



CHAPTER – 3 VISION, GOALS AND OBJECTIVES

Adopted by:

Campbell County Fiscal Court:	Ord. No O-14-06	November 1, 2006
Crestview:	Ord. No. 2006-09	November 21, 2006
Melbourne:	Ord. No 06-11-0	December 11, 2006
Silver Grove:	Ord. No 06-11-02	December 4, 2006
Southgate:	Ord. No 06-08	December 20, 2006
Woodlawn:	Ord. No 12-01-0	December 13, 2006

The Goals and Objectives Element of the Comprehensive Plan (one of the four statutorily required elements of the Comprehensive Plan) continue to be a fundamental part of the comprehensive planning process, identifying the overall ends toward which the planning effort is to be directed. Chapter 100 of the Kentucky Revised Statutes requires a Statement of Goals and Objectives, which ". . . shall serve as a guide for the physical development and economic and social well - being of the planning unit". These statutes also require that:

"The planning commission of each planning unit shall prepare and adopt the statement of goals and objectives to act as a guide for the preparation of the remaining elements and the aids to implementing the plans. The statement shall be presented for consideration, amendment and adoption by the legislative bodies and fiscal courts in the planning unit. . ."

". . . If the goals and objectives statement is not proposed to be amended, it shall not be necessary to submit it to the legislative bodies and fiscal courts for action. . ."

The Goals and Objectives, utilized in development of the adopted 1981 Comprehensive Plan Update, were adopted by the NKAPC, and all legislative bodies in Kenton and Campbell Counties. For the 1992 Comprehensive Plan Update these Goals and Objectives were evaluated and readopted by the Campbell County and Municipal Planning and Zoning Commission. When the 2000 Comprehensive Plan Update began they were again evaluated and readopted by the Municipal Planning and Zoning Commission.

As part of its review, the Campbell County and Municipal Planning and Zoning Commission determined that the existing goals and objectives were no longer sufficient to meet the changing needs of the community. The Planning Commission determined that a new set of goals and objectives were necessary to help guide the future growth and development of the community. On October 10, 2006, the Campbell County and Municipal Planning and Zoning Commission held a public hearing and subsequently approved and adopted the following vision, goals and objectives.

These Goals and Objectives were used as the bases upon which all other elements of the update were built. They will continue to be used as the bases upon which all proposed plan and zone change requests and proposals for new subdivision development shall be judged.



Campbell County, KY Vision (Target Date 2012):

Campbell County is a unique and special place with an agricultural heritage, country charm, quality neighborhoods, and urban sophistication. We are a dynamic community that provides meaningful opportunities for all people in which to live, learn, work, play, worship, and realize their future goals.

Campbell County offers a variety of housing options for people in all life phases and income levels. We have a diversified mix of high quality housing to support the educational and economic objectives of our community.

Campbell County promotes lifelong learning and a strong learning environment. We are educated and informed contributors in the local neighborhood as well as the global community.

Campbell County capitalizes on its strong partnership with Northern Kentucky University to use education and knowledge-based enterprises to leverage our economic growth. We have clusters of environmentally friendly, light industries and businesses with high paying jobs in campus-like developments where mixed uses blend together seamlessly in attractive settings.

Campbell County enjoys a vigorous business and industrial community that provides an extensive range of economic development and employment opportunities for all our citizens. We have a successful agri-tourism industry and our agricultural industry is thriving as a result of new and innovative enterprises.

Campbell County provides active and passive recreational opportunities that link our neighborhoods into a larger open space system. We have a green infrastructure network that is interlaced with trails, walkways, bike paths, playgrounds, swimming facilities, bridle trails, golf courses, and sports complexes.

Campbell County's citizens participate actively in county governance. We have a government that makes wise decisions and provides leadership to keep the community focused on realizing the goals expressed in our vision.

Campbell County government, both municipal and county, works together harmoniously to focus the many strengths of the various communities to produce a vibrant whole. We have government services that are unified effectively and economically.

Campbell County draws from the strength of its rich history to face the challenges of today and establish the foundation to create a brighter tomorrow. We are the community of choice for the Tri-State area.



