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6.0
implementation



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6.0 Implementation

6.1 Implementation Matrix

An implementation matrix has been provided for better interpretation of the recommendations of this study which are based on the rules/visions, input from residents and advisory committee and suggestions from stakeholders. As denoted in the design recommendations chapter, it is recommended to create a Strategic Action Plan Committee (SAPC) to implement the various tasks of these recommendation policies to achieve the visions/rules of this study. It is also recommended to hire a City Manager to oversee the implementation process and create an interface with the SAPC and the City Council. The position should be responsible for economic development initiatives.

The implementation table consists of four (4) columns as below:

- + Number-Relates to the recommendation number as denoted in the “Design Recommendations” chapter
- + Tasks-Relates to the specific implementation techniques
- + Assisting Agency-Shows the responsible party that will oversee/assist in the implementation of the specific task
- + Priority Level-Shows the priority of the tasks to be undertaken for successful implementation of the study. The priority level has been categorized as “short term” (0-2 years), “medium term” (2-10 years), “long term” (10-20 years), and on-going which refers to any tasks that are being currently carried out but needs further development.

The implementation techniques have been subdivided into the following categories:

- + Design and Development
- + Infrastructure Needs
- + Programmatic Needs

The *design development* deals with design related issues such as future modifications of zoning and other applicable regulations, possible development of a form-based code for architectural, streetscape, branding and wayfinding techniques.

The *infrastructure needs* includes the specific implementation tasks that pertains to the infrastructure improvements like sidewalk connection, development of existing and future parks, sewer extension, bus transit extension etc.

The *programmatic needs* are for the activities and initiatives such as organization of boards and/or agencies to implement rules/visions of this study, financing recommendations etc.

It has also to be noted that the implementation techniques under broad headings of design, infrastructure and programs are further classified to be under “study-area wide”, “land use development models” such as conservation development, mixed use etc. and “opportunity areas” such as downtown district, south gateway area etc.

Design and Development			
No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
CD1, MU1, HD1.4, DD6, SG2, NG1, MC2	Each of the following land-uses should have its own development and design guidelines - mixed-use, commercial, downtown, conservation residential, and multi-family. These guidelines should be in conformance with a coherent plan which stipulates scale of uses, permitted densities, building location, setback, height, size, color, landscaping and parking requirements.	Strategic Action Plan Committee (SAPC), City Manager	Short/Medium Term
CD1.3	Preserve open spaces through land grants, conservation mechanisms to maintain scenic view corridors	SAPC, Kenton Conservancy, City of Independence	Medium Term
DD6.2, SG2.2, NG1.2, MC2.5	Establish streetscape design standards appropriate to adjoining development areas. Incorporate design elements for creation of traffic calming such as the use of pavers for pedestrian crosswalks and extended curb at intersections	SAPC, City Manager	Medium Term
	Design a pedestrian/bike way plan starting with the Kenton County Pedestrian and Bicycle plans. Besides routes, this plan should include design standards for geometry, materials, amenities, safety, lighting, etc.	SAPC, NKAPC, City Manager	Medium Term
	Establish regulations to create buffer areas between residential and commercial uses	SAPC	Short Term
DD2, SG5, NG3, MC5	Develop brand identity and wayfinding and revise appropriate sign regulations, utilizing professionals if necessary.	SAPC, City Manager	Short Term
	Provide incentives for shared parking for commercial and mixed use areas	SAPC, City of Independence	Medium Term
	Establish guidelines for gateways into Independence	SAPC	Short Term

MU, HD	Provide development incentives for mixed use and high density residential	SAPC, City Manager	Medium Term
	Flexible and/or incentive zoning system should be formulated where bonuses are granted to developers for providing certain amenities	SAPC, City Manager, NKAPC	Medium Term
	Conservation Development Model		
CD1	Revise zoning and subdivision regulations to include the tenets of conservation subdivision model such as the protection and maintenance of open space. Develop guidelines and mechanisms for each conservation development to protect and maintain the open spaces through either “conservation easement” or by home owner’s association	City Manager, NKAPC, Kenton County Conservation District	Short Term
CD1.3	The ordinances should specify buffers such as preservation of existing woodlots etc. and passive open spaces as one of the required design elements of open space systems proposed in the higher density conservation design. In lower density models a fee-in-lieu mechanism can be implemented to be used as funding sources for open spaces	City Manager, NKAPC	Short Term
	Mixed Use Development Model		
MU1	Mixed use development guidelines should include phasing plans as well as description of issues of parking, residential and commercial character	SAPC	Short/Medium Term
MU1	Building material and color should exhibit quality and help establish a human scale while providing visual interest	SAPC	Medium Term
	Higher Density Residential Model		
HD1	Encourage multi-family development for transitional areas between commercial and single family residential areas through development incentives and bonuses	SAPC, City of Independence	Medium Term

