

**COMMONWEALTH OF KENTUCKY
CITY OF HIGHLAND HEIGHTS
CAMPBELL, KENTUCKY
ORDINANCE NO. 05-2024**

**AN ORDINANCE AMENDING, UPDATING, AND ADOPTING THE
STATEMENT OF GOALS AND OBJECTIVES OF THE COMPREHENSIVE
PLAN FOR THE CITY OF HIGHLAND HEIGHTS**

This ordinance adopts the amended and updated Statement of Goals and Objectives to the Comprehensive Plan based on the recommendation, reasoning, and findings of fact of the City of Highland Heights Planning & Zoning Commission.

I, Michelle Eviston, an attorney licensed to practice law in the Commonwealth of Kentucky, acting as attorney for the City of Highland Heights, Kentucky, do hereby certify that this summary was prepared by me at the direction of the Council of the City of Highland Heights, and that said summary is a true and accurate summary of the contents of the ordinance.


MICHELLE EVISTON

**COMMONWEALTH OF KENTUCKY
CITY OF HIGHLAND HEIGHTS
CAMPBELL, KENTUCKY
ORDINANCE NO. 05-2024**

AN ORDINANCE AMENDING, UPDATING, AND ADOPTING STATEMENT OF GOALS AND OBJECTIVES OF THE COMPREHENSIVE PLAN FOR THE CITY OF HIGHLAND HEIGHTS.

WHEREAS, the City of Highland Heights has heretofore adopted a Comprehensive Plan for the City; and

WHEREAS, the City of Highland Heights Planning & Zoning Commission has been requested to review and act upon an application by same said commission to adopt its amended and updated Statement of Goals and Objectives for the Comprehensive Plan (per the attached staff report); and,

WHEREAS, the City of Highland Heights Planning & Zoning Commission held a public hearing to review said application, pursuant to due legal notice in accordance with KRS Chapter 100 and 424 at 7:00 P.M. on Tuesday, April 9, 2024, at the City of Highland Heights City Building in Highland Heights, Kentucky; and,

WHEREAS, after said public hearing and after due consideration of the evidence and testimony presented, the City of Highland Heights Planning & Zoning Commission voted to approve and adopt the requested comprehensive plan amendments to the Statement of Goals and Objectives at its regularly scheduled meeting on Tuesday, April 9, 2024; and,

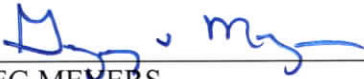
WHEREAS, the City of Highland Heights of Campbell County, Kentucky, having reviewed the proposed comprehensive plan amendments, hereby concurs in the recommendation, reasoning, and findings of fact of the City of Highland Heights Planning & Zoning Commission.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY OF HIGHLAND HEIGHTS OF THE COUNTY OF CAMPBELL, COMMONWEALTH OF KENTUCKY, AS FOLLOWS:

That the revised and updated Statement of Goals and Objectives for the Comprehensive Plan be adopted based on the reasoning and findings of fact of the City of Highland Heights Planning & Zoning Commission as attached herein.

Read by title and a summary given on the 4th day of June, 2024.

Read and adopted after second reading by title and a summary given on the 2nd day of July, 2024.



GREG MEYERS
Mayor

ATTESTED:



JEANNE PETTITT
City Clerk/Treasurer

Attachments

Staff Report April 9, 2024

Highland Heights Planning Commission

2024 Highland Heights Comprehensive Plan

Under Kentucky Revised Statutes, a community that implements land use regulation, such as zoning, must do that under the guidance of an adopted Comprehensive Plan that includes a statement of goals and objectives, data collection and analysis, public involvement, and formal public hearing deliberations. KRS requires that a review be performed each five-year period.

A full re-write of the Comprehensive Plan had occurred in 2012-2013 replacing the 2006 Comprehensive Plan and yielded a plan widely regarded as an excellent document with considerable public involvement. In 2019 the city made little to no changes to the Comprehensive Plan since not much had changed during that period and the data and planning principles were found to be still valid.

Since 2019 more data is now available and some public infrastructure improvements have progressed. The scope of this review for 2024 is somewhere in between the 2013 complete re-write and the 2019 re-adoption. "Update" is a good description for this 2024 review.

This update has employed the use of a Steering Committee, and has begun with a review of the Statement of Goals and Objectives. The Statement of Goals and Objectives is ultimately required to be adopted by both the planning commission and legislative unit, while the "Elements" (Chapters) of the plan, including the land use plan can be adopted by the Planning Commission.

Research and Public Involvement

Kentucky Revised Statutes Chapter 100 states specifically that during the preparation of the Goals and Objectives and other Comprehensive Plan elements it shall be the duty of the planning commission to consult with public officials and agencies, boards of health, school boards, public and private utility companies, civic, educational, professional, and other organizations, and with citizens. A preliminary summary of several northern Kentucky organizations and their planning level documents is presented later in this report. This policy-level research helped form the basis for the material discussed in the Steering Committee (described below) meetings for this update and for the public comment meetings.

Several rounds of public comment meetings have been conducted. The first two public open house meeting dates were advertised in the city newsletter that was delivered to the city residents around the middle of October and was made available to people attending the Highland Heights City Celebration on October 7th. The purpose of these first few meetings was to make available and discuss the current Goals of the 2019 Highland Heights Comprehensive Plan, and to receive suggestions for changes or additions for the 2024 Goals and Objectives.

The City Planner conducted public open house meetings on November 2, 2023 and November 6, 2023. Subsequent public open house meetings were conducted on February 5, 2024 and March 4, 2024 to review and comment on draft materials. These public meetings have been held in the Community Room of the Highland Heights City Building. All meetings have been advertised in linkNKY, featured on the city's website, and have been included on the city's calendar. Twenty-one people attended the public meetings, reviewed materials, asked questions, submitted comments, and became involved in the overall comprehensive planning process. These public meetings have identified citizens who are interested in the future of the city. Several written, email, and phone comments have also been submitted. The comments that were received contributed to amendments proposed in the draft Statement of Goals and Objectives.

A new tab for the 2024 Update of the Comprehensive Plan was placed on the city's website where the city planner has been posting materials to review. Members of the public have been encouraged to submit written comments and to follow the process through to its completion – including public hearings and public meetings. A formal comment form has been provided at the meetings, at the city offices, and on-line.

2024 Highland Heights Comprehensive Plan Steering Committee

This is an ad hoc committee that has been formed for a specific task, so it has a beginning and an end. It is a working group that generates ideas and suggestions to guide and assist city staff. It is not intended to be a voting board – which is the role of the planning commission, however is intended to guide the city planner in preparing draft materials by providing information, ideas, and comments. The Steering Committee members were asked to serve by the city administration in order to add some lay expertise such as economy, housing market, utilities, or university topics to the process that is often not available within the Planning Commission or the general public.

The Steering Committee is composed of a dozen members and has met three times during the process so far. The Committee has reviewed the 2019 Statement of Goals and Objectives in public meetings and assisted the city planner in developing a draft for this public hearing. The Steering Committee discusses the Comprehensive Plan and makes comment only during these meetings, which are advertised to the public. Citizens are able to attend the meetings and observe the discussion.

2024 Comprehensive Plan Steering Committee (fall 2023 and to the date of this report):

John Braun – Chair - *City Council*

John McNabb – P&Z

Christie Fillhardt – P&Z

Michael Giffen – City Administrator

Kati Manning – North 27 Corridor, business owner and Highland Heights resident

Scott Sedmak – St. Elizabeth Director of Community Relations and Highland Heights resident

Jim Kaufman – NKU Director of Real Estate

Chishenda Fasse – Highland Heights Resident

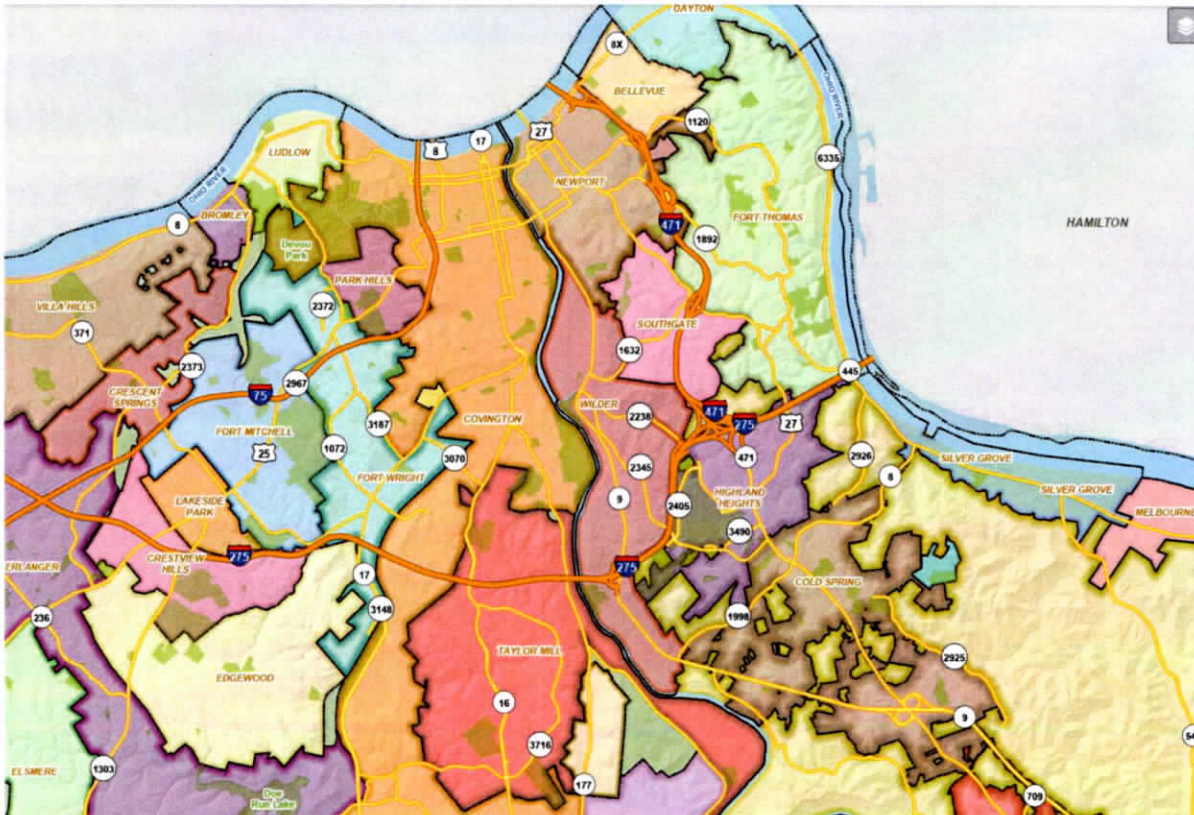
Bob Alston – Highland Heights Resident

Dave Noll - Residential Developer

Jeromy Ehlman - Central Business District

Dave Geohegan – City Planner

Several key topics discussed by the Steering Committee:



