



Cold Spring, Kentucky Comprehensive Plan



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INTRODUCTION

Cold Spring is a vibrant and growing community located just outside the urban center of Northern Kentucky. The city, which experienced much of its residential and nonresidential growth since 2000, has continued to experience development pressures due to the community's ideal regional location along two major highway corridors, attractive housing, exceptional parks, and stable neighborhoods. The city has actively sought out opportunities to improve the overall quality of life for residents and attract new businesses that contribute to the small-town character of the community. While the city has managed to weather the recent economic downturn reasonably well, it is faced with issues as the overall population ages and there are continued difficulties with traffic congestion due to the presence of the AA Highway and U.S. 27/Alexandria Pike. To address these issues and others, the city must continue to think long-term which is the ultimate purpose of a comprehensive plan and why the city chose to embark on the update to its previous planning efforts.



What is a Comprehensive Plan?

A comprehensive plan is a planning tool that evaluates various aspects of the city and establishes a series of policies to help guide future decisions about the physical, economic, environmental, and community service aspects of the city. Comprehensive plans are general in nature and are purposely long-term, recognizing that some visions cannot be achieved immediately but take years to accomplish. Other than the land use and growth element, this plan does not make recommendations about the future of specific properties, and even within the land use and growth element, the plan is merely a guide to community leaders on the vision of Cold Spring over the next five to ten years.

All of the background information, goals, and recommendations can be used in the future by the city decision-makers, property owners, business owners, and even regional agencies, to make decisions based on what the community desires to be in the long-term future. The adoption of this plan does not change any laws or zoning regulations as they apply to the city nor does it mean that the city will aggressively pursue annexation where future growth areas are discussed. It does, however, provide guidance for future changes that may be made to city policies, laws, and regulations in the future.

Summary of the Planning in Cold Spring

In 1972, after five years of detailed research and study, contacting public officials, organizations, agencies, and various special interest groups, and holding public hearings, the Northern Kentucky Area Planning Commission (NKAPC) completed and adopted the first comprehensive plan to guide development within Campbell and Kenton Counties. That plan was entitled Northern Kentucky's Future, A Comprehensive Plan for Development 1972-1990.

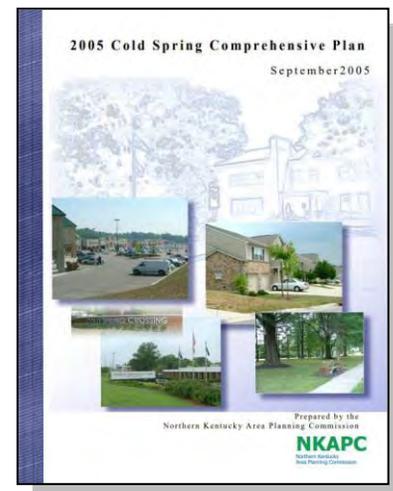
In 1981, the NKAPC prepared and adopted an update of the comprehensive plan entitled Northern Kentucky's Future, A Comprehensive Plan for Development: An Update 1980-2000. This plan, with some modifications, was adopted by the NKAPC as it pertains to the City of Cold Spring. In 1982, the Cold Spring Planning and Zoning Commission adopted this plan as it pertains to their area of jurisdiction, with slight modifications. In 1984, Campbell County withdrew from the Northern Kentucky Area Planning Commission. The Cold Spring Planning and Zoning Commission operated under the 1981 plan until the preparation and adoption of an update in 1987.

In 1992, Cold Spring City Council contracted with the Northern Kentucky Area Planning Commission to provide planning services for the city. The initial task undertaken was to work with an Ad Hoc Committee reviewing land use recommendations of the 1987 Comprehensive Plan as they pertained to areas recently annexed into the city. On August 12, 1992 The Cold Spring Planning and Zoning Commission adopted a revised land use plan map for the annexed area.

In late spring 1999, the City of Cold Spring began a citizen driven Community Visioning Process authorized and set up by a Mayor-City Council resolution. City Council hired Menelaos Triantafyllou and Associates as a consultant to prepare the Community Vision report. City Council appointed a representative group of 18 persons to the Cold Spring Advisory Committee and charged them to work with the consultant and the community at large to prepare the "Vision 2000 Initiative". The Advisory Committee and the consultant held several town meetings culminating in the report entitled Vision 2000 Initiative. The results of this report were presented to the Cold Spring Planning and Zoning Commission on October 13, 1999. On October 19, 1999, Cold Spring City Council took action to accept the Vision 2000 Initiative as the ideas, preferences, and vision of the citizens of Cold Spring.

The 1995 and 2000 Comprehensive Plans were prepared by the Cold Spring Planning and Zoning Commission and the NKAPC for the entire City of Cold Spring. Work began on the 2005 Comprehensive Plan update in February 2004. In 2010, the plan was updated only to refresh data and confirm the goals and objectives.

In 2017, the City of Cold Spring hired Compass Point Planning to work with the community to update the comprehensive plan through a process of working with the Planning and Zoning Commission as well as the public. This update included a review of the previous comprehensive plan, an evaluation of existing conditions of all elements of the communities (e.g., land use, transportation, community services, parks, public uses, etc.), incorporated online surveys, multiple meetings with the commission, and a public workshop where there were interactive map exercises to establish a long-term vision for the city. Information gathered during these activities are summarized in Appendix A and all contributed to the development of this plan.



Compliance with the Kentucky Revised Statutes (KRS)

There are numerous tools available to Cold Spring to help them direct future growth and development that including zoning, special economic tools, development incentives, and many others. Chapter 100 of the Kentucky Revised Code (KRS) includes several sections that spell out the requirements for a comprehensive plan that the city must comply with, particularly if they want to utilize many of these tools. While a community has a significant amount of flexibility in how they develop a plan and the various issues the plan must address, at its core, certain chapters of KRS spell out specific requirements for a comprehensive plan. The following are some of the key sections of KRS 100 that identify requirements for a comprehensive plan, paraphrased as appropriate.

100.183 Comprehensive Plan Required

The planning commission of each unit shall prepare a comprehensive plan, which shall serve as a guide for public and private actions and decisions to assure the development of public and private property in the most appropriate relationships. The elements of the plan may be expressed in words, graphics, or other appropriate forms. They shall be interrelated, and each element shall describe how it relates to each of the other elements.

100.187 Contents of Comprehensive Plan

The comprehensive plan shall contain, as a minimum, the following elements:

- A statement of goals and objectives, which shall serve as a guide for the physical development and economic and social well-being of the city;
- A land use plan element, which shall show proposals for the most appropriate, economic, desirable, and feasible patterns for the general location, character, extent, and interrelationship of the manner in which the community should use its public and private land at specified times as far into the future as is reasonable to foresee. Such land uses may cover, without being limited to, public and private, residential, commercial, industrial, agricultural, and recreational land uses;
- A transportation plan element, which shall show proposals for the most desirable, appropriate, economic, and feasible pattern for the general location, character, and extent of the channels, routes, and terminals for transportation facilities for the circulation of persons and goods for specified times as far into the future as is reasonable to foresee. The channels, routes, and terminals may include, without being limited to, all classes of highways or streets, railways, airways, waterways; routings for mass transit trucks, etc.; and terminals for people, goods, or vehicles related to highways, airways, waterways, and railways;
- A community facilities plan element which shall show proposals for the most desirable, appropriate, economic, and feasible pattern for the general location, character, and the extent of public and semipublic buildings, land, and facilities for specified times as far into the future as is reasonable to foresee. The facilities may include, without being limited to, parks and recreation, schools and other educational or cultural facilities, libraries, churches, hospitals, social welfare and medical facilities, utilities, fire stations, police stations, jails, or other public office or administrative facilities;
- This section establishes a long list of provisions for military installations, which is not applicable to Cold Spring; and
- The comprehensive plan may include any additional elements such as, without being limited to, community renewal, housing, flood control, pollution, conservation, natural resources, regional impact, historic preservation, and other programs which in the judgment of the planning commission will further serve the purposes of the comprehensive plan.

100.191 Research Requirements for Comprehensive Plan

All elements of the comprehensive plan shall be based upon but not limited to, the following research, analysis, and projections:

- An analysis of the general distribution and characteristics of past and present population and a forecast of the extent and character of future population as far into the future as is reasonable to foresee;
- An economic survey and analysis of the major existing public and private business activities, and a forecast of future economic levels, including a forecast of anticipated necessary actions by the community to increase the quality of life of its current and future population through the encouragement of economic development as far into the future as is reasonable to foresee;

- Research and analysis as to the nature, extent, adequacy, and the needs of the community for the existing land and building use, transportation, and community facilities in terms of their general location, character and extent, including, the identification and mapping of agricultural lands of statewide importance and analysis of the impacts of community land use needs on these lands; and
- Additional background information for the elements of the comprehensive plan may include any other research analysis, and projections which, in the judgment of the planning commission, will further serve the purposes of the comprehensive plan.

This plan complies with all of the comprehensive plan requirements of KRS 100 including the process the city undertook to develop and adopt the plan. All of the research requirements were completed through a review of the existing comprehensive plans and evaluation of any data that has changed, including that which is set forth in the Existing Conditions chapter of this plan. This research is intended to set up the foundation for the many decisions made as part of this plan. Regarding the required plan elements, this plan has been organized to address the requirements of those elements but within the plan strategies in the Comprehensive Plan Recommendations chapter. More specifically, Table 7 summarizes all of the plan recommendations and identifies the different elements to which the recommendations can be attributed to. For example, the recommendations for roadway improvements are part of the transportation element as is certain parts of the recommendation to update the zoning code and subdivision regulations and coordinating infrastructure improvements. This allows the plan to be presented in a simple, easy to read format while still complying with the intent of the KRS requirements.

GOALS AND OBJECTIVES

The purpose of a comprehensive plan is to help guide the future development of the community over the next 10-20 years. Central to that guidance are the goals, which form the foundation of a long-term vision for Cold Spring. The goals provide the overarching policies for the various plan elements including, but not limited to, housing, land use and growth, economic development, transportation, infrastructure, and community's facilities as well as providing general guidance to community leaders when making decisions about the future of the city.

Unlike the specific tasks/recommendations defined in each of the plan elements, a **GOAL** is a desired end state or target that, if pursued over the long term, will contribute to the attainment of the community vision. In some cases, these goals reflect current policies that the public desires to see continued into the future (e.g., the city will have a strong parks and recreation system) as Cold Spring continues to grow while others will require additional work to ultimately accomplish the stated goals (e.g., providing a mixture of housing options). Each of the main goals is accompanied by supporting objective statements that arose out of discussions with the boards and public during the process.

1. Housing and Neighborhoods - The city will be comprised of strong and stable residential neighborhoods that are well-maintained and provide housing options, both in type and affordability, creating attractive living environments for our residents.

- Residents are very proud of the fact that the neighborhoods and housing developments in Cold Spring have withstood the test of time with minimal issues. They wish to see a continuance of property maintenance and protection of the core neighborhood uses and densities to retain the character of a bedroom community.
- Housing maintenance will continue to be of importance to ensure that existing housing maintains its value and contributes to the overall quality of life in Cold Spring.
- New housing development should be focused around expanding on the qualities of existing neighborhoods and providing housing options, particularly to residents who want to stay within the city throughout their lifetime.



2. Land Use and Development - The city's business areas will include a diverse, high-quality mix of retail, service, professional (e.g., medical, general office, government, etc.), and industrial uses (e.g., manufacturing, research and development, etc.) that provide a job base and tax revenue for the community with a focus on encouraging the development of small-scale uses that meet the community's daily needs.

- Residents of Cold Spring see the city as a community of great housing and neighborhoods and would like to retain that small city character with emphasis on establishing and supporting businesses that meet the local's needs.
- While there is pride in being a bedroom community, there is still a desire to attract non-retail businesses to the area including offices and clean, indoor industrial companies that fit within the scale of Cold Spring.
- New developments, of any use, should be subject to clear and predictable design standards that meets the vision of the community and helps ensure the long-term viability of buildings.

3. Economic Development - The city will have an expanded and diverse tax base by working with existing businesses to help them grow while simultaneously looking to attract new businesses to the area.

- While residents appreciate that Cold Spring has a larger residential population where most residents work outside of the city, they also want access to services, shops, and restaurants. The vision of new businesses in Cold Spring is for small-scale businesses, farmers' markets, and local shopping and dining that fit within the character of the city.
- New developments should be designed in a manner that contributes to enhancing the quality and value of development in Cold Spring.



4. Natural Resources and the Environment – Development will protect the natural resources of the city, such as topography, flood hazard areas, and tree canopy, for future generations by providing the flexibility to allow for development in a manner that protects rather than eliminates the resources.

- Part of the small-town atmosphere valued in Cold Spring is the topography that varies throughout the city as well as the trees and canopy that provides an attractive “curb appeal” to neighborhoods and business areas.
- New development should be encouraged with the protection of these resources in mind through better design requirements that clusters development in those areas best suited for development.
- There is a desire to see more done to protect the natural resources through educational opportunities and increased efforts to address issues such as stormwater runoff.

5. Transportation - The city will have a well-connected transportation network that includes a safe network of roads, sidewalks, and paths serving vehicular and non-vehicular traffic. Heavy traffic will be focused along the AA Highway rather than along Route 27.

- Residents and businesses like that they have good connections to the region with two major highways in the city but note that traffic is both a blessing and a curse. The traffic supports the local businesses but also makes moving through the community difficult.
- Residents want to be able to access the local businesses without getting in their cars, and for the most part, are able to do so with connections across the highways serving as the biggest challenge.
- The focus of transportation improvements in the area should be about enhancing safety, consolidating access points to help keep traffic flow moving smoothly, and directing heavier traffic, particularly truck traffic to the AA Highway.

6. Parks and Recreation - The city will have a strong parks and recreation system (local and regional) that contributes to the valued quality of life in Cold Spring and serves the needs of local citizens with diverse recreational activities and parks that are easily accessible by all.

- Residents enjoy access to quality parks and recreational facilities and it would be desirable to see increased areas for community events and social activities. Residents would like to see the addition of more trails (walking and biking) through the community for access and recreation.

7. Community Services and Infrastructure - The city and public service agencies will provide high-quality and well-planned services, community facilities, and infrastructure in locations that are convenient and accessible to local residents and businesses. Furthermore, such services, facilities, and infrastructure will not create a financial or capacity burden on existing development for the sake of new growth.



- Residents and businesses alike find that the city does an excellent job of providing policing, fire protection, and needed community services. It will be vital to continue that level of service or better as the community continues to develop.
- Any new development should contribute to the infrastructure and services in Cold Spring by ensuring that they provide sufficient and proper expansions and connections as well as working with the public agencies on safety and protection services.

8. Quality of Life - Residents will maintain a high quality of life that includes quality school systems, entertainment and cultural activities, trail systems, and a diverse parks and recreation system.

- A recurring theme in the public engagement process was the desire to protect the small-town character and community elements that people already enjoy and value in the city and to expand on those systems.
- People who grew up in Cold Spring or have moved here want to stay in the city because of the quality of life that they would like to see enhanced through continued community investment.

The above goals serve as the basis for the plan elements that follow and the related recommendations. As the city continues to evaluate this plan and development tools in the future, the city should first consider how any proposed action will fit within the context of these goals. If the proposed action generally complies with the above goals then the action will likely result in furthering the city's achievement of the vision of this plan.



EXISTING CONDITIONS

Cold Spring's population, housing, and economy have evolved over time and the impact those trends have on the future depends on the actions of the community. The analyses within this chapter help answer questions such as the following, which in turn provided the basis for making decisions during the development of the comprehensive plan.

- How have the city and region changed in the past?
- What are some of the current trends in the city, county, region, and across the nation, that might affect Cold Spring's future?
- How might things change in the future if these trends continue unaltered?
- Are Cold Spring residents content with where these trends have led?

The purpose of this section is to provide a foundation of knowledge that helped assist the city in finalizing the recommendations and strategies identified in this comprehensive plan. These analyses also allow the city to tailor planning tools that will guide any investment toward the community's goals and objectives.

Existing Land Use

An assessment of how the land is currently being used is an important piece of information that must be evaluated in any physical planning effort. Property information and aerial photography helped establish an existing land use map (Map I). This map only documents how properties are currently being used and do not reflect the zoning of the properties. There are instances where the properties may be currently used for residential housing but are zoned for commercial purposes and vice versa. Map I classifies property in Cold Spring under one of the existing land use categories described below, with a focus on the general use of land. This map and related data does not focus on individual vacant lots within a subdivision or large-scale development but rather on the broader use of land in the city. For this reason, an entire subdivision may be shown as single-family residential even though several lots may still remain vacant or where there might be one or two duplexes mixed into the subdivision. The purpose of the existing land use analysis is simply to establish the basic development trends of the city thus far in its history.

Existing Land Use Categories

- **Single-Family Residential** uses are those properties with one detached dwelling unit located on a single parcel.
- **Multi-Family Residential** uses are where there are multiple dwelling units, attached to one another, located on a single parcel. This category may include apartment buildings, townhomes, duplexes, two-family homes, and other attached housing.
- **Commercial and Office** uses cover those areas of the city where the primary use is the provision of goods and services to the general public in a commercial setting or where there are establishments that provide executive, management, administrative, medical, dental, or professional services in either small or large-scale office buildings.
- **Industrial** uses are properties used for the manufacturing, assembly, or distribution of goods or services that do not typically include the retail sale of such goods or services except as a minor accessory use to the industrial use.
- **Parks and Recreation** uses are properties used for public or private open space and recreational uses such as playgrounds, ball fields, open space, and other local or regional park lands.

- **Public and Institutional** uses are properties and structures used for the provision of services related to the general public (e.g., city offices, public utilities, or fire stations) or institutions such as schools, hospitals, and places of worship.
- **Agriculture, Vacant, or Undeveloped** uses are areas of the city that are maintained as farmland or are properties that are not currently used for any use listed above, having not been developed for a permanent use.

Map I: Existing Land Use, illustrates existing land uses across the city while Figure A below, illustrates the ratio of land uses when considering the city's total land area.