HD1	Create guidelines for design and development with preservation of critical resources criteria through clustering techniques	SAPC	Medium Term
	Recreational Use		
OS1	Encourage development of small “pocket” parks	City of Independence	Medium Term
OS1	Provide a variety of recreational amenities for the park system	City of Independence	Short Term
	Downtown District		
DD6	Guidelines for the downtown district should include - outdoor seating and pedestrian gathering spaces; walkable strategies through creation of continuous facades, infill development with respect to form, materials, massing, colors etc; façade improvements to existing buildings; parking, safety and lighting.	SAPC, City Manager	Medium Term
DD7.3	Establish guidelines with County to ascertain long term use/re-use of the Courthouse	City of Independence, Kenton County	Short Term
DD7.2	Encourage use of existing vacant buildings to full potential with incorporation of new tenants	SAPC, City Manager	On-going
	South Gateway Area		
SG1	Encourage mixed use and higher density residential as a buffer zone between commercial land uses and single family residential uses and establish regulations for such buffer zones	City of Independence, SAPC	Medium Term
SG3	Guidelines should encourage cluster development for creation of destination for a more walkable experience	SAPC	Medium Term
SG4	Use landscaping treatments to create visual buffer and develop guidelines for incorporation of landscape islands and trees in existing and new parking lots	SAPC, Tree Board	Medium Term
SG6	Promote retail businesses to support the needs as reflected by the Market Study conducted by GEM	SAPC, Business Council	Medium Term
SG6	Encourage expansion of existing businesses as recommended by the Market Study	SAPC, Business Council	Medium Term

	McCullum Pike and "New" KY17		
	Encourage higher density residential (multi-family) buffer zone of mixed use development and "New" KY17 from single family residential growth	SAPC, City of Independence	Medium Term
MC3	Develop guidelines to avoid creation of large parking lots in lieu of multiple smaller off-street parking area located within higher density developments	SAPC	Short Term
	Establish standards and to create housing for elderly and for young professionals	SAPC	Medium Term
	Create guidelines for phasing of development in this area	SAPC	Short Term

Infrastructure Needs

No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
	Maintain "New" KY 17 as the major north-south arterial serving the City	KYTC, NKAPC	On-going
	Connect neighborhoods of the study area with activity zones like downtown, south gateway, north gateway through pedestrian linkages	SAPC, City of Independence	On-going/ Long Term
OS1	Promote trail connectivity between open spaces and activity zones like playgrounds, picnic shelter etc.	City of Independence	Long Term
	Promote uninterrupted pedestrian connections as the focal point of design of all existing and future developments to connect from adjoining residential neighborhoods	SAPC	Medium Term
DD	Create guidelines and explore funding opportunities for utility relocation underground in the Downtown District	SAPC, City Manager	Medium Term
DD4.2	Promote existing public gathering spaces and create new ones like farmer's market possibly in the downtown district etc.	SAPC	Short Term
	Provide incentives for shared parking in commercial/mixed-use areas	SAPC, City of Independence	Medium Term
OS1	Encourage interaction with City of Independence Parks & Recreation and the Kenton County Parks and Recreation District for development of new pocket parks and connectivity of the parks with the regional park system	SAPC, City of Independence	Short Term
	Establish dialogue with Kenton County Sanitation District No. 1 to coordinate future sanitary and stormwater facility planning and construction	SAPC, City of Independence, Sanitation District No. 1	On-going/ Long Term
OS1	Connect parks and open spaces with regional park system	SAPC	Long Term

OS1	Create a hierarchical system of parks catering to different age groups and providing various amenities like play equipments, ball field, kids activity area etc.	SAPC, City of Independence	Short Term
DD9.1, SG3.2, NG2.3, MC 4.3	Establish guidelines for traffic calming design & activities to increase safety and encourage pedestrian use	SAPC	Medium Term
DD4.5, SG6.6, NG4.4, MC6.5	Establish dialogue with Transit Authority of Northern Kentucky (TANK) to extend transit service to the study area specifically to intersection of McCullum Pike & "New" KY17 area in addition to its existing route that includes other nodal areas and downtown. More trips during peak hours will help offset congestion in roadways	SAPC, City of Independence	Medium Term
	Improve the transit stops at the existing locations in downtown, north gateway area and south gateway area. Transit stop is also recommended on McCullum Pike near the intersection of "New" KY17 in the future based on the growth in the area.	SAPC, City of Independence, TANK	Short/Medium Term
	A park n' ride is recommended near the intersection of McCullum Pike and "New" KY17	SAPC, City of Independence, TANK	Medium Term
	Rename "New" KY 17 to avoid confusion with Madison Pike	KYTC, City of Independence, Kenton County	Short Term
	Investigate alternative solutions of Madison Pike traffic flow after "New" KY 17 opens and remove it from the unscheduled needs list for adding a third lane	OKI, KYTC, City of Independence	Medium Term
	Modify McCullum Pike to include a wider two-lane section with facilities for non-motorized traffic	KYTC, OKI, NKAPC, City of Independence	Medium Term
	Coordinate KY 536 design and construction with anticipated land uses	KYTC, NKAPC, City of Independence	Short Term

