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Implementation



Briefly stated, this plan recommends significant changes to the roadway system, relocation of much of the highway retail uses, and the redevelopment of most of the study area. These recommendations are extensive and will very likely require decades to complete. For the primary components of this plan to come to fruition there will need to be extensive coordination between the public and private sector; and the city will need to stay focused and pursue the goals of the plan. While the full implementation of this plan is likely to span many years, the efforts to accomplish the goals and objectives outlined herein should begin immediately upon approval and adoption of this plan.

Gateway Implementation Committee

To assist the city in fulfilling these goals, it is recommended a committee be formed to oversee these activities. This group should be formed soon after the *Crescent Springs Gateway Study* is approved by the Kenton County Planning Commission (KCPC). It is recommended that this committee be made up of property and business owners in the study area and from other nearby commercial areas along with concerned and interested city residents. The make up of the committee is important because it gives residents and business owners most impacted by the study authority, responsibility and some control in its implementation. It would also be advisable for city council to establish an ongoing liaison with such a committee by appointing a member to sit in on meetings and to serve as an established communication link with city council. One of the first items for the committee would be to review the current zoning and work on rezoning the study area.

Zoning

Although not directly discussed in the study, zoning is the logical next step after a plan has been conducted. It is expected the zoning will follow the three recommended land uses identified in the plan. Included in the work on zoning is the plan recommendation that all existing uses be considered conforming regardless of whether or not the zoning district within which they lie would permit the existing use. This will insure that current property owners, both residential and commercial, can continue to use their properties and make improvements without hindrances. However, this plan recommends that land area for these existing uses not be able to expand onto other parcels.

The zoning for the commercial retail/service land use area is expected to be fashioned for highway retail type businesses. The needs of these users are convenient access and parking with drive-thru windows. The zoning will need to take into consideration the design recommendations made in the study which includes reducing curb cuts, locating businesses close to the street, sidewalks, landscaping, signage and exterior finishes that correspond to those in the mixed use area. Additionally, shared parking requirements and an overall evaluation of parking standards should be undertaken to see if space devoted to parking can be reduced.

The zoning for the mixed use area is expected to reflect the desire to have a vibrant center attractive to businesses and individuals as a place to work, shop, and dine. The design recommendations for this area call for multi-storied buildings, stone and brick exteriors with plenty of windows. The general design recommendations for the entire area should be followed such as locating buildings close to the street with the majority of parking to the side or rear of the building, landscaping around the buildings, and sidewalks.

The industrial land use area should follow many of the recommendations found in the other two areas such as reduce curb cuts, shared parking to the side and/or in the back of the building, locate the building close to the street, with landscaping and sidewalks.

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Land Use Redevelopment

The changes necessary for the study area to reach its full potential are extensive and complex. The changes to the roadway system and the recommended land uses will motivate many of the existing highway retail businesses to relocate within the study area. Many of these businesses are located in the middle of Sub Area A along Hazelwood Road. It is expected these businesses will want to move closer to High Street and Buttermilk Pike as a convenience for their customers. The majority of the existing structures do not conform to current commercial needs and will have to be removed. Additionally, the study area is divided into many small parcels. These issues add cost and complexity to the redevelopment process. These changes will take time, patience, and perseverance to successfully accomplish.

The Gateway Implementation Committee, previously described, will play an active role in redeveloping the study area. This group could transition into a community investment corporation (CIC) or a similar non-profit corporation. This would give the city some advantages in redeveloping the study area and could also be utilized for future redevelopment of other areas in the city. Typically a CIC is a non-profit organization established to develop commercial and industrial activity by investing in property. The Crescent Springs CIC could pursue strategic land procurement, consolidate parcels, work with developers to insure the plan is followed, and negotiation with current businesses to relocate.

The advantages of a CIC are many:

- Although it works for the interest of the city, it has a separate governing board and has the ability to leverage debt without a pledge of the full faith and credit of the city.
- It is not obligated to adhere to the public procurement process. It operates more as a private sector entity.
- They are typically tax exempt, and can borrow at a lower cost and can pass these savings on through CIC sponsored real estate transactions.
- The city can use the CIC as a development corporation; broadening the scope of its mission by providing professional training, employment services, technical services, and marketing strategies.

