
MEMORANDUM

To: Alexandria Planning and Zoning Commission

Date: September 10, 2020

From: Wendy E. Moeller, AICP
Compass Point Planning

Re: Comprehensive Plan – Existing Conditions and Public Survey

As a follow up to our discussion on September 2, I am sending out this memorandum with a digital copy of the goals and objectives, additional data and analysis, as well as information for you to consider prior to our next meeting.

Online Survey

I put together an initial draft of an online survey we can use to make sure the updated plan addresses issues of interest for the community. I have included a photo survey of housing types and densities as well as some general questions related to the future of the community. If you have an opportunity, please take a look at the survey and we can discuss if you have any additional ideas to add before we release it to the public. Please note that you can fill out this survey and the answer will be available to be but before we release to the larger public, I will be resetting the survey so any preliminary answers you may provide will be deleted unless we move forward with this exact set of questions.

<https://www.surveymonkey.com/r/AlexandriaPlanning>

Plan Formats

We had a basic discussion about what the final plan could look like as far as a format. As I noted, and several board members noted, there are a number of options. We will need to settle on a format sooner rather than later so that I can ensure that the information will fit in the selected format. Here are some of the options and examples we discussed.

Online Plans

These plans are fully digital and web-based. Unlike a PDF file that is downloaded from a website, these plans are literally the site with the ability to print off each page.

City of Hamilton, Ohio: <http://PlanHamilton.com>

Village of Yellow Springs, Ohio: <https://www.sustainableyellowsprings.com>

Summary Plans

As members of the board noted, the Campbell County Comprehensive Plan has both a final, large document and a summary report with a focus on the goals and objectives.

Full Plan Document: https://campbellcountky.gov/egov/documents/1596205891_09718.pdf

Summary Document: https://campbellcountky.gov/egov/documents/1565978653_2826.pdf

Traditional Report Plans

Most communities utilize a traditional report that is in a PDF format that can be downloaded and printed out completely, albeit many are far shorter than previous planning efforts. Most of you are now aware of the report I developed for Cold Spring that can be found at <http://coldspringky.gov/wp-content/uploads/2018/11/Draft-Cold-Spring-Plan-11-18.pdf>

Existing Conditions

The following is an expansion of the of demographic findings with updated numbers based on the most recent data. We will be building on this for the plan but are focusing on key information and trends to help create the foundation for the plan rather than analyzing every piece of data available on the community.

Population

Table 1 illustrates the historical population trends for the City of Alexandria and several nearby communities, along with the growth rates over the decades. The table shows that Alexandria grew significantly before 2000 and has slowed somewhat. However, the average annual growth rates for Alexandria and nearby Cold Spring and Highland Heights both exceed the entire county as well as all of Northern Kentucky, by more than double.

	Alexandria	Cold Spring	Highland Heights	Campbell County	Northern Kentucky *
1980	77,688	54,400	77,688	664,000	599,540
1990	88,650	59,990	75,560	699,000	5,679,000
% Annual Growth	4.9%	6.3%	8.7%	3.3%	3.96%
2000	95,900	63,390	84,860	949,000	659,340
% Annual Growth	7.34%	5.1%	5.34%	3.88%	4.74%
2010	117,000	84,450	84,560	1,669,000	69,900
% Annual Growth	3.56%	7.33%	6.33%	3.4%	4.57%
2019 (Estimate)	148,000	98,400	139,800	1,687,000	674,960
% Annual Growth	4.86%	4.4%	4.1%	3.5%	3.17%

