Alexandria 2030 Comprehensive Plan

Adopted August 5, 2021

Where the city meets the country

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Founded in 1834
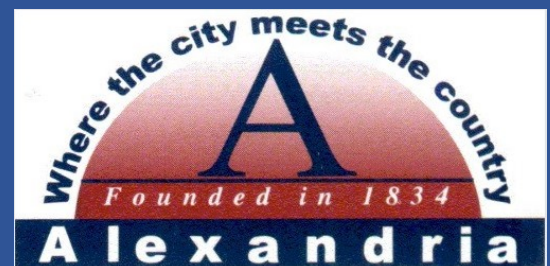
Alexandria

Acknowledgments

2021 Alexandria City Council

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City of Alexandria Vision Statement

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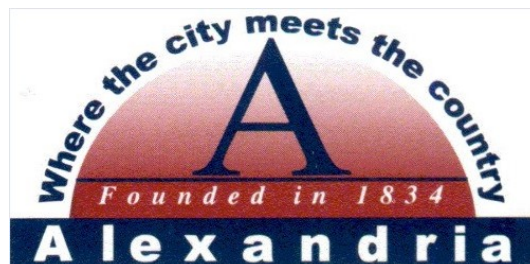
Introduction

The above vision statement continues to be a driving force behind how the City of Alexandria sees its future. The city is truly a growing small town in the middle of a rural landscape; one that wants to hold fast to that balance by not growing too fast or too big but recognizing the pressures for growth that led to the city doubling in size since the 1980s, far outpacing Campbell County's overall growth. As the city moves forward, it recognizes the importance of planning ahead through the creation and periodic update of a comprehensive plan. The purpose of this document is to establish those forward-thinking policies for future growth to achieve the city's vision and goals set forth in this document.

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 Alexandria over the next 10 to 15 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.

Compliance with the Kentucky Revised Statutes (KRS)

There are numerous tools available to Alexandria to help them direct future growth and development that include 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. The City of Alexandria has complied with these requirements through the development and regular updates of its comprehensive plans. Appendix A of this plan summarizes the key requirements for comprehensive plans in Kentucky.

This plan complies with all of the comprehensive plan requirements of KRS 100. All of the research requirements were completed through a review of the existing comprehensive plan and evaluation of any data that has changed, including the data and analysis incorporated into 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 implementation chapter of this document.

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 is the goals, which form the foundation of a long-term vision for Alexandria. 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. The following goals serve as the basis for the plan elements that follow and the related implementation strategies. 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 goals, then the action will likely result in furthering the city's achievement of the vision of this plan.

Unlike the specific, actionable tasks defined in the implementation chapter of this plan, a **GOAL** is a broader statement of a desired end state or target that, if pursued over the long term, will contribute to the attainment of the established 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 encourage and promote the development of a stable and diversified economic base.) as Alexandria continues to grow while others will require additional work to ultimately accomplish the stated goals (e.g., ensuring adequate community facilities and services.). Each of the main goals is accompanied by supporting objective statements that arose out of discussions with the boards and public during the process.

Overall Goal

The overall goal for developing and implementing a comprehensive plan is to promote a sustainable natural and man-made environment that balances environmental protection and preservation with the physical, social and economic needs of the population for the long-term benefit of both.

Topical Goals and Objectives

The following are goals and objectives broken down into major topics within the city. Many of the following statements are revised or refreshed goals and objectives from the previous comprehensive plan. However, the 2021 update removed any objectives that established specific, actionable tasks and reorganized those tasks as part of the implementation strategies.

Environment

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

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

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

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

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

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

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

7. Recognizing federal, state, and local regulations regarding the environment.

Economic Development

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

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

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

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

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

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

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

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

8. Encouraging reinvestment in the community.

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

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

Historic Preservation

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

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

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

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

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

Housing

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

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

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

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

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

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

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

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

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

Community Facilities and Services

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

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

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

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

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

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

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

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

8. Encouraging innovative street lighting in all new developments.

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

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

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

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

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

Transportation

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

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

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

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

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

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

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

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

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

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

Land Use and Development

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Existing Conditions

Alexandria'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 section 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 Alexandria's future?
- How might things change in the future if these trends continue unaltered?
- Are Alexandria 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 1). This map only documents how properties are currently being used and does 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 1 classifies property in Alexandria under one of the existing land use categories described below, with a focus on the general use of land. This map and related data do 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 industrial uses.
- **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 parklands.

- **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 permanent uses.