A key piece of information that the Steering Committee has considered in its discussions has been the strategic and advantageous location of Highland Heights with respect to Cincinnati and Northern Kentucky and the major transportation routes.



Transportation is a main component of the Comprehensive Plan



The northern entry points of Highland Heights are named Gateway East and Gateway West in the 2019 Comprehensive Plan

Why Mixed Use?

Mixed Use, as its name implies, clusters multiple uses in the same building, development or neighborhood. Mixed use is desired to: (1) maximize benefit of the few remaining development opportunities; (2) break the monotony of single use districts; and (3) create developments that appeal to residents and NKU students and faculty.

Mixed use development often *integrates residential, office, retail, restaurants, parks and public uses* in the same project. Each use is synergistic with the other. For example, residential and office uses support retail. Retail, as it grows, can be used to attract more residents.

Mixed use development *strives to meet the everyday needs of residents within walking distance.*

People living in mixed use developments tend to walk and socialize more which in turn reduces auto trips, pollution and household fuel costs.

Mixed use relies on *interesting architecture and thoughtful urban design* creating community enhancing developments. A mixed use strategy can add vitality along busy corridors and at key intersections improving overall community image.



Impacts of the business district and university on residential neighborhoods are a prevalent comment received from the general public.

Public Comments Received

The overall Comprehensive Plan and specifically the Goals and Objectives have been featured in two city newsletters – Fall of 2023 and Spring of 2024. Written comments received have revolved around the following topics:

- A. Make the discussion of Visions, Goals, Objectives and similar more understandable.
- B. New, more dense re-development of sections of the city need to be accompanied by public services, including emergency services based on the building types and street access.
- C. Impacts of encroachment and/or impacts of Alexandria Way corridor commercial development on existing residential subdivisions to the east. Change the comprehensive plan maps in the elements in terms of redevelopment boundaries.
- D. Impacts of future roadways and street connections on existing residential subdivisions and existing businesses to the east of US 27. Refinements to previously proposed alignments need to be considered in the overall comprehensive plan.
- E. The likelihood of the East/West Gateways connector road being implemented over or under the I-471 ramps.
- F. The need for new, future forms of housing, particularly in the area of single professionals, infill housing units, studio style units, and innovative attached housing.
- G. Safe and connected walking system is needed throughout the city, including bridge(s) or other ways to cross US 27.
- H. Bike lanes had been proposed along US 27 some years ago, a citywide system is needed.
- I. Traffic control issues at several intersections including Hidden Valley at US 27.
- J. Current project of Sunset Drive improvements near US 27.
- K. Continue to develop ways to address student rental impacts in neighborhoods.
- L. Continue to plan the grid style street system in the center of Highland Heights and maintain sufficient signalization and intersections with US 27.
- M. Further examine the NKADD housing study and the rental/owner-occupied housing subject.
- N. Address the appearance of vacant and underutilized properties so that future business development interest is encouraged.
- O. Make sure the city's regulations address potentially unsightly new forms of energy generation and transmission.
- P. Recognize that commercial development revenue best supports the provision of public services when compared to other land uses.

Research for the Statement of Goals and Objectives

Review of related planning documents in Northern Kentucky:

The following section examines from a city planner perspective the policy of a number of different organizations as adopted and recorded in their Plans. Later in the comprehensive Plan update process, more detail and interaction with the organization representatives may occur.

Much of this information will form the nucleus of the Public Facilities Element – to be included as part of the Land Use Chapter (Element).

Adjacent Cities and Unincorporated Campbell County – All of these communities maintain comprehensive plans and land use regulation. Future growth in any of these municipalities, particularly Cold Spring, nearby Alexandria, and Campbell County will increase transportation impacts on US 27 through the center of Highland Heights. The geography and topography of Campbell County limit overall connectivity. This needs to be anticipated and addressed in the body of the Highland Heights Comprehensive Plan. In general this will affect the Transportation Element in terms of improvements to existing thoroughfares and the promotion of new ways of ingress and egress such as the proposed Poole's Creek Connector Road.

Campbell County Economic Progress Authority Inc. (CCEPA) – non-profit acquisition, retention, development/redevelopment of land for industrial and commercial purposes in area bounded by US 27, I-275, and the AA Highway. The CCEPA emphasizes that the location of this area is opportune because it's only 7 miles from major Cincinnati area attractions and is directly accessible from two interstates including the circle freeway I-275, and direct access to downtown I-471. As part of this effort, NKU created the Institute for New Economy Technologies (iNET) to meet the demand for knowledge-based companies. NKU is developing programs that support technology development. The presence of General Cable and the Fisher Scientific expansion in 2022 and 2023 is a prime example. NKU is known for its Information Technology academic progress. The Metropolitan Education and Training Services program (METS) and Marketing Research Partnership (MRP) are two other ways that NKU is connected with the community. A detail of the Triangle shows the three cities involved and the fact that the Plan is coordinated with the cities' comprehensive plans.

There also was a detailed development plan prepared for the farm area overlooking I-275 and the Licking River valley. The Plan lists and describes Tri-ED (now BE NKY) programs and how they are used to enable and retain business development. This demonstrates how these organizations collaborate on their planning processes.

Northern Kentucky Tri-ED Basic Services:

Demographic/Economic Data on Northern Kentucky

Available Industrial Sites/Buildings

Available Office Sites/Buildings

Labor Market Information:

Wage and Fringe Benefit Surveys

Labor Availability

Organized Labor Information

Labor Recruitment

Utility Information:

Power, Water and Sewer Rate Quotes

Availability and Capacity information

Tax Information - State and Local Comparisons

Transportation Services - Air, Highway Rail and Barge

Community Livability Resources

Incentives:

State Financing and Incentive Programs

Local Incentives

Job Training Assistance

Economic Impact Studies

Permit Expedition - State and Local

Business Support Services Referrals

Campbell County Planning and Zoning – The current plan was adopted in 2008 and the Goals and Objectives updated in 2015. The Plan is undergoing an extensive public review beginning in October of 2023 and anticipated to be completed in 2025. The NKADD Housing Study of 2023 and specific transportation projects are two of the main items that demonstrate the need for review of the Plan. Public Utilities and Services have also changed in recent years. The current statement of Goals and Objectives are many pages, and of most pertinence to Highland Heights, they emphasize providing alternatives to low-density suburban sprawl, collaboration with NKU, good public infrastructure planning, and transportation concepts such as multi-modal, a balanced system, I-471 studies, and importance of US 27.

Kentucky Transportation Cabinet and Ohio Kentucky Indiana Regional Council of Governments (OKI) – Every two years the Kentucky General Assembly enacts a Six-Year Plan of improvements that are approved for funding. The most recent was June 2022 and the next is being examined currently at the 2024 General Assembly. Overall, KYTC has made capacity improvements in recent years on I-471 and I-275 (ramps) and the new Cross-Campus Boulevard and the additional lane construction in the Town Center area. The Poole’s Creek Connector shows funding authorized in 2023 for design and 2024 for construction. This project has been on the map and lists since the early 2000’s. A future reconstruction of Poole’s Creek Road is also included in the six-year plan. Other projects in the 2022 Plan are concentrated on guardrails, pavement condition, and bridges at the Licking River and Ohio River. The City had interaction with KYTC on Additional US 27 lane during 2023 and has ongoing discussions and strategy development on the through-function of the highway and the ability to access

from cross streets. The City has received funding to design and implement the Sunset Dr. realignment project through KYTC and OKI. The US 27 Smart Corridor Plan, involving four cities has begun with pedestrian and bicycle and bridge improvements on US 27 in Newport.

Neighborhood Foundations and non-profit organizations - South Bank Partners – Involved in the US 27 Smart Corridor Plan 2019 – 2020.

Planning and Design Services (PDS) formerly Northern Kentucky Area Planning Commission – the City is working with GIS Services to closely coordinate public information, including zoning and public infrastructure.

BE NKY Growth Partnership (formerly Northern Kentucky Tri-County Economic Development Corporation, TRI-ED). The BE stands for Build and Elevate. BE NKY markets and promotes Northern Kentucky on a national and international basis with desirable commercial real estate for new or expanding businesses and assists existing local companies to expand operations and grow their customer base. BE NKY benefits Highland Heights by showing available development or redevelopment sites. BE NKY is interested in the city properly planning for the creation and assemblage of such tracts.