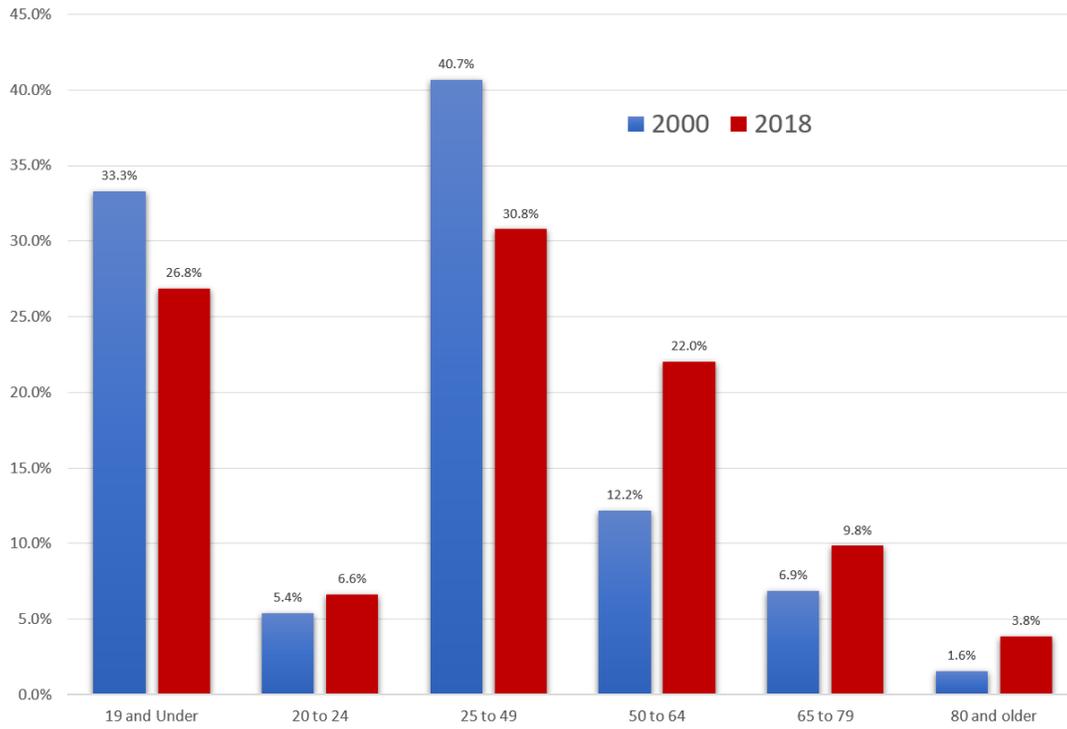
Population - Age

The age of a population can be an important indicator of the future needs of the city. This analysis compares the city population ages to the State of Kentucky and Campbell County as well as the adjacent cities. National trends have indicated that there is an increase of residents who wish to ‘age in place’. As populations age, the services that need to be provided to residents must shift as well. Table 2, on the following page, illustrates how the median age has increased across the region with the exception of Highland Heights. Both Alexandria and Cold Spring have much higher median ages than Highland Heights, the county, and state. This can largely be attributed to the fact that Highland Heights likely attracts a much younger population due to it being the location of Northern Kentucky University. Additionally, much of the younger population in the county lives primarily in the urban cores, such as Newport, whereas older residents and families tend to live in the suburban communities, such as Alexandria.

Table 2: Median Age		
	2000	2018
Alexandria	33.3	40.3
Cold Spring	40.6	50.0
Highland Heights	33.9	25.3
Bellevue	34.6	39.0
Newport	32.9	35.9
Campbell County	35.2	38.1
Kentucky	35.9	38.7
<i>Source: U.S. Census 2000 Census and 2018 American Community Survey</i>		

As the age of the population changes, so does the demand for different housing options and services. Trends have shown that young professionals are seeking urban living options to accommodate their transient lifestyles. Traditionally, they have sought after rental housing or apartment living where they can walk to work and have access to various points of interest such as shops, restaurants, cultural venues, and recreational activities. As stated earlier, an important aspect of evaluating the age of the population is that different age groups demand different services.

While the City of Alexandria does not have the oldest median population age within the region, the age of residents is generally increasing. In response to the change in population demographics, the city may need to consider bringing in and providing services and businesses to support the general aging trend of surrounding communities. Moreover, if the city would like to change the population trend outlook for 2030 and beyond, the city may want to provide services that accommodate the needs of age groups that they wish to attract in order to maintain a balanced population.



*Figure A: Alexandria population shifts, by age bracket, between 2000 and 2018.
Source: U.S. Census 2018 American Community Survey*

Housing

Housing - Occupancy

Of all the housing units in Alexandria, only approximately 5.8% of the total units are vacant based on 2018 estimates. This percentage is much lower than Campbell County (9.5%) and the State of Kentucky (12.4%). The low percentage of housing vacancies shows that the city has not experienced excessive vacancies like other communities have suffered, particularly during the latest 'great' recession.

In 2018, there were a total 3,502 housing units with over 83% occupied by owners and almost 17% rental units. See Table 3 below for a comparison of tenure across the local communities, county, and state.

Table 3: Housing Occupancy				
	2000		2018	
	Owner-Occupied	Renter-Occupied	Owner-Occupied	Renter-Occupied
Alexandria	84.8%	15.2%	83.6%	16.4%
Cold Spring	92.6%	7.4%	91.0%	9.0%
Highland Heights	63.6%	36.4%	59.9%	40.1%
Campbell County	70.0%	30.0%	68.9%	31.1%
State of Kentucky	70.8%	29.2%	70.0%	30.0%