The existing land use map 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.
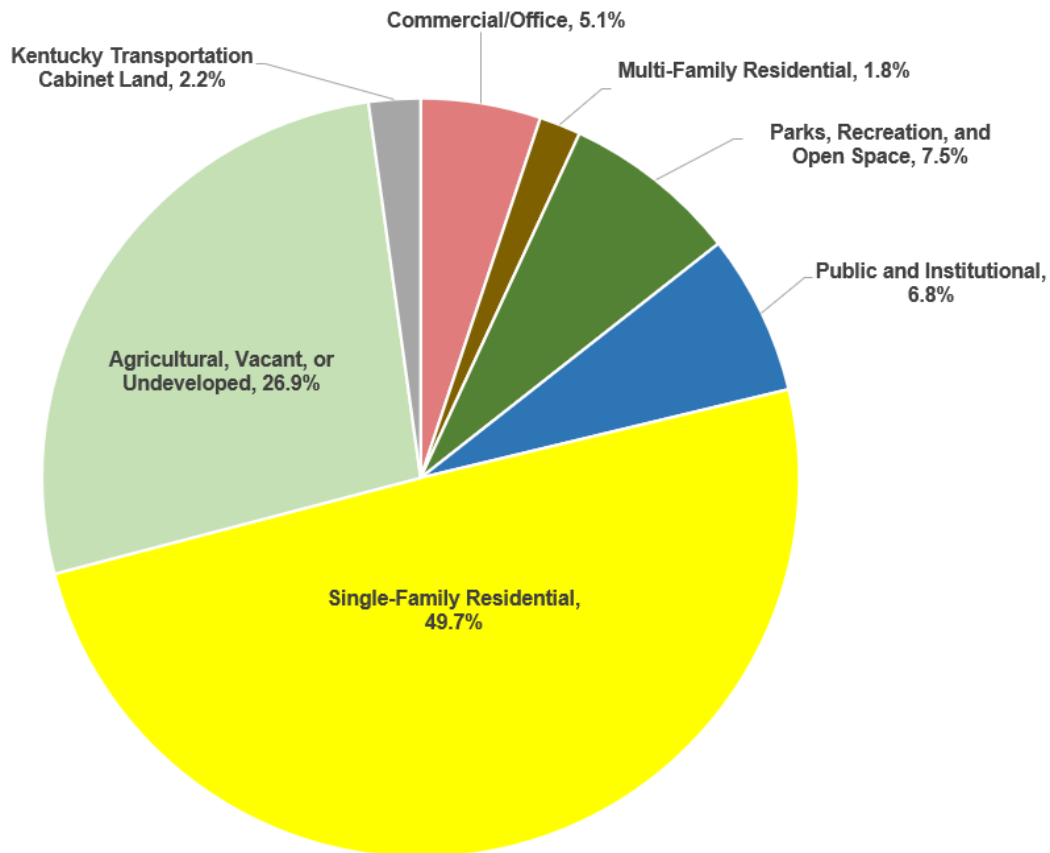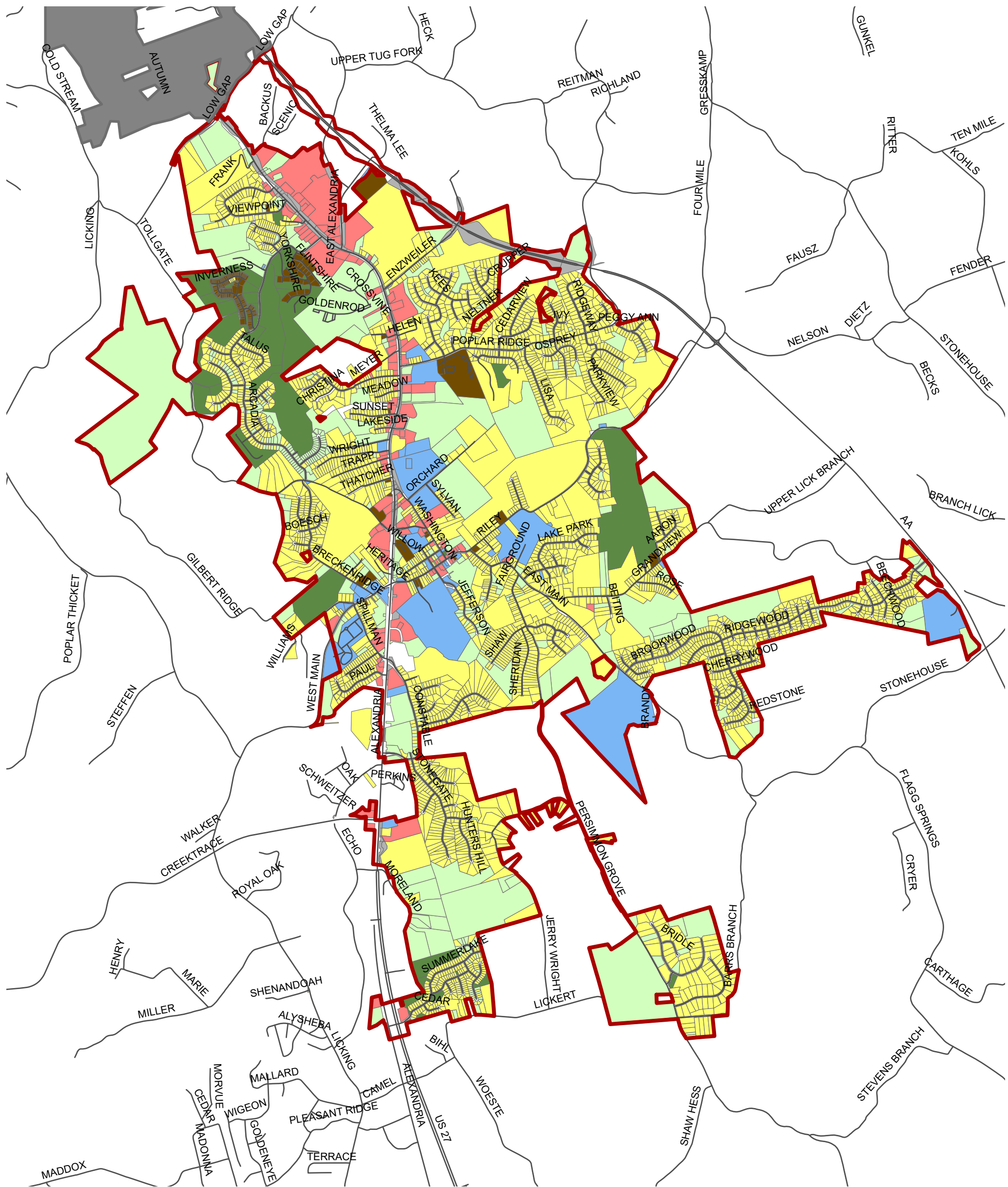

Figure A: Existing Land Use Distribution in the City of Alexandria

Alexandria 2030 Comprehensive Plan
Map 1 - Existing Land Use Map

Population

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

Table 1: Historic Population Growth in Alexandria					
	Alexandria	**Cold Spring**	**Highland Heights**	**Campbell County**	**Northern Kentucky ***
1980	4,735	2,117	4,435	83,317	266,217
1990	5,592	2,866	4,223	83,866	283,486
% Annual Growth	*1.68*	*3.08*	*-0.49*	*0.07*	*0.63*
2000	8,286	3,806	5,153	88,616	326,071
% Annual Growth	*4.01*	*2.88*	*2.01*	*0.55*	*1.41*
2010	8,477	5,912	5,923	90,336	368,867
% Annual Growth	*0.23*	*4.50*	*3.00*	*0.19*	*1.24*
2019 (Estimate)	9,715	6,571	7,065	93,584	394,163
% Annual Growth	*1.53*	*1.18*	*1.98*	*0.39*	*0.74*
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.					

