Cork Road and Brockway Road. Consumers inside the primary trade area will account for up to 60 to 70 percent of the total sales captured by retailers in downtown Lexington.

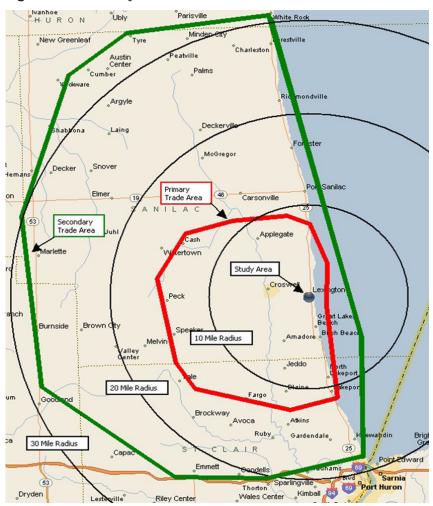
The secondary or community-oriented trade area (Figure 3) extends in all directions to include residents and workers who because of convenient access may in the future generate expenditure for downtown Lexington retailers. The boundaries of the secondary or community-oriented trade area extend north to White Rock Road and East Huron Line Road, east to Lake Huron, south to I-69 and Edison Boulevard and west to M-53. Residents who live in the secondary, but not the primary, trade area will shop at Lexington retailers frequently, but the area will not be their primary shopping destination. Consumer expenditure by these residents will account for 10 to 20 percent of retail sales.

TRADE AREA DEMOGRAPHICS

Using data from Esri (Environmental Systems Research Institute) and the U.S. Census Bureau, Gibbs Planning Group obtained the most recent population and demographic characteristics (2018), and those projected for the defined trade areas, Sanilac County and the State of Michigan.

The primary trade area includes 20,500 people, which is expected to slightly decrease at an annual rate of 0.22 percent to 20,300 by 2023. Currently, the primary trade area has 8,200 households, which is projected to decrease at an annual rate of 0.17 percent to slightly less than 8,200 by 2023. The 2018 average household income is \$63,200 and is estimated to increase to \$72,700 by 2023. Median household income in the trade area is \$50,000 and is projected to increase to \$53,700 by 2023. Moreover, 29.6 percent of the households earn above \$75,000 per year. The average household size of 2.48 persons in 2018 is expected to stay constant through 2023; the 2018 median age is 45.9 years old.

Figure 7: Retail Analysis Trade Area



In comparison, the secondary trade area reports current average household income of \$65,200 and median household income of \$51,000. By 2023, the average household income is projected to rise to \$76,600, with the median household income also rising to \$56,000. Population and household counts are expected to slightly decrease, with annual growth rates through 2023 of -0.15 and - 0.06, respectively.

The table below represents the potential for retail growth for the Village of Lexington through 2023.

AREAS FOR GROWTH

An overall assessment of Lexington points to three primary areas for growth throughout the community:

- Retail
- Industry
- Housing

Retail Category	Estimated Supportable SF	2018 Sales/SF	2018 Estimated Retail Sales	2023 Sales/SF	2023 E stimated Retail Sales
Retailers					
Apparel Stores	1,000	\$260	\$260,000	\$275	\$275,000
Department Store Merchandise	2,000	\$220	\$440,000	\$230	\$460,000
Electronics & Appliance Stores	700	\$340	\$238,000	\$355	\$248,500
Furniture Stores	1,200	\$265	\$318,000	\$280	\$336,000
General Merchandise Stores	1,700	\$255	\$433,500	\$270	\$459,000
Gift Stores	1,100	\$270	\$297,000	\$285	\$313,500
Grocery Stores	4,400	\$420	\$1,848,000	\$440	\$1,936,000
Hardware	2,500	\$250	\$625,000	\$265	\$662,500
Home Furnishings Stores	1,200	\$275	\$330,000	\$290	\$348,000
Miscellaneous Store Retailers	1,900	\$245	\$465,500	\$255	\$484,500
Pharmacy	1,400	\$365	\$511,000	\$385	\$539,000
Specialty Food Stores	1,400	\$265	\$371,000	\$280	\$392,000
Sporting Goods & Hobby Stores	1,500	\$270	\$405,000	\$285	\$427,500
Retailer Totals	22,000	\$285	\$6,542,000	\$300	\$6,881,500
Restaurants					
Bars, Breweries & Pubs	1,300	\$330	\$429,000	\$345	\$448,500
Full-Service Restaurants	2,500	\$250	\$625,000	\$265	\$662,500
Limited-Service Eating Places	1,700	\$240	\$408,000	\$250	\$425,000
Special Food Services	1,100	\$255	\$280,500	\$270	\$297,000
Restaurant Totals	6,600	\$269	\$1,742,500	\$283	\$1,833,000
Retailer & Restaurant Totals	28,600	\$281	\$8,284,500	\$296	\$8,714,500

Figure 8: The leading supportable retail and restaurant categories are grocery, full-service restaurants and hardware.

This is an excerpt from the retail analysis was completed in 2019 by Gibbs Planning Group. The full analysis is published separately from this plan.

D. BUSINESS DEVELOPMENT

The Future Land Use plan identifies the North Gateway area as a space for potential expansion of industry within the village. As noted in the SWOT, the village does not have many employers that offer a long term career path for residents, and many residents are traveling upwards of 30 minutes to get to their places of employment. Based on Lexington's proximity to larger markets, namely Port Huron, Imlay City, Lapeer and Metro Detroit, it is feasible that small scale manufacturing could find Lexington as a favorable place to locate or expand operations. A primary determining factor however will be 1) can a business access the workforce it needs and 2) what is the time to marketplace for product?

BUSINESS DEVELOPMENT/RETENTION PROGRAM

Develop a program to take and keep the pulse of the local business community. Regular touches, or retention visits will begin to engage the business community beyond traditional networking opportunities. Typical discussions during retention visits include business growth plans, marketing, employment and obstacles that can hinder growth. There are many resources available to the business community for finding, hiring and retaining employees, obtaining financial support, learning about import and export programs and government contracting opportunities. Having a strong business retention program can be one of the most successful tools for supporting the local business community. The Sanilac Regional Economic Consortium can be a resource to the Village of Lexington since it brings collaborative partnerships together around development, business growth and support, entrepreneurialism, workforce development, infrastructure and beyond.

MARKETING/BRAND STRATEGY

Upon completion of the Master Plan, the village should focus efforts on marketing and branding to reintroduce the downtown, mixed-use corridors, and create a tool to highlight investment opportunities within the village. Marketing and branding have been used in many instances to create logos and taglines for municipalities, but for economic growth, the strategy needs to do much more. The strategy should identify sites, but also why those sites are a good investment. Are utilities in place and what capacity can they support? What potential incentives, such as opportunity zones might apply? What types of investment is the community trying to attract and what demographics support that investment? These are some of the questions to be addressed in a good brand strategy.

The table on the next page provides the framework for a marketing strategy for the Village of Lexington.

BUSINESS ATTRACTION

Upon completion of the brand strategy, it will be important to engage fully with the Sanilac Regional Economic Consortium as well as the Michigan Economic Development Corporation to implement a business attraction strategy that works for the community based on the outcome of the Master Plan, land available for growth and target sectors the village is looking to attract.

SEGMENT	PRIMARY INTERESTS	OUTREACH TOOLS	SUGGESTED MESSAGE TO SEGMENT
Location advisors/Site selectors & Corporate Executives (with site influence)	 Reducing risk, credible and trustworthy sources Available and skilled workforce Accessibility and location Incentives and taxes Predictable permitting process 	 Meetings at industry events Website/online media Partnerships and industry networks Industry press Briefings/tours 	 Plenty of available land and vacant facilities We offer fast approvals Incentives available Beautiful location on Lake Huron. Easy access to larger markets Forward thinking leadership
Developers	 Reducing risk Quality/style of development Return on investment Quick tenant placement Predictable permitting process Zoning and land use 	 Engagement in community building vision Trade media and press Briefings/tours Website/online media Area business reports 	 Low utility costs Untapped market potential Desirable location Fast approvals Incentives available Progressive village leadership Small-town charm with forward thinking leadership Low utility
Regional & Intermediary Organizations, Public- Private Partnerships (EMCOG, I-69 Thumb Region, MEDC)	 Promoting and expanding economic development in the region Growing the organization's reputation and credibility Networking 	 Brochures/Fact sheets Briefings Engagement in community building vision Community educational forums 	 Changes will offer major economic opportunities for local community Together we can make Lexington a great place to do business and development projects We are leveraging your investment

E. HOUSING MARKET DEMAND/ ATTRACTION

This plan details a number of projects that further improve Lexington and build upon the quaint, quality community that it is. Yet one of the resounding comments that came throughout input sessions was the need to improve upon the fiscal stability of the Village. Public services must be provided on a year-round basis yet the population, and corresponding spending, is seasonal. One of the primary goals of the Village, therefore, should be to increase the number of residents that live there 12 months of the year. This can best be accomplished by attracting families with children, since they will be less transient than baby boomers and retirees looking to spend mainly the warm weather months in Lexington.