Source: U.S. Census 2000 Census and 2018 American Community Survey

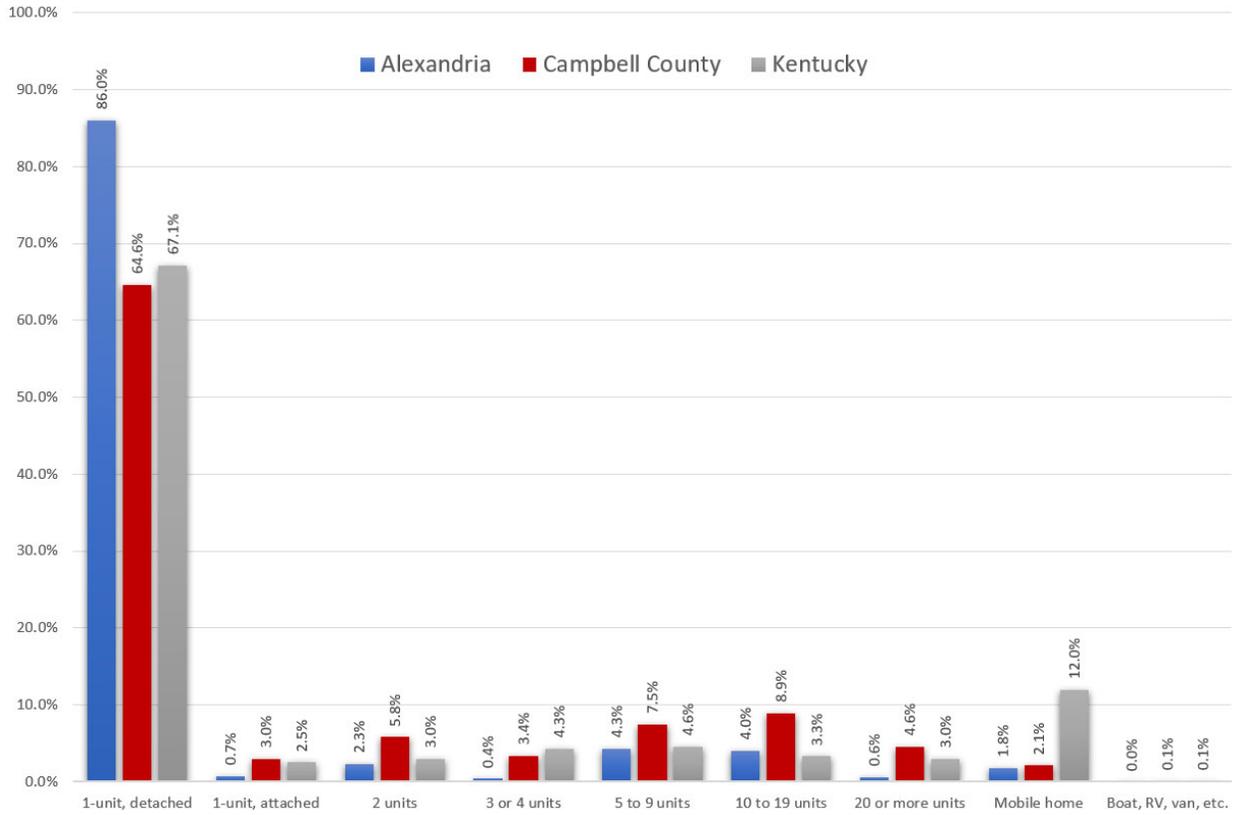
Housing - Housing Types

Housing can be further broken down into the types of residential structures within the city based on the number of bedrooms and the number of units in the structure. Table 4 below illustrates the number of bedrooms in each dwelling based on 2018 estimates. Alexandria appears to have some of the largest housing units when considering the number of bedrooms with over three-quarters of the units having three or more bedrooms.

Table 4: Number of Bedrooms			
Number of Bedrooms	Alexandria	Cold Spring	Highland Heights
No Bedroom	0.0%	0.0%	2.4%
1 Bedroom	6.0%	2.4%	9.7%
2 Bedrooms	12.1%	45.0%	45.1%
3 Bedrooms	49.4%	28.3%	30.6%
4 Bedrooms	28.0%	21.1%	10.8%
5+ Bedrooms	4.5%	3.1%	1.5%

Source: U.S. Census 2018 American Community Survey

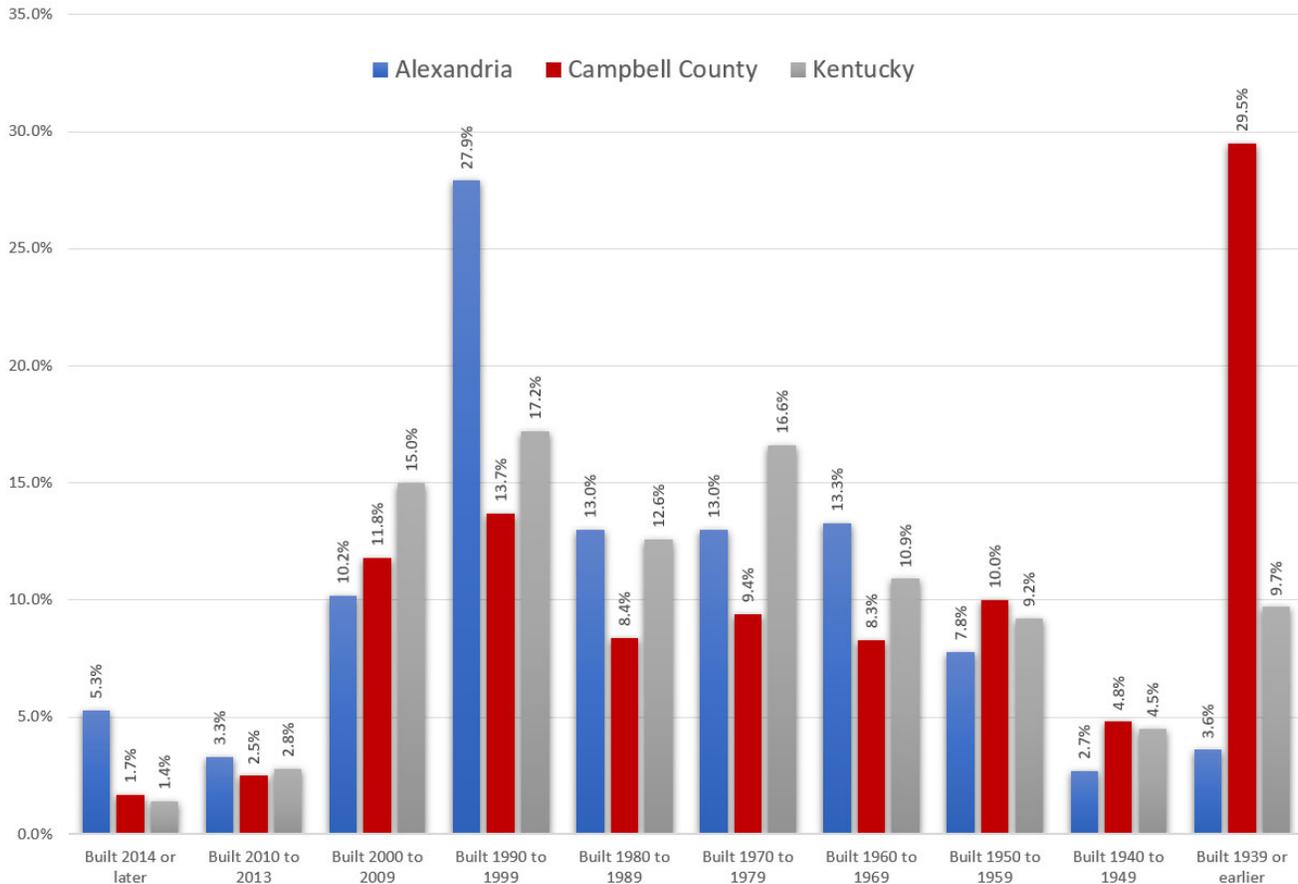
Further evaluating the housing units in Alexandria, we can look at the number of units in a single structure with Figure B, below, illustrating the number of units per structure. This shows that, in addition to the larger housing units based on bedrooms, Alexandria has a significant number of single-family detached homes as compared to the county and state.