Upon adoption of this plan and creation of the Gateway Implementation Committee, the city should begin the process of researching the legal and organizational requirements for this type of entity.

Roadway Network Changes

This plan calls for three major changes to the roadway system in the study area:

- Building a loop road and removing some of the existing roads within the Sub Area A,
- Realigning the intersection of Buttermilk Crossing and Grandview Avenue, and
- Changing the full service signal intersection at Hazelwood Road/Grandview Avenue and Buttermilk Pike into a right-in/right-out only intersection.

To ensure the quickest possible development of the alterations to Buttermilk Pike, Crescent Springs' city officials should work with the Kentucky Transportation Cabinet. This stretch of Buttermilk Pike is controlled by the Commonwealth of Kentucky. Any improvements must be coordinated with and approved through processes established by the Cabinet and the Ohio, Kentucky, Indiana Regional Council of Governments.

For these major alterations to the roadway system to materialize many smaller changes have to occur. These changes are outlined below in three general time frames. Those listed first are the changes that can be achieved early in the process and some of them must happen before other changes can occur.

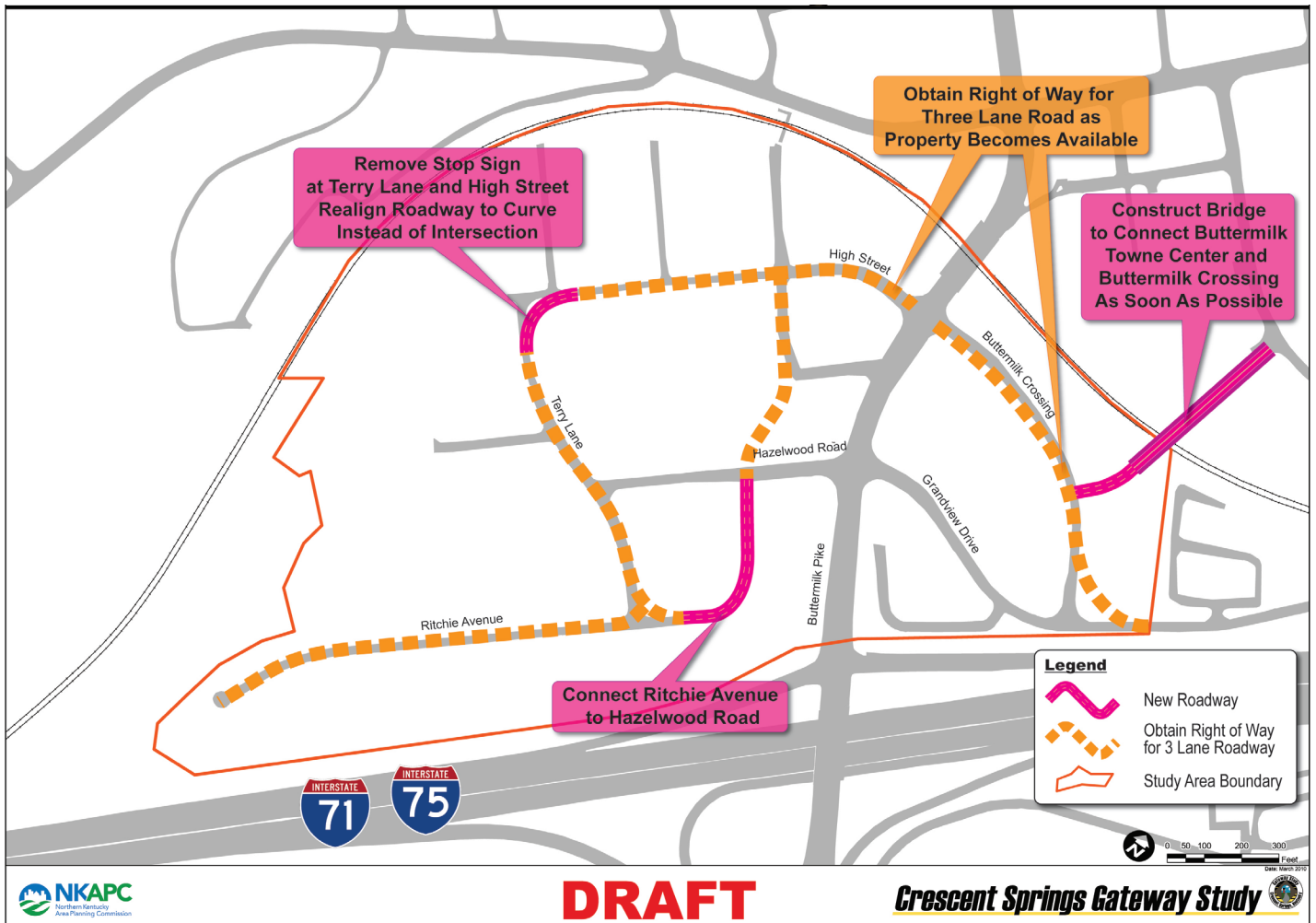
Short-term Changes (See Map 5)

