

Chapter Seven Implementation

The future of the Dixie Highway corridor presented in this plan is dependent on how the plan is implemented. By itself the plan does not create the planned future. Implementation measures described in this Chapter and carried out by the City of Park Hills and other entities that the City collaborates with is the key to creating the future described within this document.

This Chapter contains a table of specific implementation measures. Each measure contained within the table includes a brief description of the actions anticipated, the status (short or long term, general) and a listing of the party or parties most responsible for assisting with carrying out the action. Generally, the first party listed is the lead for that particular implementation measure. The three status types are as follows: short-term or actions that should be started almost immediately upon adoption of the plan, but which may take 0 to 2 years to begin or complete; long-term or actions that should be started as soon as possible but which may take as long as 10 to 20 years to begin or complete. The general status refers to actions that are either underway or that when started will be of an ongoing nature.

Key Implementation Recommendations

Many recommendations are presented in the table that accompanies this Chapter. All those listed are important, but a few stand out as being of higher priority and importance as the City of Park Hills embarks on realizing this plan. In this section, these recommendations will be discussed in further detail.

Committee/Development Authority

One of the most important implementation measures for the City of Park Hills will be the creation and organization of a committee or authority to promote, direct and manage redevelopment of the Dixie Highway area. This committee must be established with the both the authority and oversight from the City to proactively participate in redevelopment. It is envisioned and recommended that this committee be more than just a citizen/business representative type committee that makes recommendations to City Council. This committee needs the legal authority to negotiate for, take option on, and purchase land for

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Another primary recommendation of this study is the creation of a form based code or design guidelines to effectively implement the land use recommendations of the study.

future development and to participate in other key development decisions affecting the corridor. It will be important that this committee be established under any appropriate state and/or federal statutes and that sufficient oversight be maintained by City Council.

Zoning Text and Map Amendments

The adoption of this plan by the Kenton County Planning Commission as part of the *Comprehensive Plan Update 2006-2026: An Area-Wide Vision for Kenton County* will be the prerequisite step to the preparation of or revision of zoning text and map revisions. To effectively implement recommendations of this plan the City's current zoning regulations will need to be reviewed, revised and possibly rewritten to guide future development. Land use recommendations identified in Chapter 6 will generally be best accomplished by the creation of or the addition of some level of form based zoning and/or design standards for the corridor.

Form based land use codes are being used in many cities to provide contextual standards that help ensure that new development will be appropriate to the character desired by the community. For the City of Park Hills, this may be translated into assuring that the character of the City is carried to the Dixie Highway corridor. One aspect typical of form based codes that has been expressed by the public as desirable during the planning process is that new developments within the corridor provide space for community gatherings and places for residents to congregate as part of the experience of shopping.

The specifics of these regulations must be identified and written into zoning text as soon as is practical after the adoption of this plan. The process of accomplishing this task should include a committee that perhaps would be comprised of representatives of the Task Force from this planning process and representatives from the committee or authority, as described above, created to implement this plan.

It is important to note that the adoption of the plan and creation of new zoning regulations both comprise only the beginning of plan implementation. Zoning is a

static implementation tool and although very important will not create the future envisioned in this plan. This is precisely why this plan recommends the creation of a strong committee/authority, as previously described and the following tax increment finance district as one means of generating income for implementation.

Tax Increment Financing

Tax increment financing is a technique by which the increase in tax revenue over the base amount set when a tax increment financing district is established is set aside for public improvements within the designated area. At this time Kentucky statutes are not written to allow local units of government to capture all tax revenue (state and local) except for certain larger projects approved by the state legislature (See Kentucky Revised Statutes 154.30). Currently, a city can only capture its own taxes from this area which is somewhat limiting to the level of funds that will be available. Before embarking on the creation of a tax increment financing district the City must thoroughly review the legal aspects involved. One solution is for the City of Park Hills to collaborate with other cities in Kenton County to approach the state legislature to amend state law to accommodate more comprehensive use of this procedure that would allow cities to capture all available tax revenue.

Dixie Highway Improvements and Streetscape

Streetscape and other improvements such as addition of a median, access management and reduction in lanes along Dixie Highway are primary components of this plan. These improvements will help provide much of the context from which remaining portions of the plan can be built upon. Therefore, it is important that these elements are begun soon after adoption of the plan.

Two steps should be accomplished to begin this process. First, City Council should begin specific dialogue with the Kentucky Transportation Cabinet in regards to the median. As noted within the plan this median was included as part of recommendations of *The Dixie Fix* study. This plan furthers that recommendation and the

City now needs to begin the process of working with the Transportation Cabinet to come to agreements on how this can happen. Alternate ideas for how this median may be constructed have been presented in the plan. It may be raised as a more typical median or depressed and also used as part of the storm water management approach for the area. Discussion on which alternative works best may take some time because in the case of storm water management the City should also include Sanitation District No. 1 in the process.

The second step that should be taken is to organize for developing the gateway features other landscaping that will define the corridor. This should be inclusive of maintenance of plantings within the right-of-way along the whole stretch. One way to accomplish this may be to utilize an existing organization active within the city. The median and streetscaping together are important as they lie almost exclusively within the realm of implementation by the public and can function as catalysts for private improvements along the corridor.

