

2024 Highland Heights Comprehensive Plan

Statement of Goals and Objectives

Adopted April 9, 2024 Highland Heights Planning Commission

Adopted July 2, 2024 Highland Heights City Council

The two documents that follow – both Part 1 and Part 2 constitute the 2024 Statement of Goals and Objectives of the 2024 Highland Heights Comprehensive Plan. They form the basis from which the remaining comprehensive plan elements will be publicly reviewed and amended during late 2024. The Highland Heights Comprehensive Plan contains Goals throughout its text and elements to demonstrate how the planning process is well composed and consistent throughout.

Part 1) The following Vision, Key Drivers, and Goals are amended from material currently contained within the text of the 2019 Comprehensive Plan. Discussion of Goals was identified throughout the text of the Comprehensive Plan and compiled into one document for ease of review. Page numbers where they currently appear in the Comprehensive Plan are included here. They were publicly reviewed and amended during the period October 2023 through July 2024.

Part 2) Chapter 5 Action Plan is located at the end of the Comprehensive Plan. It is 19 pages long and has been amended during the public process October 2023 through July 2024. The tables in the Action Plan contains a leading column named “Goals”, and contains “Objectives” - previously referred to as “Actions” in the 2019 Comprehensive Plan.

Part 1 of 2:

Plan 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.

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). 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 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 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 *adopted 7/2/24*

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.



Highland Heights Comprehensive Plan

Goals and 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 "Objectives" on the Action Plan Table. Goals and 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 objectives, 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 objectives 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 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.

The 2024 update of the Goals and Objectives includes an annotated "Status" column.



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.



Goals	Objectives	Chapter/ Page	Partner	Status Priority
Table AP1 - General				
1. Actively promote Comprehensive Plan vision and goal	1.1 Prepare a condensed summary of Comprehensive Plan policy highlighting key recommendations: provide to residents, property owners, partners and stakeholders in city newsletter and online. 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 Hire a full-time city manager. Highland Heights would benefit from a full time manager given its strategic location, potential for redevelopment and need maximize communications with CC Fiscal Court Fiscal Court, NKU, TRI-ED and Kentucky Transportation Cabinet. 2.2 Annually budget for professional services relevant to Council and Planning & Zoning Commission (P&Z) selection of priority Comprehensive Plan projects.			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		3.1 Future 3.2 Future 3.3 Future 3.4 Ongoing



Goals	Objectives	Chapter/ Page	Partners	Status
Table AP2 - Chapter 2 Land Use and Public Facilities				Priority
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	Agencies and Districts	2.1.1 Future
	2.1.2 Ensure education, utilities, emergency services, and stormwater control.			2.1.2 Ongoing
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 Review options to add flexibility to rezoning process and minimal area requirements associated with the ROD District.			2.2.2 Completed
	2.2.3 Identify areas for new detached residential-unit infill development.			2.2.3 Future
2.3 Encourage cluster residential development to protect sensitive natural features and open space	2.3.1 Ensure open space and natural features are preserved to the greatest extent possible.	LU11, LU17	Developers	2.3.1 Future
	2.3.2 Update the Planned Development Overlay (PUD) Zone to properly include a density bonus in return for open spaces set-asides.			2.3.2 Future
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 NKADD Housing Study	2.4.1 Future
	2.4.2 Research and inform property owners of resources available to help property owners update/modernize houses.			2.4.2 Ongoing
	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.			2.4.3 Future
	2.4.4 Enable new innovative forms of housing for single professionals including upper levels of multi-use buildings.			2.4.4 Future



Goals	Objectives	Chapter/ Page	Partners	Status
Table AP2 - Chapter 2 Land Use and Public Facilities				Priority
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.	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 since Lakeside Terrace transitioned to student housing.	LU14	Neighborhood Foundations	2.6.1 Completed
	2.6.2 Support Neighborhood Foundations’ efforts to secure federal tax credits for new senior housing project in Highland Heights.			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.	LU16	CC Fiscal Court	2.8.1 Ongoing
	2.8.2 Create accessible and visible neighborhood-scale parks where neighborhoods are underserved to bolster property values and increase housing demand.			2.8.2 Ongoing
	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.			2.8.3 Ongoing



Goals	Objectives	Chapter/ Page	Partners	Status	Priority
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