The Village has quality neighborhoods with historic homes on walkable blocks that are in close proximity to a quaint downtown with waterfront access. These features, combined with a quality school district, give Lexington the ability to attract families with children. There is still one feature lacking and it is keeping the Village from recruiting these future residents: available housing in the marketplace for new residents and for existing residents of the village seeking a different housing type. Specifically, the housing market for middle income individuals is virtually nonexistent. Adding new housing stock is a very important piece of the economic development puzzle.

There is currently a shortage of housing at both the state and national level so Lexington is not the only community dealing with this problem. Infrastructure and construction costs have skyrocketed and banks are not lending for speculative housing development. The result is that builders and only constructing higher-priced custom homes, typically on larger lots or infill parcels where sewer and water are already available.

With undeveloped land still located within Lexington's boundaries, potential exists to create new neighborhoods with reasonably priced housing. These areas lack utilities and roads, though, and with banks not lending for speculative development and the Village lacking financial resources, new residential development remains challenging. Below are a few strategies to assist with attracting potential housing builders to the Village of Lexington. Further implementation strategies are articulated in Chapter 5: Implementation.

UNDERSTAND THE MARKET

The first step in moving projects forward in smaller communities across the region is to identify areas in the community that would be appropriate for new housing construction, both renter- and owner-occupied. For many builders, cost is the driving factor for determining when and where to build. Market information needs to be gathered indicating what the potential sales price or rent structure would be for new units. It would also be helpful to identify where potential buyers and renters will come from. A focus group meeting with area realtors and lenders would help with this.

Further, a survey of existing residents (mailed and/or online) in the community would also help asking the following questions, at a minimum, for example:

- If newly constructed, for-sale houses were available in the community would you consider selling your existing house and moving?
- 2. Are you currently renting and if newly constructed, for-sale houses were available would you consider buying?
- 3. If you did move to a different house, what are some of the key things you would be looking for? (less maintenance, more bedrooms, etc.)
- 4. Do you know of, or is anyone in your household, currently looking for alternate housing but have been unable to find any?

ENCOURAGING NEW HOUSING CONSTRUCTION

Developers are not likely to be interested in small, outlying communities because the incomes and housing values are lower. Instead, they will tend to focus on larger markets with higher values and the potential for greater profit margins. Small communities will have to find creative ways to generate new housing development, on both the construction and land development ends of the market.

This can come in the form of building capacity with local investors/builders ("home grown") and eliminating some of the hurdles that make housing development challenging. This can also be accomplished by creating Public/Private Partnerships (P3's) with local municipalities or non-profit entities. Either the community, the P3 or a regional consortium, must look for ways to encourage new housing construction including but not limited to:

- 1. Acquiring land. Since both lenders and developers are shying away from new developments, the community can acquire land for that purpose and eliminate one of the required steps. This land can be sold raw or if possible, with the necessary infrastructure indicated below. If land can be obtained at a reduced price through tax foreclosure, the savings can be passed on to the developer as an added incentive. If the community is acting as the developer, this will help lower development costs and the savings can be passed on to the individual builders.
- 2. Obtaining zoning approvals. The community can rezone and even site plan the project so a developer only has to install the infrastructure and then obtain building permits for the construction. Prior zoning approval would also help with alternate housing types, like townhouses, condominiums, apartments, etc., where residents in some communities oppose any type of housing that is not large lot, single-

family.

- 3. Extending infrastructure to the site. This is one of the costliest parts of development so if the community can install utilities to the property already purchased, typically at a lower financing rate, this will greatly improve the ability to attract builders. With roads, sewer and water already installed, the community will then have the ability to sell individual lots to builders and eliminate the risk that comes with developing an entire subdivision. This also gives the community flexibility with the builder and ability to ensure high-quality construction; and
- 4. Establish a risk loan guarantee that will encourage banks to lend for speculative housing development, like subdivisions. The builders we spoke to said that even if they wanted to develop a subdivision, the risk would be too great, and the lenders would be hesitant to participate. It would therefore be beneficial to create some form of loan risk guarantee pool that would protect the lenders from loss if the project failed. As a loan guarantee, funding would not have to be committed to each project; only for those projects that fail and the bank has to foreclose on the property. In those cases, the loan fund would cover an agreed upon percentage of the loan and then have the ability to sell the property to a new developer. Such a fund could be undertaken at the community level but would most likely be more effective at the regional level as part of a consortium of communities or economic development agencies.

With many of the successful projects noted above, builders have stated that they were able to offer lower-priced options because they could get higher densities creating an economy of scale. Others were able to acquire the land for development at a very low cost, generally purchasing the land from a municipal entity that obtained the land through the foreclosure process during the last recession. As noted earlier in this

strategy, nearly 30% of the costs of new construction projects are regulatory, so finding ways to reduce those costs is critical.

A strategy should be prepared for the development of residential properties, falling into four categories:

- 1. Land suitable for subdivision into multiple lots;
- 2. Individual, developable lots for sale to builders;
- 3. Land suitable for multiple-family development; and
- 4. Mixed-use and urban housing types, like townhouses, flats, etc.
- 5. Local companies and banks should be recruited as partners in housing development, including financially, since they depend upon the ability to attract quality employees and customers.
- 6. Consider allowing Accessory Dwelling Units and smaller housing unit types to increase density in downtown and adjacent areas.

F. REDEVELOPMENT STRATEGIES

REDEVELOPMENT EVALUATION CRITERIA

As redevelopment is planned and occurs in the village, it will be critical as opportunities arise to evaluate their potential for redevelopment. When Lexington becomes Redevelopment Ready Certified, the Village will be encouraged to continually identify redevelopment sites (in addition to those highlighted in this chapter) and package them for marketing and solicitation of developers. In order to prioritize and evaluate the likelihood of redevelopment, the following criteria should be used:

- Size (if there are a number of parcels, the ability to easily assemble)
- Vacant/building (amount of rehabilitation or demolition needed)
- Rebuild/rehab
- Public/private ownership (if private, willing owner)
- Contamination (remediation could be a challenge to redevelopment)
- Potential to spur further redevelopment
- Obstacles to redevelopment
- Parking availability
- Ensure districts do not compete against each other: create distinct identities for downtown, corridors, industrial, and railroad districts

HOW TO ATTRACT DEVELOPERS?

Developers typically look for project locations where the potential for success is fairly certain and risks limited. This means that they are attracted to communities with strong markets where the infrastructure is in place, reasonably-priced, quality development sites are available, and the development review process is quick. They also look for opportunities to enter a market right before it "takes off" and capture the heavy demand and associated real estate price or rent increases.

Good developers are usually inundated with requests from municipalities and DDA's to develop in their community, citing the advantages they can offer. Yet only a small percentage of communities provide the information necessary to interest developers. There is specific information they look for that will minimize the amount of time it takes to make a go- no-go decision. For example, is there a market for the type of development being sought by the community? What is the role of the community within the region (i.e. bedroom community, employment destination, transportation hub, etc.)? Are reasonably priced sites available for development of redevelopment? Is necessary infrastructure in place or will this be needed and add to the cost of the project? How accessible is the development location and how large a market area can they draw from?