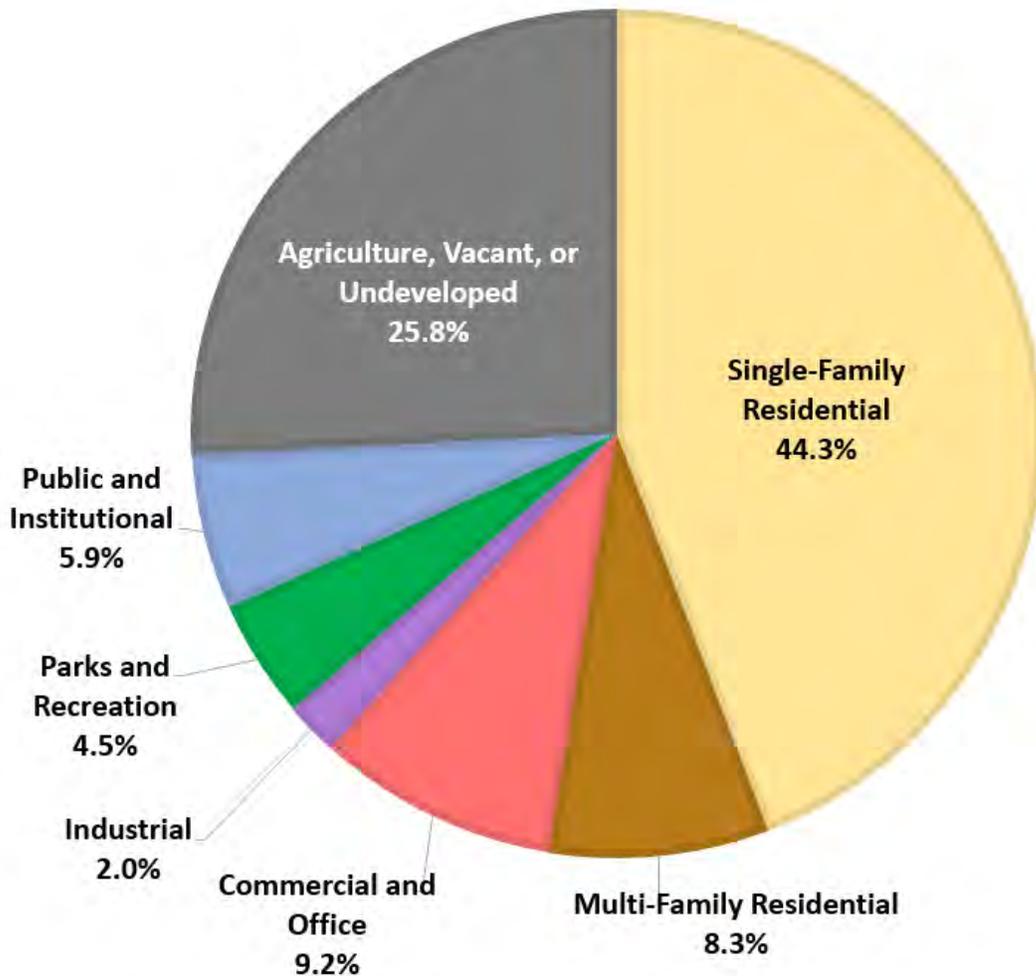


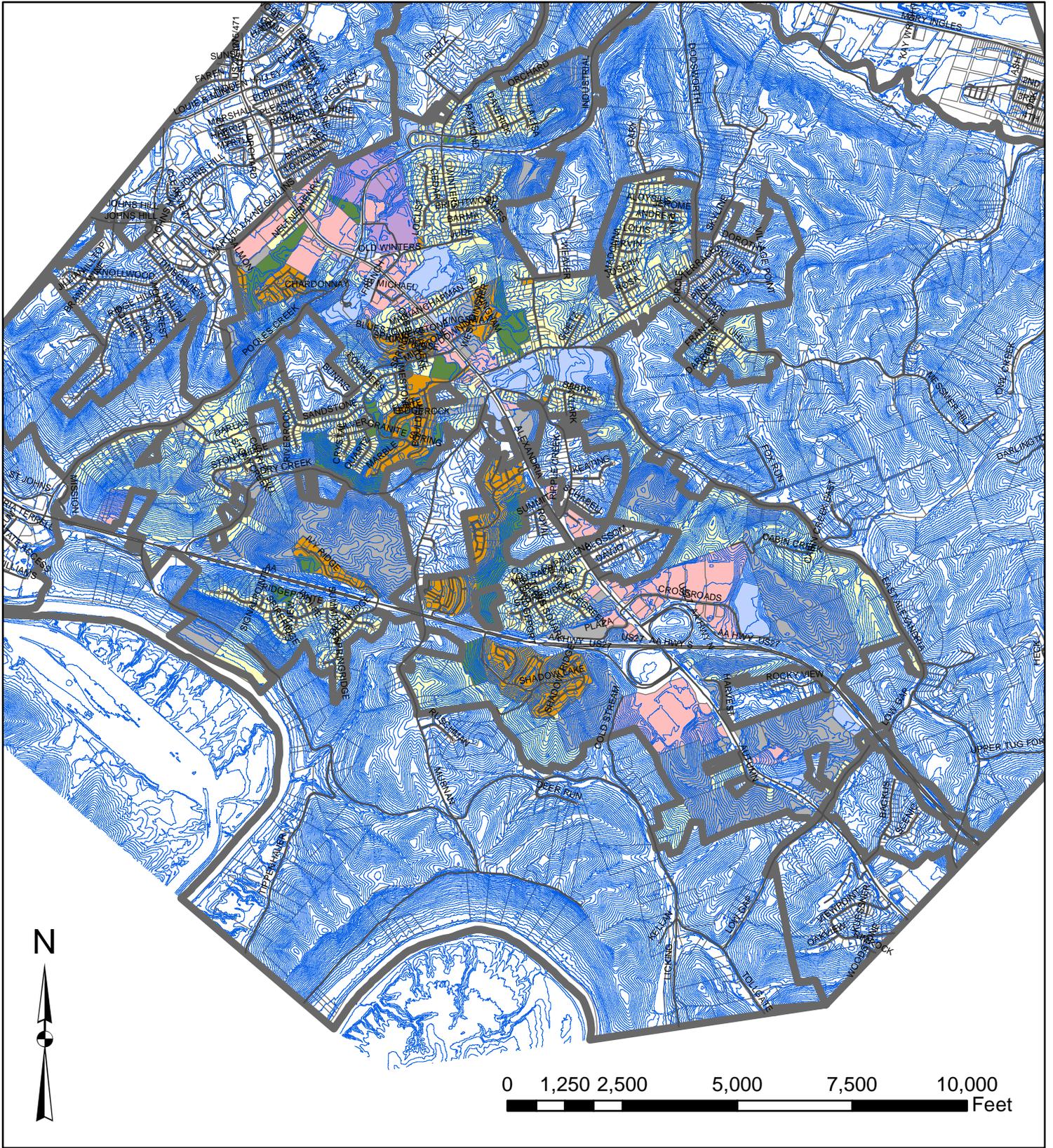
Figure A: Existing Land Use Distribution in the City of Cold Spring

Topography

The topography of land throughout Cold Spring has provided a unique benefit and constraint to development. The benefit is that the range of level to severely steep slopes, much of which is covered in trees, provides a beautiful character to the community that many people appreciate. Furthermore, it has allowed for the siting of homes and development in a way that makes it appear as if they are surround by nature when in fact, they are closely located to the rest of the city and region. Conversely, the topographical resources can hinder growth and development unless there is a significant amount of cutting and filling of soil, which can lead to slippage, or the cost of construction is substantially increased due to the need for additional building supports and engineering. Cold Spring must work to find a balance between protecting the natural resources that surround them and dealing with the impacts, including how such resources may limit future development or growth in the city.

Map 2: Existing Topography and Land Use, on the following page, illustrates the existing topographical contour lines in Cold Spring and the surrounding area. The contour lines on Map 2 show the elevation of land in an area at 10-foot intervals (e.g., one contour line will follow the 810-elevation and another will follow the 820-foot elevation). Where these contour lines are closer together, the slope is steeper. Where there is a lot of separation between contour lines, the topography is more flat and level. Map 2 also include the existing land use information underneath the contour lines to show that much of the vacant lots and even large-lot, single-family residential uses are severely constrained by steep slopes with minimal large areas of level land to build new homes or businesses. Even in existing developments, Map 2 shows how, quite often, lots have been clustered away from the slopes to minimize special engineering for the site and that some of the subdivisions have permanently protected steep slope areas as parks and recreational uses. This map demonstrates that while there may continue to be development in the City of Cold Spring, it is very unlikely that the existing topography and municipal boundaries will allow for substantial growth capacity.





Map 2: Existing Topography with Land Use

-  Municipal Boundaries
-  Ten-Foot Contour Lines
-  Parcels Not in Cold Spring
-  Single-Family Residential
-  Multi-Family Residential
-  Commercial and Office
-  Industrial
-  Parks and Recreation
-  Public and Institutional
-  Agricultural, Vacant, or Undeveloped

Population

Table I illustrates the historical population numbers for the City of Cold Spring and the surrounding communities, along with the average annual rate of change in those populations. While the entire county, as well as the overall region, has been growing, the cities of Cold Spring, Alexandria, and Highland Heights have had higher rates of growth than either Campbell County and Northern Kentucky, since 2000. While Cold Spring appears to have weathered the housing crisis in the late 2000s well, with only a slight slowing of population growth, in recent years, the high rates of growth in the city have all but disappeared. This is not, however, due to a lack of demand for housing in the area but is more likely due to the fact that the city is rapidly building out, and as pointed out in the previous section on topography, what large lots are still available have minimal capacity for new housing development. As the city continues to move into the future, the focus on population and households will be on ensuring that community services fit the demographics of the population and that the housing stock is maintained.

Table I: Historic Population Growth in Cold Spring and Surrounding Communities					
	Cold Spring	Alexandria	Highland Heights	Campbell County	Northern Kentucky *
1980	2,117	4,735	4,435	83,317	266,217
1990	2,866	5,592	4,223	83,866	283,486
% Annual Growth	<i>3.08</i>	<i>1.68</i>	<i>-0.49</i>	<i>0.07</i>	<i>0.63</i>
2000	3,806	8,286	5,153	88,616	326,071
% Annual Growth	<i>2.88</i>	<i>4.01</i>	<i>2.01</i>	<i>0.55</i>	<i>1.41</i>
2010	5,912	8,477	5,923	90,336	368,867
% Annual Growth	<i>4.50</i>	<i>0.23</i>	<i>3.00</i>	<i>0.19</i>	<i>1.24</i>
2016 (Estimate)	6,227	9,340	7,155	92,211	385,692
% Annual Growth	<i>0.87</i>	<i>1.63</i>	<i>0.55</i>	<i>0.34</i>	<i>0.75</i>

Source: U.S. Census and Compass Point Planning (calculations)
 Northern Kentucky includes the combined populations of Campbell, Boone, and Kenton Counties
 The annual growth rate is the compound average annual growth rate between each census date.

With an understanding of how the city has grown, one can begin to evaluate how the city might grow in the future and what the demands will be for the new and existing residents. There are numerous methods of forecasting the potential future growth of the city including extending current population growth through 2025. One of the issues within Cold Spring is there appears to be a significant demand to live in the city due to the high quality of life but there is also a lack of available land to allow for the expansion of new housing. Given that the purpose of population projections for this plan is simply estimate potential growth, three scenarios for growth were developed including a low growth rate of 0.5% a year, a moderate growth rate of 1.0% a year, and a high growth rate of 2.0% a year. The moderate growth rate was developed because it assumes that the city will continue to grow largely along the lines of the growth it has experienced over the last two decades, but the lower growth rate takes into account that the limited amount of available land may force growth to slow naturally. The highest growth rate was included to show how the city could potentially continue on with its higher rates of growth only if room is made for new development. Figure B illustrates the three growth rates with the highest, but least likely, growth rate resulting in almost 11,000 residents by 2025 (2,818 new residents).

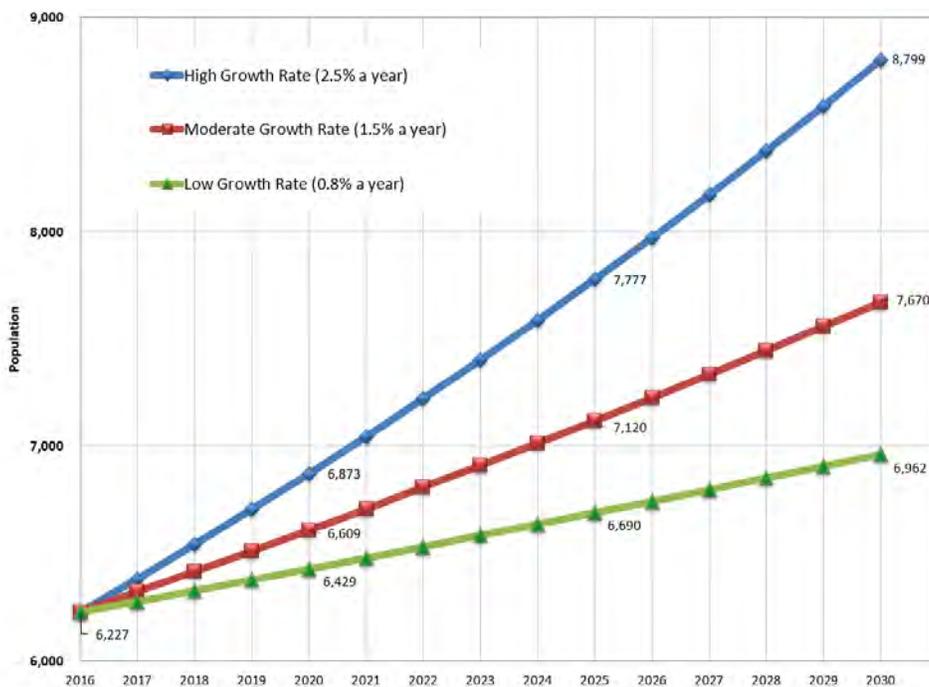


Figure B: Projected growth rates for the City of Cold Spring

The 2005 comprehensive plan included similar background on historic population trends as well as possible population projections to give readers an understanding of the potential for growth in the city. However, the 2005 plan focused on population projections at the county level because county-level projection data was readily available from the University of Louisville’s Kentucky Data Center. In that plan, the projections showed a 2010 projected population of 92,315 in Campbell County by 2010, increasing to 94,962 people by 2020. That projection was not far off given that the actual population in 2010 was 90,336. Since the 2005 plan, the Kentucky Data Center has updated its projections for county-level populations to show an estimate of 92,898 people in Campbell County in 2020, 93,427 people in 2025, and 93,473 people in 2030. If you take into consideration that the City of Cold Spring has comprised just under seven percent of Campbell County’s population since 2010, you can apply that percentage to the 2030 county-level projection to arrive at a secondary Cold Spring population estimate of 6,543 people by 2030, which is very much in line with the low growth rate shown in Figure B.

One important aspect of the population that was considered during this planning process is the age of the community and the desire by people to “age in place,” whereby there are housing options available for residents of all ages. For Cold Spring, this is a very real situation as the community has the oldest population and is aging faster than other communities in Campbell County as is seen with the evaluation of the median age in Table 2 below. For Cold Spring, the median age has increased by nearly seven years since 2000 as compared to Campbell County and Kentucky, where the median age has increased by only about 2.5 years in the same time space. Highland Heights has seen a major decrease in their median age but this can easily be attributed to the influences of the university and an increase of people living on campus. This information is further supplemented by looking at the breakdown of age brackets in Figure C on the following page. Figure C shows that 19 percent of Cold Spring’s population is 65 years old and older, a far higher percentage than the county, or state, which have less than 15 percent of their population in that same age bracket. For Cold Spring, that is an increase from just over 14 percent in 2000. The increase in the older age bracket is a trend seen across the United States and reflects that people are living longer than they did decades ago, hence a naturally higher median age, however, the City of Cold Spring has a notably higher rate of older residents that is likely related to the target market of the housing built during Cold Spring’s earliest developments.

Table 2: Median Age				
	Cold Spring	Highland Heights	Campbell County	Kentucky
2000	40.6	33.9	35.2	35.9
2010	44.2	26.3	37.0	38.1
2016	47.3	27.2	37.9	38.6

Source: U.S. Census 2016 American Community Survey

As the age of the population changes, there is a real impact on the demand for different housing and services. If Cold Spring sees a sharp increase in the under 20-year age bracket, there will likely be pressure on the local school district and a need for additional classroom space. Residents between the ages of 20 and 34 are often single or married couples without children who are in college or just out of college and starting their careers. This is particularly true for the city given its close proximity to Northern Kentucky University. Trends have shown that people from this young professional’s age bracket are looking for more urban living options (traditionally in rental housing or apartment living) where they can walk to work or shopping, and where they can have access to various cultural and recreational activities. As stated earlier, an important aspect of evaluating the age of the population is that different age groups demand different services. It is anticipated that Cold Spring will continue to have a larger percentage of older residents as compared to surrounding communities so the city will need to ensure that there are available activities and services tailored to the need of older residents.

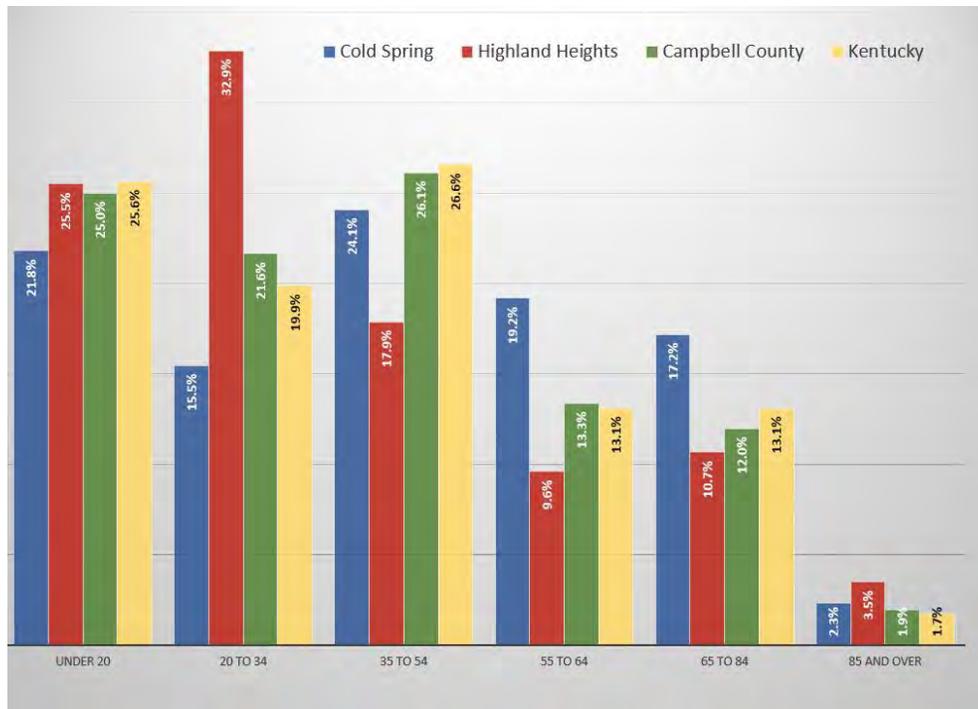


Figure C: Population Age Groups for Cold Spring and Comparison Geographies

Housing

While the overall population growth in Cold Spring continues to increase, albeit at a slower rate than the early 2000s, the housing growth has actually outpaced the population growth. In 2000, there were a total of 1,507 housing units within the city and that number almost doubled to 2,772 by 2010. That is an increase of almost 84 percent in 10 years while the population only grew by 55 percent. That is not a trend that was seen in Alexandria or Campbell County, that both only saw a 7 percent growth in housing units. The trend of housing growth outpacing population growth is not irregular as many communities have seen housing growth outpace population growth and, in some cases, even an increase in housing units when the population is in decline. A major part of this trend is that the size of households is decreasing, so there are fewer people in each housing unit and unless there is a drastic decline in population, the number of housing units will continue to increase faster than the population. While the household size is on the decline nationally, this plan assumes that there will not be any significant changes in the household size in the near future and that housing will continue to grow in-line with or slightly faster than the population growth, as it has been doing since 2010.

Of Cold Spring's total housing, only a little more than 11 percent is renter-occupied as compared to all of Campbell County where 31.6% of housing is renter-occupied. Even the City of Alexandria, which has a higher number of single-family detached homes has a higher percentage of renter-occupancy at 17 percent. Given the types of housing structures, discussed later, Cold Spring's low ratio of renters is unusual, however, a further evaluation of the housing stock shows that even though there is a high number of attached housing options, many of those are condominiums that allow for owner-occupancy in units that in other communities would be occupied by renters.

Types of Housing

In addition to understanding the general trends in the number of dwelling units, it is also important to have a better understanding of the characteristics of the housing stock as it can demonstrate a deficiency in a particular type of housing as well as identify where the city may start to see long-term maintenance issues.

In 2016, the American Community Survey (U.S. Census) estimates that only 48.5 percent of all housing units in the City of Cold Spring were single-family detached dwellings (See Figure D.). This ratio is very low for comparable suburban communities. Over 64 percent of dwelling units in Campbell County total are single-family detached units and in the City of Alexandria, that percentage jumps to over 85 percent. Having a low number of detached dwellings is not necessarily a negative issue, in fact, those types of dwelling units have a high value in Cold Spring and are in high demand. Concerns do begin to rise where there is an excessive amount of rental units because of maintenance issues and responsibilities. As noted above, the rental occupancy in Cold Spring is not high so most of the attached units in the city appear to be owner-occupied. While the city wants to encourage some moderate levels of growth, it is generally the policy of this plan to encourage more detached dwellings as a way of maintaining a balance in housing options in the community.

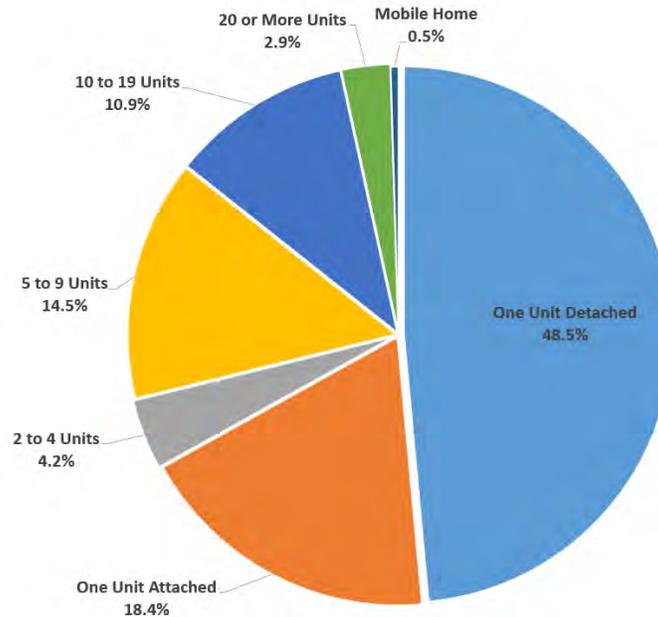


Figure D: Number of Housing Units within a Structure. Source: 2016 American Community Survey

Cost of Housing

As noted in the previous sections, Cold Spring has a lot of attached housing types and a significant amount of newer homes. It appears that much of the housing built in the city historically was targeted to an older population, either family households or empty nesters, who had a larger amount of money to spend on housing because Cold Spring has some of the highest values of homes in the areas. According to the 2016 American Community Survey, the median value of a home in the city is \$193,00 compared to \$156,600 in Campbell County and \$126,100 in all of Kentucky. Everyone can appreciate that strong housing values contributes to a strong community and strong economy but it can also limit housing options and may also prevent people who work in Cold Spring from actually living in Cold Spring.