Roadway changes that can occur early in the redevelopment process are those that do not interfere with the current roadway system. To begin the process there are some changes that can be started fairly soon if funds are available.

- To begin building the loop road within Sub Area A Ritchie Avenue could be connected to Hazelwood Road by enlarging the currently private entrance of the Chipotle restaurant. This new road will need to be exit only until the intersection is changed to right-in/right-out only to prevent vehicles from backing up into the Hazelwood Road/Buttermilk Pike intersection.

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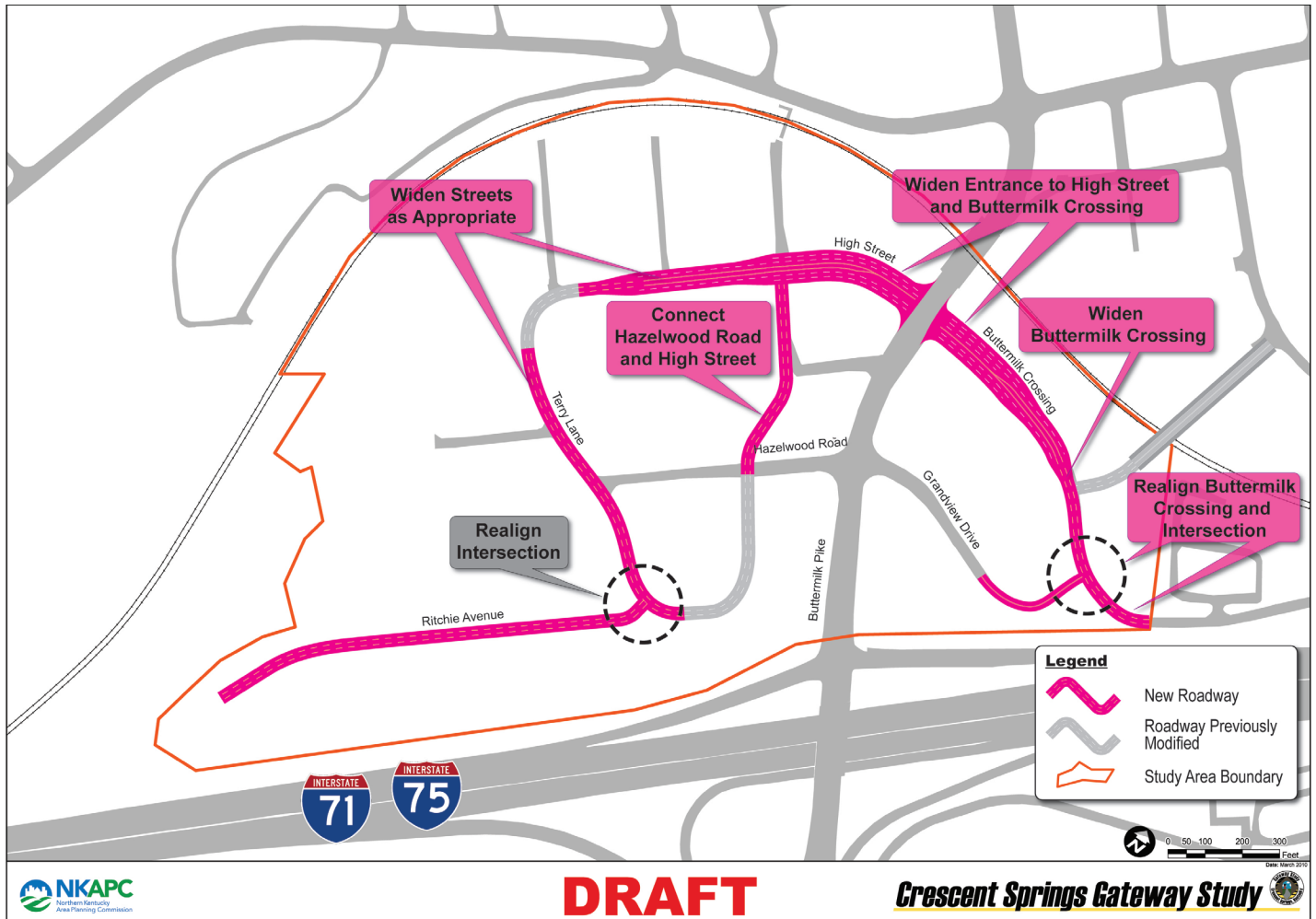
Map 5: Illustration of short-term changes