These are all vital questions that can be partly answered by the community, making it easier to pique the interest of a developer. Time is money and the less time developers have to commit to looking at a project/community, the more likely they are to dig deeper and hopefully show interest in moving forward. Some of this information might already be available while additional work is needed to gather the remaining data. It is up to the village, DDA, business leaders, and civic associations to work together to assemble developer information and then actively recruit developers and businesses.

WHY LEXINGTON?

Since developers look for strong or emerging markets, Lexington must prove that it fits into this classification and may have just been overlooked. What are the positives with Lexington that have created unmet demand for housing, commercial, office or industrial uses? This is information that must be gathered and uncovered to create the "elevator speech" for developers: meaning why invest in Lexington as opposed to all the other communities that contact

you? Also, what has changed in recent years causing the private sector to overlook the village as a place to develop? A one-page handout summarizing this key information will be a good start. After that, a separate sheet can be created for each marketing item like housing, retail, office, hospitality, etc.

UNDERSTAND THE MARKET

Developers may not take the time to fully understand the dynamics of the local market and especially not unmet demand. The village can prepare a fact sheet for different market segments, working with local real estate professionals and companies. For example, some compelling information might be increased housing prices and vacancy rates; potential demand for certain types of housing using the Target Market Analysis; voids in the retail market that could be served by local businesses, etc.

DEVELOPER MATCHMAKING

Once the above information is collected and organized, invite developers to come in and learn about available sites and why they should consider Lexington for their next project. It would be best to invite them individually and be concise, enthusiastic, and to the point with what you would like them to consider. Be sure to share success stories from other companies and developments so they can see that others have already tested the market. It is equally important to have as much information available regarding property availability, price, rental rates, recent purchase prices, traffic volumes, etc. This will provide a positive impression regarding the recruitment effort and limit the number of items that need follow-up.

DDA/VILLAGE PROPERTY ACQUISITION

Property acquisition will be a necessary part of implementing the development projects contained herein, particularly for site development and redevelopment. By purchasing property in an area

identified for new development, the DDA or the village will have an added tool to attract developers and build the desired project. For example, to develop new housing, the DDA or village can acquire several of the vacant lots and can contribute them to the project. This will provide an incentive to lower the cost, and minimize the risk, for the developer. Should the first phase be successful, the developer will more than likely undertake construction of additional units without any form of subsidy. The goal is to use tax increment financing to attract developers by minimizing risk, leverage private investment and eventually eliminate the need for financial assistance.

GAP FUNDING

Some projects may need financial assistance to kick-start the development. The village may, at its own discretion, commit project-specific future tax increment capture back to private projects for a specified period of time. The goal is to provide funding to close the "gap" that prevents the project from becoming a reality due to financial feasibility. There are many additional incentives that can also be utilized to support "gap" funding.

INCENTIVES AVAILABLE TO ASSIST DEVELOPMENT

The following programs are a sampling of incentives available to both local communities and developers to assist with redevelopment projects.

Business Development Program – The MiBDP is an incentive program available from the Michigan Strategic Fund, in cooperation with the MEDC. The program is designed to provide grants, loans or other economic assistance to businesses for highly competitive projects in Michigan that create jobs and/or provide investment.

PA 198 Industrial Facilities Exemption – Industrial property tax abatements provide incentives for eligible

businesses to make new investments in Michigan. These abatements encourage Michigan manufacturers to build new plants, expand existing plants, renovate aging plants, or add new machinery and equipment. High technology operations are also available for the abatement. Depending on the scope and type of project, real property taxes can be abated up to 50% for a period not to exceed 12 years for new construction. Further, the 6-mil SET may be abated up to 100% with approval from the MEDC.

In the case of a rehabilitation, the current assessed value of the property prior to improvement is frozen. This results in a 100% exemption from property tax on the value of the improvements.

Commercial Rehabilitation Abatement – Encourages the rehabilitation of commercial property by abating the property taxes generated from new investment for a period up to 10 years. Commercial property is qualified facility that includes a building or group of contiguous building of commercial property that is 15 years or older, of which the primary purpose is the operation of a commercial business enterprise or multi-family residential. The CRA freezes the taxable value of the building and exempts the new investment from local taxes.

Community Revitalization Program - The Michigan Community Revitalization Program (MCRP) is an incentive program available from the Michigan Strategic Fund (MSF), in cooperation with the Michigan Economic Development Corporation (MEDC), designed to promote community revitalization that will accelerate private investment in areas of historical disinvestment; contribute to Michigan's reinvention as a vital, job generating state; foster redevelopment of functionally obsolete or historic properties; reduce blight; and protect the natural resources of this state. The program is designed to provide grants, loans, or other economic assistance for eligible investment projects in Michigan.

New Market Tax Credits - Historically, low-income communities experience a lack of investment, as evidenced by vacant commercial properties, outdated manufacturing facilities, and inadequate access to education and healthcare service providers. The New Market Tax Credit Program (NMTC Program) aims to break this cycle of disinvestment by attracting the private investment necessary to reinvigorate struggling local economies.

The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years.

Brownfield - The Brownfield Program uses tax increment financing (TIF) to reimburse brownfield related costs incurred while redeveloping contaminated, functionally obsolete, blighted or historic properties. It is also responsible for managing the Single Business Tax and Michigan Business Tax Brownfield Credit legacy programs (SBT/MBT Brownfield Credits).

The Michigan Strategic Fund (MSF) with assistance from the Michigan Economic Development Corporation (MEDC), administers the reimbursement of costs using state school taxes (School Operating and State Education Tax) for nonenvironmental eligible activities that support redevelopment, revitalization and reuse of eligible property. The MEDC also manages amendments to SBT/MBT Brownfield Credit projects approved by MSF. The Michigan Department of Environmental Quality (MDEQ) administers the reimbursement of environmental response costs using state school taxes for environmental activities, and local units of government sometimes use only local taxes to reimburse for eligible activities (i.e., "local-only" plans).

Michigan Transportation Economic Development

Fund - The mission of the Transportation Economic Development Fund (TEDF) is to enhance the ability of the state to compete in an international economy, to serve as a catalyst for economic growth of the state, and to improve the quality of life in the state.

The funds are available to state, county, and city road agencies for immediate highway needs relating to a variety of economic development issues.

Village Properties and Utilities – The village can negotiate both property costs and utility/development fees for village owned property. The village would require a developer to submit a development proposal which would be review internally for economic impacts. If the economic impacts are high for the village, fees may be potentially reduced to support the project.

Facade Improvement Program – The Downtown Development Authority has a façade improvement program which provides businesses with the opportunity to apply for financial assistance up to \$10,000 to assist with their façade redevelopment throughout downtown. Add more specifics on from the website

ADDITIONAL STRATEGIES

- The community should develop an "elevator speech" that promotes the assets of the community and why someone would want to invest there.
- An inventory of available land should be prepared including ownership, tax and zoning information.
 The availability and location of public utilities should also be included.
- 3. It is critical that the community obtain ownership of tax foreclosure properties that have development/redevelopment potential for mixed-use or housing.
- 4. Where needed, properties that are targeted for development can be re-zoned in advance by the community, making it easier for prospective developers/builders to move forward.
- 5. Make sure that the zoning and building review process is quick and efficient to avoid unnecessary delays.
- 6. Update the Village DDA Plan to account for updated projects and act as a tool for redevelopment financing.