In order to provide on the ground information regarding home prices, a basic search of homes for sale was done at www.realtor.com in June 2018. That search resulted in 109 listings for homes or home lots for sale. If you focused specifically on homes with a Cold Spring mailing address and eliminated undeveloped lots, there were a total of 46 homes for sale in the city. Table 3 illustrates a breakdown of those 46 listings. While it appears that over half of the homes for sale are less than \$200,000, it is important to note that almost all of those listings are for condominiums in attached housing options, not detached single-family homes. Because of the strong market for high-valued homes in the area and the need for substantial engineering for any new development sites, it is highly unlikely that any new homes will built in the more affordable housing brackets.

Listing Values	Number of Listings (% of 46 Total Listings)
Under \$100,000	2 (4.3%)
\$100,000 to \$200,000	23 (50.0%)
\$200,000 to \$300,000	10 (21.7%)
\$300,000 to \$400,000	9 (19.6%)
Over \$400,000	2 (4.3%)

Age of Housing

As stated earlier in the discussion about population trends, Cold Spring experienced a high level of growth in the 2000s. This is further illustrated when you evaluate the age of the city’s housing stock. Over 46 percent of the city’s housing units were built between after 2000 as compared to only 13 percent in the entire county. This is a reason that housing condition was not a major issue during the public input process, however, there is some growing concern over general property maintenance. Elected and appointed officials, who are thinking about the longevity of the city’s housing stock are concerned that in the next decade or two, there is the potential for a decrease in housing conditions as the housing stock ages. For this reason, this plan does include a recommendation for the city to create a property maintenance code but the development of such code is not seen as an immediate priority.

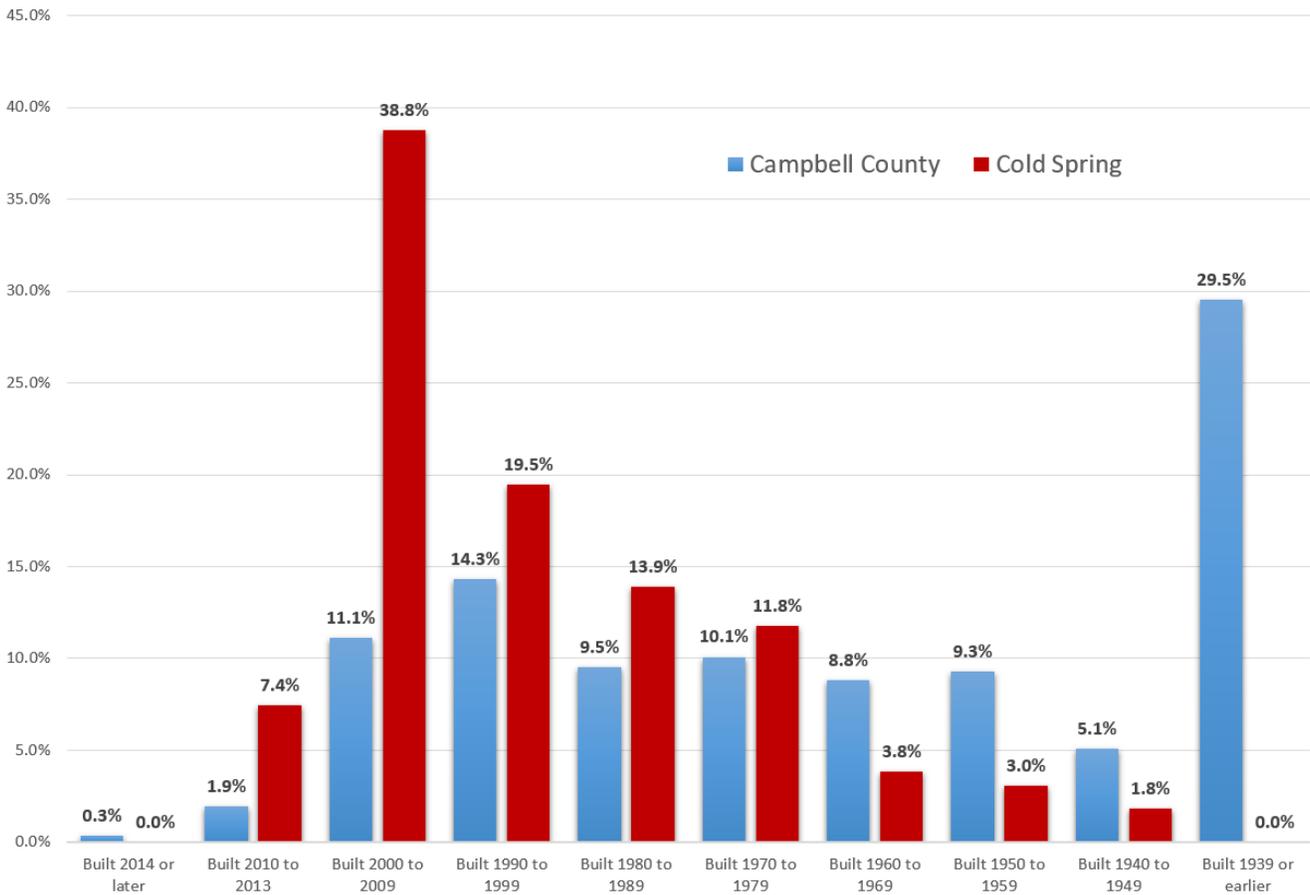


Figure E: Year Structure was Build. Source: 2016 American Community Survey

The Economy

There are two major components of economic development that the city evaluates when considering trends and strategies. First are the employees, the residents of the community that own or work in the region at various business establishments. A potential business wants to understand the employment base to determine the general skill set of the existing employee base, typical income levels, and other indicators to see if there is a “fit” for their business. The second component of economic development is the business establishments themselves, those businesses that create the jobs for the residents. Each component has their own indicators and changes in these trends can have significant impacts. This section highlights some key trends related to economic development in Cold Spring and the region. The information presented in this section is drawn from the 2000 Census as well as information from the 2016 American Community Survey, 5-Year Estimates (U.S. Census Bureau) to show recent trends in the economy.

Employment

Employment numbers have dramatically changed across the United States since the 2000 Census as the economy entered a recession. Cold Spring has been fortunate in the last decade with their residents having maintained very low unemployment rates, lower than the county, state, and national rates. The employment rates shown in Table 4 only describe the employment status of residents who live in Cold Spring but may work throughout the region. In fact, U.S. Census data shows that over 38 percent of Cold Spring residents work in another state and another almost 33 percent work outside of Campbell County. This is not an unexpected number given that many residents likely work in Cincinnati or the urban cities just outside of Campbell County where there are major economic centers. In addition to information on the employment rates, Table 5, expands on the city resident’s employment status by illustrating the industries where residents of the various communities are employed based on recent estimates.

Table 4: Resident Employment Growth						
	Cold Spring		Campbell County		Kentucky	
	2000	2016	2000	2016	2000	2016
Population 16 Years Old and Older	3,024	5,056	68,338	73,934	3,161,542	3,511,065
Change 2000-2016	67.2%		8.2%		11.0%	
Population in Civilian Labor Force	2,001	3,321	45,117	49,093	1,907,614	2,070,698
Change 2000-2016	66.0%		8.8%		8.5%	
Employed	1,969	3,238	43,371	46,233	1,798,264	1,914,189
Change 2000-2016	64.4%		6.6%		6.4%	
Unemployment Rate	1.6%	2.5%	3.9%	5.8%	5.7%	7.6%
Notes: 2000 Data Source: 2000 U.S. Census 2016 Data Source: 2016 American Community Survey 5-Year Estimates (U.S. Census Bureau)						

Table 5: 2016 % of Employed Civilian Labor Force by Industry [1]

	Cold Spring	Campbell County	Kentucky
Agriculture, forestry, fishing, hunting, and mining	0.7%	0.5%	2.5%
Construction	2.2%	5.6%	5.8%
Manufacturing	8.3%	10.9%	14.3%
Wholesale trade	1.3%	2.5%	2.5%
Retail trade	11.5%	12.0%	11.9%
Transportation, warehousing, and utilities	5.1%	5.2%	5.9%
Information, finance, insurance, real estate, and rental and leasing	15.0%	10.8%	7.1%
Professional, scientific, management, administrative, and waste management services	10.2%	10.7%	7.9%
Educational, health, and social services	34.4%	24.1%	23.7%
Arts, entertainment, recreation, accommodation, and food services	3.9%	9.9%	8.6%
Other services (except public administration)	4.4%	4.2%	4.6%
Public administration	3.2%	3.7%	4.4%
Armed forces	0.0%	0.0%	0.8%

Notes:
Source: 2016 American Community Survey 5-Year Estimates (U.S. Census Bureau)

Information on the number and types of businesses located within the City of Cold Spring is not readily available as most data analysis on the economy is done at the county level or larger geographies. Appendix B of this plan includes a summary of the most recent economic data available for Campbell County that was organized by the University of Kentucky based on U.S. Economic Census data. It illustrates that the highest percent of jobs in the county are in the retail trade industry (13.7% in 2012), which is not surprising given that there has been a national trend of growth in that industry. A basic evaluation of Cold Spring’s business areas show that there are a predominant number of retail stores but also numerous office and service jobs. It is anticipated that while there is still room for some nonresidential growth in Cold Spring, that it will be predominately in the retail, service, and office industries following the current trends.

Median Income

The final set of data evaluated as part of the economic development component of this plan is the median income of residents. This information is included because it ties multiple elements of this plan together such as the cost of housing and/or demand for housing, the need for different retail options (e.g., discretionary spending), and also the general strength of the economy. Table 6 illustrates the median incomes for the various geographies as a point of comparison but does not include adjustments to the 2000 median income to account for inflation. In general, Cold Spring has continuously had a much higher median income than the county, state or nation. This does not come as a surprise given the higher cost of housing. As noted earlier, half of the currently available homes have a sales price that exceeds \$200,000, but with the median income in Cold Spring, these numbers generally align with what households of that median income can reasonably afford.

Table 6: Median Household Income

	Cold Spring	Campbell County	Kentucky	United States
2000 Median Income	\$58,598	\$41,746	\$33,549	\$41,851
2016 Median Income	\$68,483 +/- \$8,900	\$56,772 +/- \$1,931	\$44,811 +/- \$312	\$55,322 +/- \$120

Notes:

Source: 2000 U.S. Census based on 1999 dollars

Source: 2016 American Community Survey 5-Year Estimates (U.S. Census Bureau). The +/- numbers are the given margins of error in the ACS data.

COMPREHENSIVE PLAN RECOMMENDATIONS

The main element of this plan focuses on implementation, that is, the steps the city, along with potential partner agencies, need to take to achieve the stated goals. While the goals and supporting statements set out the vision for the future of Cold Spring, this element of the plan narrows those goals to actionable items that includes information on the responsible agency or groups as well as the desired timing of the actions based on priorities and the imminent needs of the community.

General Implementation Strategies

In addition to the specific tasks established in the next section and summarized in Table 7, there are a few implementation strategies discussed below that really apply to all aspects of this comprehensive plan and addressing future planning topics. The following is a brief discussion of each general strategy:

Involve the Public

Elected and appointed officials of Cold Spring, as well as the city staff, are responsible for a growing population and business base where public input helps ensure that decisions are made in the best interest of those citizens. As the city continues to grow, public input will be a key ingredient in the process and needs to include multiple formats including public meetings, articles in the local newspaper, public surveys, and other innovative forums.

Regional Cooperation

The city recognizes that it is not an isolated community and that what impacts the region, impacts Cold Spring. As such, city officials and residents alike need to work with regional agencies for larger-scale planning efforts. The city needs to particularly focus on its collaboration with Campbell County given that the county provides regional planning activities and there are several islands of county land within the outermost boundaries of the city where development could have significant impacts on Cold Spring's vision. The city should continue their involvement in any group that will help address Cold Spring's interests through planning and progress at the regional and state levels.

Monitoring the Plan

The City of Cold Spring has regularly evaluated their comprehensive planning efforts every five years in compliance with KRS but in reality, policies, priorities, and available resources can change much quicker. In order to make sure the plan is implemented and that funding is made available for priority strategies, the Planning and Zoning Commission and City Council should both review the plan, and more specifically this chapter, on an annual basis. This annual review will allow for the community to check off completed strategies and add new strategies as may be appropriate. Additionally, the city will also have an opportunity to review priorities and establish what strategies the city should work toward over the upcoming years.

Specific Implementation Strategies

Implementation is the realization or execution of a plan and it is ultimately about action. This section of the plan is intended to identify specific actions or strategies that the city should undertake to achieve the goals established early in this planning document. In evaluating potential actions, the city has initially identified 24 strategies that can help implement the concepts identified in the goals and objectives. These 24 strategies are described on the following pages and summarized in Table 7 immediately following the descriptions. Table 7 also includes information on which strategies are considered components of required comprehensive plan elements to demonstrate compliance with KRS 100. The list of strategies is not intended to be an exhaustive

list of ideas or implementation tools but an initial list that combines some actions from previous plans as well as new strategies to address any additional community issues identified during this planning process. An important part of this planning process will be the continual monitoring of the goals and implementation tasks and updating of this list of strategies.

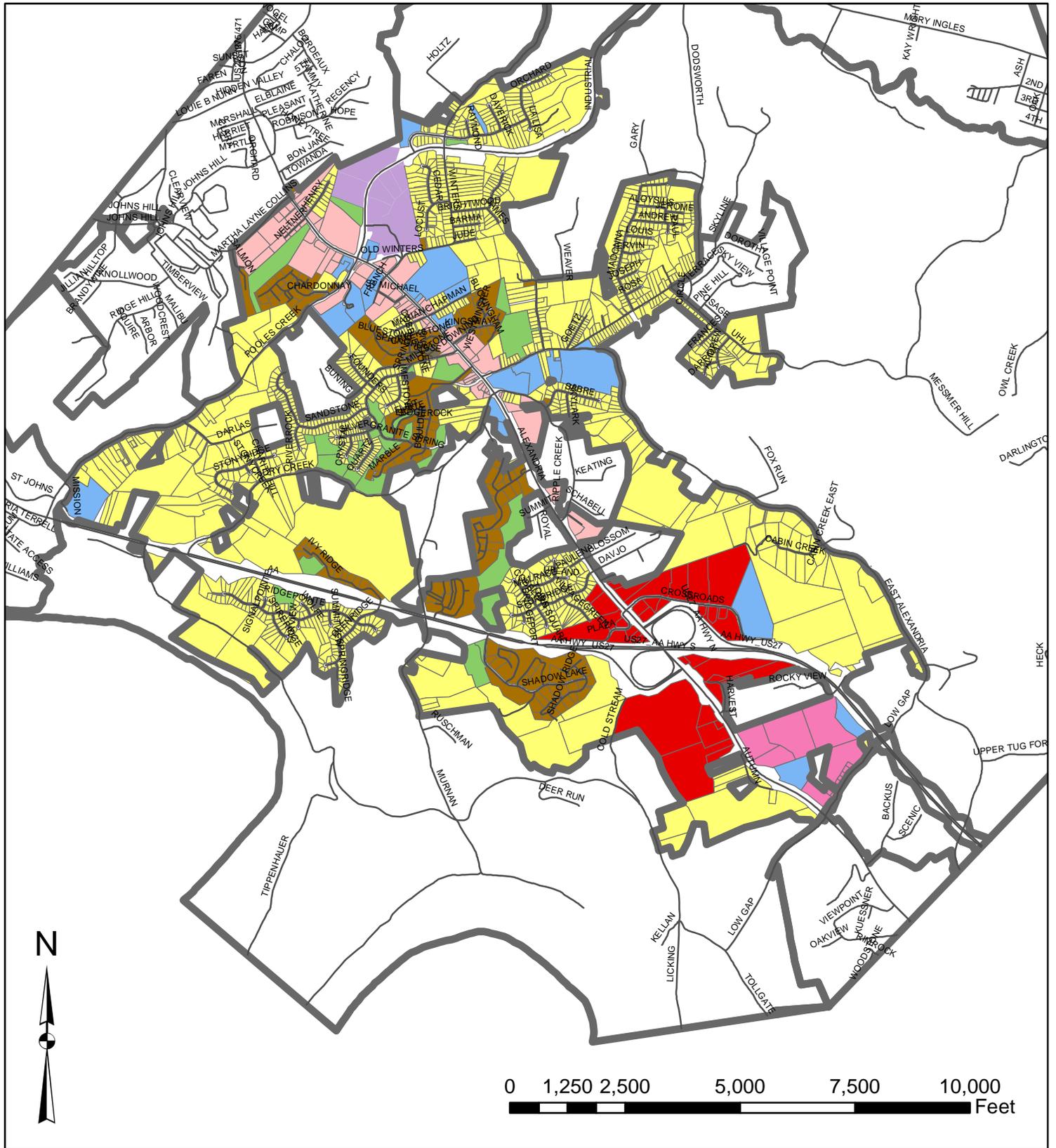
For each strategy, there is an initial table that identifies the strategy, a responsible agency, potential partner agencies and a recommended timeframe for completion. For the purposes of this plan, those timeframes are either ongoing, short-term, medium-term, or long-term with related timeframes illustrated below. The strategies have been color-coded and grouped together by timeframe on the following pages and have been numbered for ease of reference, however, the numbering is not intended to portray a specific order of completion or priority.

Priority	Recommended Timeframe for Completion
Ongoing Strategies	Strategies that are continual and that do not have a specific start and end date. These strategies also require minimal time or financial resources.
Short-Term Strategies	1 to 2 Years
Medium-Term Strategies	2 to 5 Years
Long-Term Strategies	5 to 10 Years

1	Implementation Strategy:	Utilize the future land use plan as part of the decision-making process.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Ongoing Strategy

The Cold Spring Future Land Use Plan establishes the desired future land use types for properties throughout the city based on the community’s overall vision, existing land uses, environmental conditions, and general development patterns of the surrounding area. The plan is a graphic representation of many of the goals established earlier in this plan document. This plan will help guide the decisions of the Cold Spring City Council, Planning and Zoning Commission, Board of Adjustment, and other committees regarding a variety of issues such as rezonings, capital improvements, development of public facilities, and similar decisions.

The future land use plan map is intended to serve as a broad guide for continued development and redevelopment within the boundaries of Cold Spring. The map is not a zoning map and only serves as a general basis for the decision-making bodies of the city. The adoption of this comprehensive plan does not change any zoning in the city unless the City Council, Planning and Zoning Commission, or a private property owner initiates a zone change that requires a separate and distinct hearing process with specific public notice requirements. The following is a brief description of the proposed land uses.



Map 3: Future Land Use

-  Municipal Boundaries
-  Parcels Not in Cold Spring

-  Single-Family Residential
-  Multi-Family Residential
-  Neighborhood Commercial
-  Regional Commercial
-  Office and Non-Retail Commercial
-  Industrial
-  Parks and Recreation
-  Public and Institutional

Future Land Use Categories

Single-Family Residential

Single-family residential uses are a form of detached dwelling where there is a single dwelling on an individual lot, with no shared walls between units. Existing single-family residential uses comprise the largest area of land within the City of Cold Spring, but not the largest percentage of dwelling units. Given the topography of the city and the desire to balance the types of housing in the community, any vacant land not located along the major commercial corridors should be developed as single-family residential.

- **Single-Family Residential Design Principles**

1. The overall gross density of new single-family residential developments should not exceed two units per acre.
2. The clustering of detached dwelling units is encouraged to prevent significant cutting and filling of steep slopes and to protect major areas of tree canopy. In these cases, the net densities of areas with residential lots shall not exceed four units per acre.
3. Higher density single-family residential development may be appropriate in areas where the development is adjacent to higher intensity development, residential or nonresidential, to create a land use transition.
4. Homes should be constructed of durable materials such as brick, stone, brick or stone veneer, cementitious materials, treated wood, etc. The use of vinyl siding is not prohibited but should be used primarily for trim and accent areas and not for the siding of an entire façade.