Northern Kentucky University (NKU) – representative on Steering Committee. The university was annexed to Highland Heights in 2008. The University recently updated its Master Plan, completed 2020. Research and innovation and stewardship of place. One of the three goals of the Plan is to define the perimeter of the campus to provide easier access, improved parking, communications, signage, walkways, wayfinding, and campus entry points. The Master Plan provides edge opportunities for industry/corporate partnerships economic development and innovation to serve both the university and the surrounding community. The Plan references and supports the Town Center concept for the city. The 2020 Plan is less definitive and less committed in future university land acquisition than the 2009 Master Plan. The university is the southern terminus and an anchor for the US 27 Smart Corridor Study 2019.

Northern Kentucky Chamber of Commerce – The Chamber’s mission and vision promote a vibrant economy and a better quality of life. The Chamber provides assistance of many kinds to businesses. It is estimated that 85 percent of businesses are 10 employees or smaller. The Chamber also affects policy at the local, state, and federal levels with the Priority Agenda based upon the 2024 Where we stand overview document. The key goals are to Attract and Retain Workforce, Strengthen workforce resources, invest in early childhood education, advance critical infrastructure, promote better health outcomes, and work toward a competitive, fair and simplified tax code.

Transit Authority of Northern Kentucky (TANK) – performed a system redesign plan, adopted in 2020. Currently TANK provides a commuter express route, an express I-275 connection (although it does not connect directly to the airport), a local route for north US 27 and a circulator route for NKU. No neighborhood service routes exist in Highland Heights. The 2020 Plan recommends frequency modifications on some of these routes, but no significant changes. The Plan notes NKU, Castellini complex in Wilder, US 27 Frisch’s and two Kroger stores as the main trip generators of this area.

Campbell County School District – The District serves the unincorporated county, and the cities of Alexandria, California, Cold Spring, Highland Heights, Melbourne, Silver Grove, Wilder, and Woodlawn. There are five elementary schools, one middle school, and one high school. The District maintains a three-to-five-year comprehensive improvement plan in keeping with the Kentucky Department of Education. There are no public schools within the city of Highland Heights currently. The old elementary school was removed about a decade ago. Any future facilities need to be placed on much larger land parcels than in the past to meet standards. Although Highland Heights is at a very strategic location in the transportation system of the county, it is difficult to implement a school development parcel large enough and flat enough to accommodate a public-school facility. Much of the residential growth of the county is further south in the US 27 and AA Highway corridors. Single-family detached residential development typically generates the greatest need for school capacity based on historical demographics. The District maintains an emphasis on technology and collaboration with NKU programs.

Central Campbell County Fire District – Serves the cities of Cold Spring, Crestview, Highland Heights, unincorporated areas of Campbell County, and the NKU Campus. The District provides fire and EMS services for three elementary schools, an alternative school, day care facilities, thirteen churches, and industrial businesses. A Columbia Gas transfer station and a large gas main are present and the District contains two interstates and the AA Highway. The District also lies under several flight paths of the Airport. The Truist Arena at NKU represents a major responsibility as well. The District maintains annual reports and has experienced a fifteen percent in run volume in the past two years. The future redevelopment of the Highland Heights Town Center, Gateway East, and Gateway West areas would require additional growth of the District's facilities, personnel, and capabilities because of the planned density and building height in these areas. The planned city street grid system with multiple means of ingress and egress for these areas would benefit the District. Multiple means of ingress and egress would also benefit services provided for the University Campus. Mutual Aid is a practice where different Districts assist each in responding to calls. The District also provides inspection services for commercial, multi-level buildings and assembly buildings. Overall, commercial development generates the most sufficient revenue for the District.

Sanitation District No. 1 of Northern Kentucky, SD#1 – Notable limitations in sanitary sewerage system – 8-inch gravity main under I-275 from NE quadrant of US27 and I-471 ramps. This could affect the amount and density of future development in this portion of the City if not addressed. Furthermore, this 8-inch main intersects another 8-inch, then intersects a 12-inch and they all flow into a 12-inch main under the I-275/I-471 interchange. Conceptually, two gravity sanitary sewer mains serve the north part of Highland Heights and the university, and in general capacity would be sufficient to handle Town Center development shown in the City's Comprehensive Plan. Notable limitations in the stormwater system include significant flooding in the Three Mile Creek watershed and City of Wilder to the Licking River that is being studied, hillside and road slippage in the Blange Rd. watershed to the Ohio River and impacts on Poole's Creek Road from the stream in that area. Almost all of NKU and the northwest quadrant of the City drain to the Three Mile Creek watershed. In general Highland Heights is situated at the top of several ridges and so stormwater generated there flows through other communities before it gets to the rivers. SD#1 is completing equalization tanks and pump stations in Highland Heights and

Silver Grove to eliminate 21 million gallons of annual sanitary sewer overflows. SD#1 is planning significant improvements in the US 27 and AA Hwy corridors including new mains and pump stations adding capacity and reducing wet-weather sewer overflows to accommodate new economic development and residential growth.

Northern Kentucky Water District, Campbell County – The Memorial Parkway Treatment Plant and North Reservoir in Ft. Thomas are currently being renovated to better supply water to the area system. Several water main extensions and replacements are occurring further south in Campbell County to help support new growth in the AA Highway corridor and the Alexandria area.

Duke Energy – Electric – There are many other utilities on their infrastructure poles and alignments/easements, so that Duke Energy physical infrastructure and working relationships with other agencies is critical in many ways. During 2017 through 2020 there were numerous meetings, research, and planning level work done to consider underground electric lines, especially in the US 27 corridor. These efforts not only affect electric service and transmission but all these other utilities and services as well. Financially, the best way to accomplish goals like these is to implement the Tax Increment Financing District and similar measures.

Duke Energy - Gas – The Northern Kentucky Replacement Project will upgrade miles of existing gas mains to new higher strength materials. The existing lines date to the 1950's. This project is in the design and routing stage currently, and construction is planned for 2027 and 2028. A gas main re-routing had occurred in the Marshall Drive/Nunn Drive area. A gas main replacement is planned for Cold Spring to Martha Layne Collins Blvd.

Northern Kentucky Area Development District – Housing Study 2023 – Generally concludes that Northern Kentucky needs more one-and-two bedroom units, and that there has been a shift in demographics from 3-and-4 bedroom units to smaller dwelling units to support the type and amount of employee population present and expected to grow. This is aggregate data however, presented mainly in the format of county level data. Unlike many of the cities and much of the unincorporated area, Highland Heights occupies a unique location that is readily accessible from downtown, east areas of Ohio, I-275, The Airport, AA Highway and points east and south in Kentucky. The city is situated only seven minutes from downtown and supports large traffic counts in the US 27 corridor and stable land values. Highland Heights also contains NKU which is unique to all other Northern Kentucky communities. A key finding of this 2023 Study is that the workforce is outpacing the provision of housing units that serve it. The Study recognizes that the logistics industry is setting the pace for job creation. The Comprehensive Plan Steering Committee has observed that Highland Heights does not contain much of that business type and that the city is in a different economic setting than many of the communities around the I-275 beltway. The Study refers to this industry as generating “lower wage” jobs. A statistic presented in the study is that there are 2.68 jobs for each house that can be afforded by that employment level. The steering committee concludes that these aggregate county data do not readily represent Highland Heights with this city's direct connection to downtown and the university. The logistics industry is most prevalent in Northern Kentucky in the Boone County and Kenton County areas. Consequently, the committee does not see as much demand for lower priced housing with

limited bedrooms and does, however continue to envision the need for 3-4 bedroom units including detached single-family. Although average household size has dropped for decades, it has now leveled off around 2.41 for Campbell County. The Study found more households, but less school enrollment in public schools. Median household income was found to be \$66,000 and increasing year by year in Campbell County. The Study presents on page 25 a chart that compares income brackets per number of bedrooms as well as a chart the presents Department of Housing and Urban Development income data compared to household size. The Study maintains that rentals are under-represented in Northern Kentucky. The study recommends fewer large housing units and especially fewer units with 4 plus bedrooms.

Northern Kentucky Health Department – Serves four counties and operates one central health center in each of the counties. In addition to the District Board of Health, there is a local board for each of the four counties. The city of Highland Heights has taken a lead role over the years in the regional efforts to combat the opioid epidemic. The District’s resources are directed at the following programs in order of budget amount: clinics, environmental health, general administration, HIV/AIDS, Disaster Preparedness and Response, Child Health, Community Health Promotion, Harm Reduction, Epidemiology, LGBH, Healthy Homes, Breastfeeding Support. From a land use perspective the Department would favor the job creation of new business districts in the City and the provision of multiple levels of quality housing. The mixed-use style of redevelopment in the City’s comprehensive plan is favorable to offering efficient services to the most people in a concentrated area for the District. The District regulates septic tank systems, and the urban style of development proposed in the Comprehensive Plan requires public sanitary sewer and therefore negates the need for these systems.

DRAFT

2024 Highland Heights Comprehensive Plan Statement of Goals and Objectives April 9, 2024

The two draft documents that follow – Part 1 and Part 2 constitute the draft 2024 Statement of Goals and Objectives of the Highland Heights Comprehensive Plan.

Part 1) The following “Themes”, “Issues”, and “Goals” are currently contained within the text of the 2019 Comprehensive Plan. They have been identified in the Comprehensive Plan and compiled into one document here for ease of review. ***The gray and underlined text is proposed to be deleted and the bold black underlined text is proposed to be added.***

Part 2) The current 2019 Chapter 5 - named Action Plan - exists at the end of the Comprehensive Plan. It is 19 pages long and contains a leading column named “Goals”. The second column is named “Action Items” which the Plan states can also be thought of as specific objectives. In fact, the recommendation for the 2024 Statement of Goals and Objectives is to change the term “Actions” to “Objectives” to clarify the intent and to recognize that there is participation needed from other organizations for implementation to occur. ***The gray and underlined text is proposed to be deleted and the bold black underlined text is proposed to be added.***

The following drafts Part 1 and Part 2 have been drafted by the City Planner based upon the input and notes from three public meetings of the Steering Committee and four dates of open house public review sessions as well as written general public comments that have been received.