OVERCOMING REDEVELOPMENT CHALLENGES

MARKET REDEVELOPMENT SITES AND SOLICIT DEVELOPERS

- Clearly articulate and communicate vision
- Post Property Information Packages (PIP) on the Village's website
- Work with local partners (DDA, County, Chamber) to promote vision
- Promote sites on online databases such as Zoom Prospector, OppSites, and the MEDC Real Estate Database
- Host developer matchmaking events

LINK REDEVELOPMENT SITES AND OTHER PLANS

 As the Village updates its Capital Improvements Plan (CIP) annually, evaluate the ability to use CIP projects as incentives for redevelopment

INCENTIVIZE REDEVELOPMENT

- Historic or contaminated property have their own challenges that may need incentives to help "fill the gap" and convert them into lucrative opportunities
- Establish and promote clear incentives to demonstrate the Village is a willing partner in



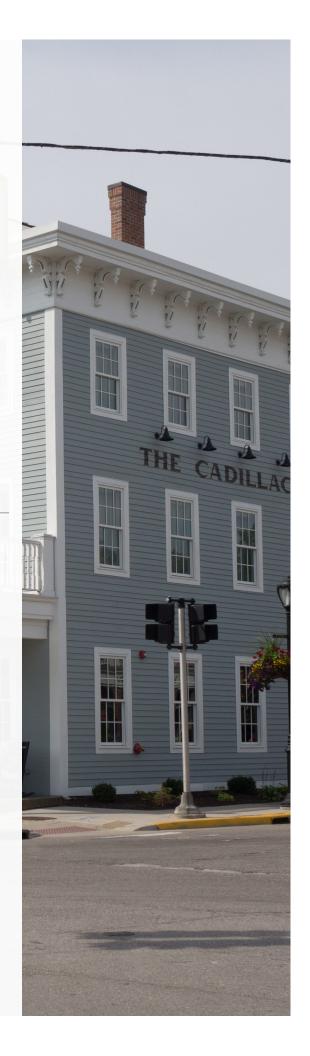
redevelopment for certain types of projects

HOW BEST TO ENGAGE CHALLENGING OWNERS:

- If owners are not motivated...
 - Maybe they inherited the property and have no impetus to improve it
 - They may not care that their property is in disrepair
 - They may not have a mortgage payment and are regularly getting checks from tenants (i.e. easy money)
 - If they are not professional developers, it may be too risky to redevelop
 - They may need to find a partner who knows what they are doing to help inspire them to see the potential
- If owner is unresponsive, be persistent: may need to talk to a broker or someone else who knows something about the project

CHAPTER 5

IMPLEMENTATION



A. INTRODUCTION

This plan serves as the policy guide for moving Lexington forward, guiding decisions about future physical and economic development. Transforming the plan's goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results.

This chapter synthesizes the many plan recommendations and identifies the actions and timing needed to transform the plan's vision into reality.

TENETS OF SUCCESSFUL IMPLEMENTATION

The input received through the master plan process provided a foundation to help achieve the village's vision. Community support, commitment, and involvement must continue.

COMMITMENT

Successful plan implementation will be directly related to a committed village leadership. While elected and appointed officials will have a strong leadership role, many others - village department directors, staff, and leaders from the community's many institutions and organizations - will also be instrumental in supporting the plan.

However, commitment reaches beyond just these individuals and includes the array of stakeholders. Citizens, landowners, developers, and business owners interested in how Lexington develops must unite toward the plan's common vision.

ROLE OF VILLAGE COUNCIL

The Village Council must be solidly engaged in the process to implement the plan. Their responsibilities will be to prioritize various action items and establish timeframes by which each action must be initiated and completed. They must also consider and weigh the funding commitments necessary to realize the village's

vision, whether involving capital improvements, facility design, municipal services, targeted studies, or changes to development regulations.

PLANNING COMMISSION AS FACILITATORS

The Planning Commission is charged with overseeing plan implementation and is empowered to make ongoing land use decisions. Therefore, many tasks in the Action Plan are the responsibility of the Planning Commission and its staff.

As an example, the Planning Commission is charged with preparing studies, ordinances, and certain programmatic initiatives before they are submitted to the Village Council. In other instances, the Planning Commission plays a strong role as a "Plan Facilitator" overseeing the process and monitoring its progress and results. Together, Village staff and the Planning Commission must be held accountable, ensuring the master plan impacts daily decisions and actions by its many stakeholders.

MAXIMIZE STAFF CAPACITY

While the Village's general fund remains tight, staffing continues to be a priority for efficiency. One option to help fund staff or any future consulting services would be to assess the fee schedule and factor in administrative costs. This would transfer some of the cost to the developer to pay for staff or a consultant's time in the review process.

Village staff wear many hats and fulfill a variety of tasks to keep the village running. The actions identified in this plan cannot be implemented by staff alone. Instead, staff helps guide the team of implementors and makes connections between resources locally and regionally. Staff training should be a priority to ensure their continued investment as employees. Champions for projects and initiatives can extend beyond staff to dedicated partners and village leaders.

Preparing for future staff turnover means an emphasis on documentation and processes. Records and

institutional memory should be documented to ensure future staff have the resources they need. Digitizing records and maps should be a priority so staff can most efficiently do their job.

DDA'S ROLE

The DDA should be viewed as the development arm of Village government, as opposed to just a funding source for public improvements. The DDA can leverage private investment using its ability to capture tax increment, both current and future, and direct it toward specific development projects. Without this investment many projects would not be feasible, ensuring they would not be built and the Village loses new tax revenue moving forward.

INTEGRATE WITH PROJECT DESIGN

Village officials and departments must embrace the plan, applying its recommendations to help shape annual budgets, work programs, and the design of capital improvements. For example, the village's engineering practices can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations. Each department, staff person, and elected official should find it a benefit, if not an obligation, to reference the plan when making decisions and setting priorities.

GUIDANCE FOR DEVELOPMENT DECISIONS

This plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall master plan.

EVALUATION AND MONITORING

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews and amendments may be required. This will ensure plan goals, objectives, and recommendations reflect changing community needs, expectations, and financial realities.

B. IMPLEMENTATION TOOLS

Tools to implement the Master Plan generally fall into six categories and some strategies may include more than one:

- 1. Land use regulations
- 2. Capital improvement programs, such as streets, village buildings, or other major purchases
- 3. Property acquisition programs
- 4. Special Funding Programs (CDBG for example)
- 5. Programs or additional studies
- 6. Partnerships, such as working with other organizations on planning, education, funding, or delivery of cost-efficient services.

Each tool has a different purpose toward Plan implementation and may suggest specific immediate changes, long-term policies and others involve ongoing activities.

1. LAND USE REGULATIONS

The primary tool for Plan implementation, which includes the Zoning Ordinance and other land use regulations, is summarized below. The village also has several other codes and ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight and nuisance ordinances.

ZONING REGULATIONS

Zoning regulations control the intensity and arrangement of land development through standards on lot size or units per acre, setbacks from property lines, building dimensions and similar minimum requirements. Various site design elements discussed in this Plan are also regulated through site plan review and address landscaping, lighting, driveways, parking and circulation, pedestrian systems and signs. Zoning can also be used to help assure performance in the protection of environmentally sensitive areas such as floodplains, state regulated wetlands, woodlands and wellhead areas.

ZONING MAP

Over time, changes to the zoning map should become more consistent with the land use pattern identified on the Future Land Use Map. In some cases, the village may wish to initiate certain rezonings as part of an overall zoning map amendment. Other changes to the zoning map can be made in response to requests by landowners or developers. In those cases, village officials will need to determine if the time is proper for a change. It is important that the future land use plan be understood as a long-range blueprint: Implementation is expected, but gradually in response to needs, conditions and availability of infrastructure. The Zoning Plan section of this chapter outlines how the Future Land Use Plan relates to current zoning. The Zoning Recommendations later in this chapter contain rezoning guidelines.

SUBDIVISION, LAND DIVISION AND CONDOMINIUM REGULATIONS

Subdivision, land division and condominium regulations control the manner in which property is subdivided in the village and the public improvements required to support the development. The distinctions are not always apparent once a project is built, but the approval procedures are different due to separate state statutes that govern these types of land development approaches in Michigan.

PUBLIC INFRASTRUCTURE STANDARDS

Public infrastructure refers to the basic facilities and services needed for the functioning of the village such as village streets, water, sanitary sewer, storm sewer, among others. Standards to ensure consistency and uniformity have been adopted so that each facility is designed and constructed to support existing and future development.

2. CAPITAL IMPROVEMENT PLAN (CIP)

The Capital Improvement Plan (CIP) serves as the village's multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The Village of Lexington's CIP will be finalized at the time of this plan's adoption and will recommended capital projects, timing, estimated costs and funding for public infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage) and community facilities (public buildings, fire, police and parks). Capital projects identified help support and promote desired development and meet the needs of residents and businesses in the village. The number of projects and project timing are influenced by several factors, in particular, the cost, need for environmental clearance or approval by other agencies, and funds available.