To achieve this Vision of the Future, Campbell County will pursue the following Goals and Objectives:

Land Use and Development

Goal: Use land use tools to ensure that future County land use patterns are well-planned, use high quality methods and effectively manage any potential external impacts.

Objectives:

- Implement land use planning tools to ensure that future development and redevelopment reinforces the County's high quality and creates a livable environment through its buildings, site development, traffic patterns, signage and landscaping. Land use planning tools may include regulatory controls, incentives and education.
- Use the full array of available land use planning tools to effectively manage potential external and off-site impacts that may result from proposed development.
- Use land use planning tools to create functional and attractive transitions between differing land uses and avoid potential land use conflicts.
- Use the full array of available land use planning tools to foster redevelopment and reinvestment, eliminate vacant properties and improve underutilized properties to their highest and best uses.
- Use the full array of available land use planning tools to protect personal property rights from both unnecessary governmental intrusion and negative impacts that may result from conflicting or unmanaged land uses.
- Ensure the fair and unbiased enforcement of land use regulations.



Intergovernmental Coordination

Goal: Work with the surrounding governmental agencies and communities of: Alexandria, Bellevue, California, Cold Spring, Crestview, Dayton, Ft. Thomas, Highland Heights, Melbourne, Mentor, Newport, Silver Grove, Southgate, Wilder and Woodlawn, as well as adjacent Counties, to promote high quality places to live, work and play.

Objectives:

- Encourage and promote communication at all levels with surrounding communities.
- Respect and support the various land use planning efforts and plans as may be adopted and amended by the surrounding Cities and Counties.
- Develop strategies for facilitating coordination regarding planning, transportation and infrastructure in areas surrounding a border between a municipality and the County to ensure a seamless, attractive and well-functioning environment.
- Evaluate strategies for creating a coordinated administrative process for development that maintains local control and reflects locally-derived standards.
- Support and coordinate with the initiatives developed through the regional *Vision 2015* plan, the Northern Kentucky Chamber of Commerce, Kentucky Tri-County Economic Development Corporation (Tri-ED), and other regional initiatives
- Create, maintain and regularly update a county-wide coordinated mapping system (Geographic Information Systems).
- Ensure that government offices and services are accessible to all residents of Campbell County by consciously managing facility locations, public information dissemination and use of information technology to maximize the general public's access.
- Provide an effective program of public safety to prevent, where possible, and minimize, when necessary, injury or damage to persons or property, using intergovernmental coordination agreements to ensure seamless coverage of the County's residents and businesses.
- Evaluate the potential adverse impacts on viable farmland during decision-making processes regarding public sector infrastructure improvements.
- Work with Northern Kentucky University (NKU) and surrounding communities to create a unified land use plan for the areas surrounding the University.



- Work with the various Fire Districts, Police Departments, Office of Emergency Management and all other related departments, agencies and service providers to supply an effective program of public safety, including hazard mitigation planning.

Economic Development and Employment

Goal: Increase the local tax base to lessen tax dependence on residential properties and increase the County's ability to fund necessary initiatives by building the County's light industry, office and technology-related businesses sectors.

Objectives:

- Identify infrastructure and transportation initiatives necessary to facilitate light industrial, industrial, office and technology-related uses in locations where such land uses would be otherwise feasible and would not create negative impacts on other land uses.
- Attract high quality light industrial light industry, office and technology-related development in areas where infrastructure, transportation networks, surrounding land uses and other factors create opportunities for this land use.
- Develop land use regulations and other regulatory strategies to manage potential impacts of light industrial, office and technology-related land uses. Such strategies may include buffering and transportation improvement requirements, noise and lighting standards, and other methods.
- Evaluate opportunities for facilitating industry, office and technology-related development in conjunction with other land uses to create attractive, livable mixed-use environments.
- Maximize educational resources and workforce training to build an employee pool that is well-prepared to meet anticipated light industrial, office and technology-related employment needs.
- Develop land use regulations and other regulatory tools to provide appropriate protections for light industrial, office and technology-related businesses against the intrusion of incompatible land uses.
- Support the Economic Competitiveness strategies identified in the *Vision 2015* plan, including targeting high growth potential industrial sectors, marketing the region and building entrepreneurship opportunities.
- Regularly evaluate future land use policies in light of the findings of, and policy changes resulting from, the current State legislative review of small business taxation and other tax policy debates.