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

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

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

While the City of Alexandria does not have the oldest median population age within the region, the age of residents is generally increasing. In response to the change in population demographics, the city may need to consider bringing in and providing services and businesses to support the general aging trend of surrounding communities. Moreover, if the city would like to change the population trend outlook for 2030 and beyond, the city may want to provide services that accommodate the needs of age groups that they wish to attract in order to maintain a balanced population.
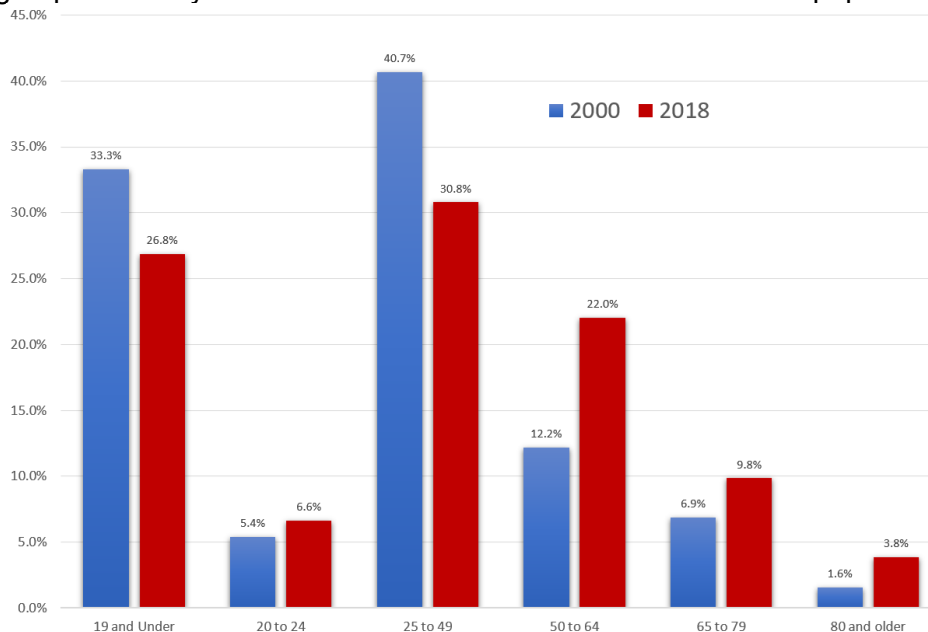
Figure A: Alexandria population shifts, by age bracket, between 2000 and 2018.
Source: U.S. Census 2018 American Community Survey

Housing

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

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

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

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

Table 4: Number of Bedrooms			
Number of Bedrooms	**Alexandria**	**Cold Spring**	**Highland Heights**
No Bedroom	0.0%	0.0%	2.4%
1 Bedroom	6.0%	2.4%	9.7%
2 Bedrooms	12.1%	45.0%	45.1%
3 Bedrooms	49.4%	28.3%	30.6%
4 Bedrooms	28.0%	21.1%	10.8%
5+ Bedrooms	4.5%	3.1%	1.5%
Source: U.S. Census 2018 American Community Survey			

Further evaluating the housing units in Alexandria, we can look at the number of units in a single structure with Figure B below, illustrating the number of units per structure. This shows that, in addition to the larger housing units based on bedrooms, Alexandria has a significant number of single-family detached homes as compared to the county and state.
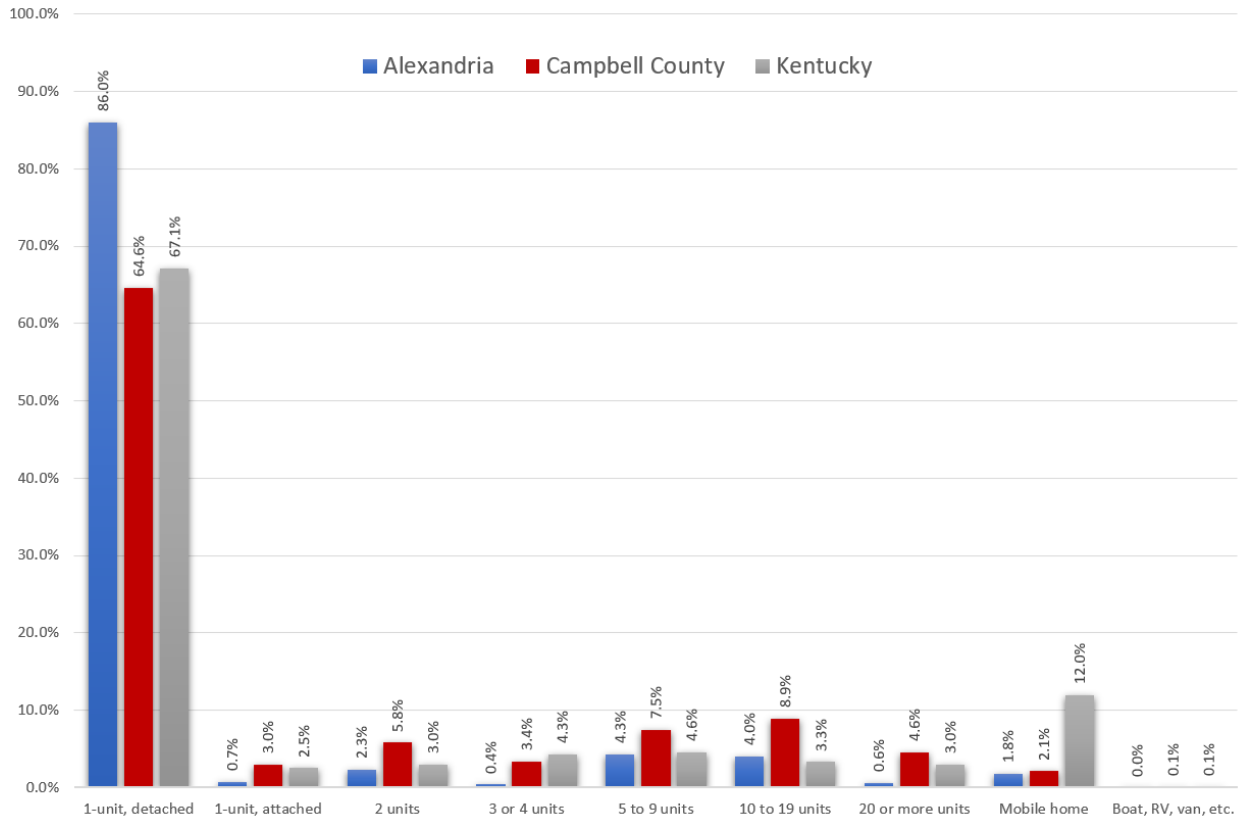
Figure B: Alexandria housing units in 2018, categorized by the number of units per structure.
Source: U.S. Census 2018 American Community Survey

