

# Town of Lexington

## Strategic Plan

(November 2009 Update)



Prepared by

## **The Lexington Strategic Planning Committee**

with assistance from

**Willow Creek Valley Economic Development Group,  
Greater Eastern Oregon Development Corporation and  
Morrow County**

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***Acknowledgement:*** This update to the April 1998 Lexington Strategic Plan was accomplished by the efforts of a group of community members, Town of Lexington officials the Willow Creek Valley Economic Development Group, Morrow County and Greater Eastern Oregon Development Corporation. Three planning meetings were held in September and October of 2009, with the Strategic Planning Committee focusing on issues relevant today for the community as well as the Willow Creek Valley as a whole. In addition to the three planning meetings, joint meetings were conducted with Heppner and Lone to further development “common threads” in order to help sustain all three communities. As noted in the April 1998 Strategic Plan, the historic overview was compiled by then Heppner High School student Miles Hill; who spent many hours researching data for the Plan.

## **I. INTRODUCTION**

### **BACKGROUND**

The community of Lexington is located in the center of the Willow Creek Valley, at the intersection of State Highways 207 and 74; 9 miles north of Heppner and 8 miles south of Lone. It is about 55 miles south of Boardman. As with the other two communities in the Willow Creek Valley, Lone and Heppner, Lexington enjoys a rich history of agriculture and timber. All three of these towns have experienced little growth in their population base. The highest number of residents residing within the town of Lexington was 307 in 1980. According to the Portland State University Population Research Center, Lexington presently has an estimated population of 260. More detailed demographic information will be found later in this document.

The largest employer in the Lexington community is the Morrow County Grain Growers, a full-service Agriculture Co-Operative. The Morrow County Grain Growers employs 23 people in Lexington and offers the residents of the region services from grain buying to a convenience store. They employ a total of 65 people County-wide.

The Morrow County School District superintendent's office occupies the old Lexington school building with approximately 7 employees in Lexington and 310 employees County-wide. The Morrow County public works office and road department is also located in Lexington, with 28 employees operating out of the facility. Most of the individuals who work for these major employers live within the communities of the Willow Creek Valley. Other businesses operating within Lexington include a restaurant and lounge, gas station, convenience store, and an agricultural and private flying service located at the county-owned Lexington Airport. The community also includes a veterinarian, auto body shops and repair shops, a Polaris recreational vehicle dealership and several machine shops.

Lexington offers its residents a variety of religious organizations. Lexington also has established Odd Fellows and Rebekah Lodges. These organizations serve the spiritual and fellowship needs of the community and the Willow Creek Valley.

## **II. VISION STATEMENT, MISSION, HISTORICAL OVERVIEW**

### **VISION STATEMENT**

*By the year 2020, the Town of Lexington will have established a community that offers a quality rural lifestyle with economic and community development activities in cooperation with the other communities of the Willow Creek Valley, Lone and Heppner, to maintain viable communities.*

## **MISSION STATEMENT**

*Actively work together for the betterment of the town and the Willow Creek Valley. This community spirit and team work will help achieve the town's and Willow Creek's goals for strong communities.*

## **HISTORICAL OVERVIEW**

In 1868, William and Henry Penland drove a herd of a thousand sheep from Halsey, Oregon across the Barlow Trail to the area where Lexington now stands. The initial platting of the town was completed on March 18, 1885. After setting up the location of the boundaries or city limits, there was the duty of naming the town, and this honor was given to William Penland's wife, Jane, who, after much consideration, decided to name it after her birthplace, Lexington, Kentucky. Many of the buildings which William Penland erected are still standing today, including his home, which was eventually moved to Heppner. In Lexington's early days, there were no settled institutions within the city boundaries, such as a school, church or post office. In 1885, the Salineville Post Office was discontinued and moved to Lexington. Soon after, Lexington became a contender with Heppner for the county seat, because of its rising population (no town in Eastern Oregon grew so quickly). Within the first year, the local businesses were booming and included three mills, four general stores, three blacksmiths, two saloons, two restaurants, two hotels, three hardware stores, a feed yard, a grist mill (grain mill), a furniture store, a jeweler, a drug store, a barber, a newspaper (Bunchgrass Blade), a sign painter and two halls for meetings and other activities.