Goal: Increase the local tax base and support local residents' needs through strategic development of commercial goods and services.

Objectives:

- Determine the amount and location of facilities providing goods and services, primarily on the basis of what can be supported.
- Use the Future Land Use Plan, land use regulations and other regulatory tools to manage commercial development pressures for the benefit of residents' quality of life. Support for commercial development should be targeted to those locations that have been identified as appropriate for commercial development, and the scale and intensity of commercial land uses should be managed to ensure that the proposed commercial activity meets the needs of targeted County residents without creating undesirable traffic or infrastructure impacts.
- Discourage the over-development or premature development of commercial uses that is not based on a sound finding of current and projected demand.
- Support and facilitate the redevelopment of existing underutilized or vacant commercial properties, especially on major roadway corridors, through land use controls, promotion and redevelopment incentives.
- Develop land use regulations and other regulatory tools to provide appropriate protections for commercial and service businesses against the intrusion of incompatible land uses.
- Develop regulatory tools to support neighborhood-scale retail and services within walking distances of residential areas. Neighborhood-scale development should occur in locations where proximity of residences, pedestrian/traffic issues and other factors can be adequately addressed.



Goal: Capitalize on NKU as an economic asset and a cultural hub.

Objectives:

- Maintain and strengthen the partnership between the County and Northern Kentucky University (NKU).
- Support the development of land use and transportation patterns in the NKU vicinity that will maximize the County's benefits from NKU. Land uses such as higher education, research and development facilities, business incubators, technological design and development and high quality student housing will play a key role in building the synergy between the University, the County and surrounding municipalities.
- Coordinate land use, transportation planning and land use regulations in the municipalities and County to ensure that the multi-jurisdictional area surrounding NKU develops efficiently and seamlessly so that all entities benefit from a high quality, highly effective development and transportation pattern.

Goal: Minimize County unemployment levels by providing a variety of employment opportunities oriented to various segments of the labor force and the skills they exhibit.

Objectives:

- Support the local implementation of the initiatives for building employment opportunities as identified in the regional Vision 2015 plan and other initiatives.
- Support and continue to expand professional education, technical training and re-training opportunities, particularly in fields that have been identified as emerging or potential economic development opportunities.
- Actively market Campbell County's workforce capabilities to existing and potential businesses in partnership with initiatives stemming from the Vision 2015 plan,



Goal: Support the continued economic viability of Campbell County’s working farms and agricultural enterprises.

Objectives:

- Use the Future Land Use Plan to identify areas that are to be preserved for working farms and agricultural enterprises.
- Develop land use regulations that provide right-to-farm protections in appropriate areas to ensure that agricultural operations can continue with minimal external conflicts.
- Support and continue to build strategies for helping Campbell County’s working farms and agricultural businesses identify and capitalize on emerging and underutilized agribusiness opportunities.
- Support the preservation of Campbell County’s working farms and agricultural enterprises through available local, state and regional resources, and pursue additional strategies for expanding and perpetuating agricultural land preservation through education, economic restructuring and land use regulations.

Housing/Residential Development and Revitalization

Goal: Ensure the conservation of Campbell County’s existing supply of housing.

Objectives:

- Facilitate the continued reuse of Campbell County’s existing housing stock by using regulations and initiatives to support improvements to existing residential properties in both suburban and rural locations.
- Use community-based initiatives and targeted public sector involvement to foster the rehabilitation of existing housing.
- Eliminate dilapidated and unfit housing through property maintenance enforcement and redevelopment initiatives, where appropriate.



Goal: Encourage a variety of residential densities and housing types in appropriate locations in the County that will provide options for a range of household sizes, age groups, and income levels to promote a high quality environment.

