

**LEXINGTON PLANNING COMMISSION**

**January 8, 2026 - 5:00 P.M**

**Rockbridge County Administrative Offices – First Floor Meeting Room  
150 South Main Street, Lexington, VA 24450**

**AGENDA**

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. APPROVAL OF MINUTES**  
Minutes from December 11, 2025\*
- 4. CITIZENS’ COMMENTS ON MATTERS NOT ON THE AGENDA**
- 5. NEW BUSINESS**
  - A. EC-COA 2025-09: A request by Summer Beins for approval of a Certificate of Appropriateness for new signage for Rockbridge Tees at 150 Walker Street (TM #30-1-15), owned by Summit Square Partners LLC.
    - 1) Staff report \*
    - 2) Applicant Statement
    - 3) Public Comment
    - 4) Commission Discussion
  - B. Discussion and review of 2025 PC Annual Report\*.
- 6. OTHER BUSINESS**
  - A. Zoning and Planning Report
- 7. CITY COUNCIL REPORT**
- 8. ADJOURN**

\*indicates attachment

## MINUTES

**The Lexington Planning Commission  
Thursday, December 11, 2025 – 5:00 p.m.  
Rockbridge County Administrative Offices – First Floor Meeting Room  
150 South Main Street, Lexington, VA 24450**

### Planning Commission:

Presiding: Shannon Spencer, Chair  
Present: Leslie Straughan, Council Liaison  
Jon Eastwood, Vice-Chair  
Mary Stuart Harlow  
Krista Anderson  
Tori Bates

### City Staff:

Arne Glaeser, Planning Director  
Brinsley Leadbetter, Administrative Specialist

Absent: Charlie Hall

### CALL TO ORDER

S. Spencer called the meeting to order at 5:00 p.m.

### AGENDA

The agenda was unanimously approved as presented. (K. Anderson / J. Eastwood)

### MINUTES

The minutes from the November 13, 2025 meeting were unanimously approved as presented. (T. Bates / M.S. Harlow)

### CITIZENS' COMMENTS ON MATTERS NOT ON THE AGENDA

None.

### NEW BUSINESS

A. **EC-COA 2025-08: A request by Evan Post for approval of a Certificate of Appropriateness for new signage for Kroger at 422 E. Nelson Street (TM #24-1-123), owned by Kroger Limited Partnership Inc.**

- 1) Staff Report – A. Glaeser opened the discussion with stating that Kroger is rebranding and their request is to a) replace the existing wall sign and b) to replace the panels on the existing monument sign at 422 E. Nelson Street with new signs containing the new design. The parcel is located in the Commercial Shopping Centers (C-2) zoning district and in the Entrance Corridor Overlay District (EC). The request is for one internally illuminated 125 square foot (15' x 8'-4.5") wall sign, and for two internally illuminated 25 square foot (5.5' x 4.6') panels to be replaced on the freestanding sign adjacent to E. Nelson Street. It is a nonconforming sign because part of the sign is a roof sign and the size is larger than allowed but decreased from what is currently there.
- 2) Applicant Statement – None.
- 3) Public Comment – None.

- 4) Commission Discussion & Decision –L. Straughan moved to approve Entrance Corridor Certificate of Appropriateness application EC COA 2025-08 for new signage for Kroger at 422 E. Nelson Street as proposed by the applicant. T. Bates seconded and the motion passed unanimously. (6-0)

**B. MPA 2025-01: A request by Tom Kalasky for approval of a Master Plan Amendment for a capital project on W&L campus (TM #16-1-11), owned by Washington and Lee University.**

*Commissioners Eastwood and Straughan each read disclosure statements concerning personal interest and both left the dais and joined the public. Their disclosure statements are attached hereto and made a part of the record.*

- 1) Staff Report – A. Glaeser shared information about the last Campus Master Plan update in 2022. He then recommended that the request to amend the University’s Institutional [Overlay] District Campus master Plan be approved with the following conditions:
1. Approval of the Admissions and Financial Center with a building height not to exceed 50 feet, a minimum setback of 34 to now 21 feet to Washington Street, and subject to satisfactory review of a traffic study and related parking requirements to be provided by the applicant no later than submittal with a site plan review application.
  2. The remaining uses and layout of the subject properties approved on June 16, 2022 by Lexington City Council shall be in substantial compliance with the Campus Master Plan by Sasaki date stamped March 18, 2022, with the rezoning and comprehensive plan applications submitted by the applicant, as well as with the Campus Master Plan Proffer Statement. (The approval of a reduction in building setback for the Founders Hall capital project in MPA 2025-01 does not amend the approvals for the other capital projects granted in MPA 2022-02.)
  3. This Master Plan Amendment does not authorize the exterior alteration of buildings, structures, or properties.
- A. Glaeser noted what the Commission should use as the criteria in *Section 420-7.6.B* when making a decision about the requested amendment.
- 2) Applicant Statement – Applicant Tom Kalasky, was available to respond to questions. He clarified that they are asking for an amendment only and not for site approval yet. He noted that when the site plans do go to the Commission for approval, they will include a traffic study as well as solutions for parking. He clarified that as they further developed their architectural plans, it was realized that they needed to increase the footprint in order to effectively have circulation in the lobby and reception area.
- 3) Public Comment – None.
- 4) Commission Discussion – The Commission shared some concerns regarding parking and its impacts on downtown. T. Bates inquired about the steps leading to the building and how the new building would also take up space where the current outdoor terrace is. S. Spencer shared concerns about the entrance being 7-8 feet higher than the street level and her worries about the 50 additional feet added to this because of the grade. K. Anderson wondered about the existing trees and how they would be replaced and reviewed as part of the future site plan approval. M.S. Harlow inquired about the square footage of the

surrounding buildings and expressed concerns about how close the building is to Lee Avenue. The Commission reiterated their parking concerns and the elimination of parking spaces. A. Glaeser noted that on Early-Fielding Way there are a number of proposed parking spaces that could equal the 5 being removed. He also reminded the Commission to focus their discussion on the setback issue. S. Spencer shared concerns over the setback creating a larger portion of the building closer to the street and that the Commission had previously approved the 50 ft height based on a 34 ft setback from Washinton street. T. Bates noted that surrounding storefronts are also closer to the street and that construction plans change. **T. Bates moved to approve Master Plan Amendment MPA 2025-01 for a request from 34 ft to 21 ft for Founders Hall as it complies with the requirements in the institutional district and is not detrimental to the public health safety and welfare or unduly injurious to property values or improvements in the neighborhood. K. Anderson seconded and the motion passed. (3-1)**