Part 1 of 2:

Plan Themes Vision Pages IN4 and IN5

Six main planning themes emerged during the planning process. These themes transcend all plan goals and are universal in their importance. They consequently help to explain the broader Vision established for Highland Heights. **These six themes are unique to Highland Heights and form the overall Vision. This Vision was originally presented by the Comprehensive Plan’s primary author to the 2013 Steering Committee.**

Embrace Redevelopment

Highland Heights has extensive potential for growth given its strategic location and access to I-275, I-471 US 27 and NKU. Unfortunately, the City's growth potential is hindered by a lack of vacant land suitable for development. Redevelopment is necessary in strategic locations for Highland Heights to achieve sustainable growth and remain competitive in the greater Cincinnati region. Chapter 4 is devoted to redevelopment.

Maximize Opportunities

It is important for future land development to provide maximum long-term benefits to the City consistent with Comprehensive Plan goals and policy for land use and the built environment due to a scarcity of readily developable land.

Be a "College" Town

Highland Heights is embracing its role a "college" town now that NKU is incorporated into the City. The City must continue to leverage NKU and its numerous resources and benefits for community advancement. The City needs to work with NKU on issues of mutual importance as part of a strategy to improve the status and attractiveness of both parties. The steering committee identified standards and expectations for mixed-use and pedestrian-friendly development as a means to offer residents, faculty and students alike a desirable and attractive off-campus environment.

Seek Partnerships

Conventional government funding programs are out of money or have been greatly reduced placing pressure on local governments to fund projects locally. Lacking adequate funds and staff, Highland Heights cannot implement this Plan alone. Seek partner support at a variety of levels to move this Plan and the City forward. Currently available grants typically go to applicants with high local matches and multi-jurisdictional support.

Be Proactive

Additional planning and hard work is necessary to implement goals after the Plan is adopted. To assist with implementation, the Comprehensive Plan provides short-term strategies to achieve its long-term vision and goals. See Chapter 5 Action Plan for details.

Planning Issues Key Drivers Page IN5

Steering Committee members (2013) were asked to brainstorm a list of planning issues that, due to their community importance, needed to be addressed in the Comprehensive Plan update. **These set the stage for the Goals and Actions (Objectives).** **Planning issues defined by the 2013 Steering Committee follow: The 2024 Steering Committee proposed the term "Key Drivers" to emphasize the foundational relationship to the Goals and Objectives and to be consistent with terminology in the 2020 NKU Master Plan.**

Diversify our Economy

- Need more businesses to keep resident tax burden low.

Redevelopment

- Redevelop strategically located underutilized areas such as Gateway East, Gateway West and Town Center to promote enhanced economic activity and community vibrancy.

Be Pedestrian and Bicycle Friendly

- Enhance Highland Heights as a pedestrian, “nature friendly” community with a walkable town center and with bike paths and walkways linking the community together.
- Close missing sidewalks gaps.

Preserve Hillsides

- Preserve hillsides and other sensitive natural features, recognizing the positive benefits such areas provide including protecting private property and public health, safety and welfare in addition to enhancing the City’s community image.

Enhance Image / Code Enforcement

- Clean-up properties, particularly rentals, along major roadway corridors to improve the community image.
- Apply a streetscape on US 27 in Gateway East and its vicinity to create an attractive address that appeals to residents, promotes a stronger identity and encourages mixed use development and social interaction.

Enlarge City Boundary

- Annex to the northeast and southwest of the city for new residential development.

More Single-Family Housing

- Develop 18 acres behind Lowe’s as residential, park and trails.
- Develop 16 acres near Highland Heights Garden Center as residential, park and trails.
- Seek higher-priced housing units that target officials from Highland Heights’ major employers.

Mitigate Traffic

- Reduce congestion and backups on US 27 and I-471.
- Explore ways to mitigate NKU event traffic.

Land Use Strategy Pages LU8 and LU9

- The City's land use strategy embraces four fundamental goals as follows: (1) encourage mixed use development; (2) encourage redevelopment and economic development in strategically targeted areas; and (3) preserve environmentally sensitive open space.

Goal 1 Mixed use

- Mixed use development is emphasized in most commercial land use classifications. This is done to promote sustainable development and to add variety to "single" use districts.

Goal 2 Economic Growth and Redevelopment

Growth in Highland Heights will depend a great deal on property redevelopment in line with uses supported by market needs and extensive regionally-orientated infrastructure including I-275, I-471, US 27 and NKU.

The City's ability to provide and maintain a high quality of life and community facilities and services is directly linked to its ability to redevelop strategic areas to generate economic growth and jobs (i.e. payroll taxes).

Town Center, Gateway East and West are the City's primary economic growth and redevelopment areas.

Goal 3 Preserve Open Space and Natural Features

The Future Land Use Plan recognizes some land areas should not be developed based on environmental constraints and recreational and historical significance.

Preservation and enhancement of such areas along with stronger connections to each are called for resulting in an interconnected network of greenspace.

Preservation provides place-defining natural features and breaks the monotony of the urban built-environment.

Single Family Residential Pages LU11 and LU12

Goals

(1) To provide suitable acreage for a wide variety of housing styles at planned locations on Map LU3. (2) To **recognize Highland Heights' opportune proximity and access to the downtown area and** develop additional high-quality housing to retain and attract residents.

(3) To encourage the **modernization exterior upgrade** of older housing units in line with increased demand for more efficient and larger houses. (4) To encourage "infill" development on remaining available lots in existing subdivisions. (5) To maintain the integrity of single-family housing neighborhoods as owner occupied. **(6) To explore large single-family houses on small lots. (7) To provide for innovative types of small housing units as infill development.**

Multi-Family Residential Page LU14

Goals

- (1) To maintain existing stable multi-family residential neighborhoods and allow for additional units as planned on Map LU3.
- (2) To encourage the development of attached units as part of mixed-use projects **on small lots and within mixed-use buildings.**
- (3) To ensure multi-family development is properly located along thoroughfares.
- (4) To protect planned single-family neighborhoods from larger and denser multi-family developments.
- (5) To encourage on-site amenities are offered as part of multi-family developments.

Public and Semi Public Page LU15

Goals

- (1) To maintain and encourage continued investment and growth of public and quasi-public land uses.
- (2) To maintain the positive influences civic and institutional uses provide the community and its neighborhoods.

Parks Page LU16

Goals

- (1) To encourage active lifestyles and healthy activity.
- (2) To provide an alternative from indoor living environments.
- (3) To maintain parks in their current locations for long-term community use.
- (4) To encourage additional parks where needed in neighborhoods.
- (5) To ensure safe pedestrian access to parks.**

Open Space / Green Space Page LU17

Goals

- (1) To preserve a network of greenspace, stream corridors and sensitive environmental areas such as steep (20% or greater) slopes for sustainable, long-term environmental and community health.
- (2) To maintain and enhance the natural character and image of Highland Heights.
- (3) To create an interconnected network of green space and natural areas that provide wildlife habitat, absorbs and cleans stormwater and filters the air.
- (4) To protect areas unsuitable for development from possible environmental hazards associated with flooding or hillside slippage.
- (5) To protect property and minimize flooding impact downtown stream.

Commercial / Business Page LU18

Goals

(1) To concentrate commercial uses in nodes and along major corridors at convenient locations. (2) To provide residents access to needed goods, services and employment. (3) To give the market a broad range of uses to choose from while investing in Highland Heights. (4) To promote mixed-use development and support NKU's mission by providing developments that appeal to students and faculty. (5) To achieve high-quality development that abides by minimum design standards and effectively integrates uses together, **and to propose minimum architectural and site standards in specific zones or locations.** (6) To revitalize or reposition underutilized commercial property.

NKU Campus Page LU19

Goals

(1) To support NKU's mission and their continued investment and growth in Highland Heights. (2) To coordinate NKU's growth with City land use policy. (3) To provide NKU and Highland Heights with a well-planned and integrated land use pattern that promotes the flow of pedestrians and vehicles between them.

Town Center Mixed Use Page LU22

Goals

(1) To develop a physical center and deeper community identity in Highland Heights. (2) To provide a vibrant, mixed-use gathering place with an emphasis on retail and entertainment uses. (3) To develop a **safe**, pedestrian-orientated business district. (4) To enable high density residential in the district to support retail uses. (5) To encourage redevelopment consistent with Town Center land use and development policies.

Business Park Page LU23

Goals

(1) To provide land to meet economic growth needs and increase tax revenue at convenient locations. (2) To attract a variety office, research and high-tech industrial users. (3) To offer businesses the ability to locate close to NKU. (4) To support NKU's entrepreneurial programs.

Gateway East Page RD2

Goals

(1) Redevelop Gateway East as a mixed-use neighborhood commercial district that provides a **limited** variety of retail, retail, service, **hotel**, and professional office along US 27 with nearby supporting high-density residential use where land areas permit. (2) Transform US 27 into a modern commercial corridor with unified architecture, coordinated access points and efficient circulation. (3) Extend stone streetscape elements along US 27 as place defining enhancements.

Gateway West Page RD8

Goals

(1) Transform Gateway West from a lightly-populated residential area to a university-affiliated business park. (2) Build upon the success established by NKU Foundation's adjacent business park. (3) Support NKU's commitment to entrepreneurialism, applied research and cutting-edge technology. (4) Provide a suitable location to support regional economic development efforts to attract high-wage, high-tech employment growth.