Objectives:

- Use the Future Land Use Plan to specify areas where various types and densities of residential land uses are appropriate.
- Enhance the County's existing land use regulations to facilitate a variety of housing patterns that fit the unique character and environment of specific locations.
- Ensure the provision of appropriate amounts of open space in association with residential development, including both passive and active open spaces in coordination with the countywide patterns proposed in the Future Land Use Plan.
- Develop land use regulations and other regulatory tools to provide appropriate protections for residential land uses against the intrusion of incompatible land uses.
- Ensure that Campbell County's regulations with regard to equal opportunity in choice of housing are supported and enforced.
- Establish requirements and/or performance standards for housing development that anticipate and attempt to address potential future impacts resulting from water and sanitary sewer needs, traffic congestion and open space preservation.

Goal: Encourage mixed use destination developments in appropriate locations that will promote a sense of community and provide housing, employment, recreation, community gathering and shopping options.

Objectives:

- Use the Future Land Use Plan to specify areas where mixed use development may be appropriate on the basis of surrounding land uses, transportation networks and other supportive infrastructure.
- Develop land use regulatory tools necessary to adequately and efficiently review mixed use development proposals, both to ensure high quality development and to anticipate and address any potential impacts.
- Evaluate potential strategies for providing incentives to encourage mixed use development in appropriate locations.



Environment

Goal: Provide a safe, healthy and attractive environment for Campbell County's residents.

Objectives:

- Develop planning tools to help the County adequately consider methods of reducing energy consumption and protecting energy resources.
- Reinforce and expand, where necessary, land use and building regulations and other tools necessary to protect and restore Campbell County's environmentally sensitive hillsides, wetlands, rivers and other natural resources.
- Use public and private sector resources to protect and restore natural areas, particularly those that have environmentally sensitive features and/or provide active and passive open space and recreation amenities for residents. Environmentally sensitive features may include mature vegetation stands that are character-defining features of the community, woodlands, stream corridors, steep slopes and other similar types of features.
- Increase public awareness of methods for preserving the natural environment, including soil conservation, hillside stabilization, natural stormwater management, and others.
- Develop public/private sector strategies for ensuring the restoration of lands that become damaged due to resource extraction or other uses that may negatively impact the environment.
- Use public land use and police powers to manage activities that may negatively impact the County's environmental quality, including open trash burning, hillside destabilization and cutting, earth moving, deforestation and illegal dumping.
- Increase provision of public safety resources, including warning sirens, emergency shelters and technology-based warning systems.
- Promote mixed land use strategies where feasible to lessen travel demands and deemphasize urban sprawl.



Community Facilities - Education

Goal: Provide a quality education to all children in the County.

Objectives:

- Work in conjunction with public and private schools and school districts to establish appropriate sites site acquisition and funding strategies for future educational facility needs.
- Support the local implementation of the initiatives for building student achievement as identified in the regional *Vision 2015* plan.
- Support initiatives to facilitate communication and coordination between school providers, libraries, recreation facility providers and other agencies.
- Support initiatives to promote development patterns that will allow for the optional utilization of existing educational facilities and lessen the demand for new facilities.

Goal: Provide a variety of additional educational opportunities to serve the unique needs, desires, and interests of the population.

Objectives:

- Support the local implementation of the initiatives for building adult educational excellent as identified in the regional *Vision 2015* plan.
- Support and continue to expand education and training opportunities, particularly in fields or topic areas that have been identified as emerging or potential areas of interest for the population.
- Increase public awareness of the variety of educational resources available to County residents through the County's numerous training, enrichment and continuing education programs, as well as its formal educational resources.
- Support Campbell County Cooperative Extension Office's provision of adult educational opportunities.
- Ensure that future educational facilities are sited in area conveniently located to their intended service population, that they can be accessed through multiple transportation alternatives, and that they reinforce racial and social equity.
- Strengthen the County's partnership with the Campbell County Public Library to create centers of learning throughout the County.



Community Facilities – Public Health

Goal: Provide for adequate public facilities and programs to enable the community to protect and care for the population and prevent sickness and disease.

Objectives:

- Use population projections and the Comprehensive Plan to evaluate future health care needs and potential siting of future health care resources.
- Evaluate plans for future use of existing and potential new health care facilities in light of public health and disease prevention and control requirements.
- Support the local implementation of the initiatives for building excellent health care as identified in the regional *Vision 2015* plan, the Northern Kentucky Health Department's Master Health Plan for Northern Kentucky and other initiatives.
- Ensure that major health care facilities are accessible to the public through a thorough multi-modal transportation network.