*Commissioners Straughan and Eastwood rejoined the Planning Commission at the dais.*

**C. CPA 2025-01: Comprehensive Plan Review – Community Facilities chapter by Jeremy Crute with the Central Shenandoah Planning District Commission**

- 1) Staff Report – None.
- 2) Public Comment – None.
- 3) Commission Discussion – Jeremy Crute, with the Central Shenandoah Planning District gave a brief overview of the chapter. L. Straughan suggested several comments that she had mentioned to A. Glaeser including RARO’s strategic plan and the removal and addition of certain language. S. Spencer had sent her comments to A. Glaeser and J. Crute for review. The Commission then focused their discussion on the needs assessment and J. Crute briefly discussed each of them. He also reflected on the Comprehensive Plan Public Input Survey results and what the community prioritizes in regard to infrastructure improvements. The Commission then focused on the goals, objectives, and strategies section. L. Straughan noted that the Lexington City schools were designed to be community centers and that the City is not currently pursuing a new meeting space. The County is also planning on building a new recreation center. The Commission agreed to change the language for CF 1.4 to “continue to support quality facilities that promote lifelong learning...” J Crute noted that CF 2.3 could be deleted because it has already been implemented. 3.1 could also be deleted because City Hall is currently being renovated. S. Spencer suggested changing the language for CF 1.1 to include “as projects are implemented, the need for accessibility is considered” and A. Glaeser mentioned that he would contact Public Works to see if they had already done an ADA accessibility assessment as well as if any accessibility improvements had been made in public parks. The Commission continued to go through some of the strategies marking which had been started/ongoing, completed, or still needed attention. The Implementation chapter at the end of the Plan would reflect which strategies had been started/ongoing or completed. M.S. Harlow and L. Straughan excused themselves at 6:20.

**D. Campus Master Plan presentation by Washington and Lee University representatives.**

Tom Kalasky on behalf of Washington and Lee University presented the Campus Master Plan update in order to be transparent about what the University is planning in the upcoming years. He started with a brief overview of the 10 identified capital projects that were presented to City Council in 2022. He noted that this plan serves as a guide and allows flexibility for future plans. He also reviewed which projects had been completed since 2022 and which projects were emerging. His presentation focused on the Institutional History Museum, Admissions & Financial Aid Center, the parking deck, and a Wilson Hall rehearsal addition. Commission members asked various questions about the projects throughout the presentation and T. Kalasky provided thoughtful responses to all comments and concerns.

**E. Discussion and review of 2025 PC Annual Report**

A. Glaeser informed the Commission that they are required to have an annual report presented to City Council at their January 15<sup>th</sup> meeting. Staff provided a comprehensive overview of meetings and land use applications. He noted that this is a draft for review and could be further discussed at their next meeting on January 8<sup>th</sup>. S. Spencer suggested presenting a table on the progress the Commission had made for the Comprehensive Plan review regarding the goals, objectives, and strategies.

**OTHER BUSINESS**

A. Zoning and Planning Report

None.

**CITY COUNCIL REPORT**

None.

**ADJOURN**

The meeting adjourned at 6:59 p.m. (K. Anderson / T. Bates)

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Shannon Spencer, Chair, Planning Commission

<b>Project Name</b>	Rockbridge Tees New Signage
<b>Property Location</b>	150 Walker Street
<b>Zoning</b>	Entrance Corridor Overlay District (EC), C-2 (General Commerce) Commercial Zoning District
<b>Owner/Applicant</b>	Summit Square Business Partners, LLC/Summer Beins

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### **OVERVIEW OF REQUEST**

This is a request for a Certificate of Appropriateness for new signage for the new Rockbridge Tees location at 150 Walker Street in the Summit Square Shopping Center. The parcel is located in the Commercial Shopping Centers (C-2) zoning district and in the Entrance Corridor Overlay District (EC). The request is for a wall sign and a free-standing multi-tenant sign panel. The wall sign is 18 square feet (9 feet wide and 2 feet high) and is located above the windows to the left of the entry. It is made of white vinyl on a black painted plastic material and is not illuminated. It includes black lettering with some red. The free-standing multi-tenant sign panel is 3 square feet (3 feet wide and 1 foot tall), made of a white plastic material with black lettering and some red, and is illuminated.

*Location map*



*150 Walker Street existing conditions*



## **APPLICABLE ZONING DISTRICT SECTIONS**

Section 420-3 of the zoning ordinance lists personal improvement services as a permitted use by-right in the C-2 zoning district.

## **APPLICABLE SIGNAGE REGULATIONS**

Section 420-13.2 of the sign regulations requires a sign permit before a sign may be erected, constructed, posted, painted, altered, or relocated. The proposed alterations to the freestanding sign at the shopping center entrance, the window sign on the door, and the modified wall sign therefore require review and approval.

Section 420-13.6 of the sign regulations allows any business located within a C-2 zoning district to display 1 wall sign per street frontage with an allowable area of 1 square foot per lineal foot of building frontage; with a 32 square feet minimum and 100 square feet maximum. The proposed wall sign is 14.95 square feet in area which is less than the minimum 32 square feet allowed.

Section 420-13.6 of the sign regulations allows a freestanding sign to be up to 25 square feet in size. Staff did not measure the existing freestanding, multi-tenant sign, and the applicant is requesting one of the panels on the existing freestanding sign be replaced with a sign panel for the Rockbridge Barbell business. The panels on the existing freestanding sign are 4 square feet (4.75 feet wide and 0.83 feet tall) and the proposed replacement of one of the sign panels does not violate sign regulations.

Section 420-13.6 of the sign regulations allows window signs to be the lesser of 20% of the window area or 6 square feet in size. The window area is sufficient to allow a 6 square foot window sign, but the proposed window sign is 6.14 square feet in size and must be reduced in order to meet the sign regulations for window signs.