The CIP process precedes the budget process and is used by Village Council when developing the annual budget. Recommending approval of the CIP by the Planning Commission does not mean that they grant final approval of all projects contained within the plan. Rather by recommending approval of the CIP, the Planning Commission acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget, if funding is available.

The Capital Improvements Committee includes the Village Manager, Village Treasurer, Public Works Director, Police Chief, Fire Chief and representatives from the Village Council and Planning Commission.

3. PROPERTY ACQUISITION PROGRAMS

Like all municipalities, the Village of Lexington has the authority to acquire private property for a public purpose. This may include outright purchase acceptance of land donated by another party or acquisition through eminent domain. In addition to the ability to acquire private property for public infrastructure or facilities such as roads, sewers, public buildings and parks, the village may acquire private property to facilitate redevelopment and to eliminate nonconforming uses or structures.

4. FUNDING PROGRAMS

Some of the recommendations may be funded locally, some through outside funds, and many through a combination. The village monitors new federal and state funding programs that may be available to assist in implementation. In addition, foundations and other organizations may provide contributions.

TAX INCREMENT FINANCING (TIF)

In addition to traditional sources, the village can raise revenues within a specific geographic area for specific purposes, or to capture the new increment of tax revenues in a specific geographic area for specific purposes. The Village of Lexington currently has a Downtown Development Authority (DDA). The DDA is funded primarily through a TIF mechanism which has been in place since 1986.

TRANSPORTATION ALTERNATIVES PROGRAM (TAP)

The Michigan Department of Transportation (MDOT) administers the federal Transportation Alternatives Program (TAP) in Michigan, where regional trail connections and safe routes to school are among the highest priorities for funding. TAP is a competitive grant program that uses federal transportation funds designated by Congress for specific activities that enhance the inter-modal transportation system and provide safe alternative transportation options. Projects are selected on a competitive basis for funding in a future fiscal year. Competitiveness is primarily established by project concept and project constructability.

- Project Concept Two types of highly competitive concepts are projects that develop/connect regional trails and projects that make walking/biking routes to school safer.
- Project Constructability Applications are reviewed by a team of technical experts to gauge the ability of the proposed projects to be constructed using all current federal and state standards, constructed on time, and constructed on budget. The items that typically are most important for this review are:
 - High level of positive public involvement
 - Reasonable cost estimate (based on similar recent federal aid projects)
 - Industry design standards used without exceptions
 - Demonstrated high likelihood of all permits to be secured
 - Demonstrated high level of coordination with all necessary agencies

5. OTHER PROGRAMS

A variety of housing, economic development, informational and other programs may be used by the Village to assist with implementation of recommendations in this Plan. Many of these are through state programs as identified in the preceding chapters such as the following:

- Michigan State Housing Development Authority (MSHDA)
- Michigan Economic Development Corporation (MEDC)
- MEDC Redevelopment Ready Communities
- Michigan Department of Transportation (MDOT) and Complete Streets Coalition
- Michigan Department of Natural Resources (MDNR)

 Housing and Urban Development (HUD) Community Development Block Grants (CDBG)

6. PARTNERSHIPS

While the village can coordinate many of the plan's implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders having key roles in either the village or region should all participate. Partnerships with the public and private sector, including Croswell-Lexington Schools, Sanilac County Economic Development, Croswell-Lexington Chamber of Commerce, regional recreation and tourism organizations, neighboring municipalities, local businesses, and large land owners will also lead to success implementing the plan's initiatives. Partnerships may range from sharing information to funding and shared promotions or services. The spirit of cooperation through alliances and partnerships will be sustained to benefit everyone in the region. Village government cannot and should not do it all. Only through public/private collaboration can the plan's vision be realized.

C. ZONING RECOMMENDATIONS

Zoning is a key mechanism for achieving the desired land use pattern and quality of development advocated in the plan. The zoning ordinance and accompanying map should be amended to align the strategies in this plan with the zoning districts and administrative procedures. The recommendations below are being taken into consideration during the zoning ordinance audit and rewrite process happening concurrent to this plan's adoption.

RRC REPORT OF FINDINGS RECOMMENDATIONS (2018)

As part of the RRC certification process, the village should undertake a comprehensive review of the zoning ordinance and ensure it aligns with the master plan goals. The following recommendations were included in RRC's report of findings from September 2018.

- Consider whether some level of form-based code may be appropriate for downtown Lexington
- Adopt provisions to support historic preservation in the downtown
- Review permitted and special land uses and incorporate additional modern uses
- Adopt at least one provision to support nonmotorized transportation
- Adopt provisions requiring the completion of sidewalks during development
- Add additional graphics, charts, hyperlinks and or other aides to increase user-friendliness

RRC BEST PRACTICES

The RRC program has also outlined a series of Best Practices related to zoning regulations. Based on these best practices, the village's review of the zoning ordinance should also consider:

Amendments to streamline the development

- review process, including the establishment of an administrative review process
- Allowing for compatible new-economy businesses in commercial and industrial zoning districts
- Incorporating flexible parking standards for the village's mixed-use districts
- Defining and allowing for a variety of housing options

ZONING PLAN

This section provides a useful guide for future zoning changes to better align the current zoning districts with the proposed future land use designations.

Because the Future Land Use Plan is a long-range vision of how land uses should evolve over time, it should not be confused with the Village's zoning map, which is a current (short-term) mechanism for regulating development. Therefore, not all properties should be immediately rezoned to correspond with the plan. The Future Land Use Plan is intended to serve as a guide for land use decisions over a longer period (10–20 years).

In addition, the Future Land Use map is generalized. The Future Land Use map as well as the plan's goals and strategies should be consulted to judge the merits of a rezoning request.

The plan categories correspond to zoning districts, but there is some generalization. In certain instances, more than one zoning district may be applicable to a future land use category. The table on the following page provides guidance for how districts can be aligned to best match the intent of the plan. The second table outlines the proposed use strategy to provide a simplified set of uses that meet the intent of each Future Land Use Place Type.

ZONING PLAN

PROPOSED FUTURE LAND USE + CHARACTER

	NEIGHBORHOOD RESIDENTIAL	PLANNED RESIDENTIAL	HIGH-DENSITY RESIDENTIAL	SOUTH GATEWAY MIXED-USE	CORRIDOR MIXED-USE	DOWNTOWN	NORTH GATEWAY MIXED-USE	WATERFRONT	AGRITOURISM
FUTURE USES	Z	L	至	S	25	9	Z	%	AG
RESIDENTIAL									
Detached SF	Р	Р		Р					Р
Attached SF	SLU	Р		Р	Р				
Small lot cottages		Р		Р					
Multiple-family			Р	Р	Р				
Assisted/Senior Living		SLU	Р		Р				
RV/Mobile Homes			Р				Р		
Residential above businesses					Р	Р		Р	
COMMERCIAL		r		r	r				
Retail/Restaurants					Р	Р		Р	
Office				Р	Р	Р			
Personal Service				Р	Р				
Bed and Breakfasts	SLU	SLU	SLU	Р	Р				
Lodging					Р	Р	Р		
Financial Institutions					Р	Р			
Outdoor Recreation								Р	Р
Urban Ag									Р
Commercial fronting the corridor (one bay of parking permitted)					Р		Р		
Drive-Thrus									
INDUSTRIAL									
Production Facilities w/retail (maker space + wineries/distilleries)					Р	Р	Р		Р
Research and Development					Р		Р		
Light Industrial							Р		