The years of 1885 and 1886 were the most prosperous for Lexington. The town had become a trade center for farmers in the growing area. This was all cut short one night in November of 1887, when a fire destroyed roughly three blocks of the business district. Despite the devastation caused by the worst fire in Morrow County's history, most of the businesses were eventually restored and Lexington was again a thriving town. Over the years the community of Lexington has been through a lot; they have seen people come and go, and businesses rise and fall. As with most small communities, the residents face the problems together, as a family.

*All information was compiled from the book "THE BUNCHGRASSERS: A History of Lexington, Morrow County, Oregon" Written by Sam G. McMillian. Copyright 1974. Sam G. McMillian was born and raised in Lexington and is a graduate of the original three-teacher Lexington High School. He was one of the third generation of his family to operate the McMillian homestead north of Lexington.*

### III. DEMOGRAPHIC INFORMATION

It should be noted that current demographic information specific to the town of Lexington is very limited. The primary source of such data is the Decennial Census last done in 2000 and being conducted again in 2010. In this section, 2000 statistics have been used where no later figures are available.

County-wide demographic projections are made annually by the Population Research Center at Portland State University. Some of these Morrow County demographics are included for informational purposes, but no attempt has been made to equate these county-wide numbers to possible changes in the town of Lexington.

#### **County Population**

Morrow County maintained a fairly stable population for the first 70 years of the 20<sup>th</sup> Century, but is now one of the fastest growing areas of Oregon. The population more than doubled in the forty years between the 1960 and 2000 Censuses, with dramatic increases during the 1970s and 1990s. Table 1 shows the total county population at each Census since 1900, including the estimate for 2008.

Table 1

Census Year	Population	Change	% Change
1900	4,151	N/A	N/A
1910	4,357	206	4.9%
1920	5,617	676	15.5%
1930	4,941	-676	-12%
1940	4,337	-604	-12.2%
1950	4,783	446	10.3%
1960	4,871	88	1.8%
1970	4,465	-406	-8%
1980	7,519	3,054	68%
1990	7,625	106	1.4%
2000	10,995	3,370	44.2%
2008 (estimate)	12,485	1,490	13.6%

The state of Oregon's Office of Economic Analysis has done population projections for Oregon counties through the year 2040. As shown in Table 2, Morrow County is expected to show a steady annual increase averaging almost 10%. This will bring the 2040 population to more than double what it was at the beginning of the 21<sup>st</sup> Century.

Table 2

Year	Population Projections	Change	% Change
2000	10,995	N/A	N/A
2008	12,485	1,490	13.6%
2010	13,581	1,096	10.5%
2015	15,011	1,430	10.5%
2020	16,520	1,509	10.1%
2025	18,101	1,581	9.6%
2030	19,703	1,603	8.9%
2035	21,358	1,654	8.4%
2040	23,122	1,764	8.3%

### **Town of Lexington Population**

Of the 241 incorporated cities in Oregon, Lexington is ranked 201<sup>st</sup> in size. The 2008 estimated population of the town of Lexington is 260. Although the Census has recorded ups and downs over the last 50 years, the population has an overall increase of about 19%. Table 3 shows some historical census figures.

Table 3

Census Year	Population	Change	% Change
1960	240	N/A	N/A
1970	230	-10	-4.2%
1980	307	77	33.5%
1990	286	-21	-6.8%
2000	263	-23	-8.6%
2008 (estimate)	285	22	8.4%

Portland State University's Population Research Center makes annual population estimates for all municipalities in Oregon. The town of Lexington has grown about 8.4% since the 2000 Census, with most of that increase coming in 2004-2005. Table 4 shows the annual population estimates during the current decade.