Multi-Family Residential

Multi-family residential uses include a wide range of attached housing types that typically provide common facilities (e.g., recreational areas, clubhouses, and open space). For a number of positive reasons, Cold Spring has historically had a strong demand for well-designed, moderate-density, multi-family dwelling units that include townhomes, rowhouses, and low-density apartment buildings. For the most part, there are no undeveloped areas where new multi-family housing is proposed due to the high percentage of existing units. However, if existing multi-family residential areas are redeveloped, they should be redeveloped at similar densities and comply with any design principles.

- **Multi-Family Residential Design Principles**

1. The overall gross densities of multi-family residential developments should not exceed eight units per acre.
2. The clustering of dwelling units is encouraged to prevent significant cutting and filling of steep slopes and to protect major areas of tree canopy.
3. Redevelopment of any multi-family residential areas should be focused on townhomes, rowhouses, and patio homes that have shared walls but individual access from the exterior.
4. Buildings should be constructed of durable materials such as brick, stone, brick or stone veneer, cementitious materials, treated wood, etc. The use of vinyl siding is not prohibited but should be used primarily for trim and accent areas and not for the siding of an entire façade.



Neighborhood Commercial

Alexandria Pike is a major commercial artery for Cold Spring that has continued to grow and redevelop with changing trends and markets. Unlike other areas of Cold Spring, many of the properties along Alexandria Pike are shallower than the larger lots around the AA Highway and have attracted smaller uses. Additionally, there are a number of different zoning districts that applied to properties along this entire corridor, including the Special Development Area (SDA) zoning district. The small-scale commercial and office mix already located in this area should continue with a focus on uses that serve the local residents and provide job opportunities. Additionally, this area has long served as a central focus and gateway entry for the community and therefore should maintain a strong aesthetic with more focus on small-scale development connected to surrounding neighborhoods with enhanced architectural design, landscaping standards, outdoor lighting standards, and regulations that will mitigate the negative land use impacts of nonresidential uses including, but not limited to, noise and lighting glare.

- **Neighborhood Commercial Design Principles**

1. New uses should be small-scale commercial retail, office, and service uses.
2. Single-tenant buildings of less than 25,000 square feet is the desired scale of development along this corridor. Multi-tenant buildings are discouraged unless they are part of a vertical mixed-use building with multiple floors.
3. Drive-through facilities should be strongly discouraged unless located on large lots (2 acres minimum) with adequate maneuverability and where the drive-through can be located away from residential neighborhoods. Furthermore, the lots with drive-through facilities need to include increased landscaping and screening to buffer the view of the drive-through from adjacent neighborhoods and Alexandria Pike.
4. Pedestrian connections to surrounding neighborhoods are important but otherwise, uses should be screened from adjacent neighborhoods with vegetation and decorative fences.

Regional Commercial

The commercial activities around the AA Highway have been of a type that caters to both the residents of Cold Spring as well as the larger region. This commercial area will continue to serve as a general shopping location for the community and include, but are not limited to, grocery stores, wholesale clubs, large-scale general retail, department stores, specialty retail, restaurants, banks and gas stations. The heavy retail and office focus of these areas makes them primarily auto oriented; however, opportunities to tie in pedestrian access between buildings and surrounding residential development is strongly encouraged through the use of sidewalks and off-street trails.

- **Regional Commercial Design Principles**

1. Larger-scale, auto-oriented commercial retail, office, and service uses are appropriate within this area
2. Drive-through facilities may be appropriate if located to the side or rear of properties and screened from adjacent uses.
3. Pedestrian connections to surrounding neighborhoods are important but otherwise, uses should be screened from adjacent neighborhoods with vegetation and decorative fences.

Office and Non-Retail Commercial

The office and non-retail commercial category is intended to provide for areas of business growth in the city that may include office uses, research and development uses, institutional (e.g., hospitals or colleges), or a combination of such uses but where retail commercial uses (e.g., restaurants, grocery stores, book stores, etc.) are limited in an effort to protect an area of the city for job-focused growth. Limited retail uses such as coffee shops, banks, or restaurants may be appropriate when they provide needed services to the surrounding businesses.

Industrial

The industrial use category includes areas where there are establishments for the light manufacturing and production of goods and/or services. The uses in these areas may have some accessory commercial and/or offices uses. Future industrial development should be focused on clean industries that largely operate within fully enclosed structures. Some limited outdoor storage and activities may occur with appropriate buffers from adjacent properties.

Parks and Recreation

The parks and recreation category is land that is used for public and/or private recreational purposes that may include parks, playgrounds, open space, walking trails, golf courses, and similar uses. New developments, in all other land use categories, are encourage to incorporate parks and recreational components within the design of the developments, especially for residential construction.



Public and Institutional

The public and institutional uses shown on the future land use map are existing uses that include a broad range of uses such as government buildings, schools, places of worship, and other public or semi-public buildings and uses. This category may include buildings or activities related to the provision of utilities such as gas, electric, water, sewer, cable television or other similar infrastructure. While the future land use map only designates existing public and institutional uses, public and institutional uses may be appropriate in other areas of the city, regardless of the future land use designation. When considering the siting of a public or institutional use, the city should consider the impact the buildings or use will have on the surrounding area and apply appropriate conditions to help mitigate those impacts such as buffering or access management.



2	Implementation Strategy:	Coordinate land use planning strategies and activities with the Campbell County Planning Commission.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County
	Timeframe:	Ongoing Strategy

Campbell County undertakes their own planning initiatives, including having a countywide comprehensive plan, of which Cold Spring is an important component to the planning efforts. The county and city need to coordinate planning strategies and activities to ensure that both communities understand the vision of each community independently and that there is a coordination of efforts that may be of a mutual cost benefit. As a first step toward this strategy, the city and county need to establish a protocol for discussions whether about planning efforts or development.

3	Implementation Strategy:	Continue to coordinate with the Cold Spring Police and Fire Departments to ensure appropriate service levels.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Shared Service Communities
	Timeframe:	Ongoing Strategy

Fire protection, Emergency Management Services (EMS), and the police are all major contributors to the great quality of life in Cold Spring. The community has long supported its safety service departments. As the population of Cold Spring and the region continues to change in both size and age, these agencies and their services will have to also evolve. The overall goal of this strategy is that the city and the related agencies need to constantly work to meet or exceed the service levels that create the quality of life people have come to expect. This will include actions such as:

- Maintaining above minimum response times for fire and emergency service responders as established by national standards; and
- Striving to meet or exceed any minimum national standards for staffing the fire and police department to provide a safe community in which to live and work.

4	Implementation Strategy:	Develop and utilize the community town center area as a central location for educational, recreational, and cultural activities.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	County agencies
	Timeframe:	Ongoing Strategy

The area designated as the Town Center in the 2005 Comprehensive Plan, along East Alexandria Pike from U.S. 27/Alexandria Pike east to the Cold Spring municipal buildings, and including Friendship and Municipal Park, continues to be a central hub of city and community activities. This area should continue to be a core governmental, recreational, and cultural hub for Cold Spring through consideration of public improvements over the long-term.

5	Implementation Strategy:	Establish better coordination between City Council and the Planning and Zoning Commission
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Ongoing Strategy

The City Council and Planning and Zoning Commission both have important roles in the growth and development in Cold Spring and should foster ongoing dialogue about how they boards can work more closely on planning and zoning issues. Each board should appoint a member who can attend the other board’s meetings, particularly ones where important issues will be raised. Furthermore, the boards should come together at least every two years to have a strategic discussion about the city that could include discussions about major zoning issues and the implementation of this comprehensive plan.

6	Implementation Strategy:	Update the zoning code and subdivision regulations.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Short-Term: 1 to 2 Years

One of the most direct methods of implementing the recommendations of the future land use plan, as well as this plans goals, is to update sections of the zoning code and other land use regulations or guidelines. While the zoning code is not the only tool for implementing the plan, it is one of the tools that can be directly tied to the plan strategies and is where the city has the most control over the future development of the community. The following is an outline of some changes the city should consider in furthering the recommendations of this plan:

- The city should update the zoning regulations to enhance the landscaping and screening requirements to provide flexible but effective options for buffering uses of different intensities. These regulations can also be used to increase the amount of site landscaping installed on larger sites that can also contribute to the improved appearance of the major commercial corridors.
- The city needs to undertake a comprehensive evaluation of the Special Development Area (SDA) Zone as it applies to the U.S. 27/Alexandria Pike corridor. The purpose of this evaluation is to allow the city, residents in the area, and business owners to come together and discuss the purpose of the SDA as well as the review processes and design standards. The evaluation should consider all aspects of the SDA and how the standards have recently been applied to developments to determine where there is a need to make changes, such as revisions to the uses allowed in the district, improving architectural design standards, increasing landscaping, incorporating stronger lighting and noise standards, etc. After evaluating the zoning district, the city should revise the SDA requirements in the zoning ordinance to incorporate any recommendations that come out of the evaluation.
- When the city adopts the U.S. 27/Alexandria Pike access management and design plan recommended in later points of this chapter, the zoning and subdivision regulations should be updated to add standards requiring compliance with any plan recommendations, especially regarding consolidation of access points.
- Strengthen the review criteria of all development, particularly the Planned Unit Development (PUD) and Residential Cluster Development (RCD) Overlay Districts, to ensure compliance with this plan including any of the applicable design principles.
- Update the subdivision regulations to require that no new subdivisions or large-scale development may be approved without the provision of adequate public infrastructure and services to accommodate such developments.

- Generally, the city should improve the design standards in the zoning regulations to enhance requirements for signs, landscaping, off-street parking and loading, open space, lighting, and architecture to incorporate recommendations from this plan and to provide more predictability to potential developers on the expectations the city has for nay new development.
- Review and, if appropriate, revise the city’s standards for right-of-way construction methods and materials in the subdivision regulations to address modern construction methods that will improve the longevity of improvements, particularly with regards to street pavement. Such improvements should also include connectivity requirements for multiple access points in larger developments and connections to any trail systems.
- Update the zoning and subdivision regulations to require that all construction activities including non-point source pollution should be undertaken using Best Management Practices (BMPs) in concert with state and local regulatory agencies.
- Continue to require sidewalks for all new residential development and require the installation of any hike/bike trails that are recommended in any adopted trail plan. Furthermore, require the extension of any sidewalks on lots where sidewalks don’t exist but are located adjacent to an existing sidewalk.
- The city should ensure that certain sustainable features are allowed including solar panels, green roofs, and energy efficient materials while still complying with and design requirements of this plan.
- Review the overall list of permitted uses and expand it, where practical, to include modern development options and uses. Some uses the city might consider allowing include, but are not limited to, live/work units as a transitional use between commercial and residential districts or alternative housing options that may not fall under the city’s existing list of permitted use types (e.g., cottage homes).
- The city should establish some open space requirements for large-scale developments to help create additional green spaces or gathering spots within the community based on the type of development (e.g. density and housing type, etc.) and the overall impact the development will have on the surrounding area. The more urban and dense the project, the smaller the open space can be but at the same time, such smaller spaces should have more improvements such as seating, public art, water features, or unique designs that will help in the creation of a sense of place.
- A large amount of the city is affected by the presence of steep topography. The city should develop natural resource protection standards that would allow for reasonable development of all lands but in a manner that minimizes the cutting or filling of any steep slopes and shifts development away from any street corridors, to the maximum extent feasible. There are a number of creative options available to the city that will achieve the purposes of protecting the resources, preventing future damage to structures, and allowing property owners to realize the development potential of their properties.
- Require that all new utilities be located underground to the maximum extent feasible.

7	Implementation Strategy:	Create a Capital Improvement Plan (CIP) to prioritize capital improvements within the community, including street paving.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Short-Term: 1 to 2 Years

The city has an annual plan that sets out priorities for street paving to ensure the long-term sustainability of local roads. To build on this type of planning, the city should take a broader effort of developing an annual Capital Improvement Plan (CIP) that looks at the need for capital improvements over the next three to five years and helps plan for street paving as well as the potential need for city building improvements/enhancements, equipment purchases, and joint infrastructure projects. These plans provide for a slightly longer budget outlook than the traditional annual budget. Such effort should include discussions with all the major departments at the city.

8	Implementation Strategy:	Establish a formal protocol for collaborating with local, county, state, and federal agencies on public infrastructure improvements.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	All applicable county, regional, state, and federal agencies that provide infrastructure services
	Timeframe:	Short-Term: 1 to 2 Years

The city needs to establish a regular meeting schedule with key members of all agencies that provide infrastructure services in and through Cold Spring, particularly at the county and regional levels. The most important aspect of this type of meeting is to improve communications and discuss upcoming projects, potential opportunities to coordinate activities, and concerns that each agency might have with the projects. This type of communication will allow all parties to be proactive in taking the next steps needed for future infrastructure improvements and will minimize the potential of extended construction delays due to a lack of coordination.

9	Implementation Strategy:	Investigate the development of a Tax Increment Financing (TIF) program.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Short-Term: 1 to 2 Years

Tax-Increment Financing (TIF) is an economic incentive tool available to cities in Kentucky that allows for the diversion of a portion of tax revenue generated from new development and improvements, for a designated period of time, to be directed toward the improvement of public infrastructure including wastewater treatment, water lines, streets, etc. The city should consider the when and how they may want to use this tool including discussions with the school district on the potential impact of diverting the revenue to such improvements which will reduce the new revenue going to the schools for the designated time.

10	Implementation Strategy:	Establish an annexation strategy.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County
	Timeframe:	Short-Term: 1 to 2 Years

The city is bounded by the cities of Wilder, Alexandria, and Highland Heights on three different sides but predominately shares its borders with the unincorporated areas of Campbell County including a number of islands of unincorporated county within the City of Cold Spring. Because the city has no control over the activities in the unincorporated areas, there is a desire to look at future annexation opportunities for the expansion of the city for strategic properties to have better control over the future development of such properties. To do this, the city should develop an annexation strategy that considers the following:

- Are there properties that would be of strategic importance to the city for future development opportunities?
- Is there a potential for development in the unincorporated areas that could be in conflict with the vision of adjacent Cold Spring lots?
- Should the city actively pursue annexation of such parcels or should the approach be more passive by simply waiting for property owners to seek annexation from Cold Spring?
- Should the city purchase the properties so they can be annexed and then sold for future development?
- What are the priorities for annexation (e.g., residential development, commercial development, industrial development, etc.)?

11	Implementation Strategy:	Develop an internal review process that ensures cross-jurisdictional review for all development.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County and the cities of Alexandria, Highland Heights, and Wilder
	Timeframe:	Short-Term: 1 to 2 Years

In the same line as the annexation strategy suggested in Strategy 2, the city should work with Campbell County and the neighboring cities of Alexandria, Highland Heights, and Wilder to develop a simple internal review process or protocol that ensures that each community is aware of the regional impacts of development and that there is a basic line of communication related to proposed developments that allows for an open discussion amongst the communities as well as a method of providing constructive feedback to the community where the development will occur. For example, if a development is proposed in one of the island areas of Campbell County that is located internally to Cold Spring, the county will follow the process or protocol to notify the city and offer them an opportunity to provide feedback on the proposed application.

12	Implementation Strategy:	Develop an access management and design plan for U.S. 27/Alexandria Pike.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Kentucky Transportation Cabinet and Campbell County
	Timeframe:	Medium-Term: 2 to 5 Years

U.S. 27/Alexandria Pike serves as the major thoroughfare through Cold Spring, providing the greatest amount of access to local streets and businesses. Because many of the lots along this corridor are small, narrow lots, there is a lot of access points for individual lots. This, along with the fact that many people use the road to get between downtown Cincinnati and Alexandria or more rural areas in the county, means that there is a lot of traffic. This congestion is one of the major complaints about the road but is something that has occurred over a long period of time. In order to create a coordinated effort to address ongoing traffic issues while also improving the overall appearance of the corridor, the city should develop an access management and design plan for the entire corridor. This plan should evaluate where access points can be consolidated or even eliminated, strategies for reducing the number of access points, and plans for a uniform landscaping and streetscape treatment to help further build up a quality identity for Cold Spring.

13	Implementation Strategy:	Collaborate with regional agencies on long-term planning for hike/bike trails.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Kentucky Transportation Cabinet, Campbell County, Ohio Kentucky Indiana Regional Council of Governments
	Timeframe:	Medium-Term: 2 to 5 Years

The city should work with state, regional, and local agencies on the development of a regional hike and bike trail either as a stand-alone plan or as part of a larger planning effort. The plan should evaluate options for improvement pedestrian and bicycle access in and through the community either on sidewalks, trails, or potentially on designated streets. Furthermore, the plan should evaluate the potential for creating fully-protected bike lanes on major street corridors.

14	Implementation Strategy:	Create a property maintenance code enforcement program.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County
	Timeframe:	Medium-Term: 2 to 5 Years

Compared to other communities in Campbell County, the City of Cold Spring has some of the newest housing with almost 50 percent built after 2000. While newer housing tends to mean minimal housing and property maintenance issues, there is a growing concern that without a good maintenance program, some older properties could begin to show signs of disinvestment, which could eventually lead to a decline in certain neighborhoods. While the threat of issues is not immediate, the city does need to start considering the development of a property code and related maintenance program in the upcoming years. Such program will need to address both the condition of structures as well as properties (e.g., weeds and driveway conditions) as well as the need for enough staff resources to have consistent enforcement of the code requirements.

15	Implementation Strategy:	Develop a parks and recreation plan.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County and neighboring jurisdictions
	Timeframe:	Medium-Term: 2 to 5 Years

Residents of Cold Spring are very proud of the availability of a quality parks system in the community and it is a major goal of this plan to continue to maintain, and where appropriate, expand that system. That being said, there are still many questions on how best to program the parks to meet the recreational needs of the city (e.g., Is there a need to add a community center? What kind of activities should be programmed at each park?) The city should develop a detailed, long-term plan for the entire parks and recreation system that identifies all the existing parks and recreational facilities (public and private), the use of such facilities, and any deficiencies or opportunities. Additionally, the plan needs to establish goals and recommendations for the future based on potential growth and changing demographics. Because the city is part of a larger, regional complex of parks and recreational facilities, any such plan should be done with coordination with Campbell County and potentially in conjunction with surrounding communities as a way to share the costs of the plan.

16	Implementation Strategy:	Develop a business development program to ensure the long-term continuation of existing businesses.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Local businesses and the Northern Kentucky Chamber of Commerce
	Timeframe:	Medium-Term: 2 to 5 Years

Focusing on the health of local businesses will help with the overall economic health of the region. The city should work on development programs to identify the needs of the local businesses (e.g., space to expand, services, access, etc.) and work to address those needs so that the existing businesses can continue to be a success. This type of program may start with city staff simply reaching out to representatives of each business on an annual or biennial basis with brief, informal discussions, but may expand to business workshops or meetings so that local businesses can work jointly with the city to ensure business longevity.

17	Implementation Strategy:	Inventory historic and archeological resources and encourage the designation of such places as part of the National Register of Historic Places.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Campbell County Historical and Genealogical Society
	Timeframe:	Medium-Term: 2 to 5 Years

While the city does not have a historic downtown like other communities in Campbell County, there are a number of site of historic and archeological importance that need to be preserved for the long-term. The best method of doing this is to have the sites registered with the National Register of Historic Places, which requires some background work by the city, the property owner, or both. The city should work with appropriate agencies to first identify the sites and the related historic and archeological importance, and then continue that work to assist the property owners in registering the site as a part of the National Register. This will provide more protections for the sites, particularly as it relates to demolition.

18	Implementation Strategy:	Prioritize future improvements to Pooles Creek Road and Dry Creek Road.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Kentucky Transportation Cabinet and Campbell County
	Timeframe:	Long-Term: 5 to 10 Years

Both Pooles Creek and Dry Creek Roads serve as secondary connector streets between U.S. 27/Alexandria Pike and the AA Highway. In order to maintain multiple points of connectivity between the two major highway corridors, the city needs to work with the state and county on improving these two roads to improve traffic flow and capacity. The city should also look at improvements that can extend these connections across U.S. 27/Alexandria Pike to Route 8 along the river. These types of improvements increase the level of transportation connectivity within Cold Spring, which provides a positive benefit to the traffic in the broader region.

19	Implementation Strategy:	Work on the realignment of East Alexandria Pike to Murnan and Dry Creek Roads.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Kentucky Transportation Cabinet and Campbell County
	Timeframe:	Long-Term: 5 to 10 Years

The city should work with the state and county, as appropriate to reevaluate the alignment of Dry Creek and Murnan Roads with the potential of connecting such realignment with East Alexandria Pike to eliminate the multiple access points and streamline traffic at the intersection.

20	Implementation Strategy:	Enhance the gateway entry points into Cold Spring.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Long-Term: 5 to 10 Years

The City of Cold Spring has several major gateway entrances into the community, both along U.S. 27/Alexandria Pike and the AA Highway. While there is some signage and landscaping, the city should evaluate long-term enhancements to these gateways either as part of larger plans (e.g., access management plans) or as an individual effort to enhance the city’s identity.