*Figure B: Alexandria housing units in 2018, by number of units per structure.
Source: U.S. Census 2018 American Community Survey*

Housing - Age of Housing

Just over 50% of the city’s housing units were built before the year 1990 whereas a significant portion of the county and state’s housing was built even earlier. This shows that Alexandria’s housing stock is relatively young compared to the county and state. Age of housing is an important factor because it sheds light on the quality of the homes that were constructed and the types of modern amenities included in the homes. As the existing housing stock continues to age without new housing being built or home renovations and modernizations being implemented, there may be growing concerns related to the condition of housing in Alexandria and their conformance with the existing codes.



*Figure C: The years a structure was built based on the total number of occupied housing units.
Source: U.S. Census 2017 American Community Survey*

Economic Development

Economic Development - Occupations

The first analyses in the economic development summary all pertain to occupations. These analyses were conducted in order to establish a side-by-side understanding of the potential mismatch between jobs in the community and the occupations of residents. The occupation of residents (who are 16 years and older and employed in the civilian sector of the labor force) was categorized by the U.S. Census based on the industries in which residents were employed. The information was compared to the OnTheMap data regarding the occupations of people who work in the City of Alexandria. OnTheMap is a business data tool available through the U.S. Census. The data provided from this source is all from 2017, which is the most recent data available. In such cases, we have also used 2017 data on residents for the best comparison.

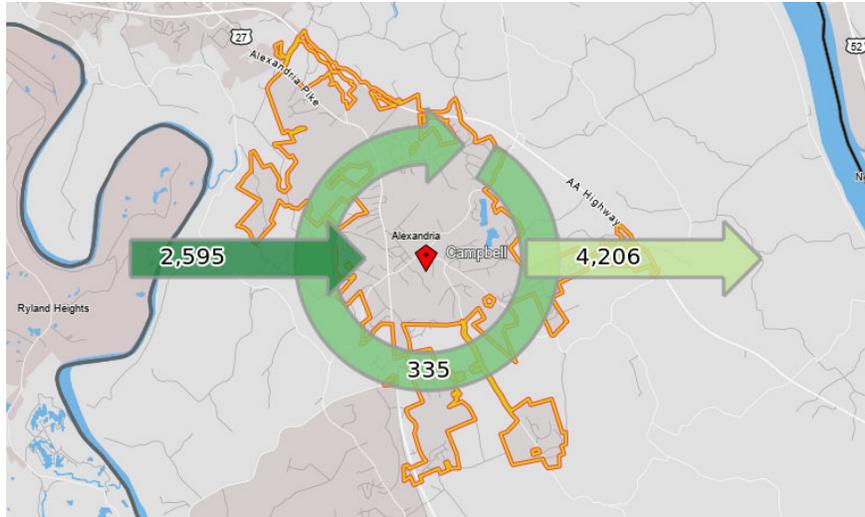
Table 5 illustrates the comparison between the industries where employees in the City work versus the industries where residents work (regardless of where their jobs are located). This table highlights the biggest discrepancies, which is primarily in the retail trade and educational/health care services. As noted in past plans and by board members, Alexandria has largely been a bedroom community so this explains the large number of jobs in the City that are retail or service in nature as that provides basic daily services to the residents. On the other hand, many of the City's residents work in manufacturing and professional jobs that are generally located outside of the City, as further noted later in this document.

