Economy

- Strive to attract new jobs and retain existing jobs
  - Diversity in types of jobs AND skills
  - Objective: education levels, etc.
  - Big companies need big land – not necessarily the case
  - Big companies leave big negative impacts when they leave
  - Want to attract small start-ups which could become big
  - Find where job opportunities are and seek them
  - If don’t have big companies, will not have medium sized companies – need a healthy mix
  - Stability is found more in small business
  - Objective: fostering smaller business

- Provide diverse educational opportunities for all skill levels
  - Rather than “diverse” possibly “targeted” toward the needs of employers/trends/etc.
  - “Varies” is important
  - Don’t have targeted education for specific job types
  - Gateway is an untapped resource
  - Demand here is for manufacturing jobs and we do not have the capacity nor the number of people to support this now. We do not have the number of people because high school graduates are pushed toward traditional 4 year colleges instead of technical.
  - Objective: identify up and coming career fields/opportunities
  - Seek a balance
  - Covington’s focus is on technical and life science industries
  - Our education level is not that high, there are segments missing – balance is necessary

- Attract diverse industries/talent by creating places that are unique and attractive
  - Want “least offensive” industries
  - Define diverse
  - Some manufacturing industries would not make good neighbors
  - The term “places” makes this seem like a placemaking goal
  - Dan Tobergte outlined the industries and talent information well at the last meeting
  - “Unique and active” – quality of life needs to be included here.
  - Allowing Gen Y to be a part of creating the unique environment is what they are seeking.
  - Objective: unique and attractive to be defined to attract a specific population

These notes are for discussion purposes only.
• Be prepared with incentives (built environment, financial) to attract jobs/employers/people.
  o “Incentive” – work on this term – possibly use “attractors”
  o Incentives of some sort are the only way to accomplish this.
• Promote regional self-sufficiency through economic cooperation
  o Define regional – county-wide or across multiple counties?
  o In reality, what can we really do to promote self-sufficiency?
  o “Self-sufficiency” is relative
  o Not having cities compete against each other.

**Added Goal Concepts/Notes:**
• Economically sustainable
• Easier/more predictable process to start a business would be helpful (zoning/variances/waivers)

_county cross section_

• Celebrate the unique identity of areas within Kenton County – Urban Core, First Ring, Suburban, and Rural
  o This goal is really important
    ▪ People picked where they live because of amenities in the Kenton County suburbs
  o Change “identity” to “character”
• Strengthen the economic vitality of the urban core
• Enhance the existing community fabric in first ring suburbs
• Seek opportunities to provide accessible amenities to the suburbs
  o What are the amenities?
    ▪ Walkable
    ▪ Bikeable
    ▪ Jobs
    ▪ Restaurants
• Preserve the rural heritage of Southern Kenton County
  o Need utility corridors in southern Kenton

**Added Goal Concepts/Notes:**
• Should include the specifics of points 2-5 in one place
  o The themes apply to all cross sections
  o Each area has its own heritage

These notes are for discussion purposes only.
Environment

- Strive to achieve a balance between development and preservation
  - Hillsides
  - Objectives may be difficult here
  - Blending of built and natural – does not have to be either-or.
  - Will the plan identify sensitive areas and call for preservation?
- Provide diverse active living opportunities (active and passive recreational opportunities)
- Encourage the establishment of a regional park system
  - Rather than “encourage” – something that would be impactful
  - Move toward the establishment rather than simply establish
  - We don’t have to have a regional park system – we could work incrementally
  - Big problem is funding and management
  - Does “regional” refer to a 3 county system or a 5 county system?
  - Is there regional interest?
  - Need one large land trust for the 3 counties
  - Don’t forget Vision 2015’s effort – newly acquired land may go into this
  - This is going to have to be a separate entity of governance/management if this is a multi-county system
  - “System” needs to be defined – one overall gov. parks system?
- Provide educational opportunities to improve awareness of environmental issues
  - Should this be a goal of our county?
  - Educational opportunities should mean beyond just teaching – active learning opportunities
  - Stormwater issues – SD1 has great programs
  - NKU has program supporting green initiatives (such as Licking River Greenway and Trails)
  - Rather than using the term “environmental issues” we should work to develop a better understanding of the value of our natural systems.
- Encourage collaboration to improve the quality of natural resources (water, air, flood control)
  - Rather than “improve” we should focus more on “maintain” – taking care of what already exists first may be most cost effective
  - No single agency can do this
  - Objective: incentivize for those who do more (staff/planning commission to recognize and have authority to grant these incentives)
- Promote energy efficient best management practices

**Added Goal Concepts/Notes:**
- Green infrastructure and beyond (good science and data available to help protect the environment. This needs consideration to move beyond the idea of green infrastructure to overall better practices.)