21	Implementation Strategy:	Coordinate and promote public transportation activities within the community.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Transit Authority of Northern Kentucky (TANK) and Northern Kentucky University (NKU)
	Timeframe:	Long-Term: 5 to 10 Years

There are currently two TANK bus routes that runs along U.S. 27/Alexandria Pike between Newport and Alexandria that includes a local route and an express route. While this does provide a valuable service to many residents, the city should work with TANK to ensure that the current routes and transit stops are the best for ridership in the community. Furthermore, the city may want to discuss public transportation options with NKU to determine if there is a method of expanding the NKU shuttle service to provide opportunities for residents to utilize the service to local stops. In both cases, the city and the agencies should ensure that there are enhanced services for seniors and the disabled to ensure access to local stores and business areas for needed services.

22	Implementation Strategy:	Continue to identify available economic development tools available to the city and consider how to use such tools for significant economic development projects.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	State, regional, and county economic development agencies
	Timeframe:	Long-Term: 5 to 10 Years

The TIF program recommendation (Strategy 9) is only one of many tools available to assist communities in attracting businesses and economic growth to the area. Furthermore, there may be additional tools created by the county and state in the future. The city should work with appropriate state, regional, and county economic development agencies to identify available tools, the benefits of using such tools, and the impact on the city’s own resources to determine where and how to use such tools for future development projects.

23	Implementation Strategy:	Establish a tree planting, maintenance, and management program for public trees.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	None
	Timeframe:	Long-Term: 5 to 10 Years

Improved landscaping and screening standards in the zoning code will help increase the number of trees and vegetation on private land in Cold Spring but the city should make an effort to also look at increasing the amount of trees and landscaping in rights-of-way and on public properties. Part of this may be accomplished through the suggested U.S. 27/Alexandria Pike access management and design plan but the city should also look at developing a separate tree program that includes recommendations for the installation, maintenance, and management of trees in rights-of-way and on public lands.

24	Implementation Strategy:	Work on the expansion of the centralized sewer system to provide service to areas currently served by on-site septic systems and individualized treatment plants.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Sanitation District I
	Timeframe:	Long-Term: 5 to 10 Years

The city should work with Sanitation District I and potential developers on the expansion of the centralized sewer service. Where a future subdivision is proposed, it may be appropriate for the city or Sanitation District I to help pay for the system to be oversized to accommodate additional capacity and potentially allow for the elimination of on-site septic systems and individual treatment plants, sometimes referred to as package plants.

25	Implementation Strategy:	Work with Kentucky Transportation Cabinet to improve the interchange of the AA Highway and I-275 to improve traffic flow along the AA Highway.
	Responsible Agency:	City of Cold Spring
	Potential Partner Agencies:	Kentucky Transportation Cabinet and Campbell County
	Timeframe:	Long-Term: 5 to 10 Years

The interchange of the AA Highway and Interstate 275 is not located within the City of Cold Spring but the traffic backups caused by the current design and signaling has a direct impact on the city. In order to improve traffic flow along the AA Highway, which will benefit Cold Spring and all other communities along the highway, the city should advocate for large-scale improvements to this key interchange.

Table 7 below provides a summary of each strategy identified above with an assignment to applicable plan element as required by the Kentucky Revised Statutes. The numbered strategies are color-coded based on timeframe priorities as illustrated below.

Priority	Recommended Timeframe for Completion
Ongoing Strategies	Strategies that are continual and that do not have a specific start and end date. These strategies also require minimal time or financial resources.
Short-Term Strategies	1 to 2 Years
Medium-Term Strategies	2 to 5 Years
Long-Term Strategies	5 to 10 Years

Table 7: Implementation Strategy Summary				
#	Strategy	Comprehensive Plan Elements		
		Land Use Plan	Transportation Plan	Community Facilities Plan
1	Utilize the future land use plan as part of the decision-making process.	X		
2	Coordinate land use planning strategies and activities with the Campbell County Planning Commission.	X		
3	Continue to coordinate with the Cold Spring Police and Fire Departments to ensure appropriate service levels.			X
4	Develop and utilize the community town center area as a central location for educational, recreational, and cultural activities.			X
5	Establish better coordination between City Council and the Planning and Zoning Commission	X		
6	Update the zoning code and subdivision regulations.	X	X	
7	Create a Capital Improvement Plan (CIP) to prioritize capital improvements within the community, including street paving.		X	X
8	Establish a formal protocol for collaborating with local, county, state, and federal agencies on public infrastructure improvements.		X	X
9	Investigate the development of a Tax Increment Financing (TIF) program.	X		
10	Establish an annexation strategy.	X		
11	Develop an internal review process that ensures cross-jurisdictional review for all development.	X		
12	Develop an access management and design plan for U.S. 27/Alexandria Pike.		X	
13	Collaborate with regional agencies on long-term planning for hike/bike trails.		X	X
14	Create a property maintenance code enforcement program.	X		

Table 7: Implementation Strategy Summary

#	Strategy	Comprehensive Plan Elements		
		Land Use Plan	Transportation Plan	Community Facilities Plan
15	Develop a parks and recreation plan.	X		X
16	Develop a business development program to ensure the long-term continuation of existing businesses.	X		
17	Inventory historic and archeological resources and encourage the designation of such places as part of the National Register of Historic Places.	X		
18	Prioritize future improvements to Pooles Creek Road and Dry Creek Road.		X	
19	Work on the realignment of East Alexandria Pike to Murnan and Dry Creek Roads.		X	
20	Enhance the gateway entry points into Cold Spring.			X
21	Coordinate and promote public transportation activities within the community.		X	
22	Continue to identify available economic development tools available to the city and consider how to use such tools for significant economic development projects.	X		
23	Establish a tree planting, maintenance, and management program for public trees.			X
24	Work on the expansion of the centralized sewer system to provide service to areas currently served by on-site septic systems and individualized treatment plants.			X
25	Work with Kentucky Transportation Cabinet to improve the interchange of the AA Highway and I-275 to improve traffic flow along the AA Highway.		X	

APPENDIX A: PUBLIC INPUT SUMMARY

The purpose of this section is to summarize key information gathered from the public during the course of this planning process.

May 2017 Public Meeting

On May 24, 2017, the City of Cold Spring hosted a public meeting as a major point of public engagement to help update the comprehensive plan and help establish a vision for the community. As part of that meeting, attendees were asked to identify some of the major issues the community needs to address as part of this plan. After the group developed the list, each attendee was given a series of dots to represent their priorities and they were asked to place their dots next to the issues they felt were important. They had the opportunity to place all of their dots on a single issue or spread them out as they saw fit. The result was a preliminary list of issues with a priority ranking. The list of issues and the number of dots each received is listed in Table 8 below.

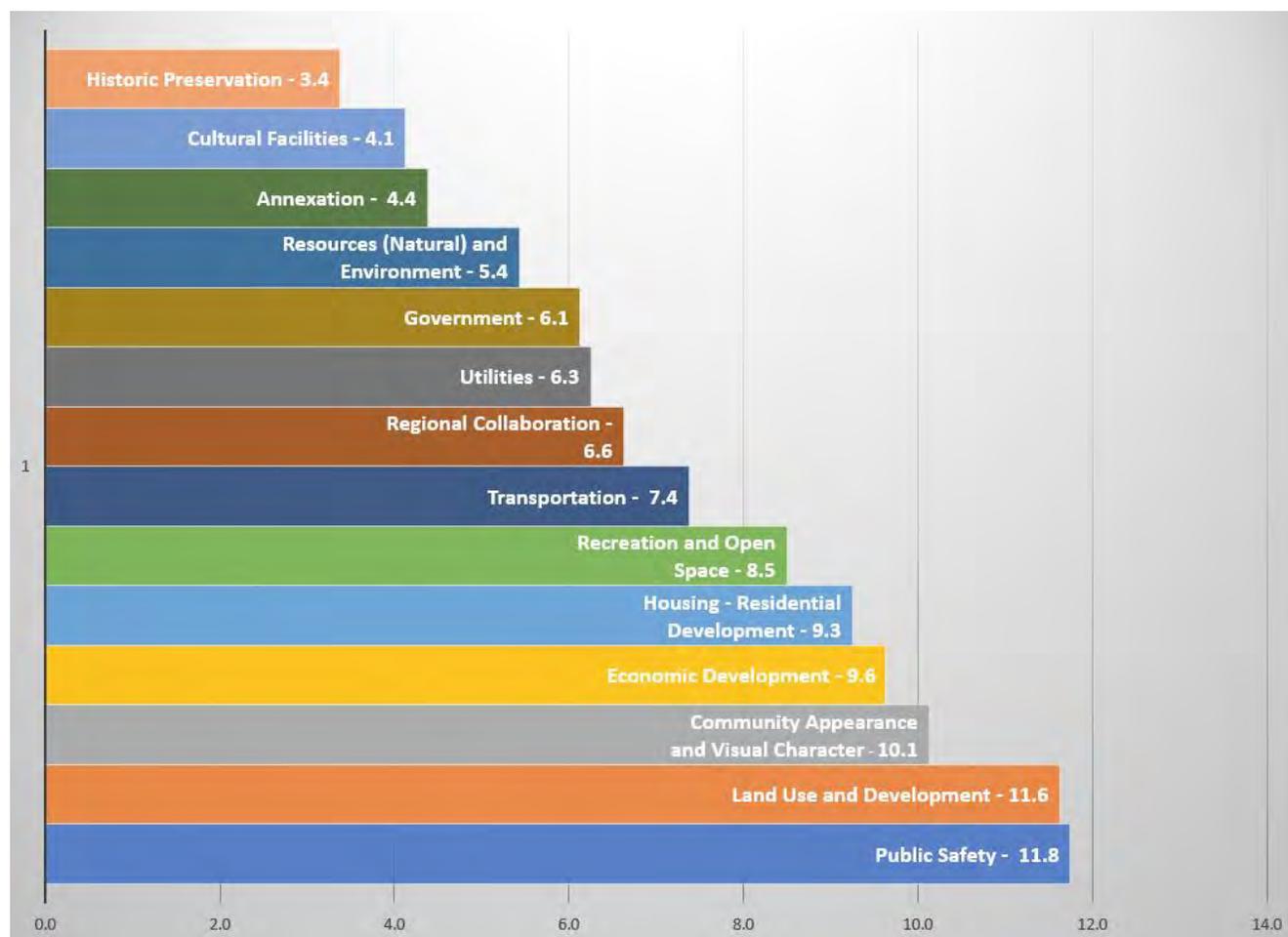
Table 8: Public Priorities	
Priority Votes	Issue
9	Address traffic along the major highways
9	Let the library build its parking lot
6	Keep Cold Spring as a bedroom community
6	Preserve and enhance the recreational facilities in Cold Spring
6	Add more design control/criteria and design review processes for commercial uses
5	Use annexation to close the “holes” in the city boundaries
5	Have a clear economic plan (what types of businesses and design requirements)
2	Focus on ownership of housing and housing types
2	Better design of access in an out of business areas
2	Addition of more walking trails, bike paths, and sidewalks
1	Increase police with any increases in demand
1	City should buy key properties to control development
0	Turn old Campbell Lodge into a nice park
0	Encourage small mom/pop or non-franchise businesses that are nicely designed
0	Underground utilities along the highways

Survey of Community Boards

Early in the planning process, an online survey was distributed to the members of the Cold Spring City Council and Planning and Zoning Commission to see what their feelings were regarding the existing vision and goals in the plan. The survey focused on three broad questions and the results are summarized below.

Question I: The following are the 14 goal categories in the existing comprehensive plan. Please rank these goals in importance to the City with 1 being the most important goal and 14 being the least important. For additional details on each goal, please see Chapter II of the existing (2005) plan.

Summary: The chart below illustrates the averaged result from all responses with the highest prioritized goals at the bottom.



Question 2: What do you think is one of the most important things the updated plan needs to address?

Summary: The following is a summary of the responses.

- Maintaining the community feel while providing local amenities.
- Zoning narrow and simplified with limited open interpretation.
- One of the most important things the updated plan needs to address is how to keep up in terms of roads and economic development with Highland Heights and Alexandria. With the success of NKU and the explosive population growth of Alexandria, we have to be prepared.
- Getting the plan into the hands of the people that can use it including citizens, developers, businesses, and public services.
- Reduce unnecessary commercial traffic (i.e., truck traffic) by advocating in the Kentucky legislative body for a highway bypass. This will assist the neighboring cities from becoming the next Colerain or Beechmont Avenue, which would destroy the home town residential character.
- How to readdress community needs and goals based on a more transient/younger community populations base.
- Annexing pockets of Campbell County surrounded by the City.
- To make the plan meaningful to current times with the vision of growth and development for the future. Always keeping in mind, the health, safety, and welfare of residents of the community. Be concise and realistic.

Question 3: How do you envision using the comprehensive plan over the next 10-20 years?

Summary: The following is a summary of the responses.

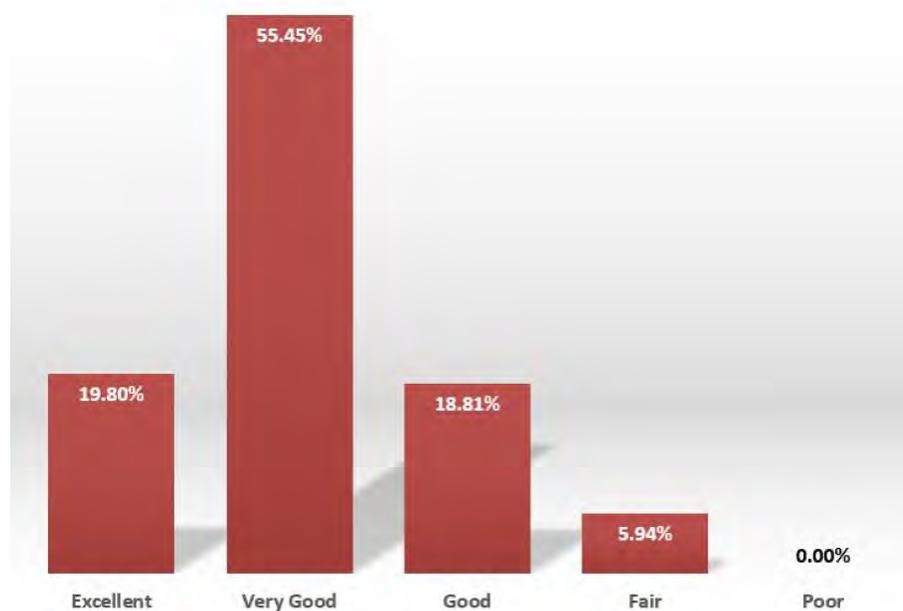
- Planning future development while preserving community.
- To target areas in the community that may have been neglected the last few years. To help grow the city economy.
- I want it to be a guide for the next revision not controlling factor for the next 20 years because no one can accurately predict the future.
- A city that is envied – Cold Spring is the “city of choice” for residential single-home living. A city that retains its character and personality from yore. Safe, affordable, with nice parks and green space with the economic development on the outskirts of the city.
- Overriding guidance document for city/community that is in its “mature”/“flat growth” stage of existence.
- City P&Z and Council should use it as a guide for making decisions regarding the city.
- Use the plan as a constant guide and reference in making decisions that will affect the lives of residents.

Survey of Cold Spring Citizens

Early in the planning process, an online survey was distributed to the citizens of Cold Spring with a series of questions regarding the future of the community. A total of 102 residents participated online or via a paper survey with the following as a summary of the results. For the most part, any summary of comments is a verbatim response with only minor revisions to address typographical errors.

Question 1: How would you rate the overall quality of life in Cold Spring?

Summary: The chart below illustrates the percentage of responses for each category. There were 101 individual responses to this question.



Question 1 Comments:

- Speeding on our street is a problem.
- We appreciate the small town "Mayberry" feel from our police and fire departments.
- I feel safe in Cold Spring, but it lacks a sense of community overall due to the inaccessibility of pedestrian and bike paths, especially as a means of transportation.
- Need more walking/running paths and parks with paths to walk, take kids on in strollers, etc.
- Traffic on US 27 is horrible and getting worse. Something like 40,000 cars per day. Directly degrades quality of life in the city.
- City is not walkable/bike-able
- Too many speeders on side streets and through school zones. Don't see any cops taking radar.
- We need more investment in parks and outdoor community gathering areas. I was thinking of Tower Park and how active that park is. It would be great to have a community park like that for exercise, parties or community events. Be different though and see it all the way through. Nothing worse than doing something half way.
- Traffic flow and enforcement is holding city back.
- Cold Spring is a small but growing area that offers property value appreciation, friendly

neighbors, with a proximity to larger cities and the amenities they offer.

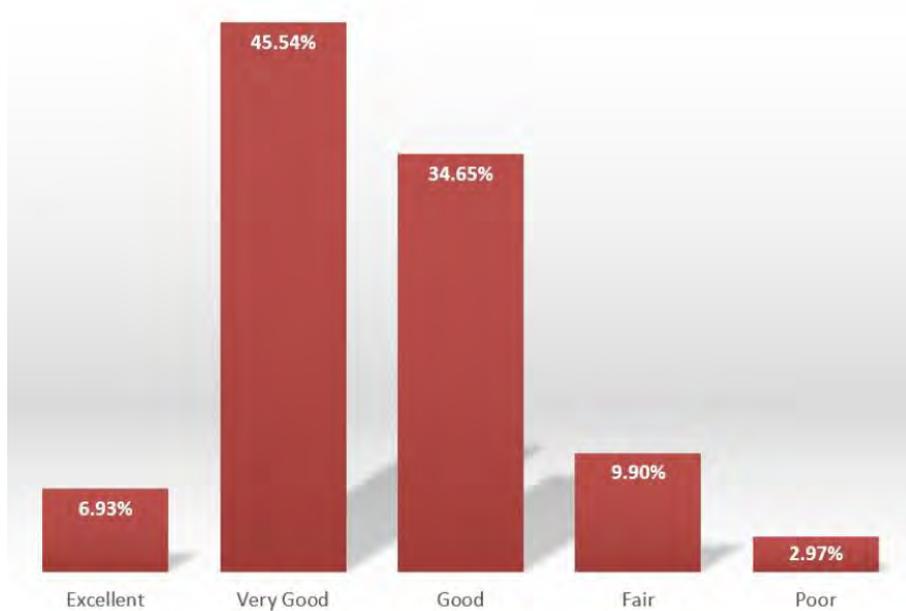
- Pleasant city
- I feel safe here. Shopping is convenient without causing too much congestive traffic.
- Speeding in Granite Spring is a major problem
- While new development is great for the community, it's also important to remember the existing developments which are made up of current tax payers. The City needs to ensure

the existing communities are maintained and not forgotten.

- New resident... most services and city-maintained facilities and right of ways have been great.
- It appears to me that the mayor, council, & all employees are interested in maintaining Cold Spring as a safe & good community to live in.

Question 2: How would you rate the quality/appearance of development in Cold Spring?

Summary: The chart below illustrates the percentage of responses for each category. There were 101 individual responses to this question.