Just over 50% of the city's housing units were built before the year 1990, whereas a significant portion of the county and state's housing was built even earlier. This shows that Alexandria's housing stock is relatively young compared to the county and state. Age of housing is an important factor because it sheds light on the quality of the homes that were constructed and the types of modern amenities included in the homes. As the existing housing stock continues to age without new housing being built or home renovations and modernizations being implemented, there may be growing concerns related to the condition of housing in Alexandria and their conformance with the existing codes.
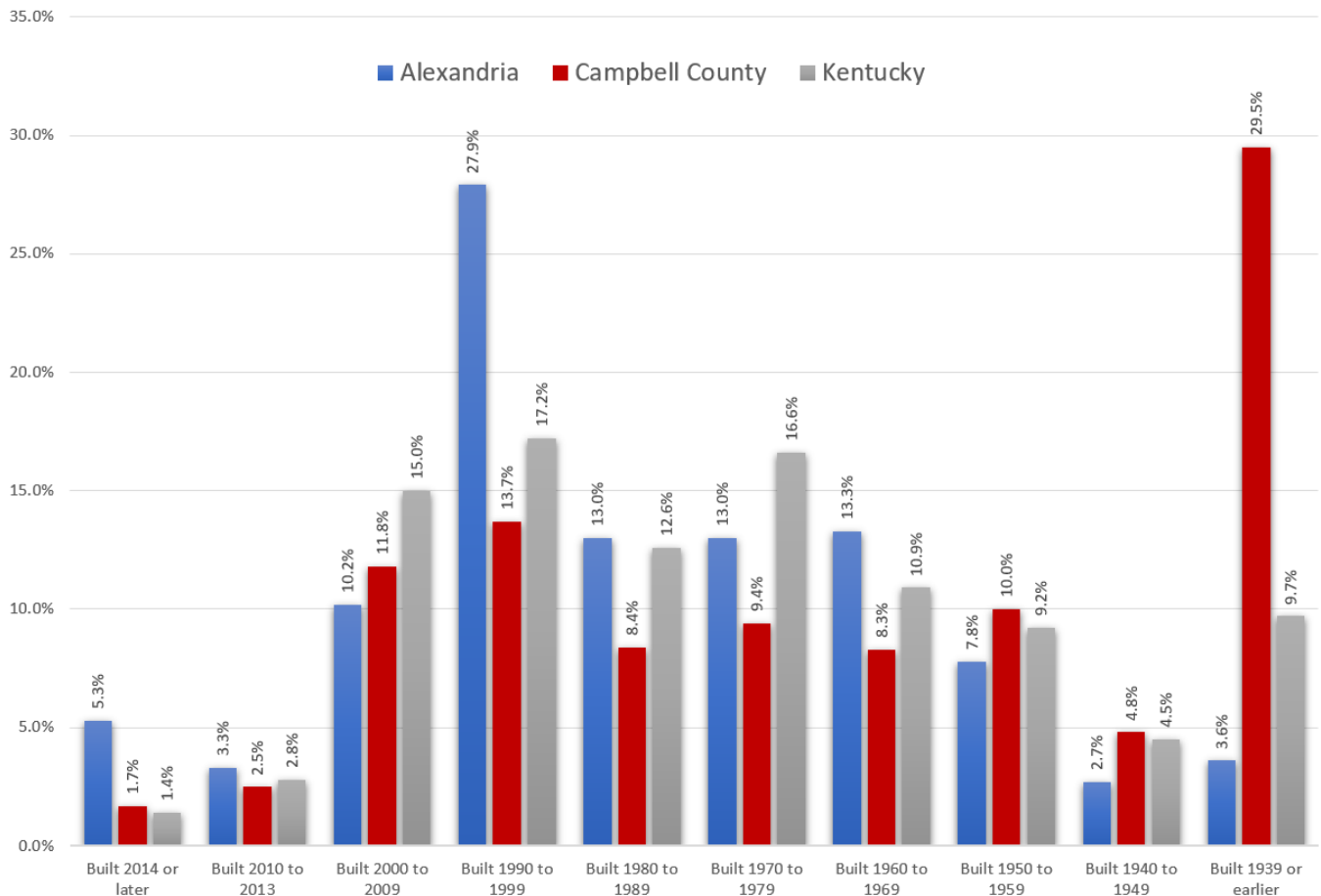
Figure C: The years a structure was built based on the total number of occupied housing units.
Source: U.S. Census 2017 American Community Survey

Economic Development

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

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

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

As noted previously, Alexandria is generally considered a bedroom community meaning that many people who reside here work outside of the community. This is further enforced by available data that shows the vast majority of residents who are part of the labor force commute outside of the city (4,206 residents) while 2,595 people commute into the city to work. Only approximately 335 residents both live and work within the city. See Figure D for an illustration of the inflow and outflow.
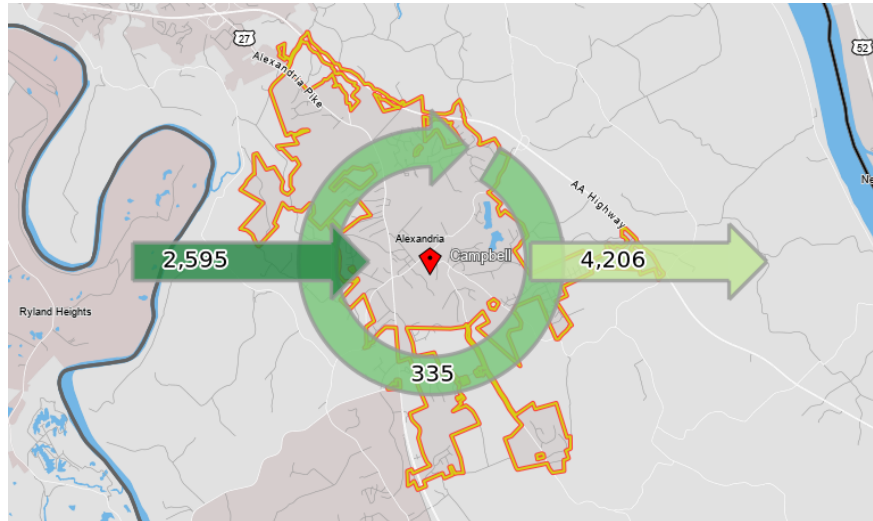
Figure D: Inflow and outflow of residents and employees
Source: U.S. Census 2017 OnTheMap