Table 5: Industries of Employees and Residents in Alexandria (2017)		
Industry	Occupation of Employees	Occupation of Residents
Agriculture, forestry, fishing and hunting, and mining	0.0%	0.1%
Construction	2.2%	6.1%
Manufacturing	0.3%	10.7%
Wholesale trade	2.0%	5.8%
Retail trade	27.4%	10.8%
Transportation and warehousing, and utilities	2.8%	5.5%
Information	0.2%	1.9%
Finance and insurance, and real estate and rental and leasing	2.2%	7.0%
Professional, scientific, and management, and administrative and waste management services	3.7%	15.0%
Educational services, health care, and social assistance	39.5%	22.6%
Arts, entertainment, and recreation, and accommodation and food services	13.3%	9.1%
Other services, except public administration	3.9%	3.3%
Public administration	2.5%	2.4%

Data Source: U.S. Census OnTheMap for the year 2017

Economic Development - Employment Commuting Patterns

As noted previously, Alexandria is generally considered a bedroom community meaning that many people who reside here work outside of the community. This is further enforced by available data that shows the vast majority of residents who are part of the labor force commute outside of the City (4,206 residents) while 2,595 people commute into the City to work. Only approximately 335 residents both live and work within the City. See Figure D for an illustration of the inflow and outflow.



*Figure D: Inflow and outflow of residents and employees
Source: U.S. Census 2017 OnTheMap*

Data stretching back to 2002, using OnTheMap, shows that the number of residents who live and work in the City as well as the number of residents who commute outside of Alexandria has remained largely unchanged when taking into account the population growth within the City. In 2002, 454 residents lived and worked in Alexandria and just 3,115 residents commuted outside of the City. The number of employees that commute into the City has remained largely unchanged at 2,235 people.

The heat map on the following page illustrates where people who work in Alexandria are coming from in Campbell County and the surrounding area. The darkest areas highlight where a higher number of workers are commuting from. According to the U.S. Census, 58.9% of workers commute less than 10 miles to work in Alexandria with an additional 5% commuting 10 to 24 miles. This means that local employees live in fairly close proximity to the City but not within the boundaries. This information demonstrates the need for strong connectivity throughout the region while also showing commuting patterns in the region.

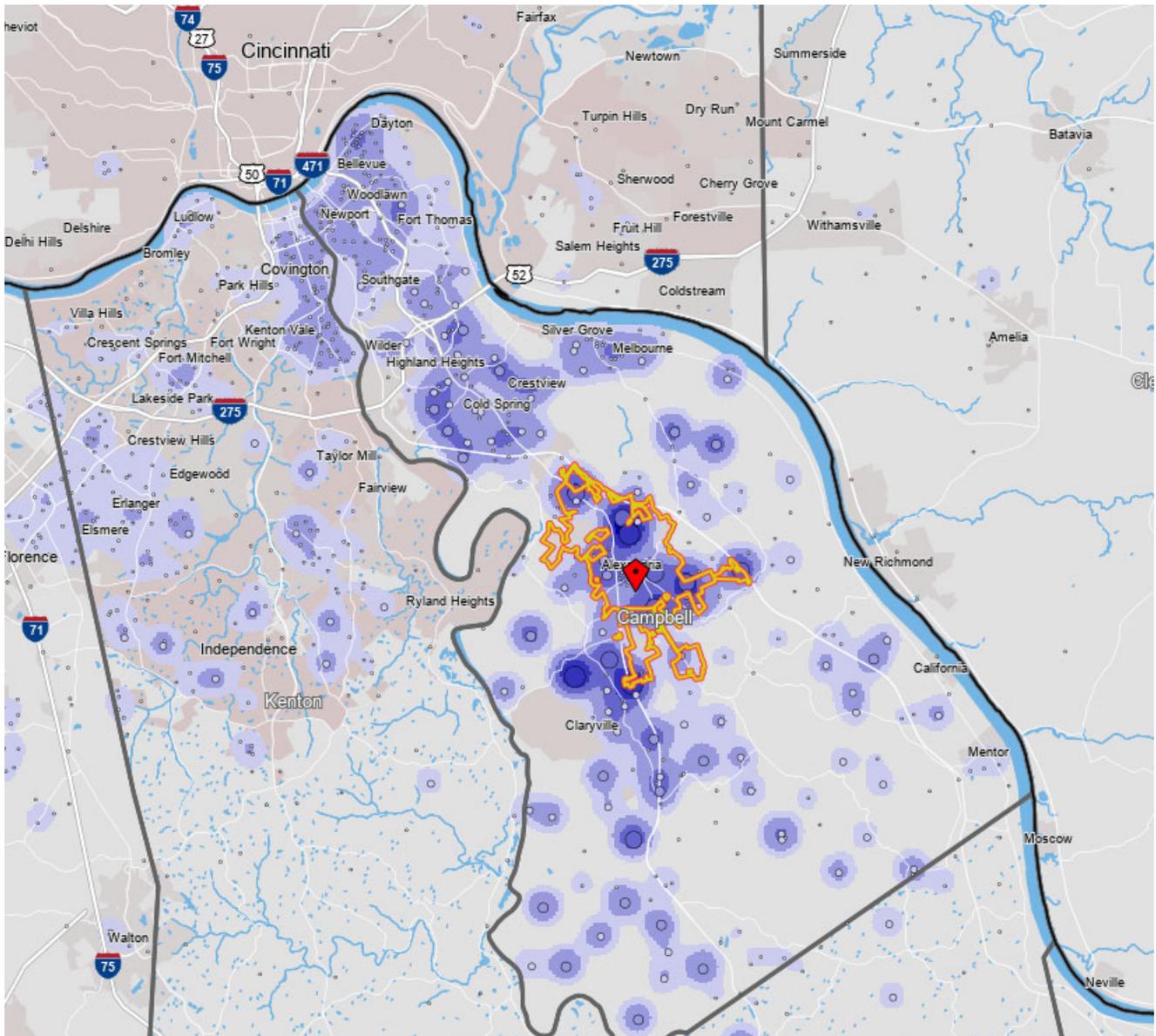


Figure E: Heat map of where people who work in Alexandria reside in the region.
Source: U.S. Census OnTheMap for the year 2017

Table 6 below highlights the top locations where residents of Alexandria are employed. This provides information on how far residents commute for their jobs.