Table 4

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008
Population	263	260	260	260	260	281	280	280	285

## **Town of Lexington Population Characteristics – 2000 Census**

As of the 2000 Census, the population of Lexington was listed as 263 with a breakdown as to sex as follows:

**Table 5**

Gender	Count	Percentage
Male	136	51.7%
Female	127	48.3%

The 2000 Census determined the median age of Lexington residents to be 42.3. The age distribution of the 263 people was as follows:

**Table 6**

Under 5	5-19	20-44	45-64	65+
13	60	83	65	42
4.9%	22.8%	31.6%	24.7%	15.9%

255 listed their race as white, with three American Indians, two Asians, and three of mixed race. Only one person listed themselves as Hispanic.

There are a total of 111 housing units in Lexington, with an average household size of 2.58 persons. Of the citizens reporting a marital status, 144 were currently married.

Of the 192 people 25 years of age and over, 167, or 87%, had at least a high school diploma, with 23 holding a bachelors degree or higher.

There are 30 veterans that reside in Lexington

## **Economic Characteristics – 2000 Census**

Of the 223 Lexington residents over the age of 15, 128 were considered to be in the labor force. Of these, 112 were employed at the time of the Census. 72 worked for a private business, while 29 were government employees. An additional 11 were self-employed in an unincorporated business. Table 7 shows the types of occupations held by these 112 people.

**Table 7**

Occupation Type	Count	Share
Management, professional, and related	25	22.3%
Service occupations	8	7.1%
Sales and office	21	18.8%
Farming, fishing, and forestry	7	6.3%
Construction, extraction, and maintenance	27	24.1%
Production, transportation, and material moving	24	21.4%

Below are some economic statistics for the town of Lexington as determined by the Census.

**Table 8**

Median Household Income	\$43,125
Median Family Income	\$50,625
Per Capita Income	\$23,152
Families Below Poverty Level	5
Individuals Below Poverty Level	33

### **Employment within the Town of Lexington**

The section above gives employment information for people who reside in Lexington. This section focuses on jobs within the city.

The latest available employment data on the city level is from 2006. At that time, there were 69 people employed within the city limits of Lexington. The following tables contain some interesting statistics regarding those workers.

**Table 9 – Workers by Age**

Age Group	Count	Share
30 and younger	14	20.3%
31 to 54	37	53.6%
55 or older	18	26.1%

**Table 10 – Jobs by Earnings Paid**

Monthly Wages	Count	Share
\$1,200 or less	27	39.1%
\$1,201 to \$3,400	27	39.1%
More than \$3,400	15	21.7%

**Table 11 – Jobs by Industry Type**

Industry Type	Count	Share
Educational Services	9	13%
Transportation and Warehousing	9	13%
Health Care & Social Assistance	7	10.1%
Construction	6	8.7%
Retail Trade	5	7.2%
Public Administration	5	7.2%
Accommodation & Food Services	4	5.8%
Professional, Scientific, Technical Services	4	5.8%
Wholesale Trade	3	4.3%
Management of Enterprises	3	4.3%
Agriculture, Forestry, Fishing, Hunting	3	4.3%
Other Services	3	4.3%
Finance and Insurance	2	2.9%
Admin and Support, Waste Management, and Remediation	2	2.9%
Manufacturing	2	2.9%
Utilities	1	1.4%
Information	1	1.4%

#### **IV. COMMUNITY ECONOMIC AND DEVELOPMENT ISSUES**

##### **Existing Issues**

The town of Lexington relies heavily on its agricultural base economy. The agricultural base of Lexington has been well established in the community for over a hundred years and will continue to have a major economic impact on the community.

The main agricultural products are wheat and livestock. These commodities have fluctuations in price to the producer, but continue to be well-rooted in the community.