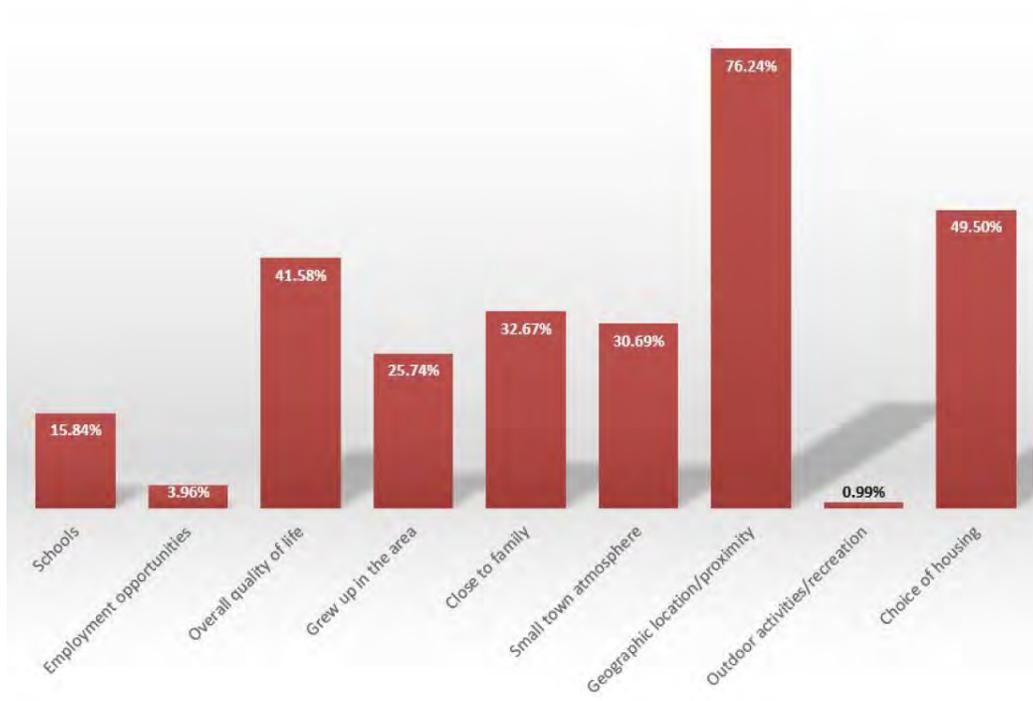
Question 2 Comments:

- Too many low-end fast food and retail outlets.
- If Ivy Ridge is any indication of developments in the city if Cold Spring, I am not impressed. The developer should never have passed inspections with all the problems we have here. Ivy Ridge Drive is a mess. With the problems I have with my electrical and shoddy workmanship I have no idea how the building inspector passed my building. So sad.
- Ivy ridge community streets need to be fixed as well as speed bumps or something to enforce slower speeds
- We definitely need more curb appeal, little flags along the street with Cold Spring on them, grass median on 27, with flowers too. More non-chain restaurants
- Commercial development could look nicer, but residential I think is done very well.
- Please stop the ugly strip malls and fast food litter factories from setting up shop in our city.
- Need to be careful about overdevelopment which leads to other problems such as traffic flow.

- US 27 cuts through the heart of the city and lacks streetscaping standards Appearance is a non-starter. Functionality and access are most important
- For those driving through on US 27, they view newer, pleasing, commercial areas that should attract them to the area.
- Views on US27 could be improved, beautified.
- The drive up 27 is not attractive. We could have more plants or flowers or trees.
- Some areas, especially along main streets are not pleasing to the eye.
- While new development is great for the community, it's also important to remember the existing developments which are made up of current tax payers. The City needs to ensure the existing communities are maintained and not forgotten.

Question 3: What are the top 3 reasons you chose to live or work in Cold Spring?

Summary: The chart below illustrates the percentage for each choice selected as one of the top three reasons. There were 101 responses to the question. The comments provided when people selected “other” are provided after the chart.



Question 3: “Other” comments:

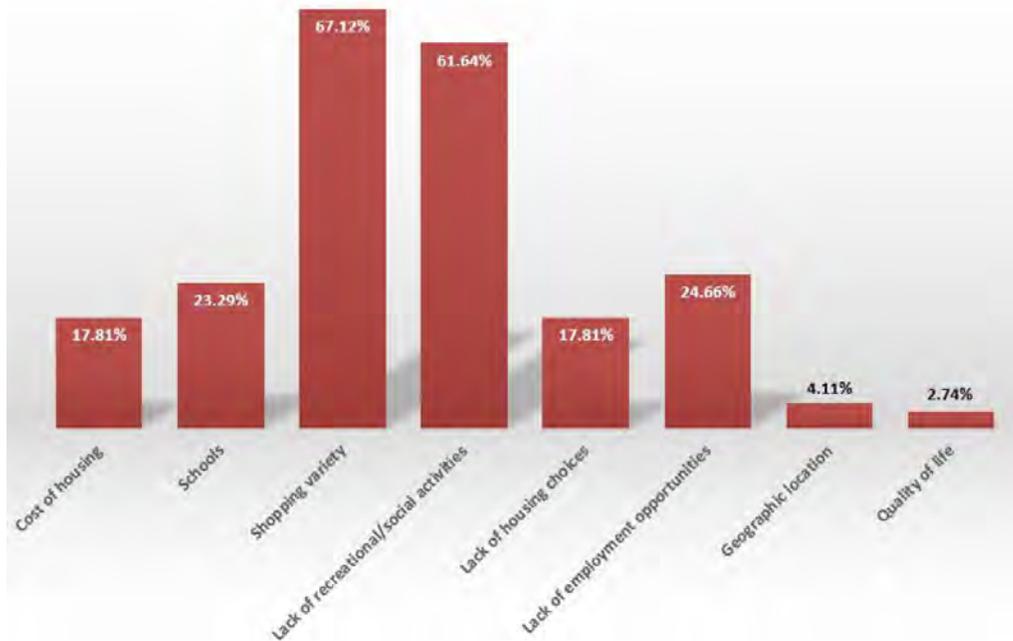
- We built here as "transplants" from northern Ohio, 24 years ago. We like knowing our neighbors and having the same neighbors all these years.
- We are looking to leave Cold Spring because it lacks outdoor activities and small-town

atmosphere. All the restaurants are chains, there is no ice cream shop, and I can't take my kids for a bike ride because we can't cross 27 without risking our lives.

- Moved to Cold Spring in 1977 based on above reasons. Now that we're in our 60's we intend to stay here for quality of life.
- I moved to Northern Kentucky, because I was transferred to Cincinnati for work. I chose Cold Spring, because of its location to downtown and the suburban feel. Plus, the close drive to basic necessities is a bonus.
- Geographic: 58 years ago, we bought a lot in C.S. because the Ohio River will never flood our street – I grew up in flood district - I know the anxiety.
- We found a house we loved in a quiet neighborhood.
- We live in a condo & it was chosen because of the location & appearance.

Question 4: What are the top 3 things you like least about living or working in Cold Spring?

Summary: The chart below illustrates the percentage for each choice selected as one of the top three reasons. There were 101 responses to the question. The comments provided when people selected “other” are provided after the chart.



Question 4: “Other” comments:

- Don't like Campbell County Schools. Pay tuition to send kids to Ft. Thomas Independent Schools.
- The traffic on the AA Hwy. that is getting worse with the new developments in Alexandria. We live in Glenridge, and getting out of the subdivision can be very dangerous.
- We live on Alidrew and want our son to be able to go to Donald Cline since it's so close and on our way, and of course is a Blue-Ribbon school, but his district is considered Crossroads which is inconvenient.
- Do not have 3 things that I do not like about Cold Spring. Have liked living here for the past 19 years
- Road conditions
- Most businesses are corporations, not locally owned, would like to see a community of locally owned restaurants and shops

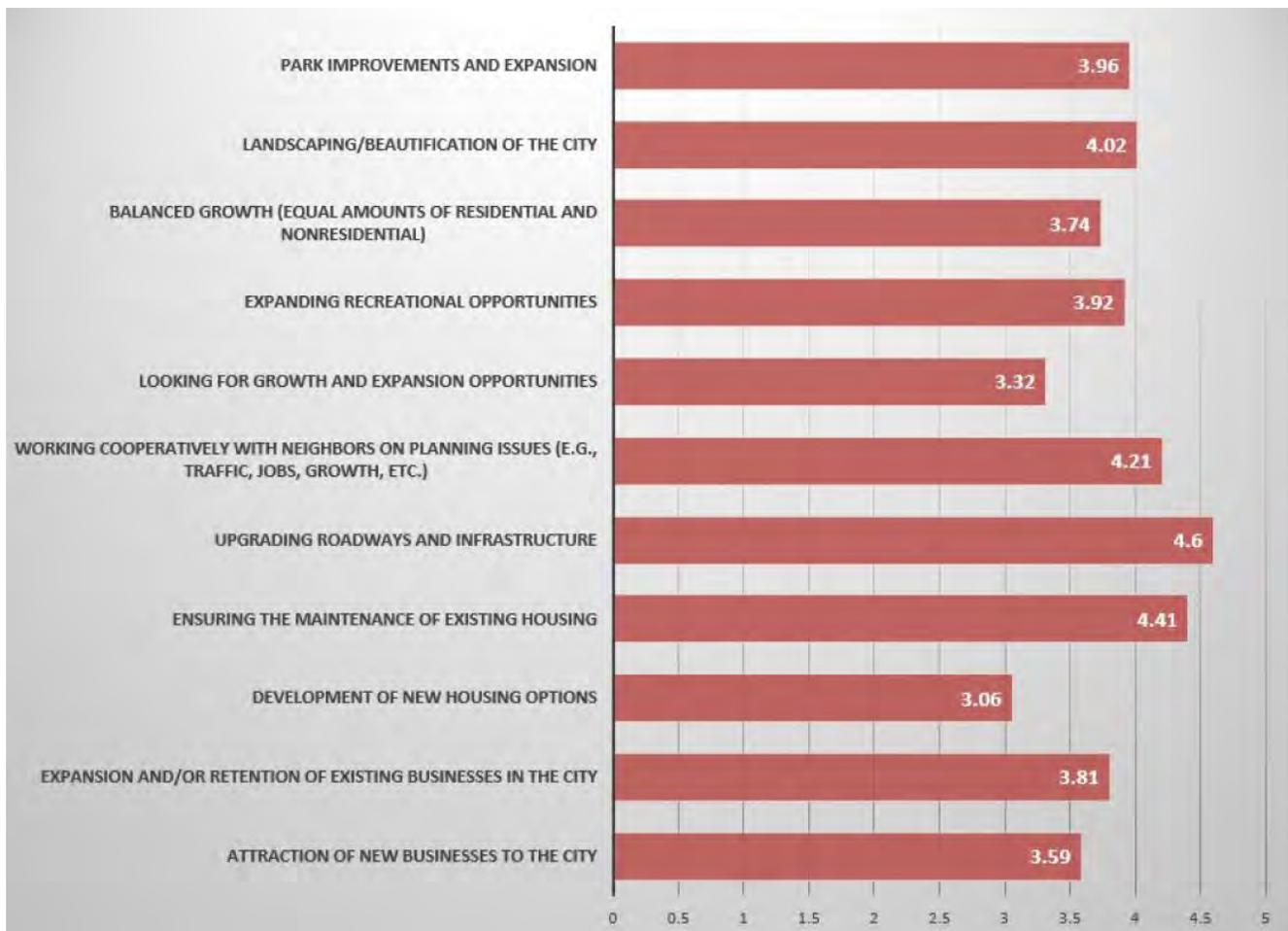
- Lack of outdoor activities, especially walking and biking as transportation. Route 27 is too dangerous to walk on with kids.
- Concerned about drug use and the proposed rehab center in old Campbell Lodge
- More restaurants such as Chick-fil-A, Panera, Olive Garden, etc.
- Would like quality walking trails. Surface on-trail behind Walnut Hills is uneven. I've slipped on it going down slight incline. I tend to walk in the grass! Would be greatly improved with harder surface.
- Lack of restaurants
- Traffic patterns
- Trying to navigate US 27 and I-471. Far too congested and is going to only get worse.
- It would be very nice if Cold Spring was more walkable. Slightly more prominent crosswalks across 27 and sidewalks that extend further.
- Too much traffic on Route 27
- I'm a huge outdoor junkie, but to go to the park I always have to go out to Alexandria or over to Fort
- U.S. 27 is a nightmare.
- 1) High amount of multi-unit attached condo developments; 2) poor placement of Crossroads school relative to surrounding retail/commercial property- poor traffic egress 3) antiquated commercial signage restrictions
- Lack of good restaurants, trying to make a left onto the AA without a traffic light!
- Would love to have more opportunities for living in a ranch style home. We are retired and realize that Cold Spring is more landlocked than say Alexandria but love our location.
- Dangerous drivers
- Traffic - congestion and danger on 27 have significantly increased in past ten years. No easy solution except improving access by alternate roads
- Need a bike trail
- Traffic
- Restaurant variety (no more chains) Don't need any more banks or cell phone retailers
- Dirty streets/gutters. Need street cleaning machine!
- US 27 getting to congested. Poor planning and zoning. getting to many multiple housing units.
- We cannot complain about anything, we like living in Cold Spring.
- Lack of restaurants
- We live off the AA Highway and we have tried diligently to get a light so that we and our neighbors would be safer entering or exiting our neighborhood. There have been accidents and injuries and even a death ultimately caused by the unsafe condition.
- Traffic on US27
- Perhaps because of our location, age (70's) or retired status, I do not see problems with any of the above listed choices.
- No negatives
- Lack of options for lunch/dinner restaurants
- Pulling out of the Glenridge Subdivision onto the AA Highway
- Lack of quality restaurants (not chain)
- Quality of the roads have degraded recently.
- Traffic, no coffee shops, roads need to be blacktopped
- Affordable housing/condos for senior living
- Traffic. 27 and AA are becoming very crowded. Difficult to get out in the mornings where I live onto the AA (Glenridge)
- All the above are wonderful. I would like to see a sidewalk from Sturbridge south on route 27 to the traffic light.
- None! I love Cold Spring
- Hard to have a small town feel with US 27 running through the center of the city. Traffic is getting worse, especially for those of us living off of the AA Hwy.
- We are very happy with Cold Spring
- Traffic lights and congestion
- Traffic
- I am very satisfied at this time of my life with the current conditions Cold Spring brings to me and my family.

Question 5: Rank the following items or statements based on the level of importance to you when considering the long-term plans for Cold Spring.

Summary: For this question, answers were given a score based on their importance to the respondent. The following are the scores given for each answer:

- Extremely important – 5 points
- Very important – 4 points
- Somewhat important – 3 points
- Not very important – 2 points
- Not at all important – 1 point

All of the answers for each statement were scored based on the above information and the chart below illustrates the average of the responses so, for example, “expanding recreational opportunities” was typically ranked as somewhat important (3 points) to very important (4 points) so it resulted in an average score of 3.92. here was a total of 96 respondents to this question.



Question 5 Comments:

- A dog park would be nice.
- Doing all we can to maintain property values. Compensating our police department and retaining officers.
- Winters Lane greatly needs repaving from US 27 to Orchard Terrace. Highly travelled and looks tacky with all the rocks on the side of the street. Deserves attention
- We live on Madonna Lane. The #1 reason we worry about property values is that some neighbors have neglected their homes (downspouts not connected to gutters, grass growing extremely high, landscaping not maintained, fences needing repairs, outdoor painting neglected).
- Would like to see a park built around the lake behind Cracker Barrel
- Concept of Cold Spring Parkway and working towards reducing the negative impact US 27 has on dividing our city
- If we cannot navigate in and out of our city fairly quickly, why bring in more business? There must be a balance with navigation. That is top priority. We have enough parks and recreation. Keep our cost in check.
- I would love to see a basketball hoop/court at Sunshine park
- Need to do better than a shelter and swing set for the Cracker Barrel site. try landscaped mounds with
- seasonal flowers and intermittent trees surrounding a walking trail with a simple water feature.
- I would love a bike trail (paved) and better walking paths
- I think our officials/volunteers do a great job. I would like to see blight issues addressed if a resident or business is not keeping their property neat. Plus, I think as residents we need to all do our part in keeping the streets and highways clean.
- Parks almost nonexistent, especially for enjoyable walking/hiking for adults
- Would be great to have a community pool that would help build community relationships through interaction, swim team membership, etc.
- Need street cleaning machine. Embarrassing to see cigarette butts & weeds growing in street gutters everywhere.
- Fort Thomas should be used as a model for parks and recreation.
- We need a turning arrow at the US 27 and Bunning Lane intersection.
- Hillbilly neighbors need to go. You have city bylaws but none of them are ever enforced. I have a neighbor who has a ten-foot weed growing at the bottom of their driveway and it is still growing. Mow their back yard once a month.
- There is a park at corner of Winters Lane and Orchard, WHICH NO ONE EVER USES. IT IS A WASTE. Build a house there.
- Parks parks parks
- I am very concerned with apartment complexes that have grown up. I am afraid that as they age the owners will allow them to deteriorate, lower rents and eventually become blighted. non-residential ownership should be avoided where ever possible.
- Too many parks. Need US27 looking to look better. No welcome to Cold Spring signs
- I think Cold Spring is great! However, if at all possible, PLEASE have someone clean up all the cigarette butts where south AA meets route 27.
- Park lake similar to Alexandria or Southgate with less geese issues related

Question 6: What, if anything, do you think should stay the same in Cold Spring?

Summary: There were 54 responses to this question. The following is a summary of the most common responses, in no particular order.

- Most everything.
- Promoting owner-occupied housing. Keeping rental properties at current levels or reducing the number.
- Small town character with good access to the region. (19 responses of some variation)
- Police and fire services (6 responses of some variation)
- Traffic flow
- I like my neighborhood (Granite Spring). I enjoy the free events the city puts on a few times a year, too.
- The fact that they look for long term for improvements to the City's welfare and maintain the city streets and parks.
- Cost of living
- Keeping our children safe. Maintaining a quiet, safe neighborhood for every resident. Don't use our money for overkill on parks. I do not want our taxes to raise to build another park and amphitheater. We don't need it.
- Mix of business and homes
- Current restaurants.
- Neighborhoods
- The Public Library
- Emphasis on quality of life for residents instead of mindless pursuit of growth=tax revenue
- Great communication from city mayor.
- Keep a casual, low-key approach-We don't need to be too big and bustling.
- Limited taxes and government
- More residential than commercial/industrial.
- The home town feel
- Leadership.
- Barleycorns. Both locations of Kroger's. Lowe's. The Home Depot. Walgreen's. Kohl's. Staples.
- Keeping businesses that already exist
- The population level should not increase much more. We will already see increase in traffic with Alexandria growing.
- No changes are needed except listed below.
- While change is inevitable, I feel strongly that Cold Spring should be viewed as primarily a "bedroom" community of home owning residents. That means the residents have "skin in the community".
- Everything
- I like it how it is...not too many residences or businesses.
- Quiet and safe neighborhoods
- Low taxes
- Atmosphere, culture, attracting hard working, law abiding people
- I enjoy the activities, concerts and parks.
- Greenspace

Question 7: What do you think are the most pressing long-range (10-20 years) issues facing Cold Spring?

Summary: There were 73 responses to this question. The following is a list of the responses.

- Drug problems, speeding on side streets, infrastructure to keep city attractive to residents and potential residents.
- Controlling growth along the AA Hwy.
- Traffic, New Housing and Variety of retail stores and restaurants.
- Financial responsibility and balanced growth
- Traffic and road expansion
- Keeping taxes within reason. Keeping County/State government from destroying the city.
- Growth and expansion
- Maintaining residential streets, highways. Maintaining upkeep of residential homes and property.
- Business growth, infrastructure

- I would like to see an improvement in the parks. I think more walking trails would be great.
- Heroin use
- Getting new business and restaurant developments
- Probably keeping the community safe, and building a sense of belonging.
- Not keeping up with other small towns in Kenton County that have more of a quaint feel to them.
- Retail/social growth
- Better roads
- Infrastructure, restaurants
- Traffic, traffic, traffic on 27. It's a difficult issue if overall plan includes attracting new businesses or developing new housing. Traffic would increase and small town atmosphere would disappear.
- Traffic flow through #27 from Alexandria to 471
- Repair older streets, keep improving the parks and trying to buy more property for great parks, keep a good eye on new housing projects so cheap houses aren't being produced that will look bad in a short time. Build an updated maintenance building with a large enough salt dome to keep the city prepared for a bad winter with a lot of snow events. Keep the city equipment up to date so repairs can be made when and where ever needed.
- Traffic and infrastructure.
- Walking/Running Trail System/Park development. School system too spread out
- Maintaining safety of residents. Keeping up with infrastructure. Not wasting our hard-earned tax dollars on things we don't need.
- More recreational areas for all ages, esp. some type of water park (not a pool)
- Road maintenance
- Lake usage behind new Cracker Barrel
- More use of the land at the City Building, possibly a water park (water spray) in the back.
- Traffic. Need an east/west highway south of city
- Overall congestion and the possibility of existing commercial frontage becoming run down. Think of Beechmont Ave. in Anderson Township. It's kind of a nightmare and I would hate for that to happen in Cold Spring.
- Attraction of quality restaurants and shopping
- Not having it be too commercial/too many businesses. It is nice that it still has a small town feel but not if a lot of new housing developments and larger businesses move in
- Too much traffic on 27
- Expansion.
- U.S. 27 U.S. 27 U.S. 27
- Safety on US 27 - traffic lights are nearly invisible and outdated. need to modernize. Lack of aesthetics to commercial development - no eye appeal
- Traffic congestion due to new business and all the new housing in Alexandria.
- Economic Development
- Bike trails, lanes
- Traffic/road infrastructure inadequate to volume
- Maintaining a small town feel without being a "passover" city between Highland Heights and Alexandria.
- Overdevelopment
- Traffic containment, road safety for cars, pedestrians, bikes
- Crime & drug abuse. Having Campbell Lodge as a drug rehab would be good as long as local citizens get priority for admission.
- Traffic control. Very difficult to turn left on 27 after church at Cold Spring Baptist. Also 15 miles per hour on Granite Springs should be more enforced with more stop signs or speed bumps.
- Widening Winters Lane which is where I live and enforcing the speed limit through school zone.
- Overall cultural changes.
- Multiple housing.
- Traffic.
- Traffic on 27
- Keeping taxes affordable. Maintenance of roads. Raising standards in schools
- Not filling every green space with a business.