Table 6: Places Where Residents Work	
	# of Employed Residents
All Places	4,541
City of Cincinnati, Ohio	785
City of Alexandria, Kentucky	335
City of Florence, Kentucky	222
City of Covington, Kentucky	189
City of Crestview Hills, Kentucky	151
City of Newport, Kentucky	133
City of Cold Spring, Kentucky	131
City of Highland Heights, Kentucky	122
Lexington-Fayette County, Kentucky	106
City of Wilder, Kentucky	93
All Other Places	2,274
<i>Source: U.S. Census 2017 OnTheMap</i>	

Economic Development - Workers and Household Income

The incomes of residents in Alexandria have fared far better than most neighboring communities, the overall county, and the State. This is important when considering the cost of housing and the disposable incomes of community members. Table 7 below compares the median income of all households and family households for multiple communities in the region. The median income is the income of a resident in the financial middle of the rest of the community, meaning half of the households in the jurisdiction make less than the median income and the other half of residents make more than the median income. As the table illustrates, the incomes of households in Alexandria far exceed those of nearby communities, the county, and the state.

Table 7: Median Household Incomes		
Community	Median Income of All Households	Median Income of Family Households
Alexandria	\$72,721	\$91,513
Cold Spring	\$68,701	\$88,722
Highland Heights	\$51,705	\$72,885
Campbell County	\$57,208	\$77,154
State of Kentucky	\$46,535	\$59,003
<i>Data Source: U.S. Census 2017 American Community Survey</i>		

In addition to evaluating the income of households, the U.S. Census provides information on the general income of employees in Alexandria through the OnTheMap program. Table 8 illustrates the income for employees in Alexandria as compared to other places in the area. Generally, the income of employees in the City is lower than the average for other communities and the state. This may be due to the high number of retail and service workers in the community as compared to other areas of the state where there are higher-earning jobs.

Table 8: Income of Employees		
Job Locations	Total Workers in 2015	% of Workers Making \$3,333 per month or more
Alexandria	2,930	32.5%
Cold Spring	3,146	31.9%
Highland Heights	4,325	48.0%
Campbell County	29,976	38.6%
State of Kentucky	1,865,532	40.2%
<i>Source: U.S. Census OnTheMap for the year 2017</i>		

Below is a revised approach to the City of Alexandria's Comprehensive Plan Goals and Objectives based on the Planning Commission's initial review as well as some revision and reorganization to better fit within the contents of a plan. For the most part, the existing vision statement and overall goal have remained the same. The various topical goals and objectives have been divided and revised. In this revision, we have removed any objective that is truly an implementation strategy, which is essentially the actionable step the city can take to implement the established goals and objectives. Those steps have been moved to a separate list below the goals and objectives and I have made some suggestions for additional actions based on the goals. This is just a preliminary set of action ideas that will be expanded on as part of the planning process. Additionally, I have revised the language to try to better establish a true goal versus the objectives needed to reach that goal. A goal is defined as a desired end state or target that, if pursued over the long term, will contribute to the attainment of the goals and community vision. They are statements of what the City **WILL BE** in the future.

Vision Statement

Alexandria (the county seat of Campbell County Kentucky) is a city striving to preserve its proud past, while not losing sight of what the future may hold for the area. Surrounded by ridges and rural landscape, Alexandria benefits from its natural beauty while having "big city" benefits available nearby for residents. Through continued planning and community involvement, the controlled growth and progress of the city will be successful in maintaining our small-town atmosphere and having Alexandria as "...where the city meets the country...".

Overall Goal

Promote a sustainable natural and man-made environment that balances environmental protection and preservation with the physical, social and economic needs of the population for the long-term benefit of both.

Environment – Goals and Objectives

Goal: The City of Alexandria will protect and enhance the quality of the natural environment while allowing for appropriate development on suitable lands. Additionally, promote the most sustainable and reasonable use of the area’s physical resources by ensuring that short-term use of our environment will be to the long-range benefit of all. We will accomplish this by:

Ensuring development and redevelopment contains appropriate drainage facilities for all new development in order to avoid flooding, erosion, and additional post-development runoff.

Encouraging the reduction of soil erosion by requiring appropriate erosion and sediment control measures during construction.

Encouraging the preservation of open spaces, green areas, and parks.

Ensuring appropriate handling and treatment of water, sewage and solid waste.

Focusing on the identification of developmentally sensitive areas including, but not limited to, lands containing wetlands, steep topography and scenic. Additionally, the city will strive to have minimum standards for the creation of open space/greenway corridors and the preservation and restoration of these areas.

Encouraging conservation through the reduction, reuse, recycling and composting of solid waste.

Recognizing federal, state, and local regulation regarding the environment.

Environment – Action Steps

Develop a planting manual and list of suitable street trees for Alexandria and encourage their use where appropriate.