Many issues face the agricultural community. These include restrictions on livestock grazing on Federal land and drawdown or elimination of dams on the Columbia River. All of the wheat produced within the Lexington area and throughout the Willow Creek Valley is trucked to grain elevators on the Columbia River and barged to export ports.

During the strategic planning process, community members identified growth in areas such as marketing tourism, small farm production for farmer's markets, biofuel development and poplar plant development, as potential revenue sources.

The town of Lexington, like many of the communities in rural Eastern Oregon, faces major infrastructure problems. The most pressing problem is the ability to produce and deliver adequate supplies of water to residents during high usage summer months. The town's main distribution system is over 70 years old. Although some of the system has been upgraded with increased pipe size and to address looping issues, the work has not been completed. It lacks systematic looping in some areas of town. Much of the distribution system's piping is undersized by today's standards and consistent water pressure throughout the system is problematic. The town's smaller reservoir needs to be replaced and quality of the water stored there improved through aeration.

The community is presently under a traditional septic tank system for treatment of waste water and sewage. Lexington has undergone a feasibility study in the March 15, 2004 Water System Master Plan Update.

Community members see the necessity to implement a wastewater and water system plan to handle existing and anticipated residential and business needs. This is a vital part in any economic development upswing which would include forming the necessary funding partnerships to accomplish infrastructure improvements. An engineer's recommendation, based on the 2004 study, is to include a second source of water to meet these needs. The existing system pumps 250 gals of water per minute. Some residents feel this is adequate; others feel another system is needed in order for the town to grow and meet community's needs in the future. Community consensus on this issue is needed, as it will impact residents and business owners through increased fees but also anticipated increased revenues. The engineer's recommendation is for a well capable of delivering 400 gallons per minute and to develop a new reservoir to replace the old Airport Reservoir. It is estimated the community could double in size to 500 by the year 2020 if there is adequate land, housing and water/sewer systems in place.

Adequate land and appropriate zoning for future commercial, industrial and housing developments within the community of Lexington, are important economic and community development issues. Unlike the other two communities in the Willow Creek Valley, Lexington has buildable land that is located out of the flood plain. The town has developed a light industrial complex located next to the county-owned airport facility which needs to be actively promoted. Currently there is a sprayer business at the site and hanger rentals are available. The Lexington industrial site is mentioned in the Comprehensive Economic Development Strategy which is required by the Economic Development Administration, a federal agency. This availability of buildable land provides the potential for the community of Lexington to strengthen its economic base, while enabling all three communities in the Willow Creek Valley to stay viable and enjoy the quality of life that is so important to the citizens of these

communities.

There are not adequate buildable lots in Lexington. Current issues identified to address this are: 1) easement-related, and; 2) willingness of owners to sell property with buildable lots. During the course of the strategic planning process, it was determined the other two communities have this same issue. WCVEDG and the County support an inventory of lots to help address this issue.

### **Emerging Issues and Ideas for Economic Growth:**

- Explore and support wind energy opportunities with Morrow County, surrounding communities and landowners.
- Support “green” energy efforts in the County and the Willow Creek Valley area, such as turbines for another energy source.
- Support WCVEDG’s efforts in their request to Corp of Engineers to raise the water level at the Dam.
- Explore a water and beautification project for fire suppression and recreational needs located within the town’s limits. This activity could bring in revenue as well as provide a beautiful setting for visitors and residents alike.
- Development and marketing of local products –
  - a. World-class products – sell locally and/or elsewhere
  - b. Farmer’s Markets – develop and/or send products to Farmer’s Markets
- Explore the idea of “farm stays” for a tourism opportunity and also an area for urbanites to better understand rural living and issues. Participants would be “local ambassadors for local issues and values”.