Town Center Page RD12

Goal Statements

(1) Town Center is to be a vibrant, mixed-use focal point serving as both the real and symbolic center of civic and commercial activity of the City. (2) Planned redevelopment is intended to increase community pride, create a stronger sense of place and drive an identifiable and desirable community image. (3) Town Center should be a pedestrian-friendly node and be accessible from adjacent neighborhoods and from NKU. (5) Town Center needs to contribute to heightened social and economic wellbeing for Highland Heights and NKU.



Part 2 of 2



Chapter 5 Action Plan *Draft* 3/12/24

Chapter 5 Action Plan is introduced for the first time in a Highland Heights Comprehensive Plan. Its purpose is two-fold – to guide City implementation efforts and to put the Comprehensive Plan to work.

Action Plan Table

The vast majority of Comprehensive Plan Update goals and recommendations are summarized in table form organized by chapter starting on page AP4.

The Action Plan Table provides readers and City leaders a quick policy reference. Use of the Action Plan Table is hoped to minimize the need for tedious and prolonged reading sessions to find specific policy found throughout the Comprehensive Plan.

Enumeration System

Goals and their associated actions are enumerated throughout the Action Plan Table to help the City and its partners systematically select projects for implementation and to track progress over the next five years.



Goals and Actions Objectives

Goals are broad policy statements that define a desired outcome. The successful achievement of many Plan goals requires additional work by City leaders and their partners after the Comprehensive Plan is adopted.

Steps recommended to implement goals are referred to as "Actions" "Objectives" on the Action Plan Table. Goals and actions Objectives listed on the Action Plan Table will be recommended by an Implementation Committee or City Administration for Planning Commission and City Council consideration.

Chapter and Page Numbers

Goals and actions, in numerous cases, are explained in more detail in the text and maps provided in Chapter 2 Land Use, Chapter 3 Transportation and Chapter 4 Redevelopment.

Chapter and page number references are provided for most goals. They direct readers back into the main body of the Plan where additional details regarding specific goals and actions can be found.

Partners

The City desires to work with partners to overcome potential resource limitations – be it political, technical and/or financial – as a strategy to implement Comprehensive Plan recommendations.

Names of organizations that may be able to assist with the implementation of goals and actions are placed in the "Partner" column found on the Action Plan Table.

Gaining partner support will take a deliberate effort on the City's part to demonstrate the

benefits of jointly implementing Comprehensive Plan goals.

Priority and 2024 Status

Priorities are not assigned even though a "Priority" column is included on the Action Plan Table.

This was done deliberately. It is intended for the City to select priorities each year and include such selections in annual budgets and work programs. The blank "Priority" column is provided as a reminder that priorities are to be selected on annual basis.

Implementation

Implementation Hurdles

Identifying community needs, goals and vision during a comprehensive plan update process is generally straightforward. Achieving community goals after a comprehensive plan's adoption is always more difficult.

Implementation efforts require time to organize; they add to staff responsibilities and they can increase funding obligations.

Perhaps the biggest hurdle is overcoming cultural resistance to change and the addition of implementation related processes in local government. Plans often "die on the shelf" when the experience or expectation needed to implement plans is missing.

Note: Many of the actions objectives in this chapter have been implemented and many others were in process as the Highland Heights Planning Commission re-adopted the 2013 Comprehensive Plan for 2019. The Planning Commission therefore found that the 2013 Comprehensive Plan research was still valid. and the goals and objectives do not need to be amended for the 2019 Comprehensive Plan. The 2024 update of the Goals and Objectives includes an annotated "Status" column. These actions are documented in the meeting notes dated February 12, 2019.



Common Success Factors

Communities that put their comprehensive plans to work share some common traits. Most notably, City leaders, as a matter of policy, make a deliberate effort to implement comprehensive plan goals.

This is achieved by integrating comprehensive plan goals in annual budgets, department goals and employee performance reviews.

City leaders set comprehensive plan project priorities, timelines and expectations each year.

City leaders receive Comprehensive Plan updates from staff on a regular basis. Finally, leaders support projects and staff on an ongoing basis and remove obstacles when encountered.

Implementation Policy

Council and Planning Commission persistence is a powerful implementation tool. However, persistence will benefit from the adoption of a Comprehensive Plan implementation system. Some example policies follow:

Implementation Committee. Create an Implementation Committee of Council seated with a small group of City Council members along with Planning Commission members and invited strategic partners. Include residents to maintain continued public involvement. Potential partners include NKU, KTC, CC Fiscal Court, **NKADD** and Tri-ED.

Prioritize Projects and Monitor. The Committee reviews previous year accomplishments and recommends subsequent year project priorities. This is also an ideal time for city officials and

Implementation Committee members to review the effectiveness of City initiatives and programs and recommend modifications, if needed.

Each goal and/or project selected for implementation should include a description of why it was selected as a priority.

Budget. Ideally, the Implementation Committee's recommendations would be forwarded to Planning Commission and Council for adoption prior to the adoption of the City's annual budget.

Mayor and Council, working with department heads, assign financial resources to implement recommendations made by the Implementation Committee.

Reports. Institute monthly and annual reports to ensure Council, Planning Commission, partners and residents are kept informed of Comprehensive Plan implementation progress.

Setting Expectations

Adopting an implementation policy does not change the City's current resource availability. It would be unfair for the public or City leaders to believe the entire breadth of Comprehensive Plan policy will be achieved over the next five years.

The Action Plan Table and recommended implementation policy are offered only as a more sophisticated method to achieve Plan goals and monitor progress.

Keeping track of progress will prove beneficial when future comprehensive plan updates are prepared.



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Goals	Action Items Objectives	Chapter/ Page	Partner	Status Priority
Table AP1 - General				
1. Actively promote Comprehensive Plan vision and goal	1.1 Prepare a condensed <u>brochure summary</u> of Comprehensive Plan policy highlighting key recommendations: <u>mail</u> provide to residents, property owners, partners and stakeholders in city newsletter and <u>online</u> . 1.2 Provide the Comprehensive Plan on City's webpage as a downloadable file. 1.3 Present key Plan recommendations to potential partners and seek their assistance with Plan implementation.		NKU, CC Fiscal Court, KTC, Tri-ED, Vision 2015, Residents, Developers, Bankers, Brokers	1.1 Ongoing 1.2 Completed 1.3 Ongoing
	2. Secure human resources needed to implement key plan recommendations			2.1 Completed 2.2 Ongoing
	3. Adopt a Comprehensive Plan implementation policy	3.1 Develop procedures to ensure Plan projects and actions are selected each year for implementation by being recommended by P&Z Commission and adopted by Council. 3.2 Establish a Comprehensive Plan Implementation Committee of Council that each year prioritizes and recommends actions and monitors Comprehensive Plan implementation progress. 3.3 Make the City Planner an ex-officio officio member of the Comprehensive Plan Implementation Committee with the task of assisting the Committee in the prioritizing of Comprehensive Plan actions. 3.4 Place projects with funding requirements in the City's capital improvement plan and annual budget.	AP3	



Highland Heights Comprehensive Plan

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Goals	Actions Objectives	Chapter/ Page	Partners	Status
Table AP2 - Chapter 2 Land Use and Public Facilities				
2.1 Enlarge the City's boundary to provide additional land for residential development	2.1.1 Annex property to the east and southwest for future residential development, recognizing newer housing inventory is needed in Highland Heights to maintain a modern/desirable housing stock and to maintain households and populations as a result of planned redevelopment in Gateway East, Gateway West and Town Center	LU9	<u>Agencies and Districts</u>	2.1.1 Future 2.1.2 Ongoing
	2.1.2 Ensure education, utilities, emergency services, and stormwater control.			
2.2 Update Zoning Ordinance to reflect Comprehensive Plan update policy	2.2.1 Amend SC Shopping Center Zone, NSC Neighborhood Shopping Center Zone and GC General Commercial Zone to permit mixed use development consistent with Comprehensive Plan policy for Gateway East, Gateway West and Town Center.	LU8, LU10, LU14, LU18, LU22, RD23, RD24		2.2.1 Future 2.2.2 Completed 2.2.3 Future
	2.2.2 Review options to add flexibility to rezoning process and minimal area requirements associated with the ROD District.			
2.3 Encourage cluster residential development to protect sensitive natural features and open space	2.2.3 Identify areas for new detached residential-unit infill development.			
	2.3.1 Place the RCD Residential Cluster Overlay Zone over future annexed land to Ensure open space and natural features are preserved to the greatest extent possible.	LU11, LU17	Developers	2.3.1 Future 2.3.2 Future
	2.3.2 Amend Update the RCD Planned Development Overlay (PUD) Zone to properly include a density bonus in return for open space set-asides beyond minimum requirements.			
2.4 Encourage modernization of older housing units and provision of new forms of housing.	2.4.1 Work with Home Builders Association and NKU to modernize an outdated single-family housing unit as a demonstration project.	LU12	Home Builders Association	2.4.1 Future 2.4.2 Ongoing
	2.4.2 Research and inform property owners of resources available to help property owners update/modernize houses.		NKADD Housing Study	2.4.3 Future 2.4.4 Future
	2.4.3 Analyze Zoning Ordinance setback and lot coverage requirements for all Residential One Zones relative to actual development to determine if zoning regulations hinder expansions in side- and rear-yards, etc.			
	2.4.4 Enable new innovative forms of housing for single professionals including upper levels of multi-use buildings.			