Section 420-13.6 of the sign regulations limits any business to display no greater than 2 square feet of signage per foot of business frontage, and in no case shall any business display greater than 100 square feet of signage per building street frontage. With a frontage of 40 feet, the Rockbridge Barbell business is allowed up to 80 square feet total display area and the sum of the proposed signs is only 25.09 square feet.

Section 420-13.9 requires illuminated signs to be illuminated in such a way that light does not shine into on-coming traffic, affect highway safety, or shine directly into a residential dwelling unit zoned R-1, R-2, or R-M. The sign panel proposed for the freestanding, entrance sign will be backlit and this type of lighting is not typically bright enough to cause issues with traffic or create issues with adjacent residences.

## **APPLICABLE ENTRANCE CORRIDOR REGULATIONS**

Section 420-6.6.A requires a Certificate of Appropriateness be approved by the Planning Commission prior to 1) building permit issuance for exterior building modifications, 2) site plan approval, and 3) exterior color changes to a building or to a sign.

Section 420-6.7.B allows the Planning Commission to consider any architectural feature which influences appearance, such as, but not limited to, motif and style, color, texture and materials, configuration, orientation, mass, shape, height and location of buildings, location and configuration of parking areas, landscaping and buffering.

Section 420-6.8 states all applications for entrance corridor certificates of appropriateness must satisfy the design standards for landscaping, signage, architecture, site planning, and lighting. Only the architecture and site planning design standards are applicable to this certificate of appropriateness request and the remaining standards are not applicable.

A. Signage.

1. Each parcel shall have an overall sign plan which reflects a consistent style and specifies the size and color scheme for proposed signage.
2. Materials used in signs and their support structures should reflect the building served by the sign.
3. Sign colors should be harmonious with the building which they serve.

**STAFF RECOMMENDATION**

Staff finds the proposed improvements meet the zoning criteria.

**SUGGESTED MOTION**

I move to approve/deny the Entrance Corridor Certificate of Appropriateness application EC 2026-01 for new signage at 150 Walker Street as proposed by the applicant.



Planning & Development Department  
300 East Washington Street  
Lexington, Virginia 24450  
Phone: (540) 462-3704 Fax: (540) 463-5310

www.lexingtonva.gov

### SIGN PERMIT APPLICATION

#### Applicant<sup>1</sup>

Name: Summer Beins Phone: [REDACTED]  
Company: Rockbridge Trading Company Fax: \_\_\_\_\_  
Address: 150 Walker St Email: [REDACTED]  
Applicant's Signature: Summer Beins Date: 12-11-25

#### Property Owner

Name: Summit Square Partners Phone: [REDACTED]  
Address: 150 Walker St. Lexington, VA 24450 Email: [REDACTED]  
Owner's Signature: [Signature] Date: 12/11/25

#### Sign Contractor

Name: James Allen Printing Phone: [REDACTED]  
Company: James Allen Printing Fax: \_\_\_\_\_  
Address: 145 E Midland Trail, Lexington, VA Email: [REDACTED]

#### Proposal Information<sup>2</sup>

Address (or location description): 150 Walker St, Lexington, VA 24450  
Tax Map: \_\_\_\_\_ Deed Book and Page #: \_\_\_\_\_  
Acreage: \_\_\_\_\_ Zoning (attach any existing conditions or proffers): \_\_\_\_\_  
Property Doing Business As: Rockbridge Tees

Overlay District:

- Historic (requires Architectural Review Board review and approval)
- Entrance Corridor (requires Planning Commission review and approval)
- None (requires Planning and Development Department review and approval only)

1. Prior to submitting an application, the applicant is required to meet with staff for a pre-application meeting.  
2. Any application deemed incomplete by staff will not be accepted.



**Planning & Development Department**  
 300 East Washington Street  
 Lexington, Virginia 24450  
 Phone: (540) 462-3704 Fax: (540) 463-5310

www.lexingtonva.gov

**Sign Information**

	<u>Sign Type</u>	<u>Square Feet</u>	<u>Width</u>	<u>Height</u>
Sign 1	<u>Above store</u>	<u>18</u>	<u>9'</u>	<u>2'</u>
Sign 2	<u>Marquee on Street</u>	<u>Approx 3'</u>	<u>Approx 2' 3'</u>	<u>Approx 6' 1'</u>
Sign 3	<u></u>	<u></u>	<u></u>	<u></u>

Street Frontage (width) of business space in feet 46

Street Frontage (width) of building in feet 46

Are other signs currently displayed on the same building?  Yes  No NOT OUR STOREFRONT

If "Yes", please provide the size of each existing building sign that is to remain.

Width \_\_\_\_\_ Height \_\_\_\_\_


Width \_\_\_\_\_ Height \_\_\_\_\_

If a projecting sign, clearance from sidewalk: \_\_\_\_\_ feet

What materials will be used? Outdoor rated vinyl decal installed over existing acrylic signs that fit inside existing fixture.

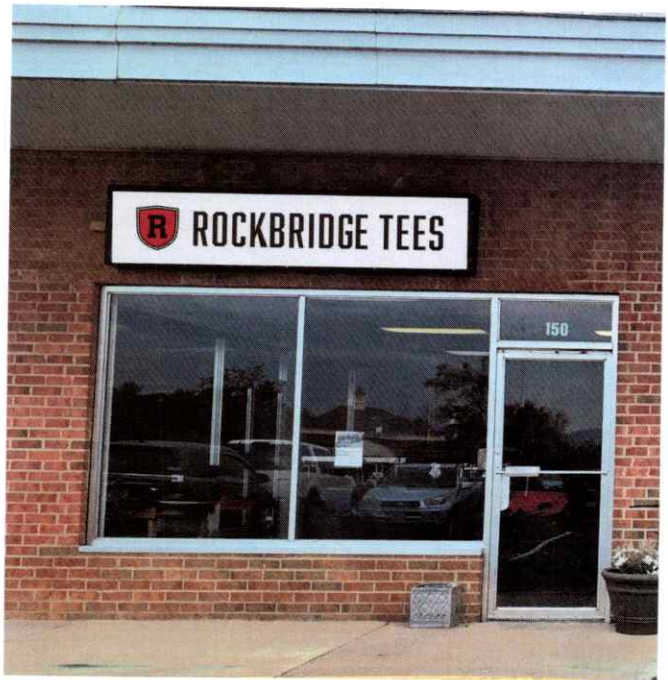
Will the sign be illuminated?  Yes  No

Please attach a sketch of sign(s) and samples showing the following:

- Dimensions of sign 
- Lettering style and size
- How colors will be used
- Photo showing building and adjoining structures
- Exact wording layout of sign
- Paint samples
- Style of bracket, stand, and/or awning

# ROCKBRIDGE TEES

Rockbridge Trading Company LLC - 150 Walker St



# 2025 Planning Commission Annual Report

Message from the Chair

**Shannon Spencer**

This report contains a summary of the accomplishments of the Lexington Planning Commission including a listing of the Commission's actions in 2025 and a look ahead for 2026.