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

The heat map on the following page illustrates where people who work in Alexandria are coming from in Campbell County and the surrounding area. The darkest areas highlight where a higher number of workers are commuting from. According to the U.S. Census, 58.9% of workers commute less than 10 miles to work in Alexandria, with an additional 5% commuting 10 to 24 miles. This means that local employees live in fairly close proximity to the city but not within the boundaries. This information demonstrates the need for strong connectivity throughout the region while also showing commuting patterns in the region.
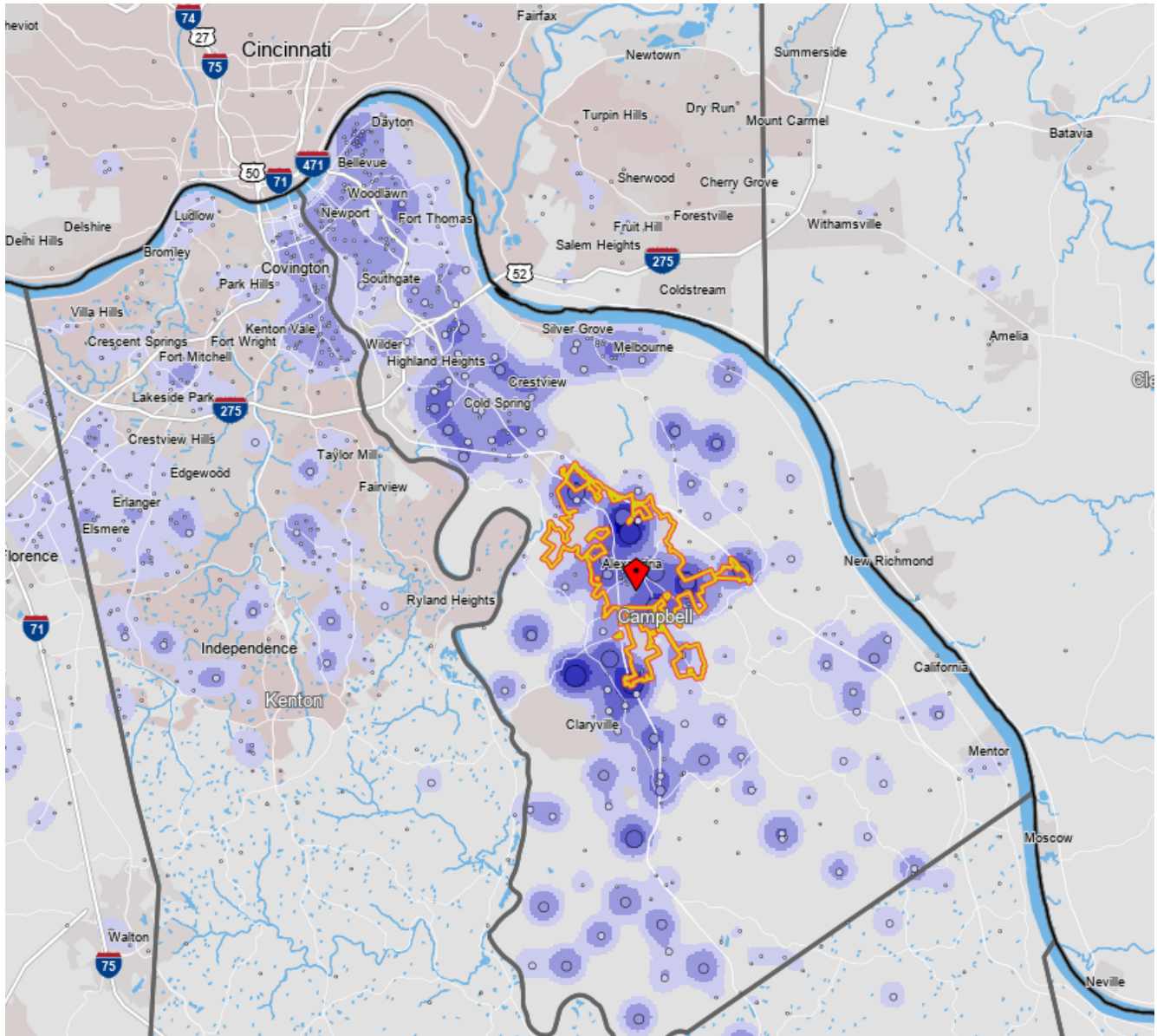
Figure E: Heat map of where people who work in Alexandria reside in the region.
Source: U.S. Census OnTheMap for the year 2017

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

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

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

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

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

Table 8: Income of Employees		
Job Locations	**Total Workers in 2015**	**% of Workers Making $3,333 per month or more**
Alexandria	2,930	32.5%
Cold Spring	3,146	31.9%
Highland Heights	4,325	48. 0%
Campbell County	29,976	38.6%
State of Kentucky	1,865,532	40.2%
Source: U.S. Census OnTheMap for the year 2017		

Future Land Use Plan

The City of Alexandria Land Use Plan establishes the desired future land use types for properties throughout the city based on the community's overall vision, the 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 Alexandria City Council, Planning and Zoning Commission, Board of Adjustment, and other committees regarding a variety of issues such as zone changes, 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 Alexandria. 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.