Coordinate development proposals with county and regional agencies to ensure compliance with local and county, erosion control and stormwater rules as well as the provision of appropriate water and sewage treatment.

Develop standards for open space preservation that can increase green space and protect sensitive areas (e.g., floodplains, steep slope, wetlands, etc.). Such standards should include provisions for the city to accept the dedication of such areas, when appropriate.

Develop a program of recycling activities for the city, residents, and business owners.

Economic Development – Goals and Objectives

Goal: The City of Alexandria will encourage and promote the development of a stable and diversified economic base that fosters employment opportunities for all citizens and expands on the community’s current business opportunities. We will accomplish this by:

Ensuring that the city is a vital part of a strong local and regional economy by increasing economic diversity and creating better employment opportunities.

Participating in regional economic efforts and encouraging recruitment of clean industries in designated areas when adequate infrastructure is available.

Capitalizing on the area located within the Old Town District by fostering small businesses, encouraging the continuation of investment in the area, and the creation of additional parking opportunities.

Encouraging small business development, entrepreneurship, and growth by providing adequate areas for commercial development and professional offices, and encouraging support services and technical assistance for small businesses.

Facilitating condensed, high-quality commercial development by discouraging sprawl created by linear shopping areas.

Enhancing the City of Alexandria as a tourist destination through the promotion of events such as the Alexandria Fair and Horse Show and the cultivation of tourist attractions.

Encouraging the development of hospitality and tourist related facilities such as lodging, restaurants, and entertainment facilities.

Encouraging reinvestment in the community.

Economic Development – Action Steps

Update the zoning regulations to make development of appropriate business activities as simple as possible while also including clear and predictable standards for design quality.

Develop a business program to actively work with existing businesses to identify their needs and ensure that they have the resources needed to thrive and expand within the city.

Historic Preservation – Goals and Objectives

Goal: The City of Alexandria will ensure the protection of important historic and cultural resources. We will accomplish this by:

Encouraging the identification, maintenance and protection of all significant historic buildings, structures, fences, archeological resources and other features through education and where appropriate designation of local historic districts and places.

Supporting the efforts of local organizations such as the Campbell County Historical Society and the Kentucky Heritage Council to inform residents and visitors of the unique historic and cultural features of the community through promotional and interpretive activities.

Encouraging efforts to preserve the heritage of the city as a crossroads community.

Promoting the City of Alexandria as a regional historic attraction through the revitalization and the preservation of the historic features of Alexandria's Old Town District.

Historic Preservation – Action Steps

Incorporate some basic historic preservation standards and guidelines within the zoning ordinance to require the preservation of identified resources to the maximum extent possible and buffer such resources from adjacent, modern development.

Document all local historic resources in a manner that will allow the city to showcase the heritage of the community.

Housing – Goals and Objectives

Goal: The City of Alexandria will remain a community with decent, safe, and sanitary housing for all of its citizens in both existing and new development. We will accomplish this by:

Encouraging the development of single-family residential neighborhoods while providing for housing options through the creation of strategic multi-family development in appropriate places.

Encouraging property owners to maintain and rehabilitate (when necessary) the community's existing housing stock and neighborhoods while preserving structures of architectural significance.

Adopting and enforcing property maintenance requirements to improve the utility and appearance of such structures and lots.

Encouraging and supporting efforts to construct and maintain affordable housing for elderly, handicapped and other disadvantaged persons in areas where there is convenient access to recreation, commercial activity and other services.

Encouraging quality and diversity of design by developing subdivisions and housing which is compatible with existing land uses, transportation patterns, and the spatial arrangement of existing housing and neighborhoods while avoiding "cookie-cutter" subdivisions.

Promoting residential development with amenities, such as aesthetically pleasing, decorative street lighting, sidewalks, green space and recreational facilities such as golf courses, ball fields, tennis courts and swimming pools.

Providing for the fair, equal and uniform enforcement of building and zoning codes.

Housing – Action Steps

Develop and adopt a property maintenance code to address litter, substandard and dilapidated structures, and general property issues.

Revise the zoning code and zoning map to clearly establish the desired housing options for the community including basic design principles for various housing types.

Community Facilities and Services – Goals and Objectives

Goal: The City of Alexandria will have adequate community facilities and services that will be available and provided in an efficient manner to conserve human and natural resources. We will accomplish this by:

Coordinating the rehabilitation, development and expansion of community facilities with land development activities by requiring, at the time of development, infrastructure sufficient to accommodate projected growth.

Encouraging inter-local and regional cooperation and coordination in the provision of regional community services.

Adopting creative ways of funding the expansion and improvement of public services and facilities in order to ensure that costs are fairly distributed.

Seeking a balanced approach between annual increases in revenue and annual improvements for all services and facilities.

Encouraging an overall combination of land uses (residential, commercial, industrial, public, etc.) that yields a balance between the public revenues generated from those uses and the public expenditures required to support those uses.

Ensuring adequate water, sewer, solid waste services and other utilities are provided in an efficient, safe and environmentally sound manner.

Encouraging the extension of natural gas, fiber optics, and internet services in all areas.

Encouraging innovative street lighting in all new developments.

Encouraging efficient public safety services including police, fire and ambulance by coordinating the addressing of all new development during subdivision review.

Maintaining the low crime rate of the city through education, enforcement and other social programs.