- Highways, roads and street repair.
- Street repairs and housing prices.
- Infrastructure-roads and utilities
- Handling traffic. Sitting on a median strip on 27 or the AA does not cut it.
- Limiting the growth of rental housing and keeping our forests where possible.
- Traffic control on US 27
- Turnover rate for police officers is entirely too high. Improvements need to be made that keep police officers in this community instead of leaving
- Our police department needs attention. Great officers and leadership, need keep officers here and improve the turnover rate.
- Keeping a "small town" feel in the face of expansion.
- Keep the city as it is regarding level of residences and businesses.
- Parking on residential streets
- Heavy traffic problems
- Increased traffic due to residential development in Alexandria.
- Balanced development. less big business
- Degrading infrastructure, and over-crowding.
- Water & gas line maintenance, traffic control & road maintenance
- Heroin problem is #1
- Lots of traffic on AA and 27 due to more growth south of city. Also the connector road (Pooles Creek) is a MESS. Needs to be updated and improved.
- Maintaining attractive roadways, yards and parks while keeping our small community atmosphere.
- Overdevelopment
- Traffic, especially on Route 27.
- Traffic concerns. Would like to see more restaurants - maybe Panera or Starbucks
- Lack of land
- Maintaining roads and new business growth
- Stormwater if too much development or erosion allowed

Question 8: If you only have one problem solved by this planning process, what would it be?

Summary: There were 62 responses to this question. The following is a list of the responses.

- Speeding on my street.
- Traffic on Route 27 and the AA Hwy.
- Ease traffic during peak times (i.e., timing on traffic lights, number of traffic lights, etc.).
- Economic vibrancy
- Roads
- Keeping local control of city matters.
- Improved city development
- Maintaining services and staying on budget.
- Settle the dispute of Ivy Ridge Drive road ownership
- Getting Ivy Ridge Drive problem resolved.
- I would love to see a light at Glenridge and AA. Other than that, I would really love more walking trails at our parks and maybe a new park/park improvement.
- Heroin rehab center
- Road improvements and speed zones
- Better bike paths and pedestrian options, especially for crossing 27. I regularly run across 27 and have almost been hit by cars running red lights at least 4 times.
- Develop walking/running/biking paths.
- Repaving Winter's lane
- Drugs entering the city
- Maintenance of current residences, publication and enforcement of blight rules.
- Plan a total repair of the upper section of Winters Lane so cars can pass bigger vehicles like school buses or garbage trucks or even trucks with a trailer without driving off the edge of the road in homeowner's lawns. And also upgrade the road with gutters to control the erosion that has been happening since the sidewalks were put in.

- Lack of renewable energy opportunities.
- Work on a more regional view of planning and zoning. Join the Campbell county and other cities for wider area planning.
- Better traffic flow. Instead of bringing more roads onto US 27, we need more ways to get out of neighborhoods via another route to the AA and I-71-75.
- Traffic
- Infrastructure goals
- The residential 15 mph speed limit is very low. 20 mph would be more reasonable. Police are always in the neighborhood trying to pull over residents.
- Traffic solution on 27
- Increase the size/accessibility of local parks. I'd love some walking trails.
- U.S. 27
- Improve traffic light visibility / warnings on U S 27; then rock wall frontage for all commercial development
- Traffic.
- Economic Development
- The lack of well-maintained roads is a primary problem
- Need to maintain identify of Cold Spring as a community not just a strip mall on highway 27
- Main corridor, Alexandria Pike, needs to maintain a small town, residential feel with pedestrian friendly sidewalks, crosswalks, lower speed limit and beautification. Should look at Evendale, Ohio's development of Reading Road as a model as it is similar in traffic and speed.
- Deliberate, careful planning of growth
- Improve connectivity between neighborhoods and retail for pedestrians and cyclists
- Purchase a street cleaning machine to make city more beautiful.
- The same as no. 7.
- Eliminating hillbillies from moving into the city and not taking care of their property.
- Better planning and zoning. No more business locating on US 27 without traffic control.
- Traffic.
- Improve traffic on 27
- Making sure that all Council members have Cold Spring as their priority and not for some personal gain or ego
- Over development
- Entrance and exiting of the AA Highway by Shadow Lake, Glenridge and neighbors across from these communities.
- Clean up the traffic issues at AA/27/Crossroad.
- Cold Spring is basically a landlocked community. I would hope that our city leaders would be open to looking at the possibilities of, and maybe leading in consolidating with or surrounding towns
- Control of stormwater runoff.
- That Cold Spring can communicate with their police department to retain their police officers.
- Improve existing housing structures. Plan new housing subdivisions. Improve US27 cosmetically
- Landscaping and making the drive up 27 more pleasant.
- Traffic
- Increased traffic lights along residential developments on the AA-
- Traffic
- Traffic
- Repairing the degraded infrastructure (i.e. roadways).
- Treatment centers
- Connector road and connection with NKU road
- Add a sidewalk from Sturbridge south on route 27 to the traffic light.
- Reduce traffic on 27.
- Traffic on AA Hwy
- Limit left turns onto 27 during peak hours or provide 2 lanes when new road contractors are not there

Question 9: What types of goods and services would you like to see provided in Cold Spring?

Summary: There were 60 responses to this question. The following is a list of the responses.

- None.
- High-quality small businesses. Limiting franchise businesses.
- A better variety of retail stores and restaurants.
- Coffee shop with Drive thru, more offerings at Farmers Market, family owned bakery and butcher
- Entertainment venues
- Long-term medical care facility
- Dry cleaners, a few more good restaurants
- More upscale restaurants
- I would like more shopping options, but not sure Cold Spring has the location for it. I think that maybe Alexandria has more space for it.
- Local businesses opened
- Small restaurants and shops (ice cream, coffee) that are accessible by bike/foot.
- Starbucks free standing, more boutiques for women's clothing, more non chain restaurants.
- Small restaurant/bars/hangouts that stay in business
- Restaurants and small shops
- Am pleased with current services.
- A few more sit-down restaurants, not just fast food. Would also like some specialty stores, hallmark for one
- I know that US 27 isn't a city road but contract a company to bring a street cleaner in and clean up the debris lying in the curb two or three times a year. The road may not be ours but it really would make the city look better if it was cleaned. Maybe also hit the city streets with curbs to.
- Solar power
- Less chain/fast food, more local "ma/pa" eateries
- We have enough shopping and places to eat. We need no more.
- Professional offices
- No change needed
- More upscale restaurants- i.e. restaurants with outdoor seating patios versus another Jersey Mike's.
- Whole foods type of grocery store, privately owned restaurants instead of only chains
- More local, home grown, family owned businesses/shops/restaurants instead of chains
- Professional office only with strict appearance and parking zoning rules. Freeze existing amount of retail businesses. If you want to see how bad things can get, visit Colerain Ave.
- Neighborhood coffee shop and wine bar. Neighborhood bakery / sandwich shop. Interactive walking trail
- Better restaurants and shopping -- something like Crestview Hills Town Center
- Mom and pop home cooking.
- Improved grocery options (such as Fresh Thyme, quality produce and butcher etc)
- Coffee shop, community pool, bike/walking trails.
- Satisfied
- Non-chain restaurants, higher-end restaurants
- Detox center & drug rehab. Many of our own citizens are recovering addicts/alcoholics. We should help them.
- It is already pretty congested.
- None.
- The city does a good job of providing services.
- A fabric store with high quality fabric which sells high quality sewing machines, too.
- More restaurants
- More retail shops
- I would like to have more places to go to enjoy the outdoors.
- Better park facilities
- We have all that is needed.
- Strong business competition should be encouraged. Example: if Mattress Factory wants to open a store in the Crossroads center, a

- competitor should be encouraged to open a store in another shopping area
- More restaurants. Get rid of drive thru ban and more sports/family friendly bars.
- Small, privately owned, up-start type of restaurants bistros etc.
- I would like to have a McDonald's close by
- New lunch and dinner restaurants that are family friendly.
- Good variety of small business retail and restaurants. Good quality
- A decent mix of restaurants and retail that appeal to all age groups.
- Better opportunities and incentives to attract family-run businesses (i.e. local bakeries, coffee shops, restaurants). More family activities.

-
- Coffee shops, Tim Hortons!!!
- I'm pretty satisfied with what we have now.
- More sit-down restaurants. Not drive thru's. Would like to see outdoor seating!
- Keep vehicles from running red lights, speeding and swerving from lane to lane. I see it every day.
- Need a mall similar to the one in Florence.
- Shopping such as TJ Max, Marshalls etc.
- Another department store such as Kohls
- Starbucks or other coffee/wine bar
- Keep police service in sight of all who enter city

Question 10: What type of housing would you like to see more of in Cold Spring?

Summary: There were 58 responses to this question. The following is a list of the responses.

- No changes.
- No more!!
- New Patio Homes/Landominiums and New Single-Family Homes.
- Less condos & apartments
- Single family homes
- Single family, condos that are not glorified apartment buildings.
- Apartments or condominiums
- Single family homes
- Single family homes -for families rent are growing 3500-4500 square feet
- New
- One floor townhouse for the older citizens
- Single family homes
- Am pleased with current housing
- Upper middle class
- Housing for the elderly who still would like to live on their own with some assistance
- Good quality homes with space between the homes. Not the type where the builder squeezes 4 or 5 homes on an acre. Definitely
- not any more section eight where it seems like criminal activity happens more than normal.
- High end housing, \$1MM+
- More middle-priced one floor town homes.
- Single-family houses, especially ranch homes
- No change needed
- I live in Spring house and I love it. I love the idea of nicely designed neighborhoods that kids can ride their bikes in and play. Granite Springs has a great mini park with a few swings- more things like that!
- Senior
- Townhouses
- Single Family homes, 2-acre lot size.
- No more condos. Affordable new construction Affordable detached landominiums
- Retiree type residences.
- More Rental Development
- Quality individual-unit senior living
- Good mix of housing currently but would like to maintain more single-family homes than apartment.
- Satisfied

- None
- Single family.
- Custom built subdivisions like Madonna and Charity Hill.
- None.
- Single family
- Single family housing.
- Can't think of any.
- Upper scale small new subdivisions
- Patio homes
- I don't think we need any more housing.
- No more apartments or townhomes. Build more houses but less cookie cutter developments
- Single family houses
- Don't need anymore. At least no rental.
- Single family dwellings
- Single family homes
- More appealing condos / apartments that don't look so run down
- Residential neighborhoods. Less apartment style buildings.
- Is there room for more residences? Don't want the city to be too crowded.
- Single family homes.
- Single family homes
- None.
- More affordable senior/disabled housing
- Condos for seniors
- Ok with what we have
- I'm satisfied with what exists.
- Single family.
- Ranch type homes for 60 and up age group
- For seniors

Question 11: What do you think about allowing drive-throughs as part of a business in Cold Spring?

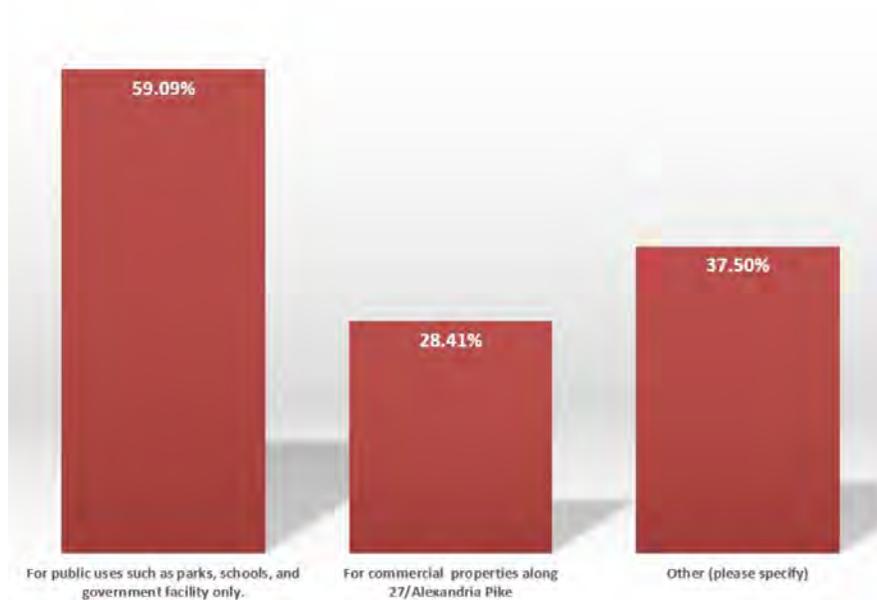
Summary: There were 77 responses to this question. The following is a list of the responses.

- This is a part of our way of life. All banks have drive-throughs, why not other businesses?
- NO!
- Agree with allowing, it is convenient to have that as an option for a restaurant.
- As long as they're not right off of 27
- Not a good idea
- I'm not in favor of them
- Not an issue for me.
- Would maintain good traffic flow
- Have no problem with drive throughs.
- Great
- Should allow
- As a parent of 3, not getting a child out of a car would be nice when you need something. But as long as it is well kept and has a nice appearance.
- I think it's fine
- I didn't know they were not allowed! I think a drive-through coffee spot on the northbound side of 27 would make a killing!
- No problem
- Drive through Starbucks? Yes
- Limited
- No way
- Am fine with it.
- That would be fine if they were required to stick to a common front along the main road – example when you drive through Highland Heights on #27 the business on #27 all have the same street theme
- Not any cheap looking drive thru liquor stores.
- Ok with it.
- Drive through are an important aspect of business and convenience and any attempt to stop or reduce them should change. Ask yourself how many drive throughs have you visited last week... why should our city frown on them?
- Do we really need more congestion? No
- OK
- Not needed

- Not too many please!
- If you mean alcohol then no. If you mean places like Starbucks or other high quality chains then yes
- Good
- Not sure what this referring to.
- Bring up Cookout!
- Opposed. Litter factories. Noise problems. Ugly.
- Selectively is ok. Not clustered, 1-2 density per x distance. Old PNC branch is ripe for a drive-thru except for the terrible access. Need an access road connector for that property
- Not a problem as long as they don't back up and block traffic
- It is fine with me
- Fine with me.
- Great
- Drive through restaurants? What is the question?
- This would definitely detract from our community, again makes us just a big strip mall
- I would not like to see fast food come into Cold Spring. Drive throughs like the current Larosa's or a coffee shop concept (Panera or Starbucks) would be okay
- No
- If it works well within existing pattern of growth and traffic flow.
- Not a problem as long as appropriate beautification measures in place
- Ok.
- Bad idea. They are associated with low income areas.
- Restaurants, banks? Not sure of what you mean.
- Don't understand this question.
- Only issue would be too many. Put a cap on the number allowed.
- "NO" Drive-throughs cheapens the looks and character of the city. We have too many already.
- We have all we need.
- OK
- Acceptable
- They are ok but I don't think we need any more.
- This would be great. Make it a unique location that can be incorporated in nature.
- No opposition as long as regulated per signs and design
- If a business has a drive thru they should be allowed the use of it.
- Strongly against this type of business. (thinking booze, soft drinks, etc.)
- Should be limited.
- Drive throughs are how some businesses get a large portion of their income. They take up no extra space so there's no reason why drive throughs should be banned
- Nothing wrong with it. Stupid ban to begin with.
- I don't fully understand the question. Aren't there already drive-throughs in Cold Spring?
- Maybe. Make sure it doesn't cause traffic problems with entering and exiting the business.
- I think we should allow it.
- Prefer sit down restaurants over fast food
- Prefer sit down options over fast food
- NO!
- Many restaurants that offer drive-throughs are chain restaurants that don't offer anything to the betterment of the community. Please refrain from allowing fast-food restaurants in Cold Spring.
- Excellent - much easier for seniors, the disabled and those with kids in the car.
- It's fine.
- The city should not stand in the way of properly zoned businesses
- Avoid
- It depends of the business but I believe they should be kept to a minimum.
- OK.
- Would be a good thing
- Seems fine to me
- No
- Ok with that plan

Question 12: Do you think the City of Cold Spring should allow for electronic message signs? If so, where or for what uses?

Summary: There were 88 responses to this question. The following chart illustrates the percentage of responses for each category.



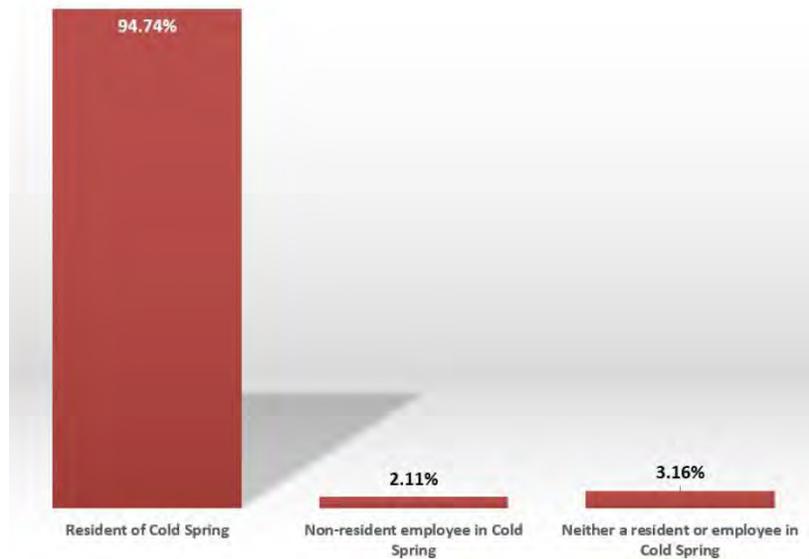
Question 12 Comments:

- Absolutely not!
- Only allow a limited number, too many will not look good.
- No!!! I love the old-school signs!
- None of the above
- No
- For schools, parks, commercial along 27
- As long as there are standards/requirements for the signs to make sure they are kept up.
- Not needed
- Size of library sign is acceptable
- Not for commercial properties, but ok with public uses.
- Electronic messages sign should be allowed. The purpose of a sign is to provide useful information and they should be valued as communication tools. The notion that public uses such as parks, schools and government facility should have different rights relating to communicating messages is just wrong. The city of Cold Spring uses signs all the time to communicate with residents... We have a temporary A frame in our neighborhood blocking a sidewalk today... the City believes the signs are an important communication tool yet they do not permit our businesses the same right to post such signs. Review the signage ordinance and permit residents and business to communicate their needs and id digital signage does that then every resident, business and governmental should be bound by the same laws.
- No. It would only be more distraction and clutter.
- Long time between changes of messages

- No thanks- I think they look somewhat obnoxious. Low signage for commercial properties helps keep the sky line clear.
- Please, no billboards. This isn't Las Vegas.
- We do not need any additional signs causing distraction from driving.
- No - I personally don't like the new sign at the library and was surprised it was allowed. Ugly and distracting
- Traffic signage only
- No, city is too small and there is already a bombardment of images on US 27.
- None.
- If at all.
- No, these signs are hard to read, and make us take our eyes off of the road, bad idea.
- For stricter enforcement of laws, i.e. speed limits, pooper scooper law
- Signage should be strongly regulated. For example: Cracker Barrel should not be allowed to erect a sign like they have for units closer to expressways. Billboards should be absolutely forbidden. Signage should have clear regulation as to size and height
- There's no need for electronic messages signs
- Businesses should be allowed to have electronic signs as long as they are not controversial.
- Don't we have some such as the new electronic sign at the library? Maybe consider them if not too large and if no LED or those bright lights are used.
- As long as there are guidelines. For instance, the size, placement, brightness etc.
- Not necessary
- Traffic alerts

Question 13: Please provide us with a little background on your ties to Cold Spring.

Summary: There were 95 responses to this question. The following chart illustrates the percentage of responses for each category.