In 2025, the Planning Commission held 18 regular meetings and considered 18 applications. Among these were three substantial zoning text amendments that included finalizing use and design standards for Cottage Housing, developing and recommending new use and design standards for the Mini-warehouse use, and developing new use and design standards for internally illuminated canopy signs. All of these zoning text amendments were approved in 2025.

Due to changes in the Code of Virginia, the Commission will also discuss amendments to the Subdivision Ordinance and Zoning Ordinance in 2026 in order to comply with new State requirements for subdivision and site plan approvals.

The required five year review of the Comprehensive Plan kicked-off in July, and in anticipation of the start of the Comp Plan review, the Commission evaluated the goals, objectives, and strategies for each of the existing Comp Plan chapters. Following an open house event held in August, the Commission began reviewing draft chapters prepared by our project partner, the Central Shenandoah Planning District Commission, and it is anticipated a revised Comprehensive Plan will be adopted in Spring of 2026.

In 2026 the Commission will begin discussion of additional zoning amendments, including new Planned Unit Development standards to allow more flexibility for residential developments, updating Entrance Corridor design standards to provide increased control of future development, and likely developing new standards for the Townhouse use. These discussions are expected to continue well into 2027 and will provide ample opportunities for public input and research on best practices.

The Commission would like to thank the City Council, our current Council-liaison Leslie Straughan, and the citizens of Lexington for allocating time and resources to plan for the city's future. The Commission also welcomes new member Charlie Hall. We encourage Lexington's residents and businesses to engage in the planning process as their participation enables us to represent the collective vision of the City's residents more accurately. We would also like to thank the City's hard working Planning Staff for their professional and outstanding leadership.

## Planning Commissioners

Shannon Spencer

*(Chair)*

Term: 2022-2026

Jon Eastwood

*(Vice Chair)*

Term: 2023-2027

Krista Anderson

Term: 2024-2028

Tori Bates

Term: 2024-2028

Charlie Hall

Term: 2025-2029

Mary Stuart Harlow

Term: 2023-2027

Leslie Straughan

*(Council Liaison)*

## Planning Staff

Arne Glaeser

Zoning Administrator

Brinsley Leadbetter

Administrative Assistant



## Planning Commission Responsibilities

As the official body planning for the future growth and development of Lexington, the local planning commission shall, among other things:

- 1) Make recommendations to the City Council on revisions, updates and adoption of the Comprehensive Plan as required by state law;
- 2) Make recommendations and reports to City Council on applications for conditional use permits, entrance corridor permits, zoning changes and preliminary subdivisions;
- 3) Advise City Council on proposed amendments to the zoning and subdivision ordinances of the City Code or other City Code sections; and
- 4) Submit an annual report to the City Council.

<b>Owner/Applicant Name/Address</b>	<b>Request</b>	<b>Application #</b>	<b>Approval Yes/No</b>
<b>CONDITIONAL USE PERMIT</b>			
Kevin Ryan/VMI Alumni Agencies 45 S. Main Street	Educational facility, College/University use	CUP 2025-01	Yes, with 2 conditions
Misty Camden/Yellow Brick Road 120 S. Main Street	Day care center	CUP 2025-02	Yes, with 4 conditions
John Adamson 1 S. Main Street	Educational facility, College/University use	CUP 2025-03	Yes, with 3 conditions
Rhianna Schlieff 123 W. Washington Street	To allow daycare with 20 students	CUP 2025-04	Yes, with 4 conditions
Angela Penn of TAP/Head Start	Day care center	CUP 2025-05	Yes, with 4 conditions
<b>ENTRANCE CORRIDOR</b>			
City of Lexington 626 Waddell Street	New temporary signs	EC 2025-01	Yes
City of Lexington 539 E. Nelson Street	New temporary signs	EC 2025-02	Yes
Sunrise BBQ 465 E. Nelson Street	New signage	EC 2025-03	Yes
Taqueria Jalisco 453 E. Nelson Street	New signage	EC 2025-04	Yes
Whitney Dunn 178 Walker Street	New signage	EC 2025-05	Yes
Kim Hickman 631 Waddell Street	New signage	EC 2025-06	Yes
Cheryl Trent 439 E. Nelson Street	New signage	EC 2025-07	Yes
<b>MASTER PLAN</b>			
Campus Master Plan	reduce setback for Founders Hall	MPA 2025-01	In Progress
<b>COMPREHENSIVE PLAN AMENDMENT</b>			
City of Lexington	Comprehensive Plan update	CPA 2025-01	In Progress
<b>CITY CODE AMENDMENTS</b>			

City of Lexington	Cottage Housing	ZOA 2025-01	Yes-Ordinance 2025-02
City of Lexington	Mini-warehouse	ZOA 2025-02	Yes- Ordinance 2025-04
Lee Taylor	Canopy Signs	ZOA 2025-03	Yes- Ordinance 2025-09
<b>REZONING (none)</b>			
<b>SITE PLAN</b>			
Rev. Tucker Bowerfind 123 W. Washington Street	Regrade sidewalk from Washington St. to the Parrish Hall entrance for ADA, new stairs, retaining walls, & drainage	SP 2025-01	Yes
<b>SUBDIVISION REVIEW</b>			
Chris Pappas - Kelafant 208 White Street/0 Highland Road	Boundary line vacation	PS 2025-01	Yes