### **Lexington & Willow Creek Valley Issues:**

Items to develop with WCVEDG, Morrow County, Heppner and Lone:

- 1) Support activities, organizations and businesses that provide services and marketing to tourists, including motorcycle riders, ATV riders and bicyclists. Often large groups of these users utilize the Willow Creek Valley’s numerous open roads and trails for this activity. Maximizing on this activity to the benefit of the local businesses and three communities could help sustain the three communities and identify the South Willow Creek Valley as a top destination for outdoor enthusiasts.
- 2) Utilize modern technology to promote area ... web site for the community and Willow Creek Valley.

- 3) Identify the community's "niche" and tie in to Morrow County and the Willow Creek Valley's efforts to promote visiting, doing business and living in the community and Morrow County.
  - a) Welcome sign/banners proposed.
- 4) Work with Heppner, Lone and Morrow County to promote opportunities in "green energy"; such as biofuel production and a poplar plant.
- 5) Support health care employment/training efforts as this may provide opportunities for Lexington residents.

## **V. STRATEGIC PLANNING PROCESS**

The Willow Creek Valley Economic Group, Morrow County and Town of Lexington worked with Greater Eastern Oregon Development Corporation to facilitate the strategic planning process for the community of Lexington. The importance of updating the outdated existing strategic plan was recognized as a useful tool that will enable the community of Lexington to define their existing needs and outline the community's goals for the next five years. The plan will also enable the community to form a well-planned development strategy accompanied by the necessary partnerships needed to accomplish the strategies.

The Lexington community strategic planning committee members developed a vision for the community of Lexington. Out of this vision, a mission statement was developed to carry the Lexington community into the twenty-first century. The group also developed a Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT) to assist the group in forming realistic goals and strategies for the Lexington community. The development of prioritized goals and strategies was also undertaken by committee members. These goals and strategies are followed by a specific action plan to accomplish the goals of the community. In August and September of 2009, committee members formulated goals.

The goals established at this meeting are reflected in this document.

## **VI. IMPLEMENTATION**

In establishing the prioritized goals and strategies for the Lexington strategic plan, the community of Lexington has set the focus for the development of its community to the year 2014. This plan will enable the Lexington community to pursue economic and community development, while maintaining the rural quality of life that is so important to the residents of Lexington. This cooperative effort will form the necessary partnerships and self-help initiatives necessary in economic and community development. The Lexington Strategic Plan is intended to be a living document. This document will be reviewed at least once a year to retire accomplished goals and establish new goals and review the trends of the community and the county.

Many of the goals in the Lexington community have direct links to the other two communities in the Willow Creek Valley, as highlighted in Appendix A in the “common threads” section. This strategic plan encourages a cooperative effort between the Heppner, Lexington and lone communities to accomplish programs and projects with potential impacts on these communities and Morrow County as a whole. The Lexington community realizes the need for a regional effort to help diversify the resource base of the communities in the Willow Creek Valley.

## **VII. STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT Analysis)**

### **Business Development**

#### **Strengths**

1. Location
2. Airport facility, including industrial land and access to Air Life
3. Array of local businesses, including full service mini-mart and ATV repair shop
4. Internet access
5. Cell phone access
6. Access to full-service medical services
7. Part of the strong, civic-minded, and business-friendly Willow Creek Valley

#### **Weaknesses**

1. Small population
2. Inadequate infrastructure
  - A. Water
  - B. Sewer
  - C. Fire protection (Volunteers)

3. Zoning
  - A. Urban growth boundary
  - B. Commercial
  - C. Industrial
4. Appearance
5. Lack of community identity

### **Opportunities**

1. Industrial use/growth and increased use of airport facilities
2. Service industry development—personal/professional services
3. Significant portion of the land base is out of flood plain
4. Tourism - Niche Marketing with Heppner and Ione (OHV, bicyclists, motorcyclists)
5. Park Development
6. Small Farm Production – catering to Farmer’s Markets in the area/ Oregon and/or developing a Farmer’s Market for Lexington
7. Tap into renewable and green energy projects