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Goals	Actions Objectives	Chapter/ Page	Partners	Status
Table AP2 - Chapter 2 Land Use and Public Facilities				
2.5 Manage student rentals to protect neighborhoods and longer-term residents	2.5.1 Study landlord rental registration legislation and determine how much of rentals in the city are students and if a registration program is warranted for Highland Heights. <i>Annual registration fees can help off-set program costs.</i>	LU12	NKU	2.5.1 Future
	2.5.2 Work with NKU to prepare an "off campus living guide". Inform off-campus students of laws and expectations governing behavior and occupancy of off-campus housing. Communicate that some violations could be criminal offenses.			2.5.2 Future
	2.5.3 Create a Joint City-University Advisory Board giving residents and students a platform to resolve issues of mutual concern.			2.5.3 Ongoing
2.6 Gain additional senior housing units	2.6.1 Ensure adequate senior housing is available, particularly if since Lakeside Terrace transitions transitioned to student housing. 2.6.2 Support Neighborhood Foundations' efforts to secure federal tax credits for new senior housing project in Highland Heights.	LU14	Neighborhood Foundations	2.6.1 Completed 2.6.2 Completed
2.7 Ensure Multi-Family residential developments offer on-site amenities	2.7.1 Amend the R-3 Zone to include minimum on-site amenity requirements recognizing multi-family places higher density burdens on local government for parks and recreation.	LU14	Developers	2.7.1 Future
2.8 Develop neighborhood parks in underserved neighborhoods	2.8.1 Inventory parks and accessible open spaces using a GIS. Place a ¼ mile radius centered on each park/open space. Gaps between radii identify underserved neighborhoods. 2.8.2 Create accessible and visible neighborhood-scale parks where neighborhoods are underserved to bolster property values and increase housing demand. 2.8.3 Work with CC Fiscal Court to identify partnership opportunities for the provision of additional parks in or close to Highland Heights. Support County efforts to develop community- and regional-parks nearby that would benefit City residents and students.	LU16	CC Fiscal Court	2.8.1 Ongoing 2.8.2 Ongoing 2.8.3 Ongoing



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Goals	Actions Objectives	Chapter/ Page	Partners	Status
Table AP2 - Chapter 2 Land Use and Public Facilities				
2.9 Preserve Open Space / Green Space where feasible using the City's authority to protect the public's health, safety and welfare	2.9.1 Rezone all floodplain areas and areas with slopes 20% and greater to R-RE Residential Rural Estate and Agriculture Zone.	LU9, LU17, TR12	NKAPC, CC Fiscal Court, NKU	2.9.1 Future
	2.9.2 Adopt a natural features ordinance that protects sensitive environmental features and the public's health, safety and welfare while maintaining private property rights.			2.9.2 Future
	2.9.3 Use Highland Heights' extensive open spaces, hillsides and floodplains to create an interconnected trail network. The City has potential to become as well known for an extensive urban trail system as for its stone wall streetscape.			2.9.3 Ongoing
2.10 Encourage mixed-use development	2.10.1 Promote mixed-use development to developers and development plan applicants to maximize limited development opportunities.	LU18, LU22	Developers	2.10.1 Ongoing
	2.10.2 Implement Zoning Ordinance amendments to legally permit mixed-use development per Goal 2.2 above. Encourage cooperative and innovative funding agreements between private and public sectors for infrastructure.			2.10.2 Completed
2.11 Integrate City/NKU planning policy efforts	2.11.1 Place a link on City's webpage to NKU's Master Plan and Land Acquisition Plan.	LU 19	NKU	2.11.1 Completed
	2.11.2 Coordinate with NKU each month and place campus planning and development news on the Planner's report to Planning Commission.			2.11.2 Ongoing
2.12 Develop institutional/campus zoning options with NKU	2.12.1 Prepare a best zoning practice review of how communities zone large institutional facilities and grounds such as NKU working in collaboration with NKU officials.	LU20, LU21	NKU	2.12.1 Ongoing
	2.12.2 Work with NKU to develop a new zoning district that is mutually agreeable and beneficial to both parties.			2.12.2 Completed
	2.12.3 Apply the resulting new zone on NKU's campus and future acquisitions provided such annexation is included on NKU's Master Plan or Phase I Development Plan.			2.12.3 Future



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
<p>3.1 Support, plan and construct road extensions/improvements called for all three redevelopment districts</p>	<p>3.1.1 Gain support for locally planned road projects for Gateway East and West and Town Center. (See Goals 1 and 3.13) 3.1.2 Ensure that the existing and future street network provides for effective ingress and egress for emergency services, including older residential streets.</p>	<p>TR4, TR7, TR8, RD4, RD5, RD10, RD14, RD16</p>	<p>KTC, OKI, NKU, Tri- ED</p>	<p>3.1.1 Completed 3.1.2 Ongoing</p>
<p>3.2 Improve traffic flow for large events held at NKU and mitigate US 27 peak hour traffic congestion</p>	<p>3.2.1 Work with Kentucky Transportation Cabinet and NKU to find ways to mitigate heavy NKU event traffic. 3.2.2 Widen the existing Nunn Drive roundabout to accommodate additional traffic volume. 3.2.3 Study the cost/benefit of adding an additional lane on I-275 from Three Mile Road exiting on I-471 and US 27 South to a forced right-hand turn onto Nunn Drive if traffic conditions on US 27 worsen.</p>	<p>TR8, RD11</p>	<p>KTC, NKU</p>	<p>3.2.1 Ongoing 3.2.2 Future 3.2.3 Ongoing</p>
<p>3.3 Revisit the planned Gateways Connector Road Study ways of better connecting the east and west halves of the city. (See Action 4.4.4)</p>	<p>3.3.1 Request a copy of the study prepared by the Kentucky Transportation Cabinet (KTC). Consider findings of Smart Corridor US 27 planning efforts. 3.3.2 Request KTC and OKI to update regional transportation plans its findings taking into consideration new Comprehensive Plan policies regarding future land use in Gateway East and Gateway West, enlarged Gateway East and West boundaries, and the proposed extension improvement of Sunset Drive to the NKU Connector North Road.</p>	<p>TR8, RD4, RD10</p>	<p>KTC</p>	<p>3.3.1 Ongoing 3.3.2 Ongoing</p>
<p>3.4 Extend the City's place-brand streetscape (See Goals 4.9, 4.14 and 4.23)</p>	<p>3.4.1 Prepare Revisit a streetscape master plan that articulates standards for materials and proper placement of stonewall and landscape materials. 3.4.2 Require the construction of streetscape elements as part of all redevelopment projects in Gateways East and West and Town Center. 3.4.3 Require stacked stone veneer streetscape walls along US 27 from the City's southern boundary to the northern terminus of Gateway East. 3.4.4 Seek Transportation Alternatives Program (TAP) funds for streetscape improvements.</p>	<p>TR8, RD5, RD11, RD17</p>	<p>KTC, OKI</p>	<p>3.4.1 Ongoing 3.4.2 Completed 3.4.3 Completed 3.4.4 Future</p>



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
3.5 Welcome motorists to Highland Heights at key City entrances	<p>3.5.1 Commission design plans for major and minor gateway signs.</p> <p>3.5.2 Ensure gateway sign design reflects existing stone wall streetscape theme.</p> <p>3.5.3 Work with NKU to co-brand gateway signs.</p> <p>3.5.4 Construct major gateway signs on US 27/I-471 to the north and US 27 to the south close to Cold Springs.</p> <p>3.4.5 Construct minor gateway signs at City entrances at Alexandria Pike north of I-275, Three Mile Road, Johns Hill Road and the future NKU Connector Road.</p>	TR9	KTC	<p>3.5.1 Ongoing</p> <p>3.5.2 Future</p> <p>3.5.3 Ongoing</p> <p>3.5.4 Ongoing</p> <p>3.4.5 Future</p>
3.6 Improve wayfinding to major centers such as NKU, Town Center and future Gateway East and Gateway West development	<p>3.6.1 Commission a wayfinding plan to develop appropriate sign standards for materials, colors, graphics and fonts, etc., and to identify appropriate wayfinding sign placement throughout the city.</p> <p>3.6.2 Ensure wayfinding sign design complements the stone wall streetscape theme.</p>	TR9	KTC, NKU	<p>3.6.1 Ongoing</p> <p>3.6.2 Ongoing</p>
3.7 Implement US 27 Corridor Access Management Plan recommendations (See Goal 4.6)	<p>3.7.1 Collaborate with KTC to place agreed upon access management plan recommendations on State funding lists such as the Six-Year Highway Plan.</p> <p>3.7.2 Identify center median alternatives for US 27 (along Town Center and Gateway East) to control turning movements, slow traffic and create attractive streetscape/business district environments.</p> <p>3.7.3 Consolidate curb cuts using shared access points along US 27 in Gateway East.</p> <p>3.7.4 Work with KTC to develop, adopt and enforce access management standards for Highland Heights including US 27.</p>	TR9, RD5	KTC, Property Owners	<p>3.7.1 Ongoing</p> <p>3.7.2 Remove</p> <p>3.7.3 Ongoing</p> <p>3.7.4 Completed</p>
3.8 Remove duplicative street names	<p>3.8.1 Rename streets with duplicate street names to avoid confusion and aid proper wayfinding. For example, rename Alexandria Pike east of the "Island" property to avoid confusion with Alexandria Pike on the main-line portion of US 27.</p>	TR9	KTC, Property Owners	<p>3.8.1 Completed</p>