PROPOSED FUTURE LAND USE + CHARACTER

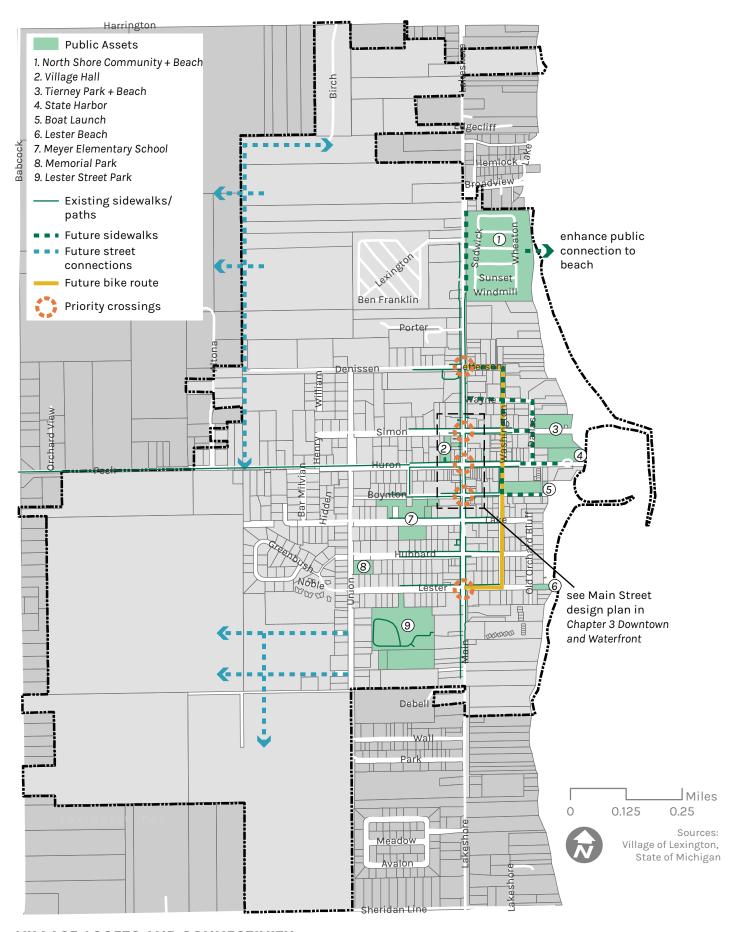
CURRENT ZONING DISTRIC	TS	NEIGHBORHOOD RESIDENTIAL	PLANNED RESIDENTIAL	HIGH-DENSITY RESIDENTIAL	SOUTH GATEWAY MIXED-USE	CORRIDOR MIXED-USE	DOWNTOWN	NORTH GATEWAY MIXED-USE	WATERFRONT	AGRITOURISM	FUTURE ZONING STRATEGY
AGRICULTURE	AG										
SINGLE-FAMILY, LOW DENSITY	R-1A										Merge R-1A and R-1B to create a single R-1 Zoning District
SINGLE-FAMILY, MEDIUM DENSITY	R-1B										Merge R-1A and R-1B to create a single R-1 Zoning District
MULTIPLE-FAMILY RESIDENTIAL, LOW DENSITY	R-2										Modify R-2 District to incorporate limited office and service uses along the frontage, and/or establish a new mixed-use zoning district consistent with the South Gateway Mixed-Use classification.
MFR MEDIUM DENSITY	R-3										
MOBILE HOME PARK	MHP										
LOCAL SERVICE DISTRICT	C-1										Modify C-1 District to allow additional housing types, and/or establish new mixeduse zoning districts consistent with the Corridor, South and North Gateway Mixed-Use classifications.
GENERAL COMMERCIAL DISTRICT	C-2										Modify C-2 District to allow additional housing types, and/or establish a new mixed-use zoning district consistent with the Corridor Mixed-Use classification.
CENTRAL BUSINESS	CBD										Amend district with form-based standards.
LIMITED INDUSTRIAL DISTRICT	I-1										Establish a new zoning district that is a combination of the I-1 and I-2 Districts and incorporates additional uses consistent with the North Gateway classification.
GENERAL INDUSTRIAL DISTRICT	I-2										Establish a new zoning district that is a combination of the I-1 and I-2 Districts and incorporates additional uses consistent with the North Gateway classification.

D. VILLAGE ASSETS AND CONNECTIVITY

As one of the primary goals for the CIP is how to prioritize Village investments, this section seeks to provide a framework for decision making that summarizes Village-owned assets and opportunities. Further study and planning is warranted, including a non-motorized plan, parking study, and North Shore shoreline and neighborhood evaluation.

- Sidewalks are prioritized for areas surrounding the downtown to improve walkability to downtown and the waterfront and to connect key destinations.
- Rather than accommodate bikes on M-25, Washington is planned as a bike route alternative. This will maximize the right-of-way on M-25 for sidewalks.
- As undeveloped areas on the west of the village are built out, street connections should be planned to continue the village-scaled grid network.
- M-25 crossings should be prioritized downtown and at Denissen and Lester to facilitate safe connections from the west neighborhoods and parks to the waterfront.
- The next 5-year parks and recreation plan should align with the CIP and this plan's recommendations for improvements to Tierney Park.

These recommendations are summarized on the map on the following page.



VILLAGE ASSETS AND CONNECTIVITY

E. ACTION PLAN

The implementation tools outlined above are available and should be used to achieve the goals and objectives of the Master Plan. Comprehensive implementation actions have been developed to organize and apply these tools. Under each guiding principle, specific actions, tools, and a timeframe for implementation are identified. The details of the strategies to implement the Master Plan are specified in the table below.

TIMEFRAME

■ Ongoing: annually

■ Immediate: 1-2 years

■ Short: 3-4 years

■ Long: 5+ years

Reg. = Regulatory

Policy= Policy/Program

CIP=Capital Improvement

Partner=Partnership

RESPONSIBLE PARTY

- Village: Village Staff and Departments
- CC: Village Council
- PC: Planning Commission
- DDA: Downtown Development Authority
- LBA: Local Business Association
- County: Sanilac County
- Chamber: Croswell-Lexington Chamber of Commerce

TOOL

- Reg: Regulatory
- Policy: Policy/Program
- CIP: Capital Improvement
- Partner: Partnership

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
SUP	PORT H	OUSING AND EMPLOYMENT OPPORTUNITIE	S FOR RESI	DENTS (OF ALL A	GES	
HE1	2. Land Use	Consider a rental inspection program and a vacant & foreclosed home registration program	Housing	Short- term	Village		Policy
HE2	2. Land Use	Review the zoning ordinance and consider amendments to ensure that contemporary types of housing, such as townhomes, duplexes, triplexes and live-work units, are defined and appropriately regulated	Housing	Immed.	PC & VC		Reg
HE3	2. Land Use	Revise and promote the Planned Unit Development option in the zoning ordinance to encourage smaller lot residential development	Housing	Short- term	PC & VC		Reg
HE4	2. Land Use	Review and consider developing standards that allow for and regulate accessory dwelling units	Housing	Immed.	PC & VC		Reg
HE5	2. Land Use	In recognition of the growing need for child care and adult foster care, review and revise the zoning ordinance to ensure such facilities are allowed and appropriately regulated	Housing	Short- term	PC & VC		Reg
HE6	3. Dtwn	Educate building owners regarding potential financial benefits of upper floor rehabilitation, including state and federal tax credits for historic rehabilitation	Mixed-Use + Infill	Long- term	DDA		Policy
HE7	3. Dtwn	Permit office and temporary lodging uses as well as residential uses on upper floors to give owners flexibility for rehabilitating unused space	Mixed-Use + Infill	Long- term	PC & VC		Reg
HE8	3. Dtwn	Consider amending the CBD district to permit innovative uses such as shared kitchens, pop-ups, and entrepreneurship incubators	Mixed-Use + Infill	Short- term	PC & VC		Reg
HE9	3. Dtwn	Consider strategies to permit flexibility or relief from building code regulations to help facilitate the rehabilitation of upper stories for loft housing. For example; not requiring sprinkler systems, relief from fire separation requirements, barrier free access requirements, as allowed by law, local emergency services, and liability considerations	Mixed-Use + Infill	Short- term	PC & VC		Reg
HE10	3. Dtwn	Seek capital to fund matching loans for life safety and other upper floor improvements that enable residential conversions	Mixed-Use + Infill	Ongoing	DDA		
HE11	4. ED + Mktg	Develop a business recruitment strategy and action plan, including a business recruitment package. Target a mix of specialty and anchor businesses for downtown, and a broader mix of general commercial for the rest of the M-25 and Huron corridors. This should be based upon expert market information that gauges retail leakage and market potential for the Village	Tourism + Marketing	Short- term	DDA	County	Policy
HE12	4. ED + Mktg	Explore using Michigan Community Revitalization Funds to promote the revitalization of brownfield and/ or historic properties in the downtown area, such as the Frazier property	Redev't.	Short- term	DDA	MEDC	Policy
HE13	4. ED + Mktg	Develop a marketing plan to identify users of existing industrial buildings that are vacant or underutilized. Focus on clean, non-polluting light industrial uses	Redev't.	Short- term	Village	County	Policy