### **Threats**

1. Decreasing farm employment due to continued consolidation of farms and advances in technology
2. Costly transportation costs due to remoteness

## **Workforce**

### **Strengths**

1. Productive
2. Mobile
3. Transitional
4. Internet Access

### **Weaknesses**

1. Small population
2. Limited job opportunities
3. Housing

## **Opportunities**

1. Room for growth
  - A. Residential
  - B. Industrial
  - C. Commercial
2. Higher education
  - A. BMCC
  - B. Eastern Oregon University
3. Rural atmosphere
4. Internet Access

## **Threats**

1. Quality of workforce
2. Drug culture
3. Work ethic

## **Quality of Life**

### **Strengths**

1. Distinctly rural and affordable lifestyle
2. Health care access
3. Spiritual availability
4. Good educational opportunities (K-12)
5. Recreational opportunities
6. Strong core of people whom want to work together for the betterment of the town
7. Seniors, Disabled and Low Income Services
  - A. Transportation (bus) services available on a demand basis
  - B. Meal Delivery

### **Weaknesses**

1. Housing availability – decay of existing stock; which needs rehabilitation and a strong community support system to revitalize neighborhoods
2. Transportation costs due to remoteness
3. Lack of community identity and spirit
4. Lack of community cohesiveness

### **Opportunities**

1. Housing development – work with Lone and Heppner to explore options and work with CAPECO and GEODC for residential rehabilitation opportunities
2. Business and industry development
3. Comfortable distance to major shopping area
4. Park—local recreational opportunities
5. Increase personal services

### **Threats**

1. Agricultural prices
2. Environmental issues out of local control
3. Government regulations (one size fits all) Inroads have been made in this area but a “one size fits all” government does not work well for rural areas

## **Physical Infrastructure**

### **Strengths**

1. Adequate access in and out of area
2. Clean water
3. Communications systems
4. Airport master plan and upgrade

### **Weaknesses**

1. Lack of sewer system
2. Antiquated and inadequate water distribution system

3. Water source (well) and storage
4. Fire protection
  - A. Volunteerism
  - B. Equipment upgrades
5. City revenue sources
6. Government Regulations – one size fits all
7. Sidewalks

### **Opportunities**

1. Urban growth review
2. Water upgrades – new reservoir
3. 2004 Wastewater Master Plan Update, as needed
4. Pride of ownership—community pride

### **Threats**

1. Funding requirements
2. Small population
3. Water & Septic Systems not adequate to meet anticipated needs

## VIII. Community Goals and Work Plan

### Goal 1

**DEVELOP A WATER SYSTEM INCLUDING THE NECESSARY UPGRADES AND EXPANSION REQUIREMENTS TO MEET PRESENT AND FUTURE NEEDS OF THE LEXINGTON COMMUNITY, AS OUTLINED IN THE MARCH, 2004 WATER SYSTEM MASTER PLAN UPDATE.**

#### STRATEGY 1

SECURE FUNDING OPTIONS FOR DEVELOPMENT OF WATER PROJECT

##### *Action Plan A*

*Prepare application for the State and achieve lead agency assignment.*

Timeline:	TBD
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington USDA Rural Development OBDD EDA Community Development foundations
Budget	\$00
Success Indicator:	Lead agency assignment

#### STRATEGY 2

ASSES ANY ADDITIONAL STUDY OR UPDATES NEEDED TO IMPLEMENT WATER IMPROVEMENTS.

##### *Action Plan A*

*Town of Lexington will work with State, Federal and local authorities to determine when/if existing plans need to be updated.*

Timeline:	TBD
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington/ USDA Rural Development OBDD Governor's Office/ DEQ
Budget	\$00
Success Indicator:	Required plans in place and consensus has been adopted / not adopted in the community for corrective action needed.