Encouraging and support affordable local health facilities, nursing homes and child care establishments.

Community Facilities and Services – Action Steps

Develop cooperative funding agreements between the private and public sectors to help fund future utility extensions.

Develop and internal review protocol for all new development to ensure that all major departments have an opportunity to provide feedback on the impacts of proposed development.

Require the placement of utilities underground, wherever practicable, especially in the Old Town District of Alexandria as well as for all new developments.

Update the city's ordinances to address traditional cell towers and small-cell wireless facilities in a manner that will minimize the need for multiple facilities and minimize the negative aesthetic impacts of such facilities while providing safe and secure telecommunication access.

Develop a beautification program to enhance the city's main gateways.²

² This is a variation of the original objective related to the city's entrances that was found under the Economic Development. While an important objective, these tend to be more of an amenity to the community than an economic development tool.

Community Facilities and Services – Action Steps

Update the subdivision requirements to:

- Require the dedication of easements and rights-of-way to meet future infrastructure needs when development or redevelopment occurs.
- Require the provision of adequate facilities such as sidewalks, proper drainage, utilities and landscaping in new developments.
- Require developers to conduct impact studies where existing infrastructure and services are not adequate.³ Developers shall be encouraged to phase construction to ensure that the provisions of these available services are adequate to support their developments.

³ We have removed the reference to public schools only because the city is fairly limited to saying no to subdivision based solely on school capacity but have more control over infrastructure.

Transportation – Goals and Objectives

Goal: The City of Alexandria will develop and maintain an accessible, safe and efficient multi-modal transportation system that effectively addresses regional and local development patterns. We will accomplish this by:

Promoting the development of a pedestrian friendly atmosphere within the City of Alexandria by requiring the maintenance of existing walkways, benches and green spaces and requiring these amenities in all new development where appropriate.⁴

Promoting the coordination between local, county and regional jurisdictions for transportation improvements.

Minimizing air quality impacts from existing transportation systems and proposed improvements.

Providing a balanced multi-modal transportation system by increasing public transit opportunities and encouraging citizens to walk or bicycle whenever possible by providing safe sidewalks, street crossings, bike paths and other alternatives to vehicular transportation.

Studying and implement ways to improve traffic flow in the commercial areas and along all streets within the City of Alexandria.

Encouraging the provision of additional parking within Old Town Alexandria with appropriate locational signage.

Requiring all developers to provide adequate off-street parking, rights-of-way and paved travel surfaces that meet city specifications.

Limiting the number of direct access points along arterial streets by encouraging the use of frontage roads and other access management techniques.

Concentrating highway commercial uses in close proximity to highway interchanges for maximum convenience and economy to the travelling public, while minimizing the impact to the community in terms of traffic congestion, local commuting patterns and access.

Encouraging new residential developments to provide interconnections between sections of their developments and with adjacent developments to promote safe and easy transportation access and a sense of neighborhood interaction.

Transportation – Action Steps

Redevelop and encourage the extension of existing sidewalks and alternative pedestrian systems to create linkages between existing and proposed developments.

Street extensions shall be developed where needed and feasible. The interior street system shall also coordinate with and continue the evolving multi-modal transportation system (pedestrian, bicycle facilities and mass transit stops).

⁴ This may be better located in the community facilities section.

Land Use – Goals and Objectives

Goal: The City of Alexandria will designate adequate land uses in appropriate locations that encourage quality design while minimizing the adverse impacts of development. We will accomplish this by:

Promoting development patterns that follow guidelines for planned growth, respect urban service areas, and frame development with open space.

Identifying, establishing, and maintaining open space and greenway corridors to enhance the natural environment, increase linkages between various recreational opportunities and protect environmentally sensitive areas.

Providing guidelines for residential development that stresses flexibility and creativity in neighborhood design, focuses on neighborhood character, landscaped streets, open spaces, the human scale and walkability.

Viewing development issues in terms of promoting overall quality of life. Mixing of residential and other land uses shall be encouraged, but only in appropriately planned and designed neighborhood developments.

Balancing developmental needs with the preservation and protection of the city's existing assets and character.

Prohibiting development in sensitive development areas including, but not limited to, wetlands, floodplains, and steep slopes.

Requiring adequate preventive measures to minimize environmental degradation during construction in all areas.

Requiring quality development and land use through fair, equal, and uniform review processes, land use designations, subdivision regulations and other activities relating to planning.

Keeping existing infrastructure efficient by promoting restoration and redevelopment of property already in commercial areas. New commercial, multi-family housing and other high-density land uses should be near similar existing uses.

Promoting aesthetically pleasing commercial development with appropriate access, signage and landscaping.

Encouraging effective site placement, architectural and landscape design for commercial and industrial uses to facilitate aesthetically pleasing developments while eliminating adverse impacts to adjacent land uses. Nuisances such as smoke, dust, noise, light and odor shall be kept at a minimum. Site development and enforcement of such nuisances shall be carefully coordinated and require the necessary approvals of other regulatory agencies.

Revising and enforcing sign regulations that enhance the natural environment and minimize visual clutter.

Encouraging coordination and cooperation between the planning commission and various other government entities.

Land Use – Action Steps

Utilize the future land use map in making decisions regarding the placement of various land uses as well as extension of utilities.

Update the zoning ordinance to address the types and designs of land uses the city wants to encourage.