▷ Goal, Objectives, & Strategies

Historic Resources				Status	
Continue to improve the quality of life in Lexington, by protecting its historic character, bolstering cultural and recreational opportunities, and promoting tourism to the region.				On-going	Completed
Values	Objectives	Strategies	Cross Reference	On-going	Completed
Accessibility & Diversity	Promote historic preservation as a means to enhance the quality of life for all of Lexington's residents.	HR 1.1 Support the rehabilitation of low income owner-occupied housing for preservation of neighborhood character.			
		HR 1.2 Coordinate with other City programs, such as affordable housing initiatives, to encourage preservation and rehabilitation of historic resources.			
		HR 1.3 Provide technical assistance to property owners and/or provide referrals to other sources of information regarding architectural, historical, or financial questions			
		HR 1.4 Create thematic walking trails and use Green Infrastructure linkages to connect historic resources.	SEE ALSO GI 1.3 and GI 5.2		
		HR 1.5 Support "aging in place" by providing rehabilitation and ADA accessible design resources for owners of historic properties.			
Sustainable Economy	Continue to promote history, historic preservation, and heritage tourism as key elements for a strong, resilient local economy.	HR 2.1 Encourage development and redevelopment of upper floors in historic downtown properties as a means of increasing downtown population and economic vibrancy.	SEE ALSO LE 3.2		
		HR 2.2 Continue to work with area agencies and organizations to market and promote tourism opportunities within Lexington.	SEE ALSO LE 2.2		
		HR 2.3 Encourage the Historic Lexington Foundation and local lending institutions to fund and sponsor rehabilitation loan pool for downtown buildings while remaining a responsible steward of city-owned historic properties.	SEE ALSO LE 5.3		
		HR 2.4 Encourage the adaptive re-use of historic buildings.			
Local Identity & Character	Build on Lexington's history and unique identity to create a more vibrant 21st century community.	HR 3.1 Ensure that new development within historic districts and conservation areas is sensitive to the historic character and context of those areas and preserves any archeological artifacts found during the construction process.			
		HR 3.2 Encourage and support local preservation, rehabilitation, and beautification efforts.	SEE ALSO AC 3.3		
		HR 3.3 Continue to invest in public infrastructure improvements to further enhance the historic character of the City.			
		HR 3.4 Encourage the use of green design as complementary to the values of historic preservation.	SEE ALSO GI 2.1		
Citizen Engagement	Empower citizens to protect and enhance Lexington's historic resources.	HR 4.1 Educate owners of historic properties on appropriate maintenance procedures and requirements and promote Lexington's historic district guidelines as an asset to property owners planning renovation, rehabilitation, new construction, or other substantive changes to historic properties.			
		HR 4.2 Provide property owners with information on historic rehabilitations, financial incentives, and context sensitive design			
		HR 4.3 Continue to work with, support, and promote incentives for private-sector investment and use of historic properties.			
Management & Collaboration	Provide the appropriate planning information, regulation, and coordination for historic preservation and heritage tourism.	HR 5.1 Continue to work with organizations, such as Main Street Lexington and Lexington & the Rockbridge Area Tourism Development, to promote history and tourism in the city.			
		HR 5.2 Encourage the maintenance of the City's Certified Local Government status with the Virginia Department of Historic Resources by reviewing and managing the City's historic preservation programs.			
		HR 5.3 Ensure the City's historic preservation activities are consistent with Virginia's Comprehensive Historic Preservation Plan.			

▷ Goal, Objectives, & Strategies

Local Economy						Status		
Market the City's assets, including its history and small-town character to attract business, increase employment opportunities, raise salaries, and expand local revenue.								
Values	Objectives	Strategies			Cross Reference	On-going	Completed	
Accessibility & Diversity	Offer a business-friendly environment with opportunity for all residents.	LE 1.1	Assess business licensing, permitting, and other regulatory requirements and streamline process, where needed, that might hamper new businesses and "side-gigs".					
		LE 1.2	Encourage the development of safe, affordable, quality childcare.					
		LE 1.3	Practice "economic gardening" by offering startup loans and low-cost financial advice to small and minority-owned businesses, connecting local citizens to federal micro-enterprise loan programs until local programs can be established.					
Sustainable Economy	Attract new business and investments that increase the city's tax base, diversify the economy, and promote job growth.	LE 2.1	Actively recruit new businesses and assist expansion of existing businesses poised for growth.					
		LE 2.2	Aggressively promote local and regional tourism through a variety of means, focusing on history and outdoor recreation.			SEE ALSO HR 2.2		
		LE 2.3	Promote economic development incentive programs, such as HUBZone, Job Tax Credits, and Opportunity Zones, to encourage desirable investments - including start-up businesses, hiring, and affordable dwelling opportunities.					
		LE 2.4	Sell, lease, or otherwise leverage under-utilized City-owned properties to strengthen Lexington's tax base and economic strength.					
		LE 2.5	Continue to invest in broadband and other telecommunication developments that are often cited as important determinants of local and regional economic growth.					
Local Identity & Character	Make strategic investments that enhance the quality of the community to attract visitors, businesses, and employees.	LE 3.1	Continue to pursue streetscape improvements associated with the Downtown Improvement Plan, including pedestrian upgrades that make the downtown safer and more enjoyable for visitors.			SEE ALSO AC 1.5 See TR		
Citizen Engagement	Leverage the business community to strengthen economic development and growth.	LE 4.1	Connect developers, real estate professionals, and lenders with resources and educational materials to help them promote Lexington to potential investors and businesses.			SEE ALSO HO 3.3		
Management & Collaboration	Partner with adjacent communities, community organizations, and educational institutions to achieve the shared economic success of the region.	LE 5.1	Recognizing the scarcity of development sites in Lexington, coordinate with Rockbridge County and the City of Buena Vista to promote economic improvement that can improve the regional economy.					
		LE 5.2	Provide reliable funding to, and partner with, Main Street Lexington to expand downtown improvement strategies that may include branding campaigns, façade grants, business visitation and exit surveys, and business incubation programs.			SEE ALSO GO 1.2		