- Remove the stop sign at the Terry Lane/High Street intersection and construct a more gradual curve connecting the two streets. This change may increase the speed of traffic traveling this route. To prevent this, traffic calming measures may need to be implemented along with this change.
- Build a connecting road and bridge between Buttermilk Crossing and Clock Tower Way. This bridge could significantly increase traffic on Buttermilk Crossing requiring the addition of an extra lane or two on Buttermilk Crossing. This bridge helps reduce traffic on Buttermilk Pike by providing a direct connection between the two commercial centers. Directly connecting the two areas also creates a stronger commercial center and a more desirable destination.
- Acquire land along the expected right-of-way of the proposed loop road as redevelopment occurs within the area. To begin this process it may be necessary for the city to provide engineering services to determine just exactly how much rights-of-way are needed for these improvements. As noted within the study the portion of the roadway near its intersection of Buttermilk Pike will be a six to eight lane cross-section that will transition to a three lane cross-section as it progresses into the interior of the area. This item can be started as redevelopment starts and continue for many years as redevelopment progresses.

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Map 6: Illustration of mid-term changes



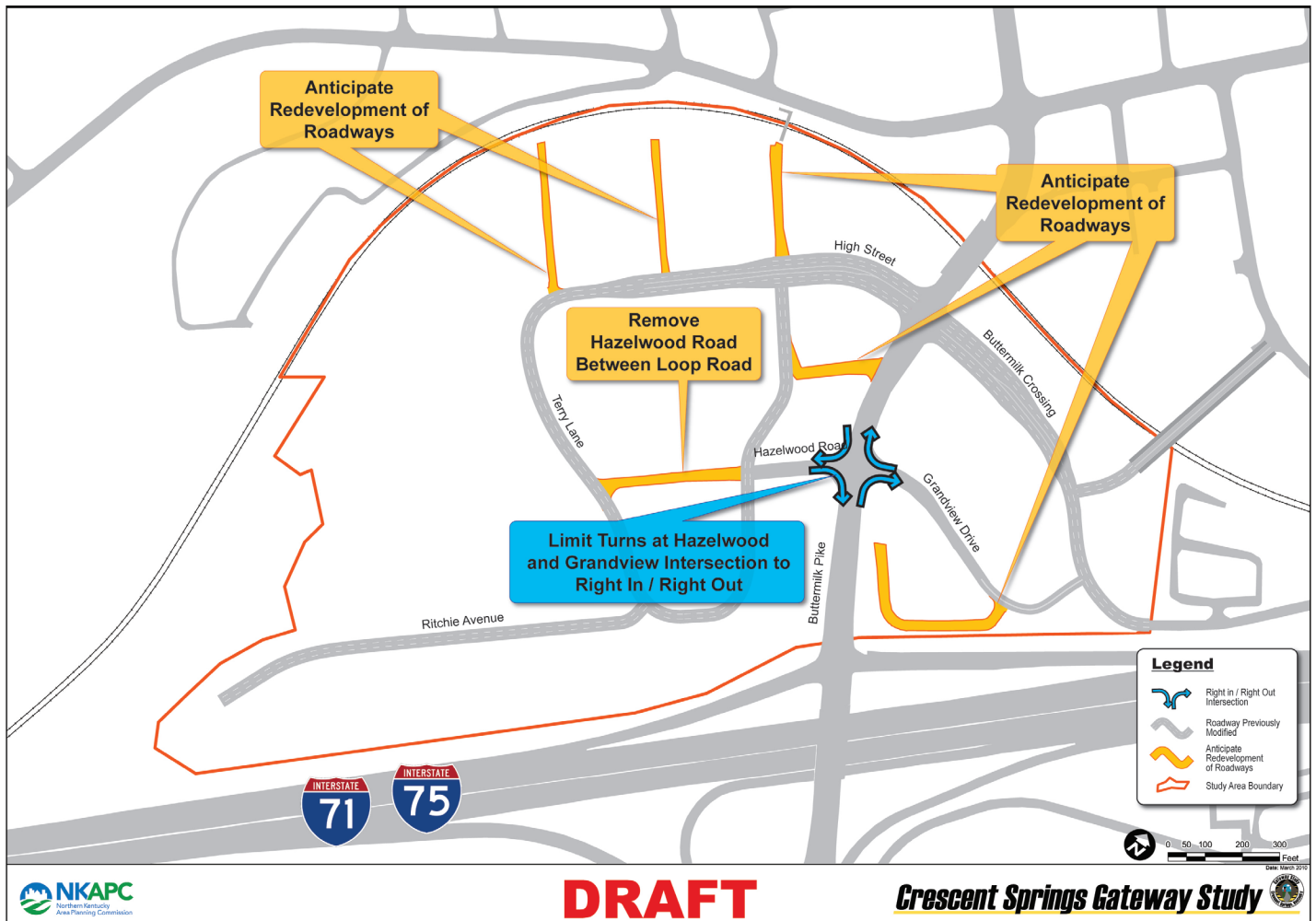
Mid-term Changes (See Map 6)

This next group of changes can be undertaken only after rights-of-way have been secured:

- Widen the targeted roads to three lanes. Currently the roadway away from the intersections with Buttermilk Pike is two lanes. This widening cannot occur until all of the right-of way is secured. This widening does not have to occur until the additional lane is needed.