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
3.9 Calm traffic on US 27 to promote quieter, slower and safer traffic and more enjoyable pedestrian movements	3.9.1 Collaborate with KTC to implement traffic calming measures on US 27. 3.9.2 Co-develop a traffic calming master plan with KTC and NKU. See related Goal 3.7 above. 3.9.3 Record and address safety issues with existing sidewalks and street crossings on both city and state-maintained roadways.	TR10	KTC, NKU	3.9.1; 3.9.2 Ongoing 3.9.3 Ongoing
	3.10 Improve east-west pedestrian circulation across US 27 (See Goal 3.12 and 4.20)	3.10.1 Plan a US 27 pedestrian bridge near <u>Marshall Lane</u> working in collaboration with NKU (property owner) and KTC (US 27 jurisdictional control). 3.10.2 Co-brand the pedestrian bridge with NKU. 3.10.3 Ensure bridge design complements Town Center streetscape and building materials and integrates NKU architectural themes.	TR10, TR11, RD16	KTC, NKU
3.11 Expand bus transit service in Highland Heights (See Goal 4.7)	3.11.1 Work with TANK to explore opportunities and options to expand transit service in Highland Heights. 3.11.2 Request TANK's review of master plans or redevelopment plans created or submitted for Gateways East and West and Town Center to ensure adequate area is provided for bus pullovers and shelters.	TR12, RD5	TANK KTC	3.11.1 Completed 3.11.2 Ongoing
3.12 Develop community-wide trails and bikeway system (See Goal 2.9 and 4.15)	3.12.1 Prepare a Trails and Bikeways Facility Master Plan that guides the development of a logical, safe and accessible trail and bikeways system integrated throughout the community. 3.12.2 Jointly plan with NKU to further integrate NKU walkways and bikeways into the City's trails and bikeway system. 3.12.3 Extend the existing Highland Heights Nature Trail north as a city-wide walkway system. 3.12.4 Identify a safe route that links the City with Vision 2015's Licking River Greenway.	TR12, LU9, LU17	NKU, KTC, CC Fiscal Court, Vision 2015	3.12.1 Future 3.12.2 Ongoing 3.12.3 Ongoing 3.12.4 Future



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
3.13 Advocate for local transportation project support and funding	3.13.1 Present Comprehensive Plan land use, development, and transportation policy/projects to potential partners to seek their buy-in, support and technical and financial assistance for planned roadway improvements. 3.13.2 Seek multiple pools of money to surpass local match requirements and to meet project funding requirements.	TR13	CC Fiscal Court, KTC, TANK, NKU, Tri-ED	3.13.1 Ongoing 3.13.2 Ongoing
3.14 Ensure US 27 operates at peak efficiency and safety	3.14.1 Meet with KTC officials each year regarding their annual study and modification of US 27 signal timing to ensure all practical steps are being taken. 3.14.2 Meet with KTC officials every four years to review technological advances in the field of traffic synchronization and advocate for infrastructure and synchronization improvements and upgrades. 3.14.3 Have City officials and staff monitor US 27 Level of Service, traffic volume and accident reports each year looking for trends and issues to address with State officials.	TR 15	KTC, NKU	3.14.1 Ongoing 3.14.2 Ongoing 3.14.3 Future



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Gateway East)				
4.1 Limit use of US 27 frontage to healthcare, professional office and neighborhood-scale retail and retail services.	<p>4.1.1 Restrict individual building size to 15,000 square feet and shopping centers (attached multi-tenant buildings to 30,000 square feet to attract neighborhood orientated uses.</p> <p>4.1.2 Ensure limited retail and retail service uses serve the needs of adjacent populations including planned "Multi-family" development north of US 27.</p>	RD3, RD4	Property owners, Developers	<p>4.1.1 Remove</p> <p>4.1.2 Future</p>
4.2 Transition multi-family development from high to low density going west to east.	<p>4.2.1 Use transitional zoning techniques to ensure the largest and most dense multi-family units are located next to I-471.</p> <p>4.2.2 Decrease building bulk and density moving west to east with lowest density housing located next to existing single-family neighborhoods near Bramble Avenue. Encourage multi-family to be woven into mixed use developments instead of free-standing apartment or condominiums format.</p>	RD4	Developers	<p>4.2.1 Ongoing</p> <p>4.2.2 Ongoing</p>
4.3 Promote diverse multi-family housing styles, designs and arrangements	<p>4.3.1 Work with developers to bring new and diverse multi-family housing styles and configurations to Highland Heights.</p> <p>4.3.2 Ensure that all forms of Emergency Services are provided for the population density and building types.</p>	RD4	Developers CCCCFD	4.3.1 Ongoing
4.4 Plan and construct commercial service road north of US 27	<p>4.4.1 Align service road with Lowe's US 27 entrance and traffic signal.</p> <p>4.4.2 Upgrade traffic signal to include a fourth leg on the north side.</p> <p>4.4.3 Plan and construct road so its alignment enables rear access to US 27 frontage properties reducing the need for curb cuts on US 27.</p> <p>4.4.4 Plan and construct a stub or cul-de-sac at the end of the service road for a possible future continuation as the planned "Gateways Connector Road" would bridge or go underneath I-471.</p>	RD4	KTC, Developer, Property Owners	<p>4.4.1 Future</p> <p>4.4.2 Future</p> <p>4.4.3 Future</p> <p>4.4.4 Remove</p>
4.5 Increase lot depth of US 27 frontage lots	4.5.1 Ensure US27 frontage lots gain additional lot depth suitable to attract and support commercial redevelopment when development plans are submitted for approval. See 4.4.3 above.	RD4	Developer, Property Owners	4.5.1 Future



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Gateway East)				
4.6 Implement US 27 Corridor Access Management Plan recommendations (See Goal 3.7)	4.6.1 In addition to actions listed for Goal 3.7, seek access management tools to improve corridor aesthetics by closing wide curb cuts and replacing with grass strips between streets and sidewalks.	RD5, TR9	KTC, Property Owners	4.6.1 Ongoing
4.7 Promote enhanced bus transit service in Gateway East (See Goal 3.11)	4.7.1 Ensure a bus stop or multiple stops are provided in Gateway East that provides access to local and regional employment centers including NKU to accommodate planned "Multi-family" See Goal 3.11	RD5, TR12	TANK, KTC	4.7.1 Future
4.8 Ensure redevelopment is achieved consistent with Comprehensive Plan goals for the built environment	4.8.1 Develop design guidelines to ensure development is designed and built consistent with Comprehensive Plan policy for the built-environment in Gateway East.	RD5, RD6		4.8.1 Future
	4.8.2 Ensure buildings exhibit durable materials facing public rights-of-way, decorative roof lines, pronounced entrances, windows facing the street, pedestrian connectivity to adjacent neighborhoods, and pedestrian amenities such as rooftop patios and/or plazas to create neighborhood hangouts.			4.8.2 Ongoing
4.9 Extend stacked stone veneer wall and sign base theme to Gateway East (See Goal 3.4, 4.14 and 4.23)	4.9.1 Require low-profile stacked stone veneer screen walls between US 27 and parking lots throughout Gateway East. New wall construction should emulate 5/3 Bank's stone wall as a standard to best achieve a unified corridor appearance.	RD5	Developers, Property Owners	4.9.1 Ongoing
	4.9.2 Prepare a streetscape master plan that articulates standards for materials and proper placement of stonewall and landscape materials.			4.9.2 Ongoing



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Table AP4 - Chapter 4 Redevelopment (Gateway West)				
4.10 Develop a university-affiliated business park	<p>4.10.1 Work with NKU, CC Fiscal Court and Tri-ED to implement this goal. Gain understanding of the market and prepare a conceptual master plan.</p> <p>4.10.2 Enter into intergovernmental agreements establishing intent to develop a university-affiliated business park and establish roles and responsibilities of each party.</p> <p>4.10.3 Assemble property.</p> <p>4.10.4 Attract standard, sit-down restaurants with waiter service and business services in planned "Commercial/Business" areas to support corporate office uses and to aid marketing and promotions efforts.</p>	RD9, RD10, LU23	NKU, CC Fiscal Court, Tri-ED	<p>4.10.1 Future</p> <p>4.10.2 Future</p> <p>4.10.3 Future</p> <p>4.10.4 Ongoing</p>
4.11 Ensure space is made available for NKU's incubator programs UPTECH Accelerator	4.11.1 To the extent possible, ensure a physical location is reserved for a permanent space to house UPTECH's managerial staff and companies enrolled in the accelerator programs.	RD10	NKU, CC Fiscal Court, Tri-ED	4.11.1 Ongoing
4.12 Design and construct Sunset Drive extension	<p>4.12.1 Working with KTC and OKI, place the planned Sunset Drive extension project in the State's Six-Year Highway Plan and the regional Transportation Improvement Plan (TIP).</p> <p>4.12.2 Ensure Sunset Drive intersects with the planned (and funded) NKU Connector North Road.</p> <p>4.12.3 To the extent practical, emulate the design of the NKU Connector road realizing Sunset Drive improvements will carry through traffic.</p> <p>4.12.4 Ensure Sunset Drive's alignment create usable lots.</p>	RD10	KTC, OKI, NKU, CC Fiscal Court, Tri-ED	<p>4.12.1 Completed</p> <p>4.12.2 Completed</p> <p>4.12.3 Ongoing</p> <p>4.12.4 Ongoing</p>
4.13 Construct an access service road into the interior of the planned business park	<p>4.13.1 Ensure chosen access service road alignment enables the creation of usable lots on both sides taking into account noted environmental constraints on the west side of Gateway West.</p> <p>4.13.2 Establish street rights-of-way to enable a future connection to the planned Gateways Connector Road.</p>	RD10	NKU, KTC, Developers	<p>4.13.1 Future</p> <p>4.13.2 Future</p>