Green Infrastructure/ Storm Water Management

Management of storm water needs to be a priority for the City as land along Dixie Highway redevelops. Several techniques are available that can be utilized in the corridor as discussed in **Section 5 of Chapter 6**. To most effectively implement green infrastructure techniques it will be important for the City to closely coordinate with Sanitation District No.1 and with land developers beginning at the earliest stages of the development process. Many techniques for implementing green infrastructure components within land development project are new for our area. One key component of plan implementation, therefore, will be to supply information to developers and their design team early in the planning process. It is suggested that the City provide coordination between prospective developers and Sanitation District No. 1. Additionally, the City should research and implement where appropriate incentives and regulations to promote the use of green infrastructure techniques.

Recommendations	Implementation	Status	Responsible Party
Mobility			
Install median on Dixie Highway, per recommendations of the "Dixie Fix" Study and make other roadway improvements outlined in this plan and the Dixie Fix study.	Meet with KYTC, District 6 to begin specific discussions on implementation of this portion of the Dixie Fix project.	Short-Term	City/KYTC/NKAPC
	Develop process for construction of median. This may be a combination of public/private initiatives at time of redevelopment and/or through initiatives by the city to obtain funds through grants or other sources, such as TIF funds.	Long-Term	City
Realign curve on Dixie Highway per recommendations of the "Dixie Fix" Study	Apply to OKI to have a Project Identification Form (PIF) prepared for this project.	Short-Term	City/OKI
	Review PIF request with the Dixie Fix Committee (for information purpose and general support)	Short-Term	City
	Work with state, local and regional officials to secure funding and construction.	Long-Term	City
Provide for pedestrian and bicycle linkages/connectivity from Dixie corridor to adjoining residential neighborhoods	Establish mechanisms necessary to install these connections as redevelopment occurs and/or through and/or through initiatives by the city to obtain funds through grants or other sources, such as TIF funds.	Long-Term	City/KCPC/NKAPC
Work with existing and new businesses to share parking throughout the corridor	Meet with current business owners and future developers to find appropriate ways to share parking spaces throughout the daytime and nighttime hours.	General	City
Construct road connection from core area to Old State Road		Long-Term	City/KCPC/NKAPC

Infrastructure			
Remove overhead utility lines		Short-Term	City
Work with Sanitation District No 1 to utilize green infrastructure approaches in the corridor to manage storm water		General	City
Plan for and organize to maintain landscaping and green infrastructure improvements		General	City
Plan for and construct "gateway" features as part of Dixie Highway corridor redevelopment		Short -Term	City

Recommendations	Implementation	Status	Responsible Party
General			
Adopt a tax increment financing (TIF) district for the project area. (Note: A TIF district was also recommended for Dixie Highway corridor in the Dixie Fix Study.)	Currently, TIF districts in the Commonwealth of Kentucky are not as broad as they could be. Changes need to be made to enable cities, such as Park Hills, to more fully utilize the funding benefits of this mechanism. Nevertheless, the City can begin to accomplish this plan by implementing a TIF district for the study area that captures the increment of increased city taxes.	Short-Term	TANK
Maintain ongoing contact with the City of Covington to coordinate redevelopment and access issues for the Gateway and NKU properties		General	City
Establish an organization, either non-profit or profit, such as a community improvement committee or community development corporation to oversee implementation of the corridor plan.	The role and purpose of this committee is to first assist city council with the ongoing implementation of this plan. Additionally, this organization is necessary to provide a mechanism to work with existing businesses, the community at large to promote the corridor and to secure land for development or redevelopment.	General	City

Housing			
"Refresh" housing inventory by construction of new units and revitalization of existing units.	Organize housing and other programs to maintain and strengthen home ownership and to maintain quality of housing units, particularly existing single-family houses.	General	City
	Develop housing in higher densities than now exist and utilize attached single-family products as part of a mix of housing choices.	General	City/KCPC/NKAPC
Minimize the trend toward rental housing units	Organize housing and other programs to maintain and strengthen home ownership and to maintain quality of housing units, particularly existing single-family houses.	General	City
Housing programs to maintain and strengthen home ownership and to maintain quality of housing units, particularly existing single-family houses.		Short-Term	

Land Use

The following recommendations will be incorporated into the adoption of this study when the Kenton County Planning Commission adopts the plan as a part of the county-wide plan entitled: *Comprehensive Plan Update 2006/2026: an Area-wide Vision for Kenton County*. Implementation measures described must be completed as a second step and initiated by the city and/or by individual property owners. (See Map XXXX)

Recommendations	Implementation	Status	Responsible Party
Change land use for properties, containing approximately 9.2 acres, along Dixie Highway from city limit south to S. Arlington Road to Commercial Retail/Service and to include offices as permitted uses		Short Term	City/NKAPC
Change land use for approximately 4.9 acres at the end of Old State road, formerly Gateway Community and Technical College, from school parks to residential at 7.1 to 14 dwelling units per		Short Term	City/NKAPC
Change land use for approximately 19 acres along both sides of Dixie Highway between S. Arlington and the vicinity of St. Joseph Lane from Commercial Retail/Service, residential at 7.1 to 14 and 4.1 to 7.0 dwelling units per net acre to mixed use (see description in Chapter		Short Term	City/NKAPC
Create new zoning text and map regulations as necessary to implement land use recommendations.	The zoning within the study area should be evaluated and any zone changes required to implement the land use recommendations of the study should be pursued.	Short Term	City
Encourage new retail land uses that can take advantage of this location in proximity to a population with spending capacity that appears to exceed the availability of existing businesses in the vicinity to meet demand	Create a retail/service environment conducive to small neighborhood and niche type retail establishments that provide specialty type products and can survive on business generated by residents in Park Hills, but that can also be a destination for others because of the unique character.	General	City
Reserve/Hold for Dixie Hwy in front of schools		Short Term	City/NKAPC