- Widen the entrances of High Street and Buttermilk Crossing to six to eight lanes. This widening is in anticipation of the increase in traffic using this intersection to access Sub Areas A and B once the Hazelwood Road/Grandview Avenue, Buttermilk Pike intersection becomes right-in/right-out.
- Connect Hazelwood Road to High Street with the connection of Ritchie Avenue to Hazelwood Road. This connection completes the loop road and is necessary for vehicular ease of movement within Sub Area A.
- Realign the Ritchie Avenue/Terry Lane intersection. This change removes the stop sign on Terry Lane easing the flow of traffic along the loop road. This change could occur earlier but needs to occur eventually to allow the loop road to be stop free.

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Map 7: Illustration of long-term changes



Long-term Changes (See Map 7)

These final changes will occur at the end of the process, only after the previous changes have been completed:

- Realigning Butternik Crossing and Grandview Avenue intersection. This change must be made before the Hazelwood Road/Grandview Avenue, Butternik Pike intersection becomes right-in/right-out. Once this change is made and the High Street/Butternik Crossing, Butternik Pike intersection becomes the primary entrance into Sub Areas A and B. This increase in traffic will require Butternik Crossing to connect with Grandview Avenue without a stop.
- Abandon the section of Hazelwood Road between Terry Lane and the extension of Ritchie Avenue. This eliminates the full intersection at Hazelwood Road and the extension of Ritchie Avenue providing land for redevelopment and removing a potential bottleneck in the loop road.
- Changing the Hazelwood Road/Grandview Avenue intersection with Butternik Pike into a right-in/right-out. This is the final element and can not happen until most of the changes listed above have occurred. This will entail a central median down the middle of Butternik Pike making a left hand turn impossible and raised triangles at the entrance of Hazelwood Road and Grandview Avenue to direct the traffic entering or leaving the street.