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
3.1 Support, plan and construct road extensions/improvements called for	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.	TR4, TR7, TR8, RD4, RD5, RD10, RD14, RD16	KTC, OKI, NKU, Tri-ED	3.1.1 Completed 3.1.2 Ongoing
3.2 Improve traffic flow for large events held at NKU and mitigate US 27 peak hour traffic congestion	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.	TR8, RD11	KTC, NKU	3.2.1 Ongoing 3.2.2 Future 3.2.3 Ongoing
3.3 Study ways of better connecting the east and west halves of the city.	3.3.1 Consider findings of Smart Corridor US 27 planning efforts. 3.3.2 Request KTC and OKI to update regional transportation plans taking into consideration new Comprehensive Plan policies regarding future land use in Gateway East and Gateway West, and the proposed improvement of Sunset Drive to the NKU Connector North Road.	TR8, RD4, RD10	KTC	3.3.1 Ongoing 3.3.2 Ongoing
3.4 Extend the City's place-brand streetscape (See Goals 4.9, 4.14 and 4.23)	3.4.1 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.	TR8, RD5, RD11, RD17	KTC, OKI	3.4.1 Ongoing 3.4.2 Completed 3.4.3 Completed 3.4.4 Future



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
3.5 Welcome motorists to Highland Heights at key City entrances	3.5.1 Commission design plans for major and minor gateway signs. 3.5.2 Ensure gateway sign design reflects existing stone wall streetscape theme. 3.5.3 Work with NKU to co-brand gateway signs. 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. 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.	TR9	KTC	3.5.1 Ongoing 3.5.2 Future 3.5.3 Ongoing 3.5.4 Ongoing 3.4.5 Future
3.6 Improve wayfinding to major centers such as NKU, Town Center and future Gateway East and Gateway West development	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. 3.6.2 Ensure wayfinding sign design complements the stone wall streetscape theme.	TR9	KTC, NKU	3.6.1 Ongoing 3.6.2 Ongoing
3.7 Implement US 27 Corridor Access Management Plan recommendations (See Goal 4.6)	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. 3.7.2 Consolidate curb cuts using shared access points along US 27 in Gateway East. 3.7.3 Work with KTC to develop, adopt and enforce access management standards for Highland Heights including US 27.	TR9, RD5	KTC, Property Owners	3.7.1 Ongoing 3.7.2 Remove 3.7.3 Ongoing 3.7.4 Completed



Goals	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 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	3.10.1 Ongoing 3.10.2 Ongoing 3.10.3 Ongoing
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



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP3 - Chapter 3 Transportation				
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



Goals	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.	4.1.1 Ensure limited retail and retail service uses serve the needs of adjacent populations including planned “Multi-family” development north of US 27.	RD3, RD4	Property owners, Developers	4.1.1 Remove 4.1.2 Future
4.2 Transition multi-family development from high to low density going west to east.	4.2.1 Use transitional zoning techniques to ensure the largest and most dense multi-family units are located next to I-471. 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.	RD4	Developers	4.2.1 Ongoing 4.2.2 Ongoing
4.3 Promote diverse multi-family housing styles, designs and arrangements	4.3.1 Work with developers to bring new and diverse multi-family housing styles and configurations to Highland Heights. 4.3.2 Ensure that all forms of Emergency Services are provided for the population density and building types.	RD4	Developers CCCCFD	4.3.1 Ongoing
4.4 Plan and construct commercial service road north of US 27	4.4.1 Align service road with Lowe’s US 27 entrance and traffic signal. 4.4.2 Upgrade traffic signal to include a fourth leg on the north side. 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.	RD4	KTC, Developer, Property Owners	4.4.1Future 4.4.2Future 4.4.3Future
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



Goals	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. 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.	RD5, RD6		4.8.1 Future 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. 4.9.2 Prepare a streetscape master plan that articulates standards for materials and proper placement of stonewall and landscape materials.	RD5	Developers, Property Owners	4.9.1 Ongoing 4.9.2 Ongoing