> Goal, Objectives, & Strategies

Arts & Culture			Status	
Goal: Foster the expansion of the artistic and cultural assets in the Lexington region by effectively using existing resources and talent to attract and expand new opportunities.			On-going	Completed
Values	Objectives	Strategies		
	Foster access to arts and culture in Lexington.	AC 1.1 Improve the accessibility and inclusivity of civic, arts, and cultural facilities, venues, and activities with the goal that they will be more diverse and universally accessible.		
		AC 1.2 Support affordable housing, flex live/work spaces, and resources for artists and artisans creating new businesses in Lexington.		
	Support a strong local arts and culture economy.	AC 2.1 Encourage the development or designation of community space(s) as a general arts and culture center for the greater Lexington community, capable of hosting both national and local artists as well as other community events.		
		AC 2.2 Adopt tax incentives for the renovation of underutilized spaces and buildings (e.g., Cultural Enterprise Zones — tax incentives and subsidies to attract cultural organizations and private investors).		
		AC 2.3 Consider amending the zoning ordinance to create an arts/entertainment overlay district.		
		AC 2.4 Work with community organizations to promote cultural tours that showcase the arts, culture, and area architecture through coordinated festivals, live music events, and other celebrations of local culture (e.g., host monthly mini-festivals that highlight one particular aspect of arts and culture).		
	Use art and culture as a placemaking tool in the community.	AC 3.1 Use public art to revitalize, define, and enhance the character of Lexington and its neighborhoods.		
		AC 3.2 Improve the aesthetic quality of the City's entrance corridors to be more inviting and appealing to visitors and locals alike.		
		AC 3.3 Support the temporary re-use of vacant/underutilized building, facades, and sites for art exhibitions, events, and murals.		
		AC 3.4 Include an arts and culture component in development requests for proposals for city-owned sites, when appropriate.		
	Encourage and support citizen-led arts and culture events and initiatives.	AC 4.1 Streamline the public art/mural installation process to promote public art in the City.		
		AC 4.2 Examine local regulations related to street festivals (food trucks, arts, music, food, drink, booths, etc.) to more easily accommodate special events.		
		AC 4.3 <del>Streamline the event registration/permitting application to be more easily accessible and user-friendly.</del>		
	Provide resources and support for arts and culture in the greater Lexington region.	AC 5.1 Promote partnerships between local and regional government, local businesses, organizations, schools, university art programs, and charitable foundations to enhance event, programming, and facility development.		
		AC 5.2 Establish an independent Arts and Culture Community Council to better facilitate arts and culture programming, initiatives, funding, and promotion between organizations and institutions in Lexington and Rockbridge County.		
		AC 5.3 Publish an arts and culture directory of programs, services, and funding available in the Lexington area.		

▷ Goal, Objectives, & Strategies

Housing				
Goal: Conserve and foster the improvement of the City's neighborhoods to produce safe, affordable, and desirable places to live.			Status	
Values	Objectives	Strategies	On-going	Completed
Accessibility & Diversity	Promote a variety of safe and affordable housing options for all of Lexington's residents.	HO 1.1 Pursue funding strategies including Community Development Block Grants or local revolving loan funds to finance the rehabilitation of housing on behalf of residents in need.		
		HO 1.2 Review regulations allowing accessory dwelling units in separate structures in appropriate residential areas.		
Sustainable Economy	Pursue policies that bolster Lexington's housing market, promote new development, and reduce long-term financial burdens on property owners.	HO 2.1 Encourage energy efficiency and other green principles in the planning, design, construction, and rehabilitation of Lexington housing to reduce long-term ownership costs for residents.		
		HO 2.2 Expand provisions of Lexington's Zoning Ordinance allowing density bonuses for the creation of low- and moderate-income affordable housing units.		
Local Identity & Character	Protect and enhance the quality and character of Lexington's residential neighborhoods.	HO 3.1 Provide housing rehabilitation resources for elderly and low-income residents to support "aging in place" and preservation of neighborhood character.		
		HO 3.2 Protect existing affordable neighborhoods from losing housing stock to commercial conversions or other non-residential uses.		
		HO 3.3 Facilitate the redevelopment and expansion of East Nelson Street and South Main Street commercial areas into vibrant mixed-use neighborhoods with higher densities, a mix of housing types and a range of complementary uses.		
		HO 3.4 Explore revisions to the zoning and subdivision ordinances to allow lots without street frontage, where appropriate, making additional infill lots possible.		
Citizen Engagement	Engage Lexington residents and property owners to create a more robust local housing market.	HO 4.1 Conduct outreach to owners of downtown buildings with underutilized upper floors, explaining upper story zoning and building codes.		
Management & Collaboration	Leverage community resources to support diverse, safe, and affordable housing.	HO 5.1 Partner with local organizations to educate the public about heating systems, window-repair systems, storm windows, insulation, roof ventilation, and other energy-saving features suitable for existing buildings.		
		HO 5.2 Continue partnership with the Threshold Housing Commission as an affordable housing agency to coordinate and support the work of local housing non-profits. Cooperate with Threshold Housing Commission to organize and facilitate seminars and workshops on housing issues identified in the Comprehensive Plan needs assessment.		
		HO 5.3 Explore modifying the City's zoning regulations to facilitate the creation of a variety of safe, affordable, and innovative housing options, including the establishment of small lot, attached units, and other housing types that achieve higher densities and a diversity of housing options.		
		HO 5.4 Reevaluate the Rental Housing Inspection Program.		