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
HE14	4. ED + Mktg	Develop a marketing plan to identify users for existing industrial buildings that are vacant or underutilized. Focus on low impact light industrial, research and development and incubator uses that will provide new employment opportunities for current and future residents	Redev't.	Short- term	Village	County	Policy
	OURAGE 'N Chaf	COMPATIBLE INFILL DEVELOPMENT WHILI	MAINTAIN	ING LEX	INGTON	'S SMAL	L-
IC1	2. Land Use	Review code enforcement practices and develop policies that proactively identify potential problems and engage with property owners or occupants before a violation occurs	Admin.	Short- term	Village		Policy
IC2	2. Land Use	Use incentives such as historic rehabilitation tax abatements to encourage the rehabilitation of historic properties	Historic Pres.	Ongoing	DDA		Policy
IC3	2. Land Use	Conduct an audit of historic architectural resources in the Village to create the basis for establishing standards	Historic Pres.	Short- term	DDA		Policy
IC4	3. Dtwn	Promote the history of the Village in public and semi- public spaces through placemaking strategies like public art, historical landmarkers, and signage	Historic Pres.	Long- term	DDA		Policy
IC5	3. Dtwn	Add the existing local historic district to the zoning and visitor maps	Historic Pres.	Immed.	Village		Policy
IC6	4. ED + Mktg	Use incentives such as historic rehabilitation tax abatement/credits and facade improvements grants to encourage the rehabilitation of historic properties	Historic Pres.	Long- term	DDA		Policy
IC7	5. Impl.	Install historic markers describing noteworthy buildings, events and people. Coordinate the design with an overall Village signage plan	Historic Pres.	Short- term	DDA		CIP
IC8	2. Land Use	Pursue a Community Development Block Grant (CDBG) to establish a minor home repair fund for Village residents. Also consider the establishment of a homeowner & rental rehabilitation program	Housing	Immed.	Village		Policy
IC9	2. Land Use	Identify blighted residential structures and, where possible, work with property owners to rehabilitate or remove them, as conditions warrant	Housing	Short- term	Village		Policy
IC10	2. Land Use	Enact zoning regulations that encourage high-quality, mixed-use development along corridors	Mixed-Use + Infill	Immed.	PC & VC		Reg
IC11	2. Land Use	Adopt design guidelines or standards for commercial and mixed-use districts that encourage context-sensitive design	Mixed-Use + Infill	Immed.	PC & VC		Reg
IC12	3. Dtwn	Strengthen facade improvement program with design guidelines and criteria for funding	Mixed-Use + Infill	Short- term	DDA		Policy
IC13	4. ED + Mktg	Package and market Redevelopment Ready Sites	Redev't.	Immed.	Village	MEDC	Policy

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
IC14	2. Land Use	Encourage self-initiative in upgrading, improving and maintaining property	Redev't.	Ongoing	PC & VC		Policy
IC15	2. Land Use	Explore low interest revolving loan programs to facilitate façade improvements; possible funding sources include Community Development Block Grants (CDBG) and Historic Neighboring Tax Increment Financing Authorities	Redev't.	Immed.	DDA		Policy
IC16	4. ED + Mktg	Educate commercial property owners about benefits available to them for rehabilitation work, including tax abatements under the Commercial Rehabilitation Act (PA 210 of 2005)	Redev't.	Ongoing	DDA		Policy
IC17	2. Land Use	Protect historic residential neighborhoods from encroachment by commercial and office uses by enforcing screening and landscaping standards in the Zoning Ordinance	Site Design	Immed.	PC & VC		Reg
IC18	2. Land Use	Review Zoning Ordinance standards for the screening of refuse containers and amend as necessary	Site Design	Immed.	PC		Reg
IC19	2. Land Use	Effectively buffer other land uses from industrial land uses; review landscaping and screening standards in the Zoning Ordinance and amend them as necessary to ensure that residences are effectively protected	Site Design	Immed.	PC		Reg
IC20	2. Land Use	Review lighting standards to ensure that lights out of character with a historic or residential area, such as LED window frame lights, are not permitted and that shielding standards adequately protect residences and rights-of-way from glare	Site Design	Short- term	DDA		Reg
IC21	2. Land Use	Upgrade surface parking lots by adding knee walls and landscaping to screen lots from the street	Site Design	Short- term	Village		Reg
IC22	2. Land Use	Review the village's parking standards and consider amendments to allow for parking space reductions within mixed-use districts	Site Design	Immed.	PC & VC		Reg
IC23	2. Land Use	Review existing sign provisions and implement amendments to allow contextually-appropriate signage throughout the village	Site Design	Immed.	PC & VC		Reg
IC24	2. Land Use	Develop sign design standards for Village's commercial and mixed-use corridors	Site Design	Immed.	PC & VC		Reg

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
		HEALTHY QUALITY OF LIFE BY CAPITALIZING	G ON THE VI	LLAGE'S	WALKA	BILITY, AC	CCESS
QL1	4. ED + Mktg	Foster stronger relationships between the public schools, local government, student groups, and community groups	Admin.	Ongoing	Village	School District; community groups	Partner
QL2	2. Land Use	Discourage auto-centric uses and encourage businesses that are compatible with the village's predominantly pedestrian-oriented character	Mixed-Use + Infill	Ongoing	PC & VC		Reg
QL3	5. Impl.	Stabilize areas along the Lake Huron Shoreline that are susceptible to beach and bluff erosion	Natural Preservation	Immed.	VC	DNR, USACE, EPA, Alliance for the Great Lakes	CIP
QL4	3. Dtwn	Continue to support biking, walking, and water recreational activities near the downtown by providing opportunities for public parking along residential streets in proximity to the water	Recreation	Long- term	PC & VC		Policy
QL5	3. Dtwn	Renovate Teirney Park to improve access from the downtown to the water, provide for community event space, add habitat and fishing opportunities, and expand/improve the beach and play facilities.	Recreation	Short- term	Village	DDA	CIP
QL6	3. Dtwn	Pursue funding of park improvements based on concept plan, primarily through the Michigan Natural resources Trust Fund (MNRTF)	Recreation	Short- term	VC		Policy
QL7	3. Dtwn	Develop new activities and events in the off season, such as ice sculpture shows and winter festivals, to encourage and enhance year round commerce in the Village	Recreation	Ongoing	Village		Policy
QL8	5. Impl.	Use programming and facilities to improve the marketing of long-term and short-term recreation activities for a wide demographic of people including young families and seniors	Recreation	Ongoing	Village		Policy
QL9	5. Impl.	Promote and seek community involvement in recreation programming, as well as community feedback on present offerings and facilities	Recreation	Ongoing	Village		Partner
QL10	5. Impl.	Develop a landscaping plan for each Village park	Recreation	Short- term	DDA		Policy
QL11	5. Impl.	Engage with community groups (master gardeners, scout troops, etc.) that may be able to offer volunteer or low-cost assistance with beautification efforts	Recreation	Short- term	DDA		Partner
QL12	2. Land Use	Enforce newly adopted greenbelt landscaping standards along roadways and ensure quality landscape treatments for commercial and industrial areas	Streetscape + Placemaking	Immed.	Village		Reg
QL13	3. Dtwn	Enhance Village gateways by implementing placemaking strategies like signage, wayfinding, and streetscape upgrades	Streetscape + Placemaking	Long- term	Village	DDA	CIP