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Gateway West)				
4.10 Develop a university-affiliated business park	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. 4.10.2 Enter into intergovernmental agreements establishing intent to develop a university-affiliated business park and establish roles and responsibilities of each party. 4.10.3 Assemble property. 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.	RD9, RD10, LU23	NKU, CC Fiscal Court, Tri-ED	4.10.1 Future 4.10.2 Future 4.10.3 Future 4.10.4 Ongoing
4.11 Ensure space is made available for NKU’s incubator programs	4.11.1 To the extent possible, ensure a physical location is reserved for a permanent space to house 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	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). 4.12.2 Ensure Sunset Drive intersects with the planned (and funded) NKU Connector North Road. 4.12.3 To the extent practical, emulate the design of the NKU Connector road realizing Sunset Drive improvements will carry through traffic. 4.12.4 Ensure Sunset Drive’s alignment create usable lots.	RD10	KTC, OKI, NKU, CC Fiscal Court, Tri-ED	4.12.1 Completed 4.12.2 Completed 4.12.3 Ongoing 4.12.4 Ongoing
4.13 Construct an access service road into the interior of the planned business park	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. 4.13.2 Establish street rights-of-way to enable a future connection to the planned Gateways Connector Road.	RD10	NKU, KTC, Developers	4.13.1 Future 4.13.2 Future



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Gateway West)				
4.14 Extend stacked stone veneer wall and sign base theme to brand Gateway West (See Goals 3.4, 4.9 and 4.14)	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.	RD11	Developers, Property Owners	4.14.1 Future
4.15 Create a campus-orientated environment with connected walkways and trails (See Goal 3.12)	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. 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. 4.15.3 Provide pedestrian leisure zones for outdoor recreation, lunch breaks and reflection. Include shelters and benches.	RD10, LU17, TR12	NKU, Developers	4.15.1 Future 4.15.2 Ongoing 4.15.3 Future
4.16 Ensure business park development achieves Comprehensive Plan goals and vision for the built environment	4.16.1 Encourage multiple-story office buildings to maximize limited land availability and to take advantage of limited highway visibility. 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. 4.16.3 Prepare commercial design standards for Gateway West's built environment consistent with Comprehensive Plan policy.	RD11	NKU, Developers	4.16.1 Future 4.16.2 Future 4.16.3 Future



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Town Center)				
4.17 Develop a pedestrian-friendly and urban town center	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. 4.17.2 Require ground floors to have clear vision glass and large bay windows consistent with retail store fronts. 4.17.3 Encourage first-level commercial; residential, office on upper floors. 4.17.4 Develop design guidelines to ensure development is designed and built consistent with Comprehensive Plan policy for the built-environment.	RD14, RD17, RD18	NKU, Developers	4.17.1 Ongoing 4.17.2 Ongoing 4.17.3 Ongoing 4.17.4 Ongoing
4.18 Develop US 27 parallel service roads	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. 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. 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.	RD14, RD16	KTC, NKU	4.18.1 Future 4.18.2 Completed 4.18.3 Ongoing
4.19 Create a pedestrian-friendly block grid	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. 4.19.2. Do not approve development that prevents block grid road construction. 4.19.3 Re-evaluate east boundary of Town Center to protect neighborhoods.	RD14	KTC, NKU, Developers	4.19.1 Ongoing 4.19.2 Ongoing



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Town Center)				
4.20 Achieve a high degree of pedestrian connectivity (See Goal 3.12 and 3.10)	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.	RD16	KTC, NKU, OKI	4.20.1 Ongoing 4.20.2 Future 4.20.3 Future
4.21 Develop formal pedestrian spaces to promote socialization, congregation and prolonged stays	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.	RD17	NKU, Developers	4.21.1 Ongoing 4.21.2 Future
4.22 Place parking on-street and behind buildings to make Town Center urban and pedestrian-friendly	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.	RD14	NKU, Developers	4.22.1 Ongoing 4.22.2 Future 4.22.3 Completed
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)	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.	RD17	Developers, Property Owners	4.23.1 Ongoing 4.23.2 Ongoing



Goals	Objectives	Chapter/ Page	Partners	Status Priority
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



Goals	Objectives	Chapter/ Page	Partners	Status Priority
Table AP4 - Chapter 4 Redevelopment (Strategies applicable to all Redevelopment Districts)				
4.28 Prepare redevelopment plans for each redevelopment area	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. 4.28.2 Develop cost estimates and layout plans to better understand the magnitude of Comprehensive Plan recommendations and to seek appropriate resources. 4.28.3 Enable zone changes smaller than three acres as currently required when development plans comply with City produced redevelopment plans.	RD24	NKU, KTC, CC Fiscal Court, Tri-ED, Developers	4.28.1 Ongoing 4.28.2 Ongoing 4.28.3 Completed
4.29 Review plans and strategies with competent counsel before implementation	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.	RD25	Consultants, Staff, NKU, KTC, OKI, Tri-ED, Developers	4.29.1 Ongoing