Community Facilities – Cultural Resources

Goals: Ensure that Campbell County provides access to cultural facilities at a level necessary to sustain the County's ability to retain and attract residents and businesses.

Objectives:

- Promote County awareness of and access to cultural facilities available throughout the Northern Kentucky and Greater Cincinnati regions.
- Support the local implementation of the initiatives for enhancing the County cultural facilities as identified in the regional *Vision 2015* plan, municipal plans and other initiatives.
- Support and promote the availability of the County's existing cultural facilities, such as the events conducted at Northern Kentucky University, community schools and cultural centers, private arts facilities, 4-H and Campbell County Extension Service events.
- Support efforts to create cultural facilities in the southern and eastern portions of the County, particularly in locations where population support exists and where unique local resources can be leveraged effectively.
- Support the Campbell County Public Library's efforts to provide expanded cultural opportunities to residents throughout the County.



- Partner with the Campbell County Historical Society and other appropriate advocacy groups to raise awareness of Campbell County's unique historic resources.

Community Facilities - Recreation

Goal: Ensure that Campbell County provides access to quality passive and active recreational facilities at a level necessary to sustain the County's ability to retain and attract residents and businesses and build the community's health.

Objectives:

- Review and implement the recommendations of the Campbell County Parks and Recreation Master Plan adopted in 2002.
- Provide basic active and passive recreation and open space facilities and programs which are conveniently located and accessible to the population, both land and river based.
- Provide indoor and outdoor recreational opportunities for people of all ages.
- Support and participate in the initiatives proposed by the *Vision 2015* plan to develop an integrated system of parks, green space and tourist destinations.
- Increase Campbell County's opportunities for recreational facilities that have low environmental impact.
- Provide for new recreation opportunities, especially in the center of the County, on the basis of community demand and facilities needs.
- Build upon the success of A.J. Jolly Park by strategically expanding the types and qualities of amenities available. Improvements to the Park should be designed to address stated community interests in future park use.
- Support the Campbell County Public Library's initiatives to expand its services beyond traditional reading materials to include community events, multimedia resources, and neighborhood program offerings.



Goal: Ensure the incorporation of design for recreation and open spaces as an integral part of emerging development or redevelopment.

Objectives:

- Use land use regulatory tools to ensure that recreation and open space areas complement and enhance surrounding development, rather than take on the appearance of appendages added out of necessity.
- Use land use regulatory tools to protect recreational areas from the intrusion of other types of land use.
- Plan for and design recreational and open space resources to ensure that any short-term uses of the environment will be to the long-range benefit of the community.
- Enhance opportunities for preserving open space through the purchase of conservation easements through private and public sector initiatives.
- Enhance provision of neighborhood recreational facilities in newer residential communities through private open space requirements.

Community Character Preservation (Open Space and Historic Resources)

Goal: Create and expand the County's network of open spaces, including undeveloped natural spaces and landscaped areas.

Objectives:

- Use land use regulations and the design review process to ensure the preservation or creation of open space in conjunction with all new developments.
- Use land use regulations and the design review process to ensure the inclusion and maintenance of appropriate levels of landscaping, trees, and other natural features in conjunction with all development or redevelopment.
- Use land use regulations and the design review process to limit the amount of land covered by impervious surfaces.
- Use land use planning and transportation improvements to develop connected corridors of green space throughout the County.
- Evaluate the use of creative land preservation strategies, such as transfer of development rights (TDR's), as a means of protecting farmland and open space.



Goal: Provide a viable and continuing strategy for preserving quality farmland.

Objectives:

- Use land use regulations to protect the rights of agricultural establishments against noise, odor and other complaints.
- Develop initiatives to support the effective transition of agricultural establishments within the County's economy by helping them identify and transition to economically and environmentally sustainable crops, products and operational methods.
- Develop a system for promoting the County's agricultural businesses to local and regional residents.

Goal: Capitalize on the Ohio and Licking Rivers and other waterways as assets to the community.