#### STRATEGY 3

MOVE TO CONSTRUCTION ON WATER UPGRADE AND EXPANSION PROJECT

*Action Plan A*

*Adopt construction plan to best meet the needs and financial capabilities of the Lexington community*

Timeline: TBD  
Responsible Party: Town of Lexington  
Collaborators/Resources: Town of Lexington  
Morrow County  
OBDD  
Environmental Protection Agency  
USDA Rural Development  
Community development foundations  
Budget: Unknown  
Success Indicator: Construction date set

**Goal 2**

**DETERMINE NEXT STEPS FOR NEEDED WASTE WATER SYSTEM.**

STRATEGY 1

ASSES ANY ADDITIONAL STUDY OR UPDATES NEEDED TO IMPLEMENT IMPROVEMENTS.

*Action Plan A*

*Town of Lexington will work with State, Federal, local authorities and the local community to determine when/if existing plans need to be updated.*

Timeline: TBD  
Responsible Party: Town of Lexington  
Collaborators/Resources: Town of Lexington  
Governor's Office  
DEQ  
USDA Rural Development  
OBDD  
Budget \$00

Success Indicator: Required plans in place and consensus has been adopted / not adopted in the community for corrective action needed.

**Goal 3**

**IMPROVE RESIDENTIAL LOT AVAILABILITY WITHIN TOWN LIMITS.**

STRATEGY 1

WORK WITH WCVEDG FOR LOT INVENTORY ASSESSMENT TO DETERMINE EXISTING STATUS ON PROPERTIES IN TOWN AND FOR ASSISTANCE IN SOLVING ISSUES.

*Action Plan A*

*Appoint contact person to work with WCVEDG.*

Timeline:	TBD
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington WCVEDG
Budget	Unknown
Success Indicator:	Additional residential lots available for use.

**Goal 4**

**ESTABLISH COMMUNITY RECREATIONAL AREA FOR THE COMMUNITY OF LEXINGTON**

STRATEGY 1

IDENTIFY AVAILABLE SITES; FORM COMMUNITY SELF-HELP STRATEGY, ESTABLISH PROJECT SCOPE AND FORM FUNDING PARTNERSHIPS

*Action Plan A*

*Identify available sites; form community self-help strategy, establish project scope and form funding partnerships*

Timeline:	TBD
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington Morrow County Private Foundations USDA Forest Service
Budget	Unknown
Success Indicator:	Site has been identified, scope of work has been completed, funding is secured and self-help group is organized

**Goal 5**

## **DEVELOPMENT A WEBSITE FOR THE TOWN OF LEXINGTON**

### STRATEGY 1

RESEARCH COSTS AND EFFECTIVE, SUCCESSFUL COMMUNITY SITES ALREADY IN PLACE.

#### *Action Plan A*

SOLICIT INPUT FROM THE COMMUNITY, WCVEDG, MORROW COUNTY, BUSINESSES AND OTHER CITIES IN MORROW COUNTY FOR IDEAS ON WEBSITE CONTENT.

Timeline:	TBD
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington Community members WCVEDG Morrow County Other cities in Morrow County
Budget	Unknown
Success Indicator:	Interactive website operational

## **Goal 6**

### **UPGRADE AND MAINTAIN THE EXISTING ROAD SYSTEM WITHIN THE TOWN OF LEXINGTON**

#### STRATEGY 1

#### *Action Plan A*

*Develop scope, schedule and costs of road improvements*

Timeline:	Ongoing
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington Morrow County ODOT
Budget	Unknown
Success Indicator:	Master plan has been developed for road improvements and date targeted for implementation

## **Goal 7**

## PROMOTE HOUSING REHABILITATION IN LEXINGTON.

### STRATEGY 1

WORK WITH AGENCIES PROVIDING RESOURCES TO QUALIFIED HOMEOWNERS IN ORDER TO UPGRADE EXISTING STOCK AND ASSIST QUALIFIED HOMEOWNERS IN LEXINGTON.