▷ Goal, Objectives, & Strategies

Land Use				Status	
Plan for strategic, efficient, and quality development that increases the economic vitality of Lexington by building on local character and identity; protecting sensitive resources; and prioritizing connectivity between neighborhoods and services.				On-going	Completed
Values	Objectives	Strategies		On-going	Completed
Accessibility & Diversity	Support development patterns that are interconnected and provide opportunities for all of Lexington's residents.	LU 1.2	Improve ADA, pedestrian, and bicycle access, safety, and connectivity along Neighborhood and Civic Corridors.		
		LU 1.3	Identify opportunities to connect neighborhoods through sidewalks, shared use paths, and trail improvements and require such connections in new development or redevelopment proposals.		
Sustainable Economy	Implement land use and growth policies that minimize the burdens placed on the community and increase resiliency and adaptability.	LU 2.1	Collaborate with the private sector to attract investments in Opportunity Areas that increase the city's tax base and offer unique residential, shopping, dining, lodging, and entertainment opportunities.		
		LU 2.2	Promote the economic vitality of Commercial Centers through the coordination of public and private sector investment to enhance their function and attractiveness.		
		LU 2.3	Solicit proposals for the development of a dense mix of revenue-generating uses on City-owned property along Spotswood Drive just east of Health Circle.		
Local Identity & Character	Encourage innovative development that respects, compliments, and builds on Lexington's historic character.	LU 3.1	Facilitate creative residential, commercial, and mixed-use development designs that enhance the community's sense of place and character.		
		LU 3.2	Prioritize capital improvements such as wayfinding, streetscaping, and undergrounding utilities in designated Gateways, Corridors, and Centers.		
		LU 3.3	Create an attractive Gateway along South Main Street near Lee Highway, including redevelopment of the former Virginia Department of Transportation parcel.		
		LU 3.4	Encourage attractive redevelopment along the Civic Corridor at Lee Highway and East Nelson Street, adding pedestrian and bike facilities to this automobile-focused area.		
		LU 3.5	Assess the implementation of the Downtown Enhancement Plan to create a more attractive, vibrant, walkable, and bikeable downtown.		
Citizen Engagement	Encourage participation in land use plans, policies, and decisions.	LU 4.1	Enhance the City's online GIS tools to incorporate the Future Planning Framework map and additional zoning information, such as land use conditions and proffers.		
		LU 4.2	Engage the community to identify development goals for Opportunity Areas and assess the need for small area plans for these areas.		
Management & Collaboration	Work with local and regional organizations, institutions, and groups to further Lexington's land use and development goals.	LU 5.1	Evaluate land use applications and capital projects against the applicable Future Planning Framework design principles and planning objectives.		
		LU 5.2	Review the impact and implications of Future Planning Framework designations on existing zoning ordinances and procedures and recommend changes necessary to align the city's ordinances with the Plan's concepts.		
		LU 5.3	Consider developing a Design and Construction Standards Manual to support implementation of the Future Planning Framework and ensure consistent and quality development throughout the city.		
		LU 5.4	Explore the creation of a new Planned Unit Development zoning district focused on unique and flexible mixed residential development.		
		LU 5.5	Continue regular communication and coordination between City and County planning staff and long-range plans to achieve regional land use goals.		
		LU 5.6	Continue regular communication and coordination with W&L and VMI leadership to maintain Lexington's engagement in physical and programmatic additions to these institutions of higher learning.		

Transportation					
Build an interconnected and attractive transportation network that provides all residents with safe and efficient mobility choices - including automobile, bicycle, and pedestrian travel.				Status	
Values	Objectives	Strategy	On-going	Completed	
Accessibility & Diversity	Provide safe transportation options for residents of all ages and abilities.	TR 1.1	Implement safety and ADA accessibility improvements, including signage, traffic calming, and traffic control devices where appropriate.		
		TR 1.2	Identify and make improvements to the City's busiest intersections to organize traffic and increase safety.		
		TR 1.3	Develop a comprehensive bicycle and pedestrian plan to retrofit streets to make them safer for bicycles and pedestrians.		
		TR 1.4	Support the development of facilities and parking for bicycles and other micromobility devices.		
Sustainable Economy	Pursue fiscally responsible transportation improvements that promote accessible, resilient, and adaptable transportation networks.	TR 2.1	Develop and implement design requirements for new construction and redevelopment projects to upgrade sidewalks and improve access management provisions, such as interparcel connections and limitations on curb cuts.		
		TR 2.2	Require identification and mitigation of initial and long-term transportation impacts associated with proposed developments.		
		TR 2.3	Support the development and siting of e-vehicle charging stations and facilities to assist the transition to lower emission vehicle use.		
Local Identity & Character	Ensure Lexington's transportation networks are attractive, equitable, and improve the quality of life for all city residents.	TR 3.1	Balance and appropriately mitigate impacts to historic, cultural, and natural resources throughout the transportation planning and construction process.		
		TR 3.2	Develop streetscape standards for entrance corridors, such as E and W Nelson St and N and S Main St.		
		TR 3.3	Implement wayfinding for key gateways, corridors, intersections, and parking areas.		
		TR 3.4	Create an interconnected on-street network of pedestrian and bicycle infrastructure to link neighborhoods to downtown, parks, and other Historic and Green Infrastructure amenities. Target bicycle and pedestrian connection and corridor improvements along Neighborhood and Civic Corridors.		
Citizen Engagement	Use citizen input to guide decisions regarding community transportation network improvements and opportunities.	TR 4.1	Ensure fairness and equity, and community engagement in the transportation planning process and its nexus with housing, services, health, safety, and livelihood needs of all citizens and groups.		
Management & Collaboration	Coordinate with local and regional agencies and organizations to implement improvements to Lexington's transportation network.	TR 5.1	Ensure that multimodal improvements, such as sidewalk and bike facilities, are included in the Capital Improvement Program and street repaving plans, and identify additional funding sources, including public-private partnerships, to complete and maintain projects.		
		TR 5.2	Share planning and costs with other jurisdictions when City road improvements have mutual benefits.		
		TR 5.3	Support regional efforts to increase ridesharing, carpooling, transit, telecommuting, and public transportation.		