- Increase access to the rivers in locations where access is feasible through the extension of the County's road and park networks.
- Use the Comprehensive Plan to evaluate appropriate development and redevelopment strategies for lands and communities located near the Rivers.
- Use land use regulations to carefully manage the development and redevelopment of areas near the Rivers, with particular attention to ensuring a high quality environment and increasing the riverfront's environmental quality.
- Use land use regulations to manage potential impacts on floodways and flood plains for the benefit of the environment, residents and existing businesses.

Goal: Promote balanced development that is complementary to the existing character and strive to protect existing historical buildings and sites.

Objectives:

- Use land use and cultural resources survey tools to identify specific locations that have unique environmental features and/or historically significant resources.
- Use land use and other regulatory tools to protect the unique character of the County's historic resources.
- Publicize Campbell County's unique historic resources to build an understanding of and appreciation for the County's heritage.



Utilities

Goal: Provide a dependable and adequate supply of all essential utility services to the population as economically and effectively as possible.

Objectives:

- Use the Comprehensive Plan and land use regulations to maximize the efficient use of utilities, particularly existing sanitary sewer and water infrastructure and lessen the demand for water and sanitary sewer in locations that cannot be served efficiently.
- Pursue intergovernmental strategies for maintaining an ongoing coordination between land use planning and utility system capacity and expansion.
- Coordinate utility improvements through the local utilities (Northern Kentucky Water District, Sanitation District #1, Duke Energy, Cincinnati Bell, etc.) with roadway and other infrastructure improvements to ensure that capacity expansions in both systems are coordinated within the context of the future land use changes that these systems may stimulate.
- Evaluate the development of Urban Service Boundaries as a tool to manage service provisions and to identify areas for urban types of development.
- Develop strategies for using available technologies for managing utility needs to maintain quality of life and avoid environmental impacts in locations where public infrastructure cannot be efficiently extended due to topography, environmental characteristics and other concerns.
- Continue to employ strategies for managing stormwater impacts on private property in urban, suburban and rural locations through the Zoning Code and Subdivision Regulations.
- Partner with existing and potential internet providers to facilitate access to high-speed internet service throughout the County.



Transportation

Goal: Develop a balanced total transportation system which incorporates and integrates all transportation modes (including: air, water, rail, mass transit, roadway, bicycle and pedestrian access facilities).

Objectives:

- Use the Comprehensive Plan to evaluate existing and potential future gaps, conflicts, inefficiencies or deficiencies in the County's transportation systems.
- Continue to review and implement the Campbell County Transportation Plan, adopted in 2003.
- Use land use and transportation policies to foster safe, efficient and effective pedestrian and bicycle access throughout the County.
- Work in conjunction with TANK to identify future public mass transit needs and coordinate with TANK's Transit Study Master Plan.
- Continue to pursue transportation improvement funding through local, state and regional sources.
- Use available tools and incentives to ensure efficient and effective options for vehicular and non-vehicular connections between existing and future developments.
- Evaluate impacts of ongoing 471 studies with regard to the effectiveness and efficiency of Campbell County's surface transportation system.

Goal: Manage the impacts of increasing traffic, particularly vehicular and truck traffic in urban and rural roadway networks.

Objectives:

- Develop access or service roads along major routes in locations where planned development characteristics require consolidation of access points.
- Develop a locally-appropriate palette of traffic calming strategies and apply these strategies to locations where pedestrian and vehicular safety will be improved through slower traffic.
- Continue to expand non-motorized vehicular transportation options by incorporating bicycle, pedestrian and multi-use trails and facilities into all appropriate future transportation planning.



- Work closely with the Kentucky Transportation Cabinet to ensure interstate and state road improvements are compatible with existing and future development patterns.

Goal: Coordinate future land use and transportation networks to support travel mode choice, pedestrian comfort and efficient local transportation and avoid uncontrolled urban sprawl.

Objectives:

- Use the Comprehensive Plan to identify appropriate locations for existing and future transportation facilities to ensure that these do not unnecessarily intrude into or divide land use areas.
- Shorten average travel trips by planning for the location of various land use types so that they minimize distances between major points of origin and destination, both for energy consumption reduction and for convenience purposes.
- Integrate transportation modes to satisfy the needs of various segments of the population, including both the general population and the special needs of the elderly, children, handicapped persons, low income level families, and other disadvantaged persons.