#### *Action Plan A*

*Contact GEODC, CAPECO, OHCS, and USDA Rural Development for availability of resources. Share information with community.*

Timeline:	Ongoing
Responsible Party:	Town of Lexington
Collaborators/Resources:	Town of Lexington OHCS GEODC USDA Rural Development CAPECO
Budget	Unknown
Success Indicator:	Houses rehabilitated through available programs

## **IX. Goals Accomplished Since Last Update:**

At the September 28, 2009 meeting, the strategic planning committee reviewed the goals developed by a previous strategic plan update done in April of 1998. These goals were reviewed and were either incorporated in goals 1 through 7 above; or **completed**; as shown below:

- A. Development of an industrial park located adjacent to the Morrow County Airport.
- B. Secured funding to provide adequate safety protection to fire fighting personnel to enhance fire protection services to the Town of Lexington
- C. Upgrades, including looping and increased pipe size, to a substantial portion of the town's water system.

# APPENDIX

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## A. **SOUTH WILLOW CREEK VALLEY “COMMON THREADS”, POTENTIAL STRATEGIES AND POTENTIAL CLUSTER DEVELOPMENT**

Below are common threads and potential “clusters’ for the South Willow Creek Valley:

1. Housing: Provide adequate and affordable **housing** to meet existing needs and future demand in each community.
2. Utilize Modern **Technology** to promote area - improve or create websites for each community and promote the “community niche”
3. **Green Energy** Development – be proactive to develop green energy development in the South Willow Creek Valley, e.g. Wind farms, Bio fuels
4. Medical Services and Providers: Promote and support the local **medical services and providers** in developing healthier communities.
5. Tourism/Marketing: Work together to promote local events and recreational opportunities to promote increased **tourism** by developing combined **marketing strategies**; e.g., OHV Park, Motorcycle and Bicycle groups, Outdoor and Seasonal Recreation
6. Encourage joint education programs by Lone and Morrow County School Districts.

Note: Information below is provided by the State of Oregon for existing clusters in Oregon –

### **What are business clusters?**

Oregon defines **clusters** as groups of companies that interact based on systemic relationships among firms and organizations in a region. These relationships are based on common or complementary products, production processes, core technologies, natural resource requirements, skill requirements and/or distribution channels. Clusters are geographically bound and defined by transportation systems, and are linked to the social and cultural values of their communities.

### **Where are clusters located?**

Business clusters are located all around the state and can be small or large. The size of the business is irrelevant—clusters can be composed of all sizes of companies.

### **Why are clusters important?**

Cluster and sector strategies build on existing economic development efforts and strengthen Oregon's economy by clearly defining needs. These strategies enable the state to provide a more comprehensive and coordinated package of services to businesses. State agencies can provide better service by: 1 ) Linking workforce and economic development policy; 2) Providing important coordination mechanisms for training; and, 3) Regulatory and product development efforts.

**B. PARTICIPANTS' LIST**

Individuals listed below attended one or more strategic planning meetings:

Marsha Kemp

Jean Brazell

Beverly Steagall

Shirley McCarl

John Edwards

Leann Rea

Dorothy Edwards

Sheryll Bates

Kathy Meyer

Dwyla Yokum

Will Lemmon

Andre Meyer

### C. ACRYONYMS

BMCC	Blue Mountain Community College
CAPECO	Community Action Program of East Central Oregon
DEQ	Oregon Department of Environmental Quality
EDA	Economic Development Administration (Federal)
ERT	Economic Revitalization Team (State)
GEODC	Greater Eastern Oregon Development Corporation
K-12	Kindergarten through 12 <sup>th</sup> Grade
OBDD	Oregon Business Development Department
OHCS	Oregon Housing and Community Services
ODOT	Oregon Department of Transportation
OHV	Off Highway Vehicle
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBD	To be Determined
USDA	United States Department of Agriculture
WCVEDG	Willow Creek Valley Economic Development Group
WRT	Workforce Response Team