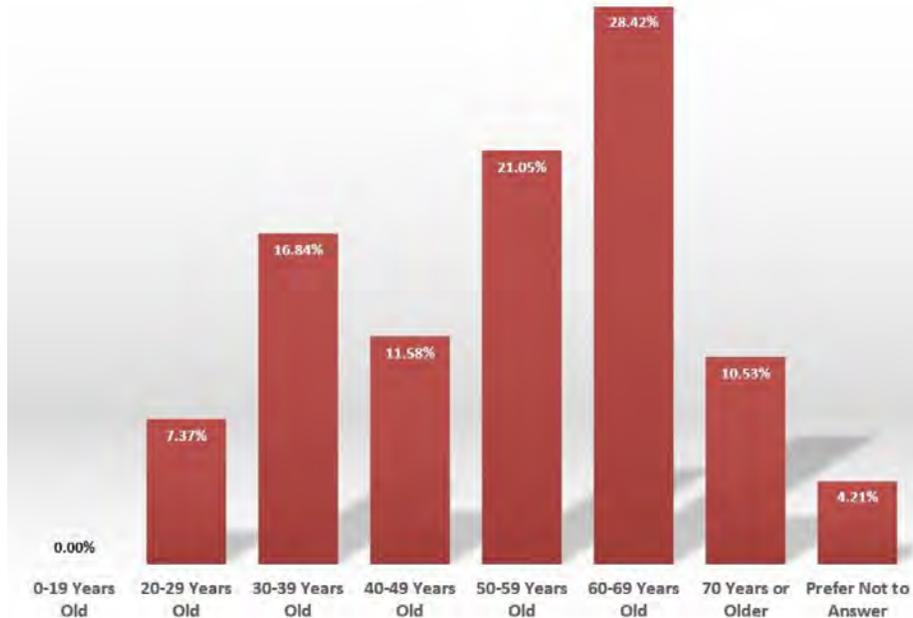


Question 13 Comments:

- We built our home here 24 years ago.
- From Alexandria originally
- Pretty well lifelong resident.
- I grew up outside of Cold Spring, but my family always drove here to shop.
- Moved to Cold Spring in 1965. Raised here and moved back to family home in 1999.
- Grew up in Highland Heights.
- Transplant from Cincinnati
- Resident for 51 years of my 61 years.
- Resident for 58 years. We build our house before we were married.
- Business owner
- Lifetime resident of Campbell County. Currently live in cold spring.
- Currently residing in Ivy Ridge. Grew up in Alexandria.

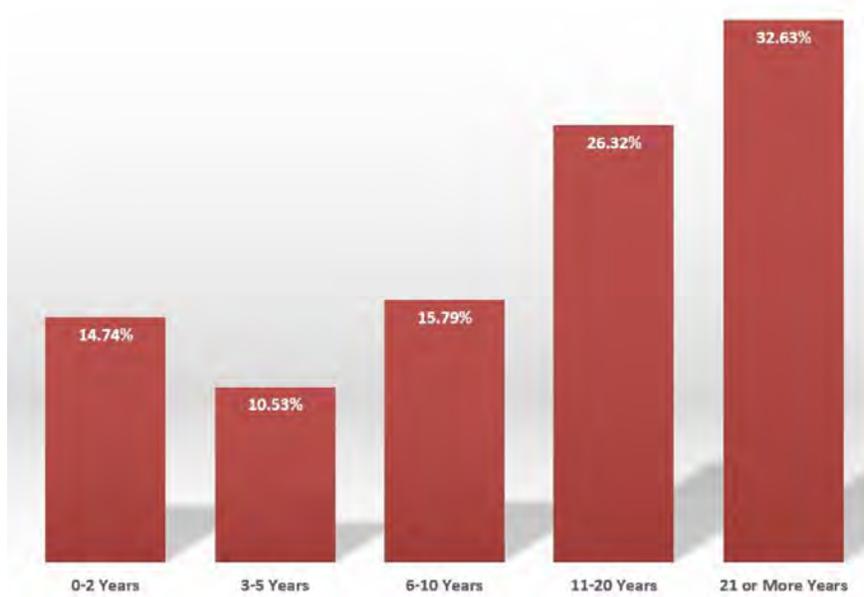
Question 14: What is your age?

Summary: There were 95 responses to this question. The following chart illustrates the percentage of responses for each category.



Question 15: How many years have you lived and/or worked in Cold Spring?

Summary: There were 95 responses to this question. The following chart illustrates the percentage of responses for each category.



APPENDIX B: ECONOMIC INDUSTRY SUMMARY

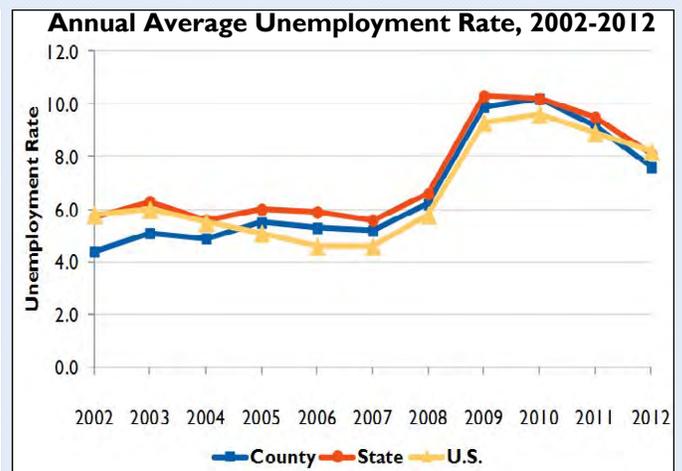
Kentucky County Economic Profiles

Campbell County - Overview

Fall 2013 Update

Demographics		Campbell County		Kentucky		United States	
Total Population, 2012 Estimate (Census)		90,908		4,380,415		313,914,040	
Percent Change in Total Population, 2000-2010 (Census)		0.6%		0.9%		1.7%	
Percent of the Population that is Non-white, 2010 (Census)		5.3%		11.4%		22.1%	
Percent of the Population that is Older than 64 years, 2010 (Census)		13.2%		14.0%		13.7%	
Percent of the Total Population in Poverty, 2011 Estimate (SAIPE)		13.1%		19.1%		15.9%	
Percent of the Total Population under 18 in Poverty, 2011 Estimate (SAIPE)		18.3%		27.2%		22.5%	
		Estimate	Reliability	Estimate	Reliability	Estimate	Reliability
Reliability ■ Very reliable (>95% C.I.) ▲ Somewhat reliable (90-95% C.I.) ● Not very reliable (<90% C.I.)	Percent of the Population 25 & Older that has a High School Diploma, GED, or more, 2007-2011 Estimate (ACS)	87.1%	■	81.7%	■	85.4%	■
	Percent of the Population 25 & Older that has a Bachelor's Degree or more, 2007-2011 Estimate (ACS)	27.4%	■	20.6%	■	28.2%	■
	Percent of Workers who Travel 30 minutes or more one way, to work, 2007-2011 Estimate (ACS)	0.2%	■	0.3%	■	—	—
	Unemployment Rate, 2012 Annual Average (BLS)	7.6%		8.2%		8.1%	
	Median Household Income, 2012 Estimate (SAIPE)	\$53,501		\$41,086		\$51,017	

Jobs Overview	Campbell County	Northern Kentucky ADD*	Kentucky
2002 Total Jobs	26,343	172,210	1,716,446
2012 Total Jobs	28,578	182,838	1,761,238
2022 Projected Jobs	31,955	210,961	1,975,115
2002-2012 Percent Change in Total Jobs	8.0%	6.0%	3.0%
2012-2022 Projected Percent Change in Total Jobs	12.0%	15.0%	12.0%



*ADD = Area Development District

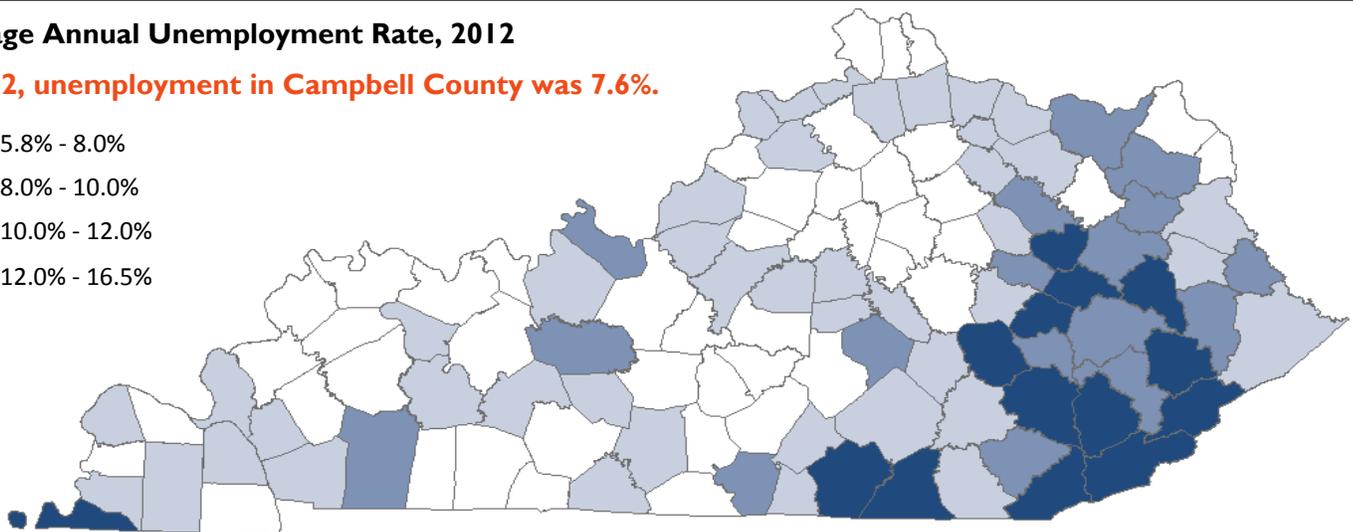
Source: EMSI 2013

Source: Bureau of Labor Statistics 2013

Average Annual Unemployment Rate, 2012

In 2012, unemployment in Campbell County was 7.6%.

- 5.8% - 8.0%
- 8.0% - 10.0%
- 10.0% - 12.0%
- 12.0% - 16.5%



Source: Bureau of Labor Statistics 2013

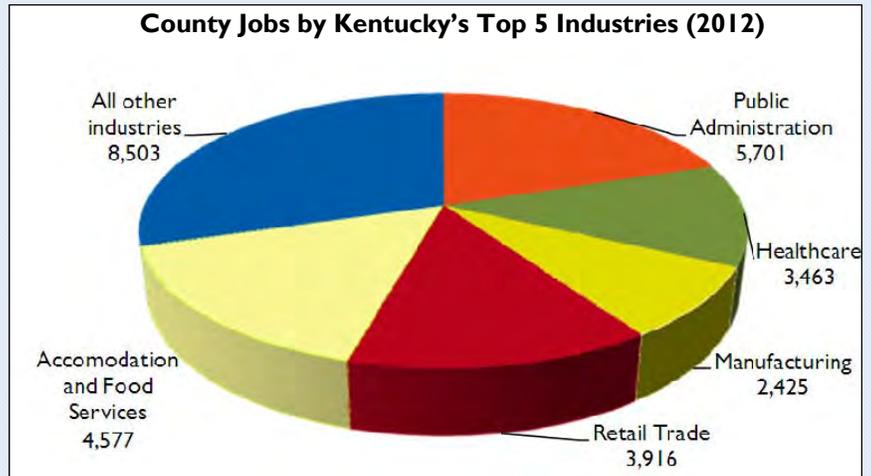
Campbell County - Jobs by Industry

Top 10 Industries by Employment (2012)

Industry Name (by 3-digit NAICS codes)	County Jobs
Food Services & Drinking Places	4,477
Local Government	2,866
State Government	2,476
Professional, Scientific, & Technical Services	1,366
Food & Beverage Stores	1,092
Ambulatory Health Care Services	1,030
Hospitals (Private)	999
General Merchandise Stores	939
Specialty Trade Contractors	920
Administrative & Support Services	795
Total Top 10 industries	16,960

Source: EMSI 2013

This page divides the county's jobs into different industries, as defined by the North American Industry Classification System (NAICS).



Source: EMSI 2013

Industry Sector (by 2-digit NAICS codes)	Campbell County			Northern Kentucky ADD*		Kentucky	
	Percent Share of Total Jobs	2012 Jobs	2012 LQ [†]	2012 Jobs	2012 LQ [†]	2012 Jobs	2012 LQ [†]
Agriculture, Forestry, Fishing & Hunting	n/a	<10	n/a	97	0.1	7,508	0.5
Mining, Quarrying, & Oil & Gas Extraction	0.0%	0	0.0	249	0.2	20,309	1.9
Utilities	0.0%	12	n/a	423	0.6	6,559	0.9
Construction	4.5%	1,286	1.1	6,010	0.8	67,281	0.9
Manufacturing	8.5%	2,425	0.9	22,243	1.4	223,770	1.4
Wholesale Trade	3.7%	1,060	0.9	11,129	1.4	72,794	1.0
Retail Trade	13.7%	3,916	1.2	19,760	1.0	202,862	1.0
Transportation & Warehousing	1.9%	531	0.6	13,814	2.4	82,331	1.5
Information	0.8%	229	0.4	1,477	0.4	26,526	0.7
Finance & Insurance	2.1%	605	0.5	7,980	1.0	68,331	0.9
Real Estate & Rental & Leasing	1.7%	490	1.2	2,057	0.8	17,868	0.7
Professional, Scientific, & Technical Services	4.8%	1,366	0.8	7,104	0.7	67,533	0.6
Management of Companies & Enterprises	0.9%	267	0.6	5,274	1.9	20,055	0.8
Administrative & Waste Management Services	3.0%	867	0.5	10,455	0.9	104,557	1.0
Educational Services	0.5%	148	0.3	1,473	0.4	17,463	0.5
Health Care & Social Assistance	12.1%	3,463	0.9	19,700	0.8	226,618	1.0
Arts, Entertainment, & Recreation	2.2%	615	1.4	2,392	0.9	19,540	0.7
Accommodation & Food Services	16.0%	4,577	1.8	18,751	1.1	155,420	1.0
Other Services (except Public Administration)	3.6%	1,017	1.0	5,501	0.9	48,628	0.8
Public Administration	19.9%	5,701	1.3	26,948	0.9	305,286	1.1

*ADD = Area Development District

[†]LQ= National Location Quotient (see Insights for description)

Source: EMSI 2013



The data for this Profile were prepared by the Community & Economic Development Initiative of Kentucky (CEDIK) at the University of Kentucky. For questions on the data contained in this profile, contact James E. Allen IV, Research Director, at 859.218.4386 or james.allen4@uky.edu.

Special thanks to Simona Balazs and Georgette Owusu-Amankwah, CEDIK Research Assistants, for their work on this profile.



<http://cedik.ca.uky.edu/>

Kentucky County Economic Profiles

Insights for Data Interpretation

Prepared by: **Simona Balazs, CEDIK Research Assistant**

December 2013

CEDIK's Economic Profile is comprised of two parts. The first page contains an overview of demographics and employment in the county, while the second page offers a closer look at jobs by industry. In an effort to provide as much data as possible on two pages, precise definitions of some measures were not included. Thus, questions may arise including: What does this number represent exactly? How can I interpret this? This short overview provides additional clarification to the meaning of the selected measures in the profile.

Demographics and Employment

Page one of the profile starts with data on selected demographic variables, such as “percent change in total population”, “percent of the total population in poverty”, “unemployment rate”, and “median household income”. Numbers in the first table are provided for the county, Kentucky and the United States, allowing for comparison between the regions. In the second-part of the first table, estimates are provided along with a measure of “reliability”. The “reliability” refers to the Margin of Error (MOE) for the estimates. The MOE relates to uncertainty associated with an estimate based on the fact that there might be differences between the population included in the survey (sample population) versus the entire population. Thus, a small MOE suggests that the estimates are more likely to reflect what is actually happening in the county (i.e., higher reliability), while a large MOE suggests that the estimate is potentially not reflecting reality. To indicate the reliability of the estimate we used three confidence intervals (C.I.): >95%, between 90-95% and <90%. In our table, the three C.I. are coded as ■ for C.I. >95%, ▲ for C.I. between 90-95% and ● for C.I. <90%. If an estimate in the table has a ■ for example, then the MOE is small and the estimate is very reliable. If the symbol is ●, then the MOE is higher and the estimate might not be very representative of the full population. Data on this table come from different sources, mainly the U.S. Census Bureau and the U.S. Bureau of Labor Statistics (BLS). The American Community Survey (ACS) is a survey administered by the Census Bureau that collects data on age, sex, education, income, etc. The Small Area Income and Poverty Estimates (SAIPE) is a program developed by the Census Bureau that provides “more current estimates of selected income and poverty statistics than those from the most recent decennial census” (Census/SAIPE description).

On the middle section of the page, there is a table that provides an overview of jobs (total jobs, percent change in jobs, projected number of jobs) for the county, the Area Development District (ADD) and the state. An ADD consists of a network of planning and development organizations from neighboring counties that work towards the development of that area. There are 15 ADDs in Kentucky and each county is part of one. This section also contains a graph with unemployment rates over time (2002-2012) by county, Kentucky and the United States. In general, if the county's unemployment rate is below that of Kentucky and the United States, the county is performing well economically. Note that Kentucky, the United States, and most counties saw a spike in unemployment between 2008 and 2009 as a result of the economic recession. Sources of data for this part are from Economic Modeling Specialist Inc. (EMSI) and the BLS.

On the bottom of the first page is a Kentucky map of the average annual unemployment rate for 2012 by county. As the unemployment rate increases, the color of a county becomes a darker shade of blue. A legend for the range of unemployment represented by each color and the county's actual unemployment rate is also provided in the figure. The data source for the unemployment rate is the BLS.

Jobs by Industry

Data on the second page provide more detailed information on number of jobs by industry, as categorized by the Northern American Industry Classification System (NAICS). NAICS is a standard used to classify the business establishments into various industries. Each firm is assigned a 6-digit number, and each digit after the first describes the firm in an increasing level of detail. For example, the code “11” describes jobs in “Agriculture, Forestry, Fishing, and Hunting”, the code “112” (an extra digit) describes jobs within agriculture, forestry, fishing, and hunting that fall under “Animal Production”, and the code “1123” (again, one more digit) describes jobs within animal production that belong to “Poultry and Egg Production.” All of the tables on this page use NAICS to categorize employment by industry in the county. The source of data for this entire page is EMSI.

To start, the top-left table lists the number of county level jobs for the top 10 industries in that county, by 3-digit NAICS codes. To create this table, employment was examined for all 3-digit NAICS

industries in the county, and then sorted highest to lowest. These top 10 industries represent the major sources of employment in the county. One can easily compare total employment from these top 10 industries with Total Jobs from the previous page to learn what share of county employment comes from these top 10 industries. For many counties, over 50% of total county jobs come from these top 10 industries.

A second method of looking at jobs in the county is illustrated in the pie chart in the upper-right corner. For this chart, we look at county employment in Kentucky's five largest 2-digit NAICS industries, which are Public Administration, Healthcare, Manufacturing, Retail Trade and Accommodation and Food Services. For space, all the other 2-digit NAICS industries were aggregated as one. The data in the chart represent county employment for Kentucky's 5 largest industries. Because these are Kentucky's top 5 industries (and not necessarily the county's), employment numbers for the county can be very low, or in some cases, one of these 5 major industries might not be present in a county at all.

The large table on the remainder of the page is an overview of all industry groups by 2-digit NAICS codes for the county, ADD and Kentucky. This table contains data for the percent share of a particular industry in that county, the total number of jobs for an industry, and the national Location Quotient (LQ) value. The LQ is an indicator of how concentrated a particular estimate (in this case, employment by industry), is in the region (county, ADD or state) as compared with the nation. If the LQ is higher than 1.0, then employment in that industry is a larger share of total employment in the region than the national average. In other words, regional employment is more concentrated in that the industry than at the national average. is the larger the LQ, the higher the concentration. For example, Kentucky's LQ of 1.9 in the Mining industry suggests that more people are employed by the mining industry in Kentucky than across the country. Conversely, if the LQ is less than 1.0, then employment in this industry is less concentrated than it is nationally. For example, Kentucky's LQ of 0.5 in the Agriculture industry suggests that fewer people are employed by the agriculture industry than elsewhere in the United States. Data is provided for the county, the ADD, and Kentucky in order to allow for comparison of jobs and LQs.

References:

Bureau of Labor Statistics (BLS) for Unemployment Rate, retrieved from <http://www.bls.gov/home.htm>

Census for Population Estimates, retrieved from <http://www.census.gov/popest/data/index.html>

Census/ American Community Survey (ACS) for Education estimates, retrieved from https://www.census.gov/acs/www/about_the_survey/american_community_survey/

Census/Small Area Income and Poverty Estimates (SAIPE) for Population in Poverty estimates, retrieved from <http://www.census.gov/did/www/saipe/>

Economic Modeling Specialists Inc. (EMSI) for Employment Data, retrieved from <http://www.economicmodeling.com/>



If you have further questions regarding the data in this profile, please contact CEDIK Research Director James Allen at (859) 218-4386. Kentucky County Economic Profiles online: www.cedik.ca.uky.edu/data_profiles/economic