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Gateway West)				
<p>4.14 Extend stacked stone veneer wall and sign base theme to brand Gateway West</p> <p>(See Goals 3.4, 4.9 and 4.14)</p>	<p>4.14.1 Require low-profile stacked stone veneer screen walls between US 27 and parking lots throughout Gateway East. New wall construction should emulate 5/3 Bank's stone wall as a standard to best achieve a unified corridor appearance.</p>	RD11	Developers, Property Owners	4.14.1 Future
<p>4.15 Create a campus-orientated environment with connected walkways and trails</p> <p>(See Goal 3.12)</p>	<p>4.15.1 Plan walkways and trails that connect NKU Foundation's Research Park to Gateway West and NKU's Campus. Ensure internal paths connect buildings to each other.</p> <p>4.15.2 Use Gateway West's environmental features as business park amenities. Add recreational trails for the use and enjoyment of high-tech workers and employees.</p> <p>4.15.3 Provide pedestrian leisure zones for outdoor recreation, lunch breaks and reflection. Include shelters and benches.</p>	RD10, LU17, TR12	NKU, Developers	4.15.1 Future 4.15.2 Ongoing 4.15.3 Future
<p>4.16 Ensure business park development achieves Comprehensive Plan goals and vision for the built environment</p>	<p>4.16.1 Encourage multiple-story office buildings to maximize limited land availability and to take advantage of limited highway visibility.</p> <p>4.16.2 Ensure that high-quality building materials are used and office architecture is achieved to create a strong high-tech, corporate business park image.</p> <p>4.16.3 Prepare commercial design standards for Gateway West's built environment consistent with Comprehensive Plan policy.</p>	RD11	NKU, Developers	4.16.1 Future 4.16.2 Future 4.16.3 Future



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Goals	Action Objectives	Chapter/ Page	Partners	Status Priority
<p>4.17 Develop a pedestrian-friendly and urban town center</p>	<p>4.17.1 Require multiple-story buildings as a requirement of approved development plans to maximize the use of available land, to increase building density, and to promote a park-once- and-walk environment. Ensure that emergency services are increased to the level needed for this building style.</p> <p>4.17.2 Require ground floors to have clear vision glass and large bay windows consistent with retail store fronts.</p> <p>4.17.3 Encourage first-level commercial; residential, office on upper floors.</p> <p>4.17.4 Develop design guidelines to ensure development is designed and built consistent with Comprehensive Plan policy for the built-environment.</p>	<p>RD14, RD17, RD18</p>	<p>NKU, Developers</p>	<p>4.17.1 Ongoing</p> <p>4.17.2 Ongoing</p> <p>4.17.3 Ongoing</p> <p>4.17.4 Ongoing</p>
<p>4.18 Develop US 27 parallel service roads</p>	<p>4.18.1 Construct parallel service roads or driveway connections as shown on Map RD2 to provide alternative access and reduce traffic congestion on US 27. To the east of US 27 designs should protect established neighborhoods.</p> <p>4.18.2 Collaborate with NKU to determine best alignment for Clara Drive extension given NKU’s plans for hotel/conference center development at Nunn Drive and US 27.</p> <p>4.18.3 Commission a design study to determine alignment, lane and intersection configurations. Promote right-in and right-out only intersection design unless others are warranted.</p>	<p>RD14, RD16</p>	<p>KTC, NKU</p>	<p>4.18.1 Future</p> <p>4.18.2 Completed</p> <p>4.18.3 Ongoing</p>
<p>4.19 Create a pedestrian-friendly block grid</p>	<p>4.19.1 Ensure redevelopment west of the Bluegrass Center occurs on a block grid generally consistent with Map RD2 to promote pedestrian-friendly urban development.</p> <p>4.19.2. Do not approve development that prevents block grid road construction.</p> <p>4.19.3 Re-evaluate east boundary of Town Center to protect neighborhoods.</p>	<p>RD14</p>	<p>KTC, NKU, Developers</p>	<p>4.19.1 Ongoing</p> <p>4.19.2 Ongoing</p>



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Goals	<u>Action Objectives</u>	Chapter/ Page	Partners	<u>Status</u> <u>Priority</u>
<p>4.20 Achieve a high degree of pedestrian connectivity (See Goal 3.12 and 3.10)</p>	<p>4.20.1 Provide dedicated hard surface walkways connecting NKU to Town Center. 4.20.2 Construct a pedestrian bridge that spans US 27 to effectively connect east and west Town Center. 4.20.3 Brand the pedestrian bridge using existing town center and NKU campus architectural styling as a guide.</p>	RD16	KTC, NKU, OKI	4.20.1 Ongoing 4.20.2 Future 4.20.3 Future
<p>4.21 Develop formal pedestrian spaces to promote socialization, congregation and prolonged stays</p>	<p>4.21.1 Provide wide sidewalks next to ground floor retail for provision of outdoor furniture and seating to encourage greater use and socialization. 4.21.2 Ensure a green, urban park or plaza is developed and serves as a central organizing feature for surrounding development west of the Bluegrass Center. This central organizing feature should align with the green pedestrian easement found on the north side of Applebee's.</p>	RD17	NKU, Developers	4.21.1 Ongoing 4.21.2 Future
<p>4.22 Place parking on-street and behind buildings to make Town Center urban and pedestrian-friendly</p>	<p>4.22.1 Ensure parallel service roads and block grid connectors are designed to accommodate on-street parking. 4.22.2 Place off-street parking behind buildings. Where otherwise negotiated, limit front-yard parking to a maximum of two rows 4.22.3 Study the financial feasibility of constructing a public parking garage that could be shared by Town Center businesses and potential future dorms and hotel/conference center development.</p>	RD14	NKU, Developers	4.22.1 Ongoing 4.22.2 Future 4.22.3 Completed
<p>4.23 Extend stacked stone veneer wall and sign base theme to further brand Highland Heights (See Goals 3.4, 4.9, and 4.14)</p>	<p>4.23.1 Use stacked stone veneer walls to screen parking visible from any street or road – public or private. 4.23.2 Require stone bases/supports for commercial signage.</p>	RD17	Developers, Property Owners	4.23.1 Ongoing 4.23.2 Ongoing



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Goals	<u>Action Objectives</u>	Chapter/ Page	Partners	<u>Status</u> <u>Priority</u>
Table AP4 - Chapter 4 Redevelopment (Strategies applicable to all Redevelopment Districts)				
4.24 Proactively assemble land needed to implement planned redevelopment in Gateway East, Gateway West and Town Center	4.24.1 Create a strategy working with staff, special counsel and partners. 4.24.2 Hire professional help as needed to assist with land assemblage efforts. 4.24.3 Advertise intent to assemble property, be transparent and seek property owner cooperation. 4.24.4 Educate property owners of Equity Investment Approach for self-assemblage. 4.24.5 Concentrate on one redevelopment area at a time. 4.24.6 Proactively search for and resolve problem properties related to out-of-town owners, heirs, clear title issues, and liens, etc.	RD19	NKU, Developers, Property Owners	4.24.1 Completed 4.24.2 Completed 4.24.3 Ongoing 4.24.4 Ongoing 4.24.5 Ongoing 4.24.6 Ongoing
4.25 Prepare urban renewal studies to assist with land assemblage effort	4.25.1 Prepare urban renewal studies to determine if one or more redevelopment districts meet blight tests defined by state statute associated with urban renewal. 4.25.2 Legislatively apply urban renewal on redevelopment districts where qualified to deal with problem property and hold-outs.	R19		4.25.1 Ongoing 4.25.2 Future
4.26 Create a redevelopment finance strategy	4.26.1 Work with economic development professionals, public finance professionals and legal counsel to develop a funding strategy that takes available financing tools to account such as TIF, IRB, bonds, city debt capacity, etc. 4.26.2 Package financing tools and state/federal grants to achieve Comprehensive Plan goals.	RD19, RD20, R21	NKU, Tri-ED Developers	4.26.1 Completed 4.26.2 Completed
4.27 Seek partner participation	4.27.1 Gain partner support and participation in implementing recommendations for the three redevelopment areas. The City cannot implement the plan alone.	RD22	NKU, KTC, CC Fiscal Court, Tri-ED, Developers	4.27.1 Ongoing



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Table AP4 - Chapter 4 Redevelopment (Strategies applicable to all Redevelopment Districts)				
4.28 Prepare redevelopment plans for each redevelopment area	<p>4.28.1 Proactively prepare redevelopment plans with partners and interested property owners to develop more detailed redevelopment policy regarding land use, circulation, and design.</p> <p>4.28.2 Develop cost estimates and layout plans to better understand the magnitude of Comprehensive Plan recommendations and to seek appropriate resources.</p> <p>4.28.3 Enable zone changes smaller than three acres as currently required when development plans comply with City produced redevelopment plans.</p>	RD24	<p>NKU, KTC, CC Fiscal Court, Tri-ED, Developers</p>	<p>4.28.1 Ongoing</p> <p>4.28.2 Ongoing</p> <p>4.28.3 Completed</p>
4.29 Review plans and strategies with competent counsel before implementation	<p>4.29.1 Comprehensive Plan recommendations are bold and visionary. Take steps to understand the market, financial and legal ramifications before taking any specific course of action working closely with competent counsel.</p>	RD25	<p>Consultants, Staff, NKU, KTC, OKI, Tri-ED, Developers</p>	<p>4.29.1 Ongoing</p>

Conclusion

The City Planner believes that the proposed changes to the Goals and Objectives for the 2024 Comprehensive Plan contained in this report accurately reflect changing conditions and needs of the City of Highland Heights in the past five year period. The essence of the public comments received during this process and the discussion of the Steering Committee also support the changes proposed. The City Planner believes that the adoption of the proposed Goals and Objectives in the general content of what is presented in this report will help guide the review and update of all the other Elements of the 2024 Comprehensive Plan, including the Land Use Element.

Respectfully Submitted,
David A. Geohegan
City Planner