

## *Strategic Vision*

### **Campbell County Planning & Zoning Commission Strategy for the Campbell County Comprehensive Plan Update Strategic Vision for the Year 2020**

Respecting our rural heritage and atmosphere, we promote education and economic growth and vitality for all citizens. Campbell County provides a balance of multi-income housing, a wide range of business and industry to provide economic development and employment opportunities. We provide recreational and agricultural opportunities to blend with an urban environment.

We have a diversified mix of high quality housing to support the economic and educational objectives of our community. We are a diverse community that supports healthy living, personal connections and participation, spiritual and cultural enhancement. We encourage citizens to utilize the facilities that are available. Our community is full of involved people who act as mentors, role models and educators.

Our community promotes a healthy start to lifelong learning. We provide strong elementary, secondary, post-secondary, and adult learning environments. We exceed national education attainment at every level. We are educated and informed contributors in the local neighborhood as well as the global community.

Our community promotes employment opportunities for all its citizens. Campbell County has a vigorous and extensive business community. We are a center for knowledge-based industry, information technology, financial, advanced manufacturing, and headquarters operations. We are very effective at using the university to leverage our economic growth. We have clusters of environmentally friendly light industries with high paying jobs. We have campus-like developments where businesses and residents live side-by-side in attractive settings. We are sought out by enlightened managements seeking to relocate their businesses. We have excellent access to rivers, major highways, air and rail. Our agricultural industry is thriving as a result of new and innovative enterprises. Our community stimulates entrepreneurship and small business development. We are a net importer of jobs.

Our community is interlaced with trails, walkways, bike paths, playgrounds, swimming facilities, bridle trails, golf courses and a vibrant nightlife. Our residents have access to professional sports and a variety of entertainment venues, including nationally recognized museums, arboretums, libraries, a zoo, theaters, symphony, ballet, parks and fairs. We promote health by providing different types of recreational leagues and fitness facilities for all ages. We have the largest park system in the commonwealth of Kentucky. We have a successful agri-tourism industry. We have several nationally registered historic districts.

Citizens participate actively in county governance. Our government makes wise decisions and provides leadership to keep the community focused on realizing the goals expressed in our vision. Our urban/county governments work together harmoniously to leverage the many strengths of the various communities to produce a vibrant whole. Government services are unified effectively and economically.

Campbell County, as a place with an agricultural heritage, country charm, quality suburban neighborhoods, and urban sophistication is a dynamic community that provides meaningful opportunities for all people in which to live, learn, work, play, worship, and realize their future goals. We are the community of choice for the tri-state area.

## *Matrix of Strategic Priorities*

**PRIORITIES**

Objectives are shown in order of priority. Objective 1, the highest priority, is shown as a red, diamond shaped bullet at the top of the matrix.

**ACCOMPLISHMENT STAGE**

The numbers 0-10 across the bottom show your stage of progress and the type of management attention needed to continue moving forward:

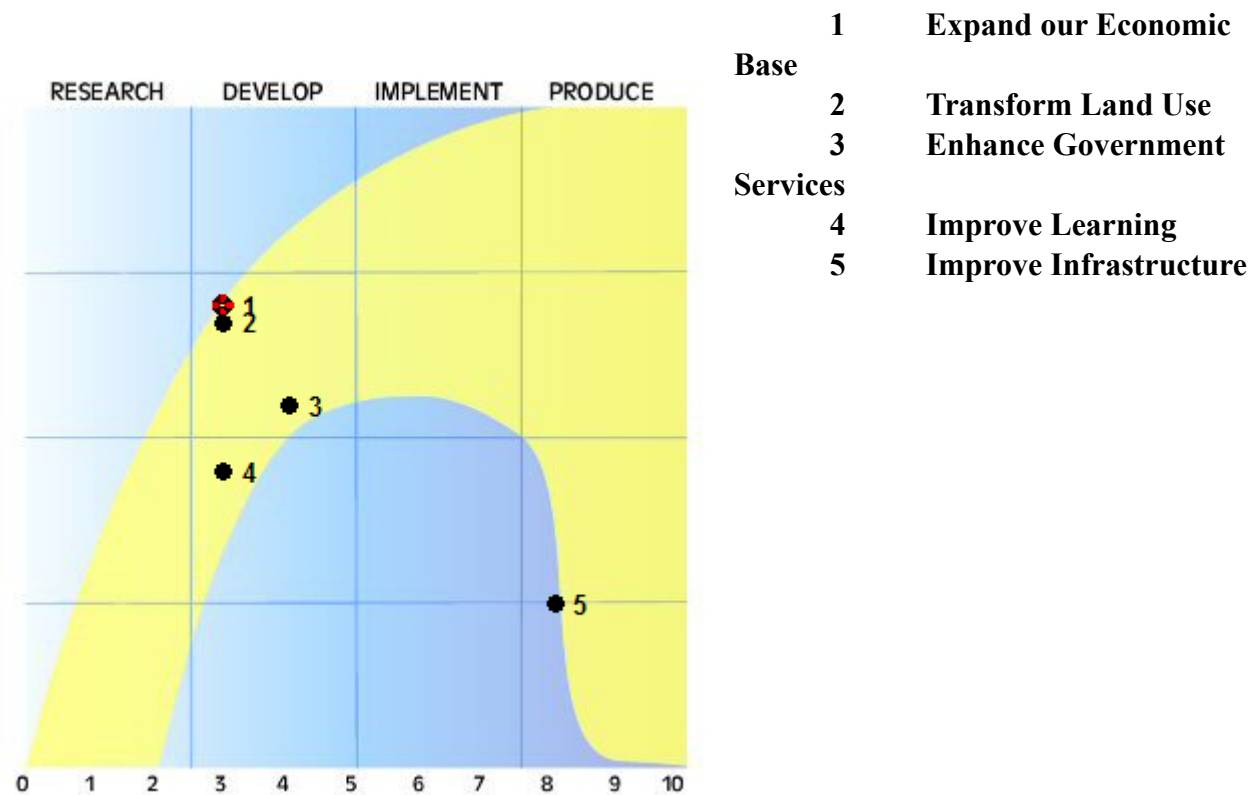
**QUADRANTS**

Objectives in the "IF" quadrant need research on their potential impact on achieving the overall vision. Process is the "WHAT" quadrant. Objectives in this quadrant need processes and resources that will support implementation.

Attention in the "HOW" quadrant is focused on discovering how to turn plans into results.

Objectives in the "WHY" quadrant need to pass a reward-vs.-cost test. "Why should we continue putting resources into this?"

*Matrix* *Objectives*



## Observations and Recommendations

### Location of Strategic Objectives on the Grid

1. All of Campbell County’s planning objectives are on or close to the yellow optimum path. This suggests that these objectives have been receiving about the right amount of resources relative to their strategic priority in achieving your vision, an encouraging sign.
2. You have adequate information and high expectations of Objectives I, II, and III. Focus on developing action plans to move these objectives forward. Ask: “WHAT projects must we manage and implement in order to move these objectives forward?”
3. You appear to have incomplete information and less confidence in the value of Objective IV in achieving your vision. Ask: “IF we pursue this objective, what will be the impact, good or bad, on achieving our vision?”
4. You have assigned Objective V lower priority, but it is strategically important for achieving your vision. Develop a plan to sustain it with minimum practical additional resources. You have plenty of

hands-on experience. However, ask: “WHY should we invest additional county resources in advancing this objective?”

## **Recommendations**

1. Champion and promote your vision vigorously, repeatedly and consistently, and enroll broad support and participation.
2. Objective I “**Expand our Economic Base**” is your prime constraint. This is the bottleneck that will slow down or block accomplishment of your other objectives. You have limited resources. To break through, this objective must always receive preference in allocation of money, time and talent, even at the expense of lower priority objectives. You must aim to make maximum progress to the next target stage of accomplishment in the shortest possible time. Choose a strong team leader.
3. Your projects are complex (Type 3). Project management must be well-planned and disciplined. Getting it right the first time takes less time than redoing it later. Establish a Strategic Project Management Steering Committee to guide, coordinate and set overall policy.
4. Select teams carefully, with a sound balance of expertise, knowledge and style. Encourage them to create and adhere to a rigorous Project Charter. Set aggressive but realistic milestones and commit to staying on schedule. Reexamine the action agenda and make sure that the grouping of initiatives into projects makes sense and is workable. Communicate! Check whether projects and resources assigned to other objectives might actually be more effectively reassigned to support the accomplishment of Objective I.
5. Objective II is almost as important. However, be selective in what you decide to pursue in parallel with Objective I, and consider assigning different people to the project teams to avoid diverting or diluting critical effort.

# Action Agenda

<b>OBJECTIVE I</b>	<b>Expand our Economic Base</b>
<b>Expected Results</b>	
<b>Matrix Stage</b>	<ul style="list-style-type: none"> <li>• Currently at Stage 3; advance to Stage __ by ____</li> </ul>
<b>Lead</b>	
<b>Team</b>	
<b>Milestones</b>	

## PROJECTS

### A. Support development of existing and future businesses

- 19. encourage business development
- 26. research and design innovative tax structure
- 52. make Campbell County enviable as a place to live and work
- 56. create stand-alone economic department for all of Campbell County - one stop shop
- 59. designate and reserve sites for business development
- 93. create tax incentives for start-ups
- 121. support expansion of existing businesses
- 122. reexamine the Port Authority

### B. Market Campbell County

- 1. market Campbell County community
- 20. be business friendly
- 74. promote mixed-use development (commercial/industrial/office, etc.)
- 94. create tax incentives for desirable development
- 117. recruit Fortune 500 company
- 119. create industrial parks
- 120. promote existing industrial parks
- 133. put a hotel and conference center at A. J. Jolly park

### C. Pursue new business sectors in which Campbell County can lead

- 5. develop economically sustainable agriculture
- 38. create opportunities to support agri-tourism
- 148. establish year-round farmers market
- 149. set up farmer's commercial market

### D. Change state funding laws

- 83. change state funding rules
- 84. return more state tax dollars to Campbell County
- 92. explore potential for gaming in Campbell County

179. apply for more grant money

**E. Attract skilled and diverse work force**

23. develop diverse industries

24. create high paying jobs

25. create jobs

**F. Prepare Campbell County for future energy needs**

165. prepare Campbell County for the land-based fuels boom

166. construct solar power plant

167. construct wind-driven power plant

170. pursue geothermal power sources

<b>OBJECTIVE II</b>	<b>Transform Land Use</b>
<b>Expected Results</b>	
<b>Matrix Stage</b>	<ul style="list-style-type: none"> <li>Currently at Stage 3; advance to Stage __ by _____</li> </ul>
<b>Lead</b>	
<b>Team</b>	
<b>Milestones</b>	

**PROJECTS**

**A. Update and implement policies**

**General**

- 21. require economic impact analysis
- 34. inventory our land assets
- 70. balance commercial, residential, and industrial development
- 99. discourage urban sprawl
- 108. improve the process of managing progress
- 138. allow for extensive development on AA
- 162. create high end housing developments
- 164. create communities less dependent on the automobile for everyday needs

**Green**

- 22. require environmental impact analysis
- 43. balance development with conservation
- 49. preserve green space
- 137. keep the AA Hwy a commuter highway
- 190. manage growth to prevent urban sprawl

**People**

- 61. increase population density
- 118. prepare for an influx of a more diverse population
- 205. make all new development multi-modal and mixed-use

**Regulations**

- 6. update sub-division regulations
- 171. establish urban design standards
- 185. clarify regulations for road improvements as it pertains to property divisions
- 186. require road improvements with property divisions ( no waivers)
- 194. reduce the number of curb cuts permitted on county roads
- 197. mandate innovative land planning
- 198. eliminate the concept of minimum standards in regulations

## **Allow, generate and create innovative development**

- 17. encourage development in the urban core
- 18. promote brown-field development
- 54. advocate infill and use of existing buildings
- 201. encourage development of culture areas
- 202. encourage and support historical preservation

## **C. Create lifestyle communities**

- 2. encourage high end housing
- 7. develop retirement communities
- 29. encourage mixed-use high-rise building along the river
- 48. promote mixed- use communities (housing types)
- 109. permit upscale high-end communities
- 110. encourage cluster residential communities
- 111. create lifestyle communities
- 195. encourage cluster development in rural areas
- 196. encourage cluster dev in all areas
- 212. encourage mixed income housing developments

<b>OBJECTIVE III</b>	<b>Enhance Government Services</b>
<b>Expected Results</b>	
<b>Matrix Stage</b>	<ul style="list-style-type: none"> <li>Currently at Stage 4; advance to Stage __ by ____</li> </ul>
<b>Lead</b>	
<b>Team</b>	
<b>Milestones</b>	

**PROJECTS**

**A. Consolidate services**

- 11. consolidate service delivery
- 42. simplify government agencies
- 71. consolidate government services
- 72. consolidate planning coordination
- 73. coordinate planning throughout the county
- 77. increase the planning department budget
- 85. Change state rules about different classes of communities
- 89. encourage state to take over jail operations
- 141. set up an urban government
- 144. create townships/districts within the county
- 145. have one planning commission for all of Campbell County
- 147. have one urban/county government
- 184. consolidate road departments
- 177. simplify city boundaries (i.e get rid of the Swiss Cheese)

**B. Expand Recreation**

- 9. build new parks
- 27. acquire right-of-ways for bike trails
- 28. acquire right-of-ways for walkways
- 32. build recreation centers
- 33. build swimming facilities
- 45. add recreational facilities
- 130. build more recreation fields
- 132. build a boat ramp at Penderly Park
- 207. create recreational leagues in addition to those for youth leagues (young adults)

**C. Construct needed community facilities**

- 88. go into the jail business for other counties
- 91. provide treatment for alcohol and drug addiction
- 151. build new county administration building
- 152. build new county justice center
- 156. relocate new administration building to central Campbell County

#### **D. Expand and support community involvement**

- 14. support Camp Springs initiative
- 87. encourage citizens to follow the law so we can get rid of the jail
- 123. create community communication plan
- 126. improve electronic communications between citizens and government
- 199. improve recycling
- 210. increase compensation for members of P&Z Board
- 214. support community interest groups (like CSI)

#### **E. Investigate tools to facilitate desirable land development**

- 3. provide tools for farmland protection
- 35. inventory housing assets
- 63. property rights for the property owner
- 64. property rights for the surrounding area
- 58, 65. explore transfer and purchase of development rights (TDR, PDR) to preserve existing farmland
- 139. reexamine annexation policies
- 142. set up a county forestry policy
- 175. increase number and protection of wetlands

#### **F. Improve and enhance enforcement and regulation**

- 4. update zoning maps
- 15. zoning code updates to go with zoning maps
- 16. separate regulations to go with zone and rural
- 66. increase code enforcement
- 67. enforce codes to prevent property blight
- 68. enforce codes for property maintenance
- 98. limit agricultural exemptions to places that actually do agriculture
- 172. get Army Corps of Engineers to qualify flood plain restrictions so they are more appropriate for our area
- 173. qualify blue line streams
- 176. expand jurisdiction for building permit review
- 181. restore the ability of local communities to regulate cell towers
- 203. make the state and county governments follow all the regulations they impose on private developers

<b>OBJECTIVE IV</b>	<b>Improve Learning</b>
<b>Expected Results</b>	
<b>Matrix Stage</b>	• Currently at Stage 3; advance to Stage __ by ____
<b>Lead</b>	
<b>Team</b>	
<b>Milestones</b>	

**PROJECTS**

**1. Provide adequate facilities**

- 13. Provide school capacity to meet demand
- 158. increase use of school facilities - 24/7 schools
- 163. create a magnet school

**2. Pursue community school enhancement**

- 146. consolidate into one school district for all of CC
- 178. simplify education boundaries

**3. Continue NKU development**

- 46. achieve NKU Division I sports status
- 57. encourage links between NKU and community schools
- 86. support growth of NKU
- 61. build a public school in conjunction with the university

**4. Provide community support for literacy and employability of youth**

- 31. build libraries convenient to the population
- 44. improve the education system to support the job market
- 55. actively recruit and educate next generation of leaders

**5. Promote education resources to improve standard of living in Campbell County**

- 51. increase community involvement
- 53. encourage stewardship in the community
- 211. engage the youth in the planning process

<b>OBJECTIVE V</b>	<b>Improve Infrastructure</b>
<b>Expected Results</b>	
<b>Matrix Stage</b>	<ul style="list-style-type: none"> <li>Currently at Stage 8; advance to Stage __ by _____</li> </ul>
<b>Lead</b>	
<b>Team</b>	
<b>Milestones</b>	

**PROJECTS**

**1. Develop and expand access to affordable healthcare**

8. plan for expanded healthcare needs

**2. Maintain and upgrade infrastructure**

- 10. provide improved infrastructure (water, sewer, gas, electric)
- 36. broaden wireless coverage
- 37. extend utilities
- 79. improve storm water quality
- 168. encourage self reliance and getting people off the grid
- 169. encourage residential and industrial users to be self sufficient
- 180. improve rural cell phone service
- 182. persuade suppliers to provide DSL service
- 187. make the county or state buy the right-of-way you have to get when property is divided
- 200. require more electric and cable lines to be underground

**3. Expand and improve public transportation**

- 12. create better transportation system
- 60. develop better public transportation
- 62. study light rail
- 116. provide more public transportation
- 157. create a centralized mass transit system

**4. Maintain and develop road system**

- 40. extend 536
- 41. create scenic and historic byways throughout the county
- 50. attain adequate secondary roads

# Appendices

## About the Matrix of Strategic Priorities

**The Matrix of Strategic Priorities** shows how the organization's resources are being matched to its priorities. It also shows the optimum path of achievement that will allow the organization to achieve its vision with maximum efficiency.

### **Advancing Strategic Objectives**

Each objective on the matrix denotes a cluster of activities that are considered to be necessary for success. The organization's most important task is to advance the first objective, which is always the primary "constraint" to achieving the vision. Once the prime constraint has been broken, the organization can break succeeding constraints until the vision is achieved.

### **Allocating Resources**

To make maximum progress, we recommend that the highest priority objective (prime constraint) have first call on the organization's resources. There may be specific initiatives in some of the subordinate objectives that are also critical to accomplishing the prime objective. If so, these have been identified during the ComCat™ process and are included in the Action Plan.

### **Stages of Accomplishment**

In the ComCat™ process, accomplishment is measured according to progress through a series of stages. Each stage is defined by the type of action necessary to move the project forward. Thus ComCat users know exactly where each objective stands in the *process* of accomplishment. The stages help organizations identify the type of effort required to advance a project or objective. They also help identify areas of weakness in the organization's processes or capabilities.

### **The Language of Constraints**

The objectives displayed on the matrix are best understood as a series of strategic "constraints" or "bottlenecks" - the current barriers to achieving the organization's long term vision. Effective organizations engage in an ongoing process of identifying, prioritizing and eliminating these constraints. To make maximum progress, the organization is advised to focus on advancing its prime constraint, then to identify and advance the next prime constraint, and to continue this process until the vision has been achieved. Allocating organizational resources to other objectives at the expense of working on the prime constraint will inevitably slow progress toward achieving the organization's vision.

## CHARTER FORM

**Prepared By:** Comprehensive Plan/Economic Development Team

**Project Name:** Create Business Development Plan

<b>Project Scope</b>	
<b>Supports Objective #1</b>	Expand Our Economic Base
<b>Project Objectives</b>	Simplify, facilitate and expedite business development
<b>Project Customers</b>	Economic Progress Authority
<b>Customer Needs</b>	Be TRI-ED for Campbell County Identify what capabilities we have and means to market them Needs more market-ready property inventory and the means to market it (for EPA) Needs competitive advantage Understanding of why more businesses are not coming to CC
<b>Final Deliverable(s)</b>	Plan for developing business in CC specifically including market-ready property
<b>Customer Requirements</b>	Inventory of sites that are ready-to-go Resolve Topography issues Resolve infrastructure issues Streamline strategy to implement  Play to strengths of CC. Create unique positioning Start-up Packet that goes beyond what is provided by TRI-ED Brochure. Inventory of sites appropriately zoned Multi-media CD on Campbell County. Tax information. Market study of current environment. Infrastructure study. Educational environment. Recreational environment both local and regional. Tourism opportunities. Housing availability. Transportation availability. Qualified properties. Strategy for property development. Promotion to cities in order to win their support to be part of the solution. Funding and partnerships to expand capabilities.

<b>Customer Acceptance Criteria</b>	Inventory must be lot size requirements for use Streamlined approval xxx days from submission to project approval
<b>Key Stakeholders</b>	Land owner, P&Z, SD1, Utility agencies, Legislative bodies, Project Engineer
<b>Organizational Deliverables</b>	
<b>Organizational Acceptance Criteria</b>	
<b>Organizational Goals</b>	
<b>Project Assurance</b>	
<b>Scope Risk Limit Low - high tolerance 1-10</b>	1
<b>Reviews &amp; Approvals Required</b>	Legislative Monthly review, EPA - quarterly,
<b>Status Reports Required</b>	Report to Fiscal Court monthly.
<b>Project Resources</b>	
<b>Team Assignments - skill sets</b>	Representative from EPA, real estate broker, P&Z staff, project engineer/architect, developer, financial expert-banker,
<b>Deadlines</b>	TBD
<b>Staff Effort Limit</b>	Once-a-month meetings for team Some of this work will be done in Comprehensive Review process
<b>Spending Limit</b>	Staff and volunteer - \$0
<b>Organizational Constraints</b>	
<b>Project Priorities</b>	Quality = 1      Time = 2      Budget= 3

**Notes:**

**Support Business Environment Present & Future**

- Encourage Business Development
- Research and Design innovative tax structure
- Make CC enviable as a place to live and work
- Create stand-alone economic development for all of CC one-stop shop
- Designate and reserve sites for business development
- Create tax incentives for start-ups
- Support expansion of existing businesses