## ▷ Goal, Objectives, & Strategies

Community Facilities & Services					
Provide and maintain the highest quality, efficient, and effective community services and facilities while addressing the future needs of the City.				Status	
Values	Objectives	Strategies		On-going	Completed
<b>Accessibility &amp; Diversity</b>	Improve access to community facilities and services for all residents.	CF 1.1	Conduct an ADA accessibility study of City facilities, streets, and walkways and implement recommendations, as appropriate.		
		CF 1.2	Integrate accessibility and safety into park facility design to ensure that parks and playgrounds are safe and inclusive for all users.		
		CF 1.3	Ensure equity in service delivery for all of Lexington's neighborhoods and demographics.		
		CF 1.4	Investigate the need for a community center to provide quality facilities that promote lifelong learning and achievement for all residents.		
<b>Sustainable Economy</b>	Offer efficient and effective community services and facilities that meet the needs of residents and businesses of the City.	CF 2.1	Review the city's building systems and the use of renewable energy sources for upgrades to achieve energy efficiency and potential cost-savings.		
		CF 2.2	Resolve the contingency water supply agreement with Rockbridge County due to the impracticability of piping water from the Moore's Creek Reservoir to the City's water treatment facility.		
		CF 2.3	Evaluate the feasibility of implementing a stormwater fee to fund improvements to the City's stormwater management system.		
		CF 2.4	Construct water, wastewater, and stormwater system improvements to reclaim capacity and ensure efficient and high-quality service.		
		CF 2.5	Repair and upgrade the City's sewer lines to address inflow and infiltration (I&I) to protect water quality and ensure sewer capacity is maintained.		
		CF 2.6	Implement cemetery improvements that support the financial sustainability and viability of the facilities by increasing burial capacity.		
		CF 2.7	Ensure that new development assesses impacts on public facilities and infrastructure and adequately mitigates impacts specifically attributable to that development.		
		CF 2.8	Regularly evaluate the refuse and recycling program to identify cost-effective improvements and opportunities for program expansion.		
<b>Local Identity &amp; Character</b>	Ensure public facilities and services complement the community's design while satisfying the highest level of service for the citizens.	CF 3.1	Evaluate administrative space needs at City Hall and explore options to renovate the existing building or relocate and market the existing building for reuse and historic rehabilitation.		
		CF 3.2	Reconstruct the public works complex to provide safe, functional, and operationally-efficient facilities.		
		CF 3.3	Continue efforts to provide high-quality parks and recreation resources by implementing the Jordan's Point Park master plan and expanding amenities at the Brewbaker Athletic Complex, and maintaining existing parks.		
		CF 3.4	Support continued investment in the regional library system that improves the Lexington library as a center of community and learning.		
		CF 3.5	Ensure that improvements of the public realm (sidewalks, curbs, street trees) are planned and executed in an integrated, coordinated manner when undertaking upgrades to sewer, water, or road infrastructure.		

<b>Citizen Engagement</b>	Commit to engaging community members in substantive policy- and decision-making to provide the highest possible level of service provision.	CF 4.1	Continue to seek citizen input on service needs and priorities to ensure equitable investment in infrastructure and facilities.		
		CF 4.2	Continue public safety engagement and programs, such as volunteer fire and rescue and community risk reduction programs, that encourage cooperation between public safety officials and citizens.		
<b>Management &amp; Collaboration</b>	Maximize service delivery through effective management and partnerships.	CF 5.1	Perform periodic studies/surveys of adequacy, quality, effectiveness, and equity of City service delivery, including service expansion.		
		CF 5.2	Coordinate and support internal, local, and regional partnerships for shared services, infrastructure, and facilities that benefit City residents and ensure sustainable and cost-effective services.		
		CF 5.3	Include public and private utility providers in the planning stage of all infrastructure and development projects to determine needs and upgrades as part of project development.		
		CF 5.4	Continue partnerships with the Rockbridge Area Recreation Organization and the Rockbridge Area Outdoor Partnership and support implementation of the Rockbridge Area Outdoor Recreation and Trail Plan.		
		CF 5.5	Conduct a comprehensive fire and rescue needs assessment and facility plan to address space needs and maximize fire and rescue response times.		
		CF 5.6	Continue partnering with Rockbridge County to provide state-of-the-art education and facilities for Lexington high school students.		
		CF 5.7	Enhance the City's disaster preparedness through continued participation in regional Hazard Mitigation Planning through the Central Shenandoah Planning District Commission.		
		CF 5.8	Work with Rockbridge County and Buena Vista to assess and address the long-term needs of the Rockbridge Regional Jail.		
		CF 5.9	Work with the health system and other health providers to implement the Rockbridge Area Community Health Assessment where possible.		

▷ Goal, Objectives, & Strategies

Governance					
Provide an inclusive, accessible, and responsive government that works for and with the people of Lexington to achieve its vision and implement its long-range plans.				Status	
Values	Objectives	Strategies		On-going	Completed
<b>Accessibility &amp; Diversity</b>	Ensure Lexington's leadership is available to and representative of all City residents.	GO 1.1	Actively foster diversity in recruiting and appointments to boards and commissions.		
		GO 1.2	Create a diversity hiring initiative plan for the City and school system workforce.		
<b>Sustainable Economy</b>	Advance fiscal responsibility and resiliency in all city decisions.	GO 2.1	Work with Main Street Lexington, Chamber of Commerce, and other organizations to engage businesses and promote the city's continued economic growth.		
<b>Local Identity &amp; Character</b>	Make decisions that reflect and enhance the values and character of the Lexington community.	GO 3.1	Ensure that the city's land use regulations are reviewed regularly and updated accordingly to reflect the community's vision.		
		GO 3.2	Ensure that the city's land use regulations are applied and enforced in a professional and consistent manner.		
<b>Citizen Engagement</b>	Use innovative techniques, tools, and platforms to engage citizens in decision making processes.	GO 4.1	Experiment with civic engagement techniques to create new opportunities for public participation.		
		GO 4.2	Improve the transparency and exchange of information, incorporating comprehensive and contemporary communication strategies to engage residents and increase equity in public participation across generations and demographics.		
<b>Management &amp; Collaboration</b>	Advance Lexington's community planning goals through internal coordination and external partnerships.	GO 5.1	Maintain and strengthen partnerships, collaboration, and communication between the City and institutions of higher learning.		
		GO 5.2	Improve coordination with Rockbridge County and the City of Buena Vista on policies including, but not limited to, long-range planning, strategic initiatives, and other regional interests.		
		GO 5.3	Link the annual budget review and the update of the Capital Improvement Plan (CIP) to the Comprehensive Plan and the Strategic Plan involving all City departments.		
		GO 5.4	Conduct an annual review of accomplishments to implement the Comprehensive Plan, including recommendations for budget and work plan priorities, as part of Planning Commission's annual report to City Council.		
		GO 5.5	Support the School Board in identifying successful techniques for ensuring all students are successful as defined by measures of best practices.		