It is important to note that during the process to update this comprehensive plan, the city reached out to the public to gather input on how residents envisioned the future. The intent of this engagement was to determine where changes to the plan were necessary to ensure that this is a community-driven plan. During this outreach, many people noted that they did not want to see any more housing development for a number of reasons, including, but not limited to, too much development taking away from the small-town feel of Alexandria; the burden of new housing on the school district; and the ongoing issues with traffic that will only be exacerbated by development. This input is vital to creating a plan for the community, but this plan recognizes that it is impossible to completely halt all new development. First, all property owners have a right to reasonably develop their properties, and, with the broad availability of sewer in Alexandria, there would be significant potential for legal challenges if the city attempted to mandate rural development densities where infrastructure is available, even if that means more traffic and students. Second, the city has no control over how the land outside the city boundary is developed. Since there is some sewer availability outside of the city, any property owners in the unincorporated county can develop how the county allows them. All of that development will have a direct impact on the city even if the city managed to stop growing internally. All of this is not intended to disregard the feelings of the residents but to acknowledge that the community must allow for some growth and that this plan is an attempt to find a balance of maintaining the small-town character that all residents appreciate while managing future growth.

The following is a brief description of the future land use categories.

Unincorporated Lands

The future land use map incorporates recommendations for future land uses outside of the current city boundaries. The purpose of this is to recognize that the city may have opportunities for future annexations, in which case, the plan will continue to be current with recommendations for the areas most likely to be annexed. This plan is not intended to state that any of these areas should be annexed into the city or that the city has specific plans to annex additional land. It is simply a method of planning ahead for the future should annexations occur.

Residential Uses

Future land use designations for residential uses are categorized by density. The proposed densities are "gross densities," meaning that the city will be evaluating the total number of proposed dwelling units across the entire project site, regardless of proposed open space, roads, easements, or other public dedications. It is not the intention of this plan to automatically allow development to occur at the upper end of the density ranges but rather provide some flexibility for the community to evaluate a proposal based on surrounding development characteristics and available infrastructure. A project adjacent to a commercial corridor or major arterial street is more likely to accommodate higher densities over that of a proposal surrounded by existing residential development with lower densities.

The future land use designations are also focused on density over types of residential uses to provide for some flexibility in the types of housing that could be proposed in the future. For example, if the future land use plan recommends a residential density of 2.1 to 4.0 dwelling units per acre, that could accommodate single-family detached dwellings on one-quarter to one-half acre lots, and minimum common open space or it could also accommodate low-intensity attached housing, such as townhomes, that are clustered together and surrounded by a lot of common open space. In both cases, the number of dwelling units are the same and would conform with the future land use plan but also provide for various housing types to accommodate a wider demographic of residents.

Where attached housing is proposed, the following design principles should be applied:

- The clustering of dwelling units is encouraged to prevent significant cutting and filling of steep slopes and to protect major areas of tree canopy.
- 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.
- 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.

Nonresidential Uses

Neighborhood Commercial and General Commercial Uses

Alexandria has two major areas of commercial activities, both of which largely exist along Alexandria Pike in 2021. The northernmost part of the corridor is where "general commercial" activities are located and will continue to exist. These are the city's largest commercial uses with multiple fast-food restaurants, multi-tenant centers, and big-box retailers, such as Walmart. The future vision of the city contains this type of large-scale development to that northern area of the city and along the AA Highway near intersections where there are traffic control lights. For the remainder of the city, the focus of newer commercial uses falls under the "neighborhood commercial" category. In these areas, the focus is on a smaller-scale commercial and office mix already located along the Alexandria Pike corridor.

In all commercial areas, uses could include a broad range of retail commercial, service uses, and office space and should incorporate the following design principles:

- All new development shall be clustered and generally conform to the adopted Comprehensive Plan with respect to type, character, intensity of use, and impact upon community facilities.

- Buffering or screening of more intensive uses from less intensive ones shall be required when a commercial or high-density residential area is proposed to existing single-family uses. Trees, landscaping, benches, and other site amenities should be incorporated into the design.

- Extension of sidewalks (or alternative pedestrian routes or bikeways) shall be mandatory for all developments along this corridor to ensure that there are opportunities for people to walk to uses in addition to driving.

- Curb cuts should be shared and/or kept to a minimum to enhance access management and minimize traffic congestion. Therefore, the development of frontage roads, shared parking, and loading areas shall be encouraged.

- Smaller, not-obtrusive, monument-style signage shall be encouraged for all properties in this area.

- Drive-through facilities may be appropriate if located to the side or rear of properties and screened from adjacent uses in the neighborhood commercial areas.

- Buildings of less than 25,000 square feet in floor area are the desired scale of development along in the neighborhood commercial areas where larger buildings should be located in the general commercial areas.

Old Town Alexandria

In addition to the neighborhood and general commercial use areas that are focused along the Alexandria Pike and AA Highway corridors, the historic center of the city is the area designated as Old Town Alexandria. This area is intended to continue to serve as that central commercial core of the city with a vision of development and redevelopment with small-scale commercial and office uses similar in scale to the existing and historic buildings. New uses should be focused on activities that will draw in people to the area, including restaurants, breweries, and retail, where there will be a lot of activity around the use. This area is also an appropriate location for more mixed-use development where there could be residential uses above commercial activities in the same building. The following are design principles for Old Town Alexandria:

- New buildings shall be built to the back of the sidewalk or with a small setback where such setback will create an outdoor dining area or other pedestrian amenities.

- On-site parking requirements should be reduced or eliminated with a focus on public parking opportunities unless the site is large enough to accommodate the building and parking.

- Screening from adjacent residential uses is important but should be more compact (e.g., walls and dense landscaping) due to the smaller lots.

- Extension of sidewalks (or alternative pedestrian routes or bikeways) shall be mandatory for all developments along this corridor to ensure that there are opportunities for people to walk to uses in addition to driving.

- Drive-through facilities should be prohibited in Old Town Alexandria.

- Building sizes should be reflective of the historic character of the original development in the area to maintain the town center feel.

Industrial

Alexandria has minimal spaces that are currently used for industrial purposes, but there could be opportunities for the incorporation of more industrial uses in the future with the expansion of existing areas and future annexation. 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 office 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 identifies land that is used for public and/or private recreational purposes that may include parks, playgrounds, open spaces, walking trails, golf courses, and similar uses. New developments, in all other land use categories, are encouraged 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 large 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.