Programmatic Needs			
No.	Tasks	Assisting Agency	Priority Level
	Study Area Wide		
	Create a Strategic Action Plan Committee (SAPC) to oversee the implementation of the plan.	City of Independence	Short Term
DD7.1, SG7.7, NG5.3, MC7.6	Employ a City Manager to oversee implementation process, maintenance of existing buildings and recruitment of new businesses	City of Independence	Short Term
DD8.2, SG6.4, NG4.1	Organize a City Beautification program to help maintain quality of community and recognize opportunities for enhancing aesthetic quality	SAPC	Medium Term
DD8.3, SG6.5, NG4.2	Organize a Tree Board to oversee an Urban Tree Renewal Program	SAPC	Medium Term
DD3.5	Develop a business council for management of businesses in the downtown area, south gateway area, north gateway area and near the the intersection of McCullum Pike & "New" KY17	SAPC	Medium Term
DD3.4	Coordinate marketing of all cultural activity through newsletters, websites, radio and television	City of Independence, SAPC	Short Term
DD8.1	Institute a design review board to oversee the development process	SAPC	Short Term
DD1.5	Develop educational programs to interpret the history of the community like developing driving/walking tour of the City and investigating a school-age education program aimed at awareness of local history	SAPC, Historical Society	Medium Term
	Development review process should be streamlined to include applicable technical staff for better and informed decisions by Planning Commission and City Council	City of Independence, NKAPC	Short Term

DD1.1	Collaborate with the Kenton County Historical Society to discuss possible ways to provide educational forums in order to discuss the advantages of historic resource registration.	SAPC	Short Term
DD1.3	Seek a Determination of Eligibility for the National Register of Historic Places for a historic district within downtown Independence. Apply for historic tax credits for maintenance of existing structures	SAPC, Historical Society, City of Independence, KY Heritage Council	Medium Term
	Encourage the preservation and re-use of the historic buildings within the study area	SAPC, Historical Society	Medium Term
SG6.1, SG7.6, MC7	Develop marketing package and market the potential of each opportunity area to investors, developers and real estate groups	City Manager, SAPC	Short Term
5.5	Pursue the applicable funding mechanisms available such as historic tax credits and funding available from Kentucky Cabinet for Economic Development, Governor’s Office for Local Development, Soil Conservation Districts of Kentucky, Natural Resource Conservation Service etc.	SAPC	Short Term
	Conservation Development Model		
NG1.5, MC2.7	Provide development incentives for residential development to be designed according to the conservation development model	City Manager, SAPC	Short Term
CD1.5	The Design Review Board should review all future developments. Alternatively, consider organizing a “conservation development organization” (non-profit) for the area to review the developments	SAPC	Medium Term
	Higher Density Residential Model		
HD1	Provide incentives for developers to develop high density housing	SAPC, City of Independence	Short Term

	Mixed Use Development Model		
MU5.1	Pursue funding mechanisms for development and maintenance of these areas such as Tax Increment Financing, Enterprise Zone Program as offered by the Kentucky Cabinet for Economic Development	SAPC, City Manager	Medium Term
MU5.2	Provide incentives for developers to develop mixed uses	City Manager, City of Independence	Medium Term
	Recreational Use		
OS1.10	Create strategic alliance with YMCA to explore a wide range of recreational opportunities	SAPC	Short Term
	Downtown District		
DD3.2	Encourage consensus building process and cooperation among many groups and/or individuals having a role in the revitalization process	SAPC	Medium Term
DD4.1	Promote neighborhood oriented retail businesses (specialty stores) with shop window enhancement and display programs. Prepare an inventory of vacant buildings in the downtown with information pertaining to area, location etc. and create brochure for recruitment of small businesses to occupy the vacant spaces	City Manager, SAPC	Short Term
DD4.2	Promote resident involvement and community gathering through efforts like institution of Farmer's Market	City of Independence	Medium Term
DD4.3	Build on community festivals like Independence Day Celebration, Christmas Parade etc.	City of Independence	Medium Term
DD5.1	Strengthen the district's existing economic base and pursue ways to expand through different funding mechanisms like tax increment financing, Renaissance KY grants etc.	City Manager, SAPC	Short Term
DD5.2	Pursue public/private partnership for maintenance of existing structures and new infill	City Manager, SAPC	Short Term
DD5.3	Promote tax incentives for downtown housing and retail	Kenton County, SAPC	Short Term

DD5.4	Develop a property owner incentive program for rehabilitation	SAPC	Medium Term
	South Gateway Area		
SG7.1	Develop a comprehensive plan for business recruitment and retention	SAPC	Medium
SG7.2, 5.5	Establish a Tax Increment Financing District or create a Kentucky Enterprise Zone	City of Independence	Medium
SG6.3, SG7.4	Provide incentives for development for business recruitment	City Manager, SAPC	Short Term
	McCullum Pike & "New" KY17		
MC7.4	Identify key tenanting opportunities for this area	City Manager, SAPC	Short Term

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