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
QL14	3. Dtwn	Establish standards for Main Street streetscape, landscaping and lighting	Streetscape + Placemaking	Short- term	DDA		Policy
QL15	3. Dtwn	Use low-cost, temporary measures, such as portable street furniture, to test concepts for the arrangement and design of civic spaces before committing to more costly, permanent arrangements	Streetscape + Placemaking	Ongoing	DDA		CIP
QL16	3. Dtwn	Continue to support DDA efforts to establish a wayfinding signage system	Streetscape + Placemaking	Short- term	DDA		CIP
QL17	3. Dtwn	Develop a survey or interview format for proprietors of existing lodging facilities, including bed and breakfasts, to determine how well the existing stock of lodging rooms meets demand at different times of year	Tourism + Marketing	Short- term	Village		Policy
QL18	4. ED + Mktg	Continue to develop and update online and print tools to promote awareness of downtown businesses	Tourism + Marketing	Ongoing	DDA	County	Policy
QL19	2. Land Use	Promote the development of new resort housing and the improvement of existing resort housing.	Tourism + Marketing	Ongoing	PC & VC		Policy
QL20	2. Land Use	To increase the number of hotel rooms available for visitors, consider where these uses are permitted and how non-hotel conversions might be facilitated by changes to licensing and zoning. Permit temporary lodging on upper floors of commercial buildings	Tourism + Marketing	Short- term	PC & VC		Reg
QL21	2. Land Use	Conduct a hotel feasibility study that identifies demand along with building/brand type	Tourism + Marketing	Immed.	DDA		Policy
QL22	2. Land Use	Determine infill sites that can be marketed to hotel/ B&B developers in order to expand the range of lodging options available for visitors	Tourism + Marketing	Immed.	PC & VC		Policy
QL23	4. ED + Mktg	Gain State recognition of the Village Center as a destination and improve the information about the Village's attractions on the Pure Michigan website	Tourism + Marketing	Long- term	Village	MEDC	Partner
QL24	4. ED + Mktg	Continue to improve marketing materials that promote Downtown Lexington's historic ambiance, cultural attractions, lake resort atmosphere, and walkability.	Tourism + Marketing	Ongoing	DDA	LBA	Policy
QL25	4. ED + Mktg	Once new residential development is underway, include marketing efforts targeted at young families, stressing the small town quality of life, good schools system, and close proximity to job markets.	Tourism + Marketing	Ongoing	Village		Policy
QL26	4. ED + Mktg	Continue to update and issue First Resort North materials that highlight local businesses and attractions	Tourism + Marketing		Village	DDA	Policy
QL27	3. Dtwn	Renovate the M-25 streetscape through downtown to improve the pedestrian environment and crossing of Main Street to encourage new development on Main Street and on the wets side of the corridor	Transp.	Long- term	DDA	MDOT	CIP
QL28	5. Impl.	Consider adopting access management provisions within the zoning ordinance to control excessive curb cuts and improve traffic safety	Transp.	Immed.	PC & VC		Reg

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
QL29	5. Impl.	Prepare flexible street design standards that support walking, biking, and are designed to promote driving at speeds appropriate for the setting	Transp.	Immed.	DDA		Reg
		UALITY VILLAGE SERVICES AND INFRASTRU GROWTH, AND MAINTENANCE OF VILLAGE-0				ISIBLE	
S1	3. Dtwn	Collaborate with the DDA to revise development plan per the recommendations of this plan	Admin.	Immed.	Village	DDA	Partner
S2	5. Impl.	Develop a 6 year comprehensive Capital Improvement Plan (CIP) & update annually (RRC)	Admin.	Ongoing	PC & VC		Policy
S3	5. Impl.	Publish an annual report of planning commission activity. (RRC)	Admin.	Ongoing	PC		Policy
S4	5. Impl.	Incorporate a public building rehab plan in to the comprehensive CIP	Admin.	Short- term	PC & VC		Policy
S5	5. Impl.	Review the master plan progress quarterly and prepare a report for the city council on its implementation annually (RRC)	Admin.	Ongoing	PC		Policy
S6	5. Impl.	Establish a public participation strategy (RRC)	Admin.	Immed.	Village		Policy
S7	5. Impl.	Develop a documented policy to guide the internal review process including tasks, times, responsible parties, etc. (RRC)	Admin.	Immed.	Village		Policy
S8	5. Impl.	Create a tracking system for development projects (RRC)	Admin.	Short- term	Village		Policy
S9	5. Impl.	Create an orientation packet for development-related boards and commissions (RRC)	Admin.	Immed.	Village		Policy
S10	5. Impl.	Hold an annual joint meeting with village council, planning commission and DDA (RRC)	Admin.	Ongoing	PC & VC	DDA	Partner
S11	5. Impl.	Village President/Council create an implementation committee comprised of representatives from Village commissions/boards. Create an accountability structure to ensure timely implementation and follow-through.	Admin.	Immed.	VC		Policy
S12	2. Land Use	Continue to maintain, improve and promote Lexington North Shore Mobile Home Park	Housing	Ongoing	Village		CIP
S13	5. Impl.	Pursue an infiltration and inflow program to relieve pressure on the sanitary sewer, lagoon, and treatment plant.	Natural Preservation	Short- term	PC & VC		CIP
S14	5. Impl.	Establish a policy to promote the use of stormwater management best practices in site design and review the zoning ordinance to eliminate barriers to the use of such practices	Natural Preservation	Short- term	PC & VC		Reg
S15	5. Impl.	Consider zoning changes that encourage rain gardens, permeable paving materials, LEED certification, and other sustainable development goals (RRC)	Natural Preservation	Short- term	PC & VC		Reg
S16	3. Dtwn	Determine the resources needed to make new beach areas safely available to the public and seek funding sources such as the MNRTF grant to acquire waterfront open space	Recreation	Short- term	Village	DNR	
S17	5. Impl.	Update the Parks and Recreation plan every 5 years	Recreation	Ongoing	Village		Policy

#	CHAPT.	ACTIONS	TOPIC	TIMING	RESPON. Party	COLLAB.	TOOL
S18	5. Impl.	Pursue grants to execute the Village's 5-year recreation plan	Recreation	Immed.	Village		Policy
S19	5. Impl.	Establish a line item in the Parks & Recreation budget for the annual maintenance of park landscaping	Recreation	Immed.	Village		Policy
S20	2. Land Use	Maintain village parking facilities that are clean, striped, lighted, and signed	Site Design	Ongoing	Village		Reg
S21	5. Impl.	Pursue federal and state funding for roadway landscaping projects	Streetscape + Placemaking	Ongoing	Village		CIP
S22	5. Impl.	Develop new resident and new business packages with information on services and the community and regularly distribute to residents and property owners	Tourism + Marketing	Short- term	Village		Policy
S23	3. Dtwn	Conduct a parking study to evaluate inventory, shared parking opportunities, and management	Transp.	Short- term	DDA		Policy
S24	5. Impl.	Assess street ages, surfaces, and conditions of substrate and establish a repair and maintenance schedule	Transp.	Immed.	Village		CIP
S25	5. Impl.	Review zoning ordinance and subdivision regulations pertaining to street design and ensure that dead ends and cul de sacs are prohibited in most or all circumstances	Transp.	Immed.	PC & VC		Reg
S26	5. Impl.	Encourage MDOT to limit truck traffic and reduce speed on M-25	Transp.	Long- term	VC		Partner
S27	5. Impl.	Work with Sanilac County and MDOT on a potential truck bypass route to alleviate traffic on M-25 at Huron Street	Transp.	Long- term	Village		Partner
S28	5. Impl.	Identify funding sources, for infrastructure improvements such as MDOT grants	Transp.	Immed.	Village	MDOT	CIP
S29	5. Impl.	Pursue the installation of planned walkway and bikeway facilities, including road crossings, in conjunction with scheduled road improvement projects	Transp.	Ongoing	Village		CIP
S30	5. Impl.	Work with organizations and advocacy groups such as bicycle users, seniors, and schools to develop Safe Routes to School programs to identify priority needs for walking and bicycling	Transp.	Immed.	Village		Partner
S31	5. Impl.	Consider the development of a comprehensive non- motorized plan which would designate bike paths within the Village and connecting to surrounding Townships, emphasizing connections along the lake, parks, and downtown	Transp.	Short- term	PC & VC		Policy
S32	5. Impl.	Complete a Village-wide sidewalk assessment and develop a prioritized list of needed improvements, prioritizing areas existing within the Village without sidewalks	Transp.	Short- term	Village		Policy
S33	5. Impl.	Require the installation of sidewalks in all new commercial and residential developments, as well as the maintenance of current sidewalks through a sidewalk improvement and maintenance program	Transp.	Immed.	PC & VC		Policy
S34	5. Impl.	Require traffic studies for large proposed developments	Transp.	Ongoing	Village		Policy