Residential Uses

- 1.1 to 2.0 DU/AC
- 2.1 to 4.0 DU/AC
- 4.1 to 5.0 DU/AC
- 5.1 to 14.0 DU/AC

Nonresidential Uses

- Neighborhood Commercial
- General Commercial
- Industrial
- Old Town Alexandria
- Parks and Recreation
- Public and Institutional

- City of Alexandria
- City of Cold Spring
- Street Centerlines

0   0.125 0.25   0.5   0.75   1
Miles
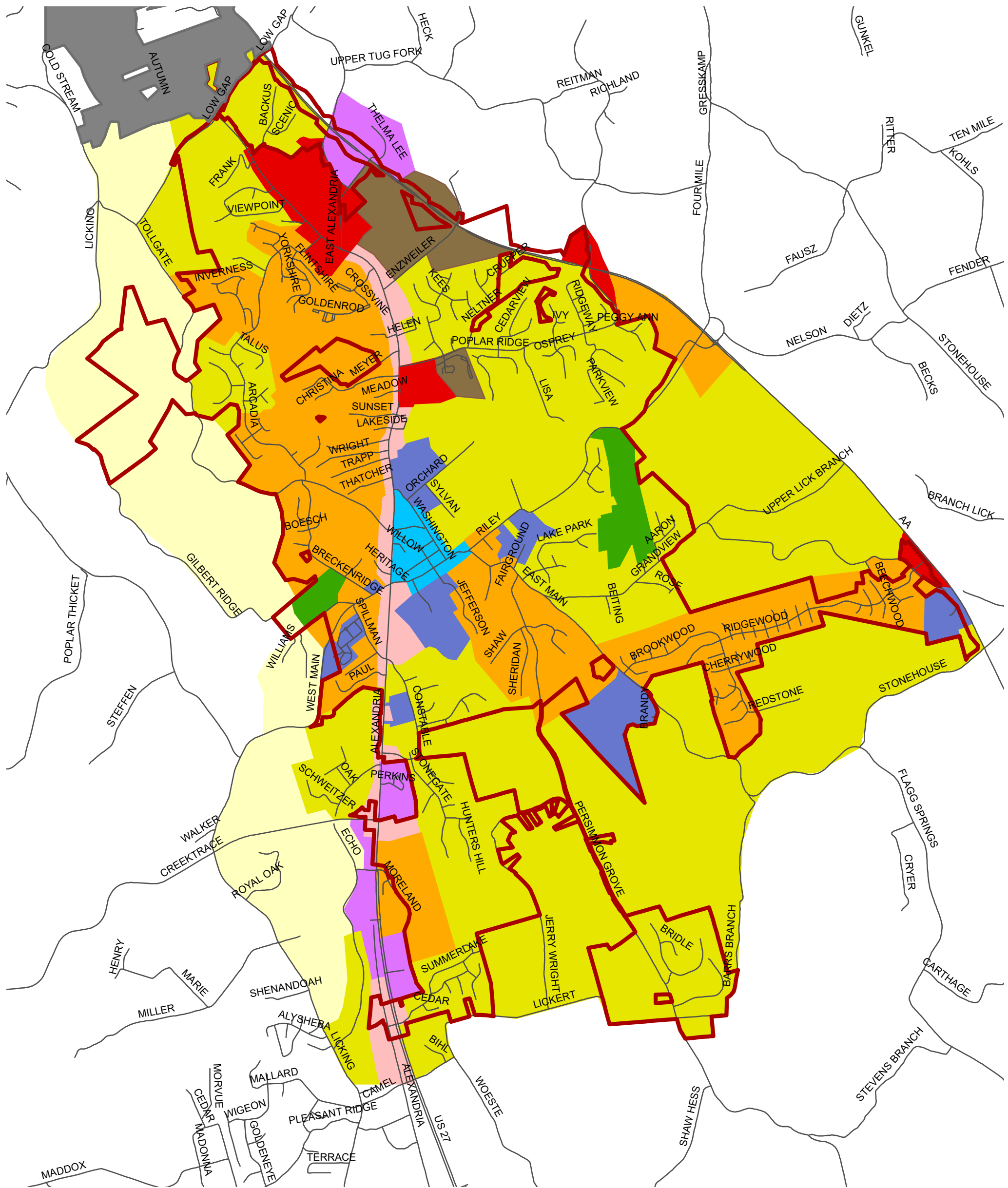
Alexandria 2030 Comprehensive Plan
Map 2 - Future Land Use Plan Map

Comprehensive Plan Implementation

The key element of a comprehensive plan relates to what actions the city wants to take as they move forward over the next decades. This element relates to how the city plans to implement the plan, that is, the steps the city, along with potential partner agencies, need to take to achieve the stated goals. Much of this type of language was already found in the city's comprehensive plan prior to this update, but it was spread out throughout the document within the goals and within the individual chapters. This update took that information, adjusted it based on public input, and consolidated the implementation strategies within this section.

General Implementation Strategies

In addition to the specific tasks established in the next section and summarized in Table 9, there are a few implementation strategies discussed below that apply to all aspects of this comprehensive plan, how the city might address future planning topics or issues not specifically identified in the plan, and generally how best to actively use this plan and the overall goals and objectives. The following is a brief discussion of each general strategy:

Involve the Public

Elected and appointed officials of Alexandria, as well as the city staff, are responsible for a transparent process, whether that be in the development of plans or the review of development applications. That transparency and public engagement 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 ultimately impacts Alexandria. As such, city officials and residents alike need to work with regional agencies for larger-scale planning efforts, as well as joining forces with adjacent communities. The city needs to particularly focus on its collaboration with Campbell County. Given that the county provides regional planning activities, the unincorporated portion of the county surrounds the vast majority of Alexandria. Additional regional partnerships include those with the Ohio-Kentucky-Indiana Regional Council of Governments (OKI) and District 6 of the Kentucky Transportation Cabinet (KYTC) as they are both agencies heavily involved in major transportation projects in and around the city and can provide funding for a variety of transportation and infrastructure projects. In general, the city should continue its involvement in any group that will help address Alexandria's interests through planning and progress at the regional and state levels.

Monitoring the Plan

The City of Alexandria has regularly evaluated its 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

Table 9 identifies the specific implementation strategies that have been identified throughout this plan and are defined as the actionable items or projects needed to help the City of Alexandria work toward the goals of this comprehensive plan. Each of the strategies has color-coded based on a specific implementation timeframe and priority as established and described in the table below. As the city monitors the implementation of the plan, these priorities may be adjusted as certain projects are completed and/or as new resources become available. Each implementation strategy includes a brief summary description on the following pages. Table 9 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.