These notes are for discussion purposes only.
Health
- Encourage active living by promoting multi-modal options
- Improve accessibility to food choices
  - Great idea but how do we go about doing this?
  - Change wording to healthy food choices
- Promote clean air and water
  - Include protection of ground water
- Improve accessibility to natural systems (considering aging and disabled populations)
  - Good goal but concerned about requiring ADA compliance on every project.
- Promote community dialogue on regional health issues
  - Not role of the comprehensive plan
  - Look at the educational component as it relates to changing behaviors and not focus solely on the built environment
  - Education through schools and libraries.

**Added Goal Concepts/Notes:**
- Land use in relationship to health should be considered.
- Need to promote connected communities
- Education regarding health related opportunities
- Active living is connected to accessibility

Government
- Strive to achieve efficiency of services and governance
- Encourage cooperative governance

**Added Goal Concepts/Notes:**
- Sharing of services (and technology) helps with economic development
- “Encourage” not in the realm of the comprehensive plan.
- Look at Vision 2015’s livable communities initiative that talks about effective governance.
- Cost of providing services should be addressed
- Collective incentives for development (financial?) may be an area to collaborate on.
- Government should work with people under broad guidelines
- Economic impact of government decisions should be considered.
- Need for flexibility in regulations
- Cooperative governance is a better use of tax dollars
- Promote dialogue. Objective – Fire and police

These notes are for discussion purposes only.
Mobility

- Promote multimodal approaches to transportation
  - Consider rewording 1 and 2 to “Promote multimodal approaches for all demographics”
    - Objectives should include freight, air, etc.
  - Need to discuss freight
- Address the needs of an aging population and those with disabilities
- Increase efficiency for public transit by promoting development types that support transit
  - What constitutes a “development type that supports transit?”
    - Working with existing employment centers?
    - Cluster around noted (density)?
  - Are you talking about infrastructure like pull offs and shelters?
  - Should include at least a passing reference to rail
    - Many people won’t move to an area without rail
    - Perhaps add as an objective in Point 1
    - County cannot support rail because the population isn’t big enough so why include it?
  - Should include discussion of Transit Oriented Development
  - Transit, density, and amenity location are all related
  - Don’t see us changing before 2030 to a transit oriented system
  - A good example to look at are older neighborhoods in Cincinnati
  - What about creating new zones that encourage developments with no garages geared toward seniors?
    - Garages limit your living space on the first floor and usually require having to climb stairs
- Maintain and improve existing infrastructure before building new infrastructure
  - Talk about adding amenities and criteria for success
    - Bike / ped
  - Maintenance applies to all infrastructure, not just transportation
  - Need to be more balanced
    - New development in greenfield pays for ailing infrastructure
  - Concerned with the word “before,” perhaps change to “along with”
- Improve east/west connectivity
  - East / west connectivity can be included in multimodal as an objective
    - We should try to keep goals to a minimum in general
  - Common sense needed when picking East / West improvements
    - For instance, improving Hands Pk. Would be difficult and costly
- Maintain a fiscally sound relationship between infrastructure and the built environment
  - People felt points 4 and 6 were similar and should be combined

These notes are for discussion purposes only.
Points 4 and 6 are difficult

- How do you encourage redevelopment in Covington and not new development in Independence? They’re different cities with different funding sources
- Both redevelopment and new development are legitimate goals
- Who decides whether new development or redevelopment is more beneficial?

Redevelopment assumes you have limited dollars

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**Housing**

- Provide variety in housing (types, price points, locations)
  - This is not clear that it means to have variety of housing types and prices within each community
  - The key word ‘variety’ needs to be emphasized and possibly explained
- Provide housing choices for all generations
- Promote infill, redevelopment and adaptive reuse
- Encourage housing that establishes a relationship with the surrounding community
  - This needs to include ‘environment’
  - Change the word ‘relationship’ to ‘sensitive’
- Provide flexibility to encourage innovative development practices
  - This needs to be clear that the flexibility is for reaching the other goals not to be flexible in general

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**Added Goal Concepts/Notes:**

- Combine the first two goal statements because they are very similar
- The first two goals should not be combined they are dealing with two different things
- The housing goals are focused on the northern part of the county. Need to make sure the housing needs in south Kenton county are covered
- Housing development are location sensitive (urban, suburban, and rural) and the goals need to reflect this.
- Affordable housing needs to be added as a separate goal or emphasized in the first goal.

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These notes are for discussion purposes only.
Place (Nodes)

- Promote mixed use neighborhoods that are walkable and connected to surrounding neighborhoods
- Create places with a unique character making them a desirable place to be
  - This goal is not only a policy for new development; it is also policy for redevelopment and projects such as streetscape improvements
- Establish places that are scaled to the neighborhood

**Added Goal Concepts/Notes:**

- People say they want walkable communities but when it comes to actually building something locals baulk
- Target redevelopment of commercial into ‘places’ on the urban edge

These notes are for discussion purposes only.