Continuous Effort – These are continuous efforts that are ongoing and do not have a formal start or ending point but are necessary to further the goals of the plan. Some of these may be current programs that the city wants to emphasize due to their impact or are new proposals for this plan. There is no limit on the number of continuous strategies.

Short-Term Critical (Next Five Years) – These are projects that are of the highest priority to the city and that the city will focus efforts on over the next five years. There should only be 2 to 3 critical projects to allow the city to focus resources as needed.

Short-Term Immediate (Next Five Years) – These are projects that are also important to the city, and they would like to see them completed within five years, but where there are many more variables involved. These projects may become critical in later years and move up with more studies, or they may also move down in priority as resources open up for other projects. There should really be no more than 10 to 12 projects in this category.

Long-Term (2030 or Later) – This category is for all remaining projects are identified in the 2021 Alexandria Comprehensive Plan. These are longer-term projects that could are important but not needed immediately; require more planning or significant funding; could eventually move up into a short-term category, or potentially may not be accomplished within the set timeframe but are still important to the community.

Table 9: Implementation Strategy Summary				
Strategy	**Comprehensive Plan Elements**			**Priority**
	Land Use Plan	Transportation Plan	Community Facilities Plan	
Coordinate development proposals with county and regional agencies to ensure compliance with local and county erosion control and stormwater rules as well as the provision of appropriate water and sewage treatment.	X		X	Continuous Effort
Require the placement of utilities underground, wherever practicable, especially in the Old Town District of Alexandria, as well as for all new developments.			X	Continuous Effort
Coordinate with the Alexandria Police and Fire Departments to ensure appropriate service levels as the community changes and grows.			X	Continuous Effort
Collaborate with regional agencies on long-term planning for hike/bike trails.		X		Continuous Effort
Utilize the future land use map in making decisions regarding the placement of various land uses as well as the extension of utilities.	X			Continuous Effort
Update the subdivision requirements to 1) Require the dedication of easements and rights-of-way to meet future infrastructure needs when development or redevelopment occurs. 2) Require the provision of adequate facilities such as sidewalks, proper drainage, utilities, and landscaping in new developments. 3) Require developers to conduct impact studies where existing infrastructure and services are not adequate. Developers shall be encouraged to phase construction to ensure that the provisions of these available services are adequate to support their developments.	X		X	Short-Term Critical
Redevelop and encourage the extension of existing sidewalks and alternative pedestrian systems to create linkages between existing and proposed developments.		X		Short-Term Critical
Establish an annexation strategy, particularly around the "AA" Highway and KY 536 rights-of-way.	X			Short-Term Critical
Develop standards for open space park design that can increase green space and protect sensitive areas (e.g., floodplains, steep slopes, wetlands, etc.). Such standards should include provisions for the city to accept the dedication of such areas when appropriate and if feasible.	X		X	Short-Term Immediate
Update the zoning regulations to make the development of appropriate business activities as simple as possible while also including clear and predictable standards for design quality.	X			Short-Term Immediate
Develop a business program to actively work with existing businesses to identify their needs and ensure that they have the resources needed to thrive and expand within the city.	X			Short-Term Immediate
Document all local historic resources in a manner that will allow the city to showcase the heritage of the community.	X			Short-Term Immediate

Table 9: Implementation Strategy Summary				
Strategy	**Comprehensive Plan Elements**			**Priority**
	Land Use Plan	**Transportation Plan**	**Community Facilities Plan**	
Revise the zoning code and zoning map to clearly establish the desired housing options for the community, including basic design principles for various housing types.	X			Short-Term Immediate
Develop an internal review protocol for all new development to ensure that all major departments have an opportunity to provide feedback on the impacts of proposed developments.	X		X	Short-Term Immediate
Street extensions shall be developed where needed and feasible. The interior street system shall also coordinate with and continue the evolving multi-modal transportation system (pedestrian, bicycle facilities, and mass transit stops).		X		Short-Term Immediate
Develop a corridor study to determine the needs and requirements for development along the AA Highway corridor.		X		Short-Term Immediate
Develop a corridor study to determine the needs and requirements for development along the U.S. 27 corridor, including potential design and access requirements. Additionally, use the study to evaluate economic development strategies for growth along this corridor.		X		Short-Term Immediate
Develop a corridor study to determine the needs and requirements for development along the KY 536 corridor, including potential design and access requirements.		X		Short-Term Immediate
Develop a planting manual and list of suitable street trees for Alexandria and encourage their use where appropriate. Incorporate as a requirement when developing landscaping plans for new development	X			Long-Term
Develop a program of recycling activities for the city, residents, and business owners.			X	Long-Term
Incorporate some basic historic preservation standards and guidelines within the zoning ordinance to require the preservation of identified resources to the maximum extent possible and buffer such resources from adjacent, modern development.	X			Long-Term
Develop and adopt a property maintenance code to address litter, substandard and dilapidated structures, and general property issues.	X			Long-Term
Develop cooperative funding agreements between the private and public sectors to help fund future utility extensions.			X	Long-Term
Update the city's ordinances to address traditional cell towers and small-cell wireless facilities in a manner that will minimize the need for multiple facilities and minimize the negative aesthetic impacts of such facilities while providing safe and secure telecommunication access.	X		X	Long-Term
Develop a beautification program to enhance the city's main gateways.	X		X	Long-Term
Develop an updated parks and recreation plan.			X	Long-Term

Table 9: Implementation Strategy Summary				
Strategy	Comprehensive Plan Elements			**Priority**
	Land Use Plan	Transportation Plan	Community Facilities Plan	
Establish a formal protocol for collaborating with local, county, state, and federal agencies on public infrastructure improvements, especially when there is a need for coordination between transportation and utility projects in the same area.		X		Long-Term
Update the zoning ordinance to address the types and designs of land uses the city wants to encourage.	X			Long-Term
Develop an internal review process that ensures cross-jurisdictional review for all development.	X			Long-Term

Appendix A: Kentucky Planning Requirements

The following are the key sections of the Kentucky Revised Statutes, Chapter 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 semi-public 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